

**UNIVERSITY OF SWAZILAND  
FACULTY OF COMMERCE  
DEPARTMENT OF BUSINESS ADMINISTRATION  
MAIN EXAMINATION PAPER                      MAY 2011**

**TITLE OF PAPER                      :**            **MARKETING COMMUNICATIONS**  
**DEGREE AND YEAR                :**            **B.COM. V FULL TIME & LEVEL VI IDE**  
**TIME ALLOWED                     :**            **THREE (3) HOURS**  
**COURSE CODE                      :**            **BA 524**  
**INSTRUCTIONS                     :**

1. TOTAL NUMBER OF QUESTIONS IN THIS PAPER (6)
2. SECTION A IS COMPULSORY
3. ANSWER ANY THREE QUESTIONS FROM SECTION B
4. THE MARKS TO BE AWARDED FOR EACH QUESTION ARE AS INDICATED ALOGSIDE THE QUESTION.

**NOTE:**            **MARKS WILL BE AWARDED FOR GOOD COMMUNICATION  
IN ENGLISH AND FOR ORDERLY AND NEAT PRESENTATION  
OF WORK. FURTHER MARKS WILL BE AWARDED FOR THE  
USE OF RELEVANT EXAMPLES.**

**SPECIAL REQUIREMENTS        :**            **NONE**

**THIS PAPER SHOULD NOT BE OPENED UNTIL PERMISSSION TO DO SO  
HAS BEEN GRANTED BY THE INVIGILATOR.**

## SECTION A CASE STUDY

## INNOCENT FRUIT DRINKS

Source: Egan, J. (2007), Marketing Communications, Thomson, United Kingdom, pp. 333-335

Since the launch of their first fruit smoothie drinks in 1999, Innocent Drinks have seen a phenomenal growth in the popularity of their brand. The company was founded by three London City workers Richard Reed, Jon Wright and Adam Balon, who felt that nutritional-starved Londoners would benefit from their vitamin-rich product. Their initial market research was conducted from a stall they hired at a local jazz festival:

*"We put a sign over the stall asking the customers if we should give up our jobs and form a company, providing two bins for the empty bottles, one that said 'yes' and one that said 'no'. At the end of the day the 'yes' bin was overflowing."*

Innocent fruit drinks are now a common sight in coffee bars, delicatessens, sandwich shops and supermarkets across the UK. By 2004, the company turnover was in the region of 11 UK sterling pounds (GBP). At the heart of the company's success was the simple ethos that: if the product was good enough and the communications strategy witty enough, the product couldn't fail. A fundamental part of the witty communication was the packaging of the product.

With only a small budget, the three partners did not have the funds to hire top designers or market research companies. They hired a friend, Dan Germain, to look after the branding and e-mailed packaging designs to other friends and acquaintances, who were asked for their views and opinions. The partners' general lack of knowledge with regard to the design process or the finer aspects of sourcing and developing the right image, meant that they were forced to keep things simple.

The resulting design for the pack was one that projected simplicity and the basic qualities of the brand itself. The naive approach to the packaging design was totally appropriate for a fruit drink called 'Innocent' and helped to underline the sense of honesty and natural goodness that was key to the brand philosophy. The design brief was to emphasise the naturalness of the product which is 100% fresh fruit with nothing added. The company also wanted a bottle that sat easily in the hand.

The logo, resembling an apple or a person with a halo, was initially sketched-out on a serviette with a felt tip pen. Germain explains: "We tried to make everything say instantly that the product is fun and good for you. The bottles are simple and free of gimmickry. They're easy to hold and that's all they need to be." He adds: "We didn't have any sophisticated marketing plan. We just wanted to like the way it looked and tasted and for it to stand out on cafe shelves."

Innocent understood the importance of communicating its values clearly and consistently through design and supportive communications. At the point-of-sale, the design of the bottles projects a clear message to the consumer. Even the copy on the labelling is intended to develop a relationship between the company and the customer, using an

informal tone of voice laced with humour. Facts and trivia relating to the brand are presented on the label in a style that is unique to the brand:

*“The deepest well in Europe is 800 metres down. We know this because it’s where we got our spring water from. We haven’t descended all the way because we’re a bit scared, but we found some monkeys who have hats with torches on.”*

The label also invites customers to call Innocent on the ‘banana phone’ or ‘pop round to say hello.’ Germain says that it’s all about ‘owning a tone’ and making sure that the tone is consistent across everything from labelling to advertising. Witty details on the label, such as ‘R = Rol poly’, or the ‘consume by’ date on the bottle top being replaced by an ‘enjoy by’ date, help define that tone and set Innocent apart from their competitors. Innocent even use the label as a recruitment advertisement when they need to hire staff, underlining the role of their packaging design as an advert at point-of-sale.

Innocent continues to extend its product line as it prepares to roll out into different countries. Their design work has won a high level of critical acclaim and in 2004 was nominated for a Silver Award by the D&AD, an educational charity that represents the global creative, design and advertising community.

## QUESTIONS

- a) Why was packaging so important to the success of the Innocent brand? In your discussion, highlight the role that packaging plays in enhancing brand communications **(10 marks)**
- b) Discuss how the Innocent brand can make use of package design (shape, size, and colour) to make their communications even more effective **(10 marks)**
- c) Use the VIEW model to evaluate the packaging for Innocent fruit drinks **(10 marks)**
- d) Show how Innocent could have used its packaging as a POP and explain the value that POPs bring to the market place **(10 marks)**

**SECTION B ANSWER ANY THREE QUESTIONS FROM THIS SECTION**

**QUESTION TWO**

With the use of relevant examples, discuss product characteristics that facilitate adoption. **(20 marks)**

**QUESTION THREE**

- a) Assume you are the advertising manager for a company that is contemplating launching a new brand onto the market. How would you apply the five-step programme to formulating advertising strategy to ensure that your launch was a success? **(10 marks)**
- b) Explain how SwaziBank used sponsorship and cause-oriented marketing to break through the local banking sector and become a force to be reckoned with. **(10 marks)**

**QUESTION FOUR**

Discuss the strengths and weaknesses of the different classes of print and broadcast media. **(20 marks)**

**QUESTION FIVE**

- a) Using examples from your experiences, discuss the functions that point-of-purchase materials accomplish that mass media advertising cannot. **(10 marks)**
- b) It has been suggested that changeable message signs are billboards that vary the advertising message on a schedule of every 4 to 10 seconds. Discuss whether you think this technology would be effective in Swaziland. In your discussion, refer to the electronic billboards located in Mbabane and Manzini and compare those with the static billboards along the highway. **(10 marks)**

**QUESTION SIX**

Use the various creative advertising strategies to develop an advertising campaign for a product of your choice. **(20 marks)**

**QUESTION**

- a) Using examples of actual product endorsers, discuss the factors that must be considered when selecting a celebrity endorser. **(10 marks)**
- b) The media planning process involves the decision about specifying media objectives. Discuss, with hypothetical examples, how a company can use the six media objectives to buy the best media and vehicles. **(10 marks)**