

SECTION A: COMPULSORY

CASE STUDY

Information on Niche Cocoa Industries

Niche Cocoa Industry was established in the year 2011 and the leading processor of cocoa in terms of private ownership. Niche Cocoa has a big factory at free zones enclave off Tema-Aflao highway where it carries integrated processing, manufacturing, packaging and warehousing of semi-finished and finished goods processed cocoa products. Niche Cocoa prides itself with state-of-the-art manufacturing plants and accessories with current installed capacity of 60,000 tonnes of cocoa beans.

As quality control effort to guarantee consistency of quality production of products, Niche Cocoa has state-of-the-art quality control and strict adherence to HACCP and F55C22000 quality management system standards@ <http://nichecocoa.com/company/>. This resulted in receiving the Presidential National Award for Exporter of the year in years 2013, 2014 and 2015@ <http://nichecocoa.com/company/>.

Products manufactured by Niche Cocoa Industry

Niche Cocoa Industry process cocoa beans into alkalized cocoa powder, cocoa butter, cocoa liquor for exports and Niche bar chocolates for the local markets. Niche bar chocolates are manufactured in 12 different flavours in 100 g bars and 62.5g bars selling at Gh¢10/bar and Gh¢6/bar respectively. These are in the form of 10 bite packs and five bite packs. There are 2 types which appear in 24 bite packs of dark chocolate and milk flavoured. Nine of the varieties are flavours such as Coconut, Ginger, Orange, Strawberry, Banana, Mango, Lime, Honey and Coffee.

Niche bar chocolates have unique, moderate sugar sweetened with original cocoa flavour taste across the brands. Niche bar chocolates are attractively packaged in different package designs with images of fruit flavour on the labelling. The cocoa products of Niche Cocoa are processed to meet standards related Halal, Kosher, Fairtrade, Organic, FDA, Ghana Standards Authority and UTZ certified.

Customers of Niche Cocoa Industry are in two-fold, customers in business market and customers in consumer markets. For customers in business markets, Niche Cocoa rely on distributors some of which are key distributors of FMCGs, big retail chain companies the likes of Shoprite, Palace hypermarket, Mr. Price, Game, and in shopping malls where spaces are booked solely for marketing Niche bar chocolates. Other customers are retailers of staples, confectionaries, among others. In consumer markets are the middle- and high-income earning class including low-income customers with aspirational desire and

increasing income into the middle class. These customers usually appreciate the health benefits of chocolates. They in turn also buy for their dependents, relatives and friends.

Management and leadership of Niche Cocoa Industries has taken a strategic decision to embark on market development strategy in West African countries namely Cote d'Ivoire, Liberia, Gambia, Sierra Leone, Togo and Nigeria. In your role as Assistant Manager in charge of international market affairs, you have been asked by management to address the following issues:

- i. Examine external marketing environmental factors likely to impact on Niche Cocoa with regards to its decision to go international **(10marks)**.
- ii. Explain and justify why you would adopt and deploy adaptation and standardized approaches in different West African markets **(10marks)**.
- iii. Recommend and justify two international marketing orientation suitable for Niche Cocoa Industries with regards to products of the company **(10marks)**.
- iv. Recommend and justify two modes of entry into international markets **(10 marks)**

SECTION B: ANSWER THREE QUESTIONS

QUESTION ONE

You have been appointed as the business development manager at Kasapreko Company Limited responsible for international marketing business. The company is poised to expand its international business into the South African market.

- (a) Explain an appropriate international marketing orientation for Kasapreko (5marks)
- (b) Explain and justify a suitable mode of entry into the South African market (5marks)
- (c) Explain two market restrictions Kasapreko Company Limited is likely to encounter in entering the South African market **(10marks)**.

QUESTION TWO

You have been appointed as an international marketing strategist to enable the company expand its markets for growth and profitability. In this newly appointed role, you are being asked to critically assess how adaptation and standardization as suitable approaches of going international **(20marks)**.

QUESTION THREE

After a face-to-face discussion with the Business Development Manager of Association of Ghana Industries in your role as an International Relations Consultant, you have been asked to advise the association on the concept and practice of globalisation. This would enable them to roll-out some members of AGI into international markets. Your roles specifically are directed at the following:

- (i) Describe five types of globalisation concepts for AGI and the business implications of each to the association **(5marks)**.
- (ii) Assess the potential strengths of globalisation to the AGI and its members **(5 marks)**.
- (iii) Examine five potential challenges of globalisation to members of Association of Ghana Industries **(10marks)**.

QUESTION FOUR

You are a digital marketing practitioner with wide knowledge base in international marketing concepts and practices. You have been selected as consultant by a group of SMEs planning to explore and exploit opportunities from international markets. You are tasked to do the following:

- a. Recommend and justify three digital marketing strategies they could use to enable them gain international marketing presence **(10marks)**.
- b. Explain the critical success factors the SMEs must consider to benefit from use of digital marketing strategies **(10marks)**.

QUESTION FIVE

Ibn Farms Ltd is into yam production located in Bimbila in the Northern Region of Ghana. Management plans to expand their business beyond the shores of Ghana. They currently supply wholesalers and distributors across the country, and they were recently introduced to the export market following their engagement with the Ghana Export Promotion Authority (GEPA). As a result of this, they have hired you as their International Business Development Manager.

- a. Advise management on the market entry strategy that will be most appropriate for Ibn Farms Limited with relevant illustrations and justification. **(15 marks)**
- b. Further, present to management of Ibn Farms Ltd how to position their brand to gain competitive advantage. **(5 marks)**