

Changing the World One Scoop at a Time

Ben & Jerry's Digital Media Strategy



Diane Huhn and Amanda Moore
Michigan State University, CAS 827, Fall 2021

Executive Summary

For decades, Ben & Jerry's has followed the philosophy of its unofficial motto--peace, love, and ice cream. However, as of late, engagement on the iconic brands' social media channels has felt anything but peaceful, let alone loving. Since opening its first ice cream parlor, the company has made no secret of supporting various social, environmental, and economic causes. From climate and racial justice to campaign finance reform and voting rights to LGBTQ+ and refugee rights to their current focus on criminal justice reform, Ben and Jerry's has never shied away from controversial issues. While the brand has generally worked successfully to balance its marketing and communications efforts between promoting fun, quirky, and delicious ice cream products and heavy, emotional, and consequential climate justice and social equity causes, it would like to explore digital marketing tactics that can help better balance its commitment to corporate social responsibility while reducing negative media and consumer responses.

The marketing strategy outlined in this proposal document offers Ben & Jerry's a path forward for engaging more deeply with consumers interested in supporting and amplifying the brands' social justice efforts while minimizing outside efforts to discredit these company values. Although well-known for balancing product profitability with social and environmental impacts, the brand is beginning to experience the effects and reality of an evolving social environment that has become increasingly polarized along cultural and political lines in recent years. Bolstering its current efforts to educate and engage consumers in social justice campaigns designed to address a new online value proposition (OVP) of "Changing the World, one scoop at a time" will enable Ben & Jerry's to strengthen its bond with loyal consumers while simultaneously curbing negative attacks.

Our strategy details the following key actionable items:

- Using digital and traditional media to create and deliver new and engaging social justice educational content.
- Delivering a range of opportunities enabling consumers to take action on social justice movements.
- Elevating the voices of consumers and partners to increase connection with social justice and dairy-free, vegan, gluten-free, and frozen yogurt desserts referenced as healthy dietary flavors throughout this plan.

Background, Situation, and Objectives

Client Background

When childhood friends Ben Cohen and Jerry Greenfield enrolled themselves in a correspondence course on ice cream making in 1977 from the Pennsylvania State University Creamery, it's unlikely that either could have anticipated the result—a multinational business selling premium ice cream products in 38 countries across Asia, Europe, and North America, owned by one of the world's largest producer of consumer goods and the top manufacturer of ice cream, with more than \$863M in sales for the brand last year (Market Share Reporter, 2020). As we explore how the company garnered such success, we first look at its unique and eventful history. After raising \$12,000 to get the business off the ground, the company's first store opened in a renovated gas station in Burlington, Vermont, in 1978. Within a few years, the first franchise opened a short distance away in Shelburne, VT (Ben & Jerry's Ice Cream, 2021). By the mid-1980s, packaging and selling its fun and quirky ice cream flavors in pint containers, the brand quickly became a contender in the U.S. ice cream industry, especially in the premium market segment (Fabry, 2018).

The company's products include ice cream, ice cream cakes, smoothies, sundaes, sorbet, shakes, frozen yogurt, and cores. Recently, the brand has launched healthy dietary flavors and dog-friendly, dog-safe frozen treats. The company distributes its products through supermarkets, convenience stores, franchise scoop shops, grocery stores, and restaurants. It sells across Australia, Italy, Spain, Denmark, Canada, Greece, Portugal, Turkey, the U.K., Singapore, and the U.S. Ben & Jerry's is headquartered in South Burlington, Vermont, the U.S.

Spearheaded by its founders, the company has genuinely demonstrated itself to be a pioneer in the field of corporate social responsibility (CSR). From funding small community-based projects in the 1980s to shining a light on improving the lives of children through a partnership with the Children's Defense Fund in the early 1990s to committing to using all-natural ingredients coupled with humane and eco-friendly practices in their supply chains, the causes supported in the early days of company's existence tended to fall into the feel-good, not-too-controversial realm (Ben & Jerry's Ice Cream, 2021). Well-known now for unapologetically taking what can often be deemed controversial stances on a wide variety of socio-cultural and political issues, the brands first foray into what was then a somewhat contentious subject matter took place in 1989 when the company took a stance against the use of Recombinant Bovine Growth Hormone (rBGH) and vowed never use hormone-laced dairy products.

While Cohen and Greenfield sold the company to British multinational food giant Unilever in 2000, the deal stipulated that the new owner carry on the brands' tradition of engaging in critical, global economic and social missions. With the creation of an independent Board of Directors, the founders and subsequent Board members have not only maintained their allegiance to its original values of human rights and dignity, social and economic justice, and environmental protection, restoration, and regeneration but

have greatly expanded the breadth of these focal areas (Holman & Buckley, 2020). Such issues include voting rights, racial justice, LGBTQ+ rights, climate justice, campaign finance reform, refugee rights, and a current focus on criminal justice reform. While not all, many of the brands' distinctive flavors partner with supporting people and organizations working constructively on these issues. For example, proceeds from the brands' Colin Kaepernick's Change the Whirled Non-Dairy ice cream benefit Know Your Rights Camp, which is working to advance the liberation and wellbeing of Black and Brown communities. The company also releases limited batch flavors such as Change is Brewing. This collaboration with Black-owned businesses encourages divestment from systems that criminalize Black communities while supporting efforts that "invest in a vision of public safety that allows everyone to breathe free (Ben & Jerry's Ice Cream, 2021)."

In an era when consumers are increasingly calling on corporations to take a stance on social justice issues, it is easy for companies to make missteps. For example, Pepsi's efforts in 2017 to highlight its support for the Black Lives Matter movement by using Kendall Jenner in its advertising were seen as inauthentic and an attempt to capitalize on the pain and suffering of Black and Brown communities (Holman & Buckley, 2020). On the other hand, Ben and Jerry's customers perceive the brand's social justice efforts positively, and the company can claim the legitimacy of decades of such work.

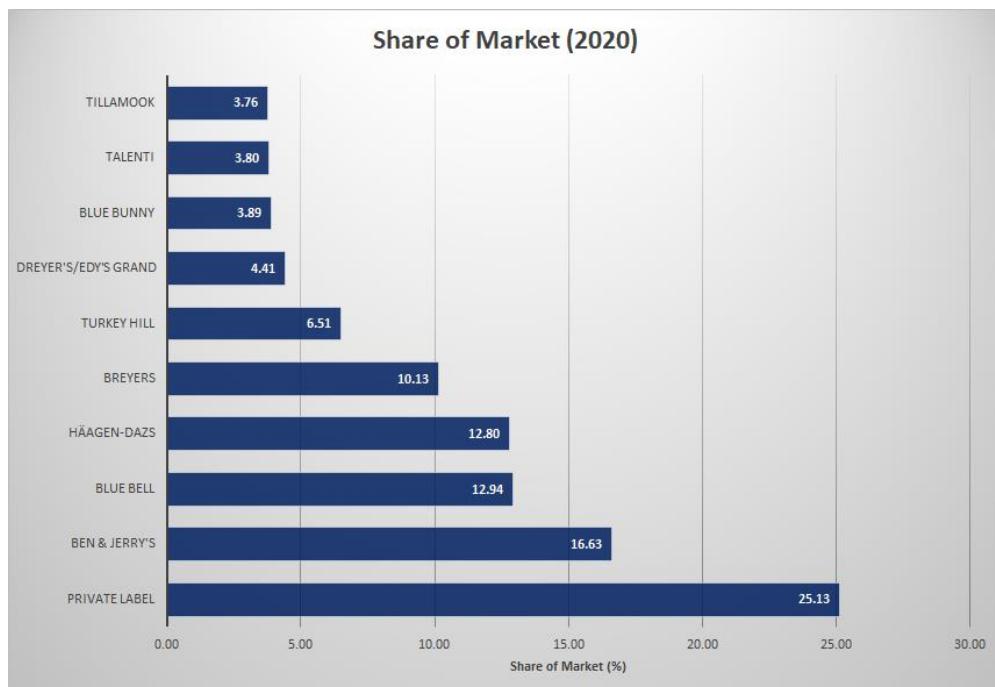
However, some issues have become more politicized in recent years. For example, on July 19 of this year, the company released a statement indicating that it was "inconsistent with our values for Ben & Jerry's ice cream to be sold in the Occupied Palestinian Territory (OPT) (Ben & Jerry's Ice Cream, 2021)." In addition, they would suspend sales of their products in the OPT at the end of 2022, when current licenses in these regions are scheduled to end. Reaction in the media and social media was mixed, with many denouncing the company and labeling its intended actions anti-Semitic. Consequences have included businesses, organizations, and states such as Florida, New Jersey, and New York announcing their disinvestment in Unilever, Ben & Jerry's parent company (McGeehan, 2021).

Ben & Jerry's has received positive support and brand loyalty from its commitment to quality ingredients. Although Unilever has some control as the parent company, Ben & Jerry's has an independent board responsible for approving any changes to ingredients or recipes. This stipulation helps maintain product quality despite the sale to a multinational company. The company has also lured and captivated loyal consumers through its advocacy efforts. Yet, the company has been attacked regularly by conservative media, potentially influencing purchases by consumers of such conservative media (Edmondson, 2014).

In Figure 1, we see that Ben & Jerry's holds the majority share of any single brand of ice cream producer. This substantial share in the market illustrates brand loyalty, product quality, and its broad distribution. It also reveals the brand's level of power in pushing

the boundaries of what it means for a company to practice advocacy related to its core values.

Figure 1: Share of Market



Note: Adapted from the graph "The leading ice cream brands of the United States in 2020, based on sales (in million U.S. dollars)". This data shows the percentage of share of market by brand. Copyright 2020 by Statista.

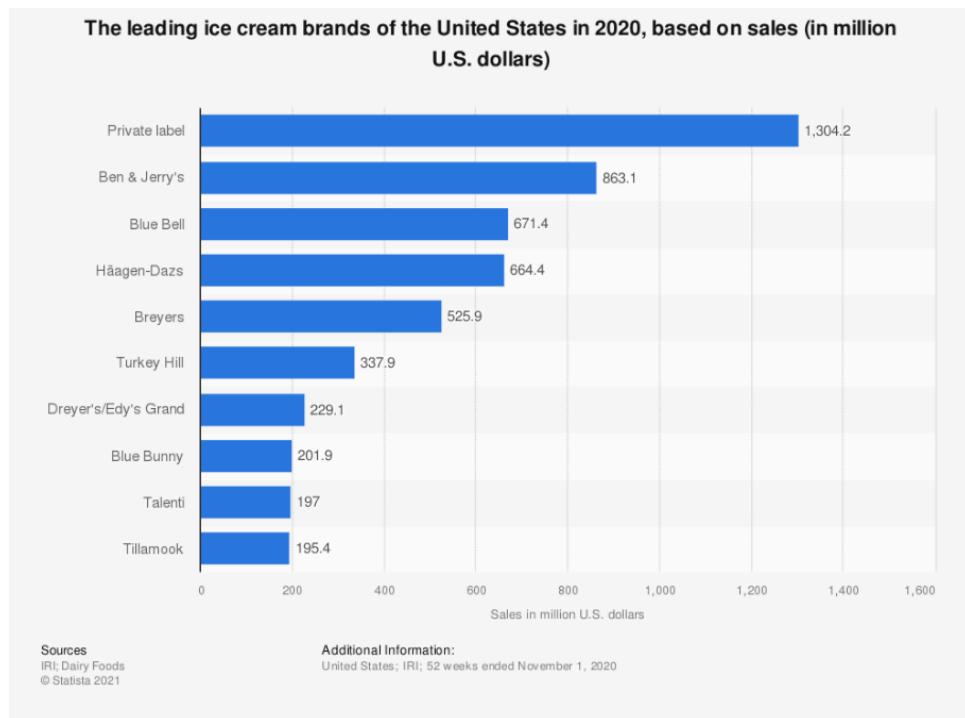
Competitive Analysis

Ben & Jerry's enjoys a commanding lead in the Ice Cream and Frozen Dessert market. Its top three competitors include Blue Bell Creameries, Häagen-Dazs, and Breyers. With sales of over \$863 in 2020, it realized \$191.7 million more in sales than Blue Bell Creameries, its nearest competitor. The company earned 16.6% of the market share. Blue Bell and Häagen-Dazs were nearly tied at 12.94% and 12.80%, respectively, and Breyers picked up a respectable 10.13% (Statista, 2021). As seen in Figure 2, company sales outperformed any single brand of ice cream—omitting the collective sales of independent private labels.

Yet, the industry has some healthy competition—no pun intended. According to Mordor Intelligence's *Ice Cream Market – Growth, Trends, COVID-19 IMPACT, and Forecasts (2020)*, "due to rising health concerns with regards to ice cream consumption, consumers are now preferring ice cream products that are GMO-free, hormone-free, additive- and preservative-free, dairy-free, low in calories, and organic and fat-free in nature." This indicates that industry players need to address the desire for alternative dessert options. Given Ben & Jerry's positioning as an indulgent, decadent treat, this trend could be a significant threat in the future.

In addition, ice cream makers should be concerned with additional sources of competition, such as changing grocery and meal procurement options and other potential threats.

Figure 2: Leading Ice Cream Brands of the United States in 2020 (based on sales)



Note: Reprinted from <https://www-statista-com.proxy2.cl.msu.edu/statistics/190426/top-ice-cream-brands-in-the-united-states/>. Copyright 2020 by Statistica.

Blue Bell Creameries

Initially operating under the Brenham Creamery Company moniker, Blue Bell Creameries began making ice cream in Texas in the early 1900s, changing its name in 1930 in honor of the Texas bluebell wildflower. It was not until the 1980s that the brand expanded sales beyond the borders of Texas. Although its closest competitor, Blue Bell trails Ben & Jerry's by a little less than \$200M in U.S. sales (Statista, 2021)—rather impressive for a company that sells ice cream in only 22 of the 50 states, all in the southern U.S.

From a branding perspective, Blue Bell positions itself very much as a wholesome, family-centered company. They prominently feature their "country" roots, high-quality ingredients, and more than 100-year history in their marketing efforts. Advertisements and digital media feature a lot of imagery of rural farm and country life, complete with blue jeans, cowboy boots, and main street USA. There is little evidence in its marketing and communications to suggest a commitment to socio-cultural or environmental justice issues (Blue Bell Creameries, 2021).

Breyers

William Breyer began making ice cream in 1866 in Philadelphia, Pennsylvania. The brand grew into a wholesale manufacturer 30 years later, with Henry Breyer, William's son, taking over the family business. The company grew, expanded, and was sold over the next hundred years. In 2015, Breyer's committed to using naturally sourced colors and flavors, sustainable sourced fruit and vanilla, as well as milk and cream from cows not treated with artificial growth hormones. The company celebrated 150 years of business in 2016.

As denoted in Figure 2, at \$525.9 million in sales in 2020, Breyers comes in fourth amidst the top five ice cream brands. Like Ben & Jerry's, Breyer's invests in high-quality ingredients and shows commitment to Corporate Social Responsibility through its digital platforms. It also takes a holistic approach to its relationships with the communities that source its products, such as the vanilla beans it uses. Breyers is committed to sustainably harvested vanilla bean farming and invests in the community in Madagascar that produces its vanilla through funding of schools, health care, and sustainable farming education.

The branding approach focuses on high-quality ingredients (posts featuring happy cows), the versatility of ice cream (recipe ideas), and a spotlight on the product (images and video of ice cream). Breyer's shares less content about its CSR initiatives than Ben and Jerry's. From a social strategy perspective, it appears that Breyers generally posts the same content across its Facebook, Twitter, and Instagram channels rather than tailoring content to the platform.

Häagen-Dazs

With its distinctive umlaut, many consumers may surmise that Häagen-Dazs originated in Belgium or Denmark, or some other Germanic nation, but it was the brainchild of two Polish immigrants living in the Bronx in the 1960s. As other companies at the time focused on profitability by reducing production costs, which lowered the quality of their products, Häagen-Dazs helped create the super-premium ice cream market by committing to the use of high-quality ingredients and production methods. Like Ben & Jerry's, Häagen-Dazs was bought out by a large international brand in 1983, significantly increasing its production and marketing capabilities and quickly becoming a favorite in the high-end ice cream industry. The company has maintained its positioning and has been a consistent sponsor of the Wimbledon Tennis Tournament.

From a corporate social responsibility lens, Häagen-Dazs, like Ben & Jerry's, has committed itself to environmentally conscious production. They began phasing out the use of GMO ingredients in 2016 and the growth hormone rBST. The company has also committed resources to support pollinator protection efforts over the last decade to the tune of more than \$1M (Häagen-Dazs, 2021).

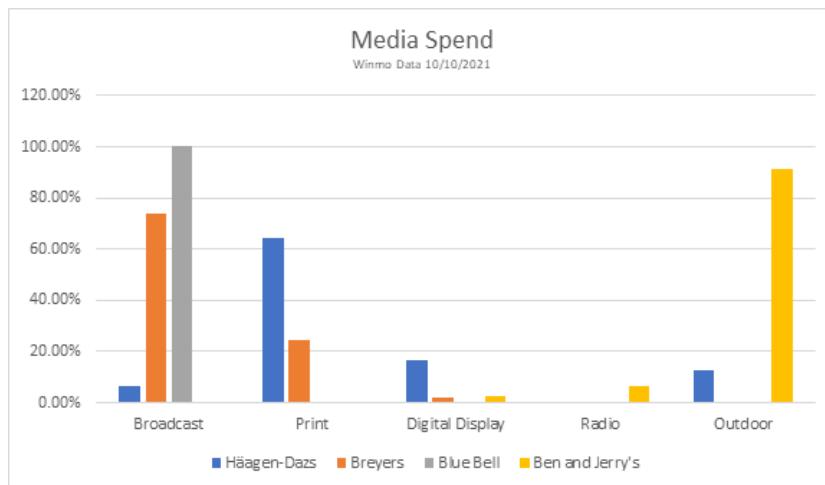
Additional Competitive Concerns

Perhaps spurred by the Global Coronavirus Pandemic, hard ice cream sales increased significantly throughout 2020 and into early 2021, setting a five-year high with more than 1 billion gallons produced, up 6% from 2019 (IDFA, 2021). However, it's unclear whether increased health-conscious attitudes and practices of consumers as the pandemic ebbs and flows will negatively impact ice cream consumption.

Industry research indicates that frozen treats are seen as contributing to relaxation and stress relief. However, more than 50% of U.S. adults say they are interested in reducing their overall sugar consumption. In response, brands are looking for innovative ways to help consumers be mindful of their sugar content while still fulfilling the emotional benefits many seek in ice cream. Sugar-free alternatives or the use of natural sweeteners such as honey, monk fruit, and agave are increasing in popularity. Industry trends also indicate that interest in non-dairy frozen treats will continue to grow (Mintel, 2021).

Additionally, although introduced pre-pandemic, subscription-based meal delivery services such as Blue Apron and grocery delivery services such as Shipt are changing how consumers procure food items. Such services can encounter difficulties delivering products that must be kept frozen, such as ice cream. In addition, for many shoppers, ice cream falls into the category of an impulse buy. For some shoppers, it may be easier to pass on adding a pint or two of Chunky Monkey to the grocery list submitted online as opposed to the ease of dropping it into their physical shopping cart at the store.

Figure 3: Percentage of Media Spend of Four Leading Ice Cream Brands



Note: Adapted from the Media Mix Data in the Media Spend Section of brand profiles for Blue Bell, Ben & Jerry's, Breyers, and Häagen-Dazs. This data shows the percentage of total media spend by mode of advertisement. Copyright 2021 by Winmo.

Social Media Audit

Ben & Jerry's utilizes [Facebook](#), [Instagram](#), and [Twitter](#) accounts like its competitors. As shown in Figure 5, Facebook is the brand's dominant social platform with more than 8.5M followers. Unlike its competitors, the company also has a [Snapchat](#) channel. As depicted in Figure 6, Ben & Jerry's dominates its closest competitors in terms of share of the social community.

Figure 4: Snapshot of Top Ice Cream Brands Instagram Feeds



Note: Adapted from the Instagram Feeds of Blue Bell, Ben & Jerry's, Breyers, and Häagen-Dazs. It demonstrates the variations in subject matter across competitor feeds. Copyright 2021 by Instagram.

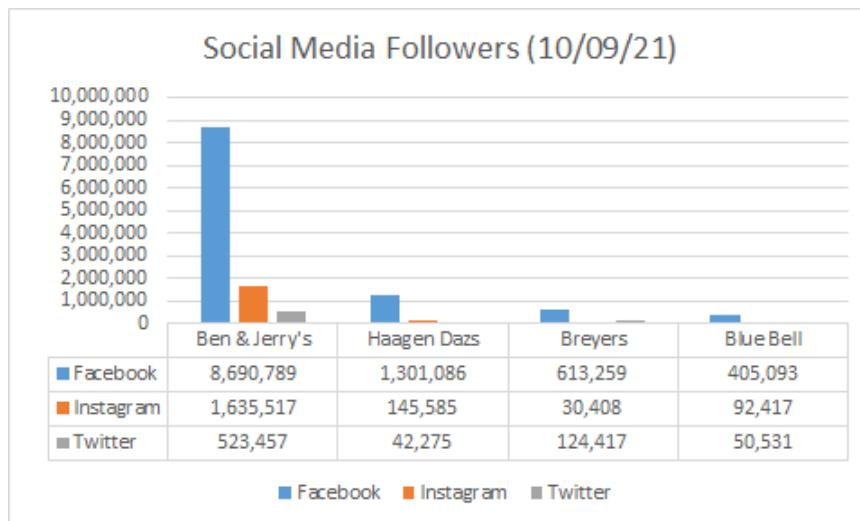
The brand is tactical about using different platforms by creating content specific to each social channel. On Instagram, the company uses posts, stories, story highlights, and IGTV. The company employs bio links and the swipe-up feature in stories to additional content such as [recipe blogs](#), [calls to action](#), [CSR educational content](#), [product pages](#), and [delivery services](#). Story highlights on Instagram and Snapchat enable content curation based on consumer interest and are divided into categories of flavors, fun, values, and recipes.

In a departure from its closest competitors, the brand often leverages its social platforms to highlight company values through general educational and advocacy content. While some content is tied directly to individual flavors, often it is stand-alone in nature and tied more closely to specific company values and CSR initiatives. Such content adheres closely to Ben & Jerry's branding to eliminate any consumer confusion when specific products are not depicted.

The brand's Facebook posts are typically more traditional in nature and are often used to share content similar to what is presented on its Instagram channel. It recently used the live video feature to launch a new, limited-edition flavor, *Change is Brewing*. The video highlighted the CSR foundation of the flavor, detailing how a portion of the proceeds will benefit organizations working to reimagine public safety. Content also included calls to action to encourage consumer involvement.

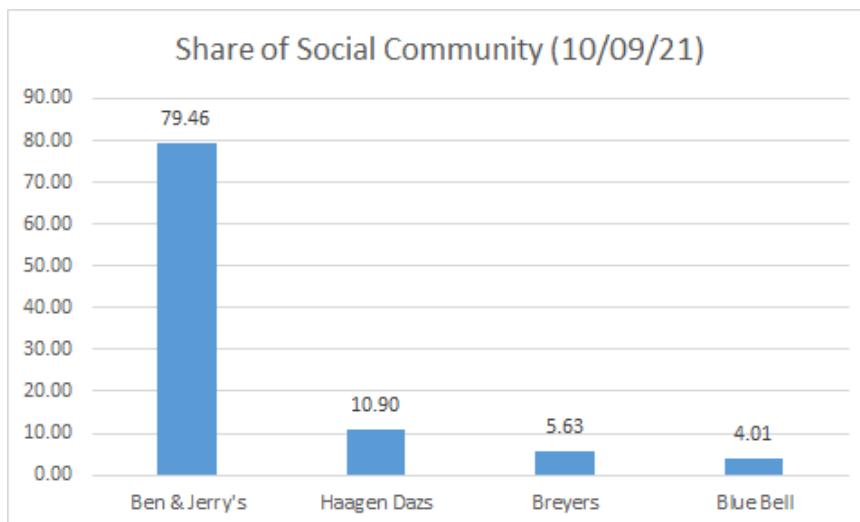
Ben & Jerry's, Blue Bell, and Breyers all demonstrate a focus on high-quality product photography in social marketing efforts. Although Ben & Jerry's highlights imagery of people in its values and CSR-based campaigns, it rarely showcases people in its product-based promotional media. Häagen-Dazs sets itself apart by incorporating diverse people enjoying its ice cream, as illustrated in the snapshots below gathered from each brand's recent Instagram feeds.

Figure 5: Social Media Followers of Top Four Ice Cream Brands



Note: Adapted from the Instagram Feeds of Blue Bell, Ben & Jerry's, Breyers, and Häagen-Dazs. It demonstrates the variations in subject matter across competitor feeds. Copyright 2021 by Instagram, Facebook, and Twitter.

Figure 6: Share of Social Community of Top Four Ice Cream Brands



Note: Adapted from the Instagram Feeds of Blue Bell, Ben & Jerry's, Breyers, and Häagen-Dazs. It demonstrates the variations in subject matter across competitor feeds. Copyright 2021 by Instagram, Facebook, and Twitter.

Situational Analysis

Ben & Jerry's is a global leader in the ice cream industry. Having most of the share of the social community, it has some quality strengths. Yet, the company can continue to strive for better service, sales, and impact related to its CSR values. The situation analysis presented below shows key strengths, weaknesses, opportunities, and threats as related to Ben & Jerry's social media marketing.

Figure 7: SWOT Table

	Helpful	Harmful
Internal Origin	<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • CSR embedded in social marketing • Largest share of market and social community • Use of location-based services • Reputation for a wide variety of high-quality, environmentally and socially conscious products • High level of consumer loyalty 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Missing focus on consumers and personal connections • Decentralized and uncoordinated marketing efforts • Controversial social justice advocacy and advertisement may alienate consumer markets with opposing viewpoints
External Origin	<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Additional features on social media platforms • Increasing demand for ice cream • Promotion of extended product lines • Increase consumer demand for demonstration of CSR 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Consumers shifting from a focus on foods for emotional comfort to focus on food to maintain/improve health • Increased awareness of health issues associated with high fat/high sugar foods • Cynicism of social justice advertising efforts seen as a gimmick

Strengths

Corporate Social Responsibility: Ben & Jerry's demonstrates a commitment to CSR not only behind the scenes but through educational campaigns for the social and environmental causes such as racial justice, addressing climate change, and mass incarceration. The company does well at isolating this content from its product, which appears less performative and more sincere.

Largest Share of Market and Social Community: Ben & Jerry's has maintained its competitive edge over its competition in both sales and social media engagement and following. Economical and robust marketing tactics in the digital space have proven successful.

Location-based Services: While improvements should be considered, Ben & Jerry's currently provides various location-based services enabling consumers to find products for purchase at third-party retailers, via delivery services, and at franchise locations.

Reputation: Ben & Jerry's is well-known for its commitment to producing a variety of high-quality products in a multitude of unique flavors.

Consumer Loyalty: Ben & Jerry's does an excellent job of maintaining its customer base.

Weaknesses

Missing Focus on Consumers and Personal Connections: [SproutSocial](#) reports that consumers want to connect with brands on various levels. The company often spends more time featuring products over people.

Decentralized and Uncoordinated Marketing Efforts: Because franchisees are independently owned and operated, there is sometimes a mismatch between corporate and local marketing efforts. This can be confusing to consumers.

Opportunities

More Effective Use of Digital Media and Marketing Functionality: While the company is delivering a positive return on its digital marketing efforts, many opportunities are available to enhance these efforts, including new and better digital marketing functionality and tools.

Increasing Demand for Ice Cream: The demand for ice cream remains strong. A [Datassential study](#) reported that the most popular dessert people choose to eat is ice cream, and the [International Dairy Foods Association](#) reports companies reporting a 2/5 increase in demand for premium ice cream, demonstrating ongoing opportunities for market share.

Promotion of Extended Product Lines: Industry trends indicate an increased demand for healthy dietary flavors. Ben & Jerry's is answering this call and opportunities to market these options to consumers better.

Consumer Demand for CSR: Consumers increasingly indicate a desire for brands to make their stance known on controversial social and political issues.

Threats

Balancing CSR Positioning in a Changing Sociopolitical Landscape: Given the current increase in political and social divisiveness, balancing a commitment to CSR while avoiding alienating consumers has been challenging for the company. For example, the company's announcement to end sales in the Occupied Palestinian Territory has led to negative media coverage and consumer backlash damaging the brands' reputation.

Possible Changing Consumer Focus: Although industry data has indicated an increasing demand for frozen dessert products over the last several years, especially during the impact of the recent pandemic, consumers may begin to shift their focus to healthier products.

Consumer Mistrust: Given the exponential growth in advertising that consumers are subjected to, many are becoming more distrustful and cynical about brands marketing efforts.

Goals & Objectives

Our primary goals for Ben & Jerry's are to increase sales and consumer engagement, especially of products and educational activities that support Ben & Jerry's CSR initiatives. Competitors Häagen-Dazs, Blue Bell Creameries, and Breyers benefit from the increased demand for ice cream and related frozen novelty products. However, aside from the limited focus on pollinators taken by Häagen-Dazs, these companies have done little to demonstrate significant corporate social responsibility efforts. Marketing research indicates increasing demand from consumers for such efforts from the brands they patronize. The objectives detailed below not only align with this business opportunity but with Ben & Jerry's long-standing commitment to using ice cream to change the world.

Objectives	
Sell	Increase sales of flavors supporting social justice issues and healthy dietary flavors by 10% by January 2023.
Sizzle	Increase product page visits to flavors supporting social justice issues by 25% in fiscal year 2022.
	Provide two new means for consumers to connect online to social justice content by January 2023.
Serve	Increase participation in social justice campaign sign-ups by 15% in fiscal year 2022.
	Increase the use of flavor-based location services on product pages by 25% in fiscal year 2022.
Speak	Increase customer engagement with social justice educational content by 10% in fiscal year 2022.
	Increase franchise social media followers by 50% in fiscal year 2022.

Strategies, Tactics, Actions, and Controls

Ben & Jerry's needs to ensure that potential confusion and misinformation over the social and environmental justice issues they support does not tarnish its brand and image. While more and more consumers are calling on brands to take a stand on important sociopolitical and cultural issues as a demonstration of their corporate social responsibility, brands must also reassure consumers that they are not simply jumping on a convenient bandwagon to take advantage of these issues for financial gain (Moore, 2020). As outlined previously, Ben & Jerry's has long been committed to social justice causes. However, some of these issues have become more politicized in recent years.

Although efforts by the company to counter negative press and consumer backlash have been mixed, true to form, the company has not backed down from its position on the issue. While this approach ensures that consumers can be confident in Ben & Jerry's commitment to the issues they support, in light of today's escalating culture wars and polarization, it will be more important than ever for the brand to connect with consumers through enhanced education and engagement opportunities using diverse social platforms and marketing strategies. While the company proves its deep commitment to social justice across platforms, it grows its relevant connection with a loyal consumer base, including younger generations.

With our proposed SOSTAC plan, Ben & Jerry's will adopt a marketing strategy that directly connects our target segments to these causes through education, engagement, and calls to action.

Strategies

Segmentation and Targeting: Ben & Jerry's appeals to a wide range of national and international consumers. For this marketing campaign, the brand will target the following audience segments identified through Claritas 360 (2021): Connected Bohemians, Young Digerati, and Up and Comers, as detailed in Figure 8. All three consumer segments reside in urban/metro areas near Ben & Jerry's Scoop Shops on the east and west coasts (see maps below).

The Connected Bohemians live more liberal lifestyles and would be more likely to consume and organically share Ben & Jerry's social justice content, connecting them to its values and building brand loyalty. They are made up of diverse types of people ranging from students to professionals, allowing the messaging to reach a diverse audience. This group and the Young Digerati are categorized as preferring organic/health food chains. This consumer trait makes both consumer categories ideal audiences for the Ben & Jerry's healthy dietary flavors. The final consumer segment is identified as the Up-and-Comers. This group helps blend the boundaries of urban and suburban consumer markets. The group is college-educated, tech-savvy, and travel frequently (Claritas, 2021).

Figure 8: Targeted Consumer Segments

	Connected Bohemians	Young Digerati	Up and Comers
Households and Distribution (USA)	1,894,306 	1,827,579 	1,877,049 
Employment Levels	Management, Professional	Management, Professional	Management, Professional
Age Range	25-44	25-44	25-44
Urbanicity	Urban	Urban	Metro Mix
Lifestyle Traits	Owns a Subaru, eats at organic/health food restaurants, shops at Nordstrom, visits New York City	Owns a Volvo, eats at organic/health food restaurants, shops at Saks Fifth Avenue, visits Los Angeles	Owns a BMW, eats at Jimmy Johns, shops at H&M, flies Delta
Media Traits	Uses Yelp and Spotify streaming services	Watches Game of Thrones, listens to Rhythmic Adult Contemporary	Watches CNN decades miniseries, listens to Urban One
Median Household Income	\$59,659	\$144,548	\$72,172
Homeownership	Renter	Homeowners	Mix
Need	Dessert options that are health-conscious and meet varying dietary needs	High quality and ethical dessert options	Digestible, approachable education content and calls to action
Pain Point	Locating dessert options	Finding accessible, socially responsible dessert brands	New ways to get involved in social justice work
Social Networks	Facebook, Instagram, Snapchat, TikTok	Facebook, Twitter, Instagram	Instagram, Twitter

Note: Adapted from the population, demographics, and lifestyle characteristics of three audience segments. Copyright 2021 by Claritas.

Positioning: Ben & Jerry's should be viewed as the go-to brand of ice cream products for individuals interested in purchasing fun, delicious, high-quality ice cream and who also care about making the world a better place. Ben & Jerry's has long positioned itself as a company devoted to utilizing its success to help causes that help the planet and the people living on it. The brand will use this well-established positioning with new opportunities to strengthen the awareness and engagement of consumers in advocacy opportunities.

What's unique about the brand is its strong presence in the frozen dessert industry. Their stronghold on the market and brand loyalty will allow them to survive and thrive despite this proposed social justice and healthy dietary flavors campaign. Although this can be a divisive topic amongst consumers, its market share allows it to push the boundaries when engaging consumers in values-based education and calls to action. The strong foundation in its core values and healthy dietary flavors will appeal to the Connected Bohemians, Young Digerati, and Up and Comers as more liberal, health-conscious consumers, as seen in Figure 8. The target market will help this campaign meet its objectives.

Online Value Proposition: To best leverage its positioning to stand out and be top in the hearts and minds of consumers desiring to contribute to the greater good through their purchasing dollars, we recommend Ben & Jerry's adopt the online value proposition (OVP) of "Changing the World, one scoop at a time."

Enhancing Credibility: By increasing the breadth and depth of the ways consumers can engage with content and calls to action, Ben & Jerry's will demonstrate that its commitment to social justice causes has not and never will be lip service. Not only will that ongoing commitment be reaffirmed, but the OVP and its related strategies, tactics, actions, and controls will demonstrate that Ben & Jerry's will not back down to cultural intimidation or quasi-political pressure. By contributing paid advertisement and marketing dollars solely to education campaigns, the company will build its credibility as a leader in corporate social justice. Ben & Jerry's customers come for the flavors and stay for the purpose.

Content Strategy and Integration: A variety of educational content will be created and tailored to each platform through which it is deployed, including corporate and franchise websites, social media channels, email newsletters, and other relevant vehicles. Educational content will consist of videos, brief articles, quote tiles, podcasts, suggested readings, and other pieces designed to help consumers understand the history of racial injustice, how it negatively impacts marginalized populations, and how legislative and social change can support positive changes. The content strategy will build various opportunities and prompts to encourage the creation and dissemination of user-generated content centered on the brand's featured social justice flavors and healthy dietary flavors. Appeals made through the content will focus on the shared values shared amongst the target audiences, such as liberal social stances and the desire for healthy dietary options.

For example, healthy dietary flavors appeal to Connected Bohemians and Young Digerati, as seen in Figure 8. Sponsored partnership videos featuring notable health influencers will be targeted to the geographic areas of our audiences. These efforts will address their need for healthy dessert options while also identifying the retail partners where consumers can easily find the flavors they seek. Posts would direct consumers to product pages where they can discover location-based services to locate locations to buy certain flavors of ice cream.

Tools Used: Ben & Jerry's will use various tools to implement this content strategy across all relevant channels. A social media planning and scheduling platform such as Sprinklr or Hootsuite will help streamline posting and analysis of content and social listening across multiple social media platforms, including Facebook, Instagram, Twitter, Snapchat, and TikTok. Social advertising tools will also ensure content reaches the right audience segments and that marketing dollars earn the best investment return. An email marketing platform such as MailChimp or Constant Contact will allow the brand to enable consumers to subscribe to newsletters and other email communications while providing the ability to segment audiences by interest and collect valuable analytics data.

The content strategy will encourage consumers to engage in advocacy opportunities and make their voices heard directly. Online petition and Congressional email platforms such as Change.org, Phone2Action, 350.org, and Democracy.io will prove crucial for meeting these objectives.

The strategy will also offer consumers the ability to demonstrate their commitment and support to the brand's social justice issues by purchasing themed merchandise such as t-shirts and stickers. An online store powered by an eCommerce system such as Shopify or Salesforce Commerce Cloud will be seamlessly integrated into the corporate and franchise websites.

TACTICS

The tactics that will enable Ben & Jerry's to deliver its OVP of "changing the world, one scoop at a time" and maintain key messaging will center on meeting the goals of using digital and traditional media to create and deliver new and engaging social justice educational content, providing a range of opportunities for consumers to take action on social justice movements, and elevating the voices of consumers and partners to increase connection with social justice and healthy dietary flavors. Tactics will involve a variety of corporate, retail, and franchise communications. Because Ben & Jerry's has the benefit of providing quality products under a strong brand, national messaging will be integrated to maximize the local and regional efforts of retailers and scoop shop franchises.

The campaign will inspire people to act by connecting to localized efforts in social justice. People are often inspired by seeing tangible activities they can act upon and impact the community where they live. User-generated content related to social justice will be encouraged through formal programs and crowdsourcing through social channels. Formalized sponsorship programs for local activist efforts will spur program-based content for localized calls to action around target audiences near scoop shop locations. This content will appeal to the Connected Bohemians and Young Digerati who live in core urban areas, as seen in Figure 8. The formal content developed through sponsorship partnerships will be used for calls to action to local efforts. Further

user-generated content can be generated by encouraging consumers to post about how they support the localized justice movement. This content could be repurposed and shared through web content, email blasts, social media, and paid advertisements.

At the corporate level, Ben & Jerry's marketing team will create various educational content and calls to action available via the website and social media channels as outlined previously. Digital display advertising and email marketing campaigns will create messaging to encourage consumers to connect with this content and the engagement opportunities offered.

The content will be targeted to and customized for each identified consumer segment. Each segment is interested in ethical dessert options, and the content will play to this desire by highlighting Ben & Jerry's commitment to ending racial injustice. Content aimed at the Young Digerati segment will feature relevant social media influencers to increase audience appeal and legitimacy for the issue. For example, a video featuring Colin Kaepernick explaining why he is partnering with the brand and encouraging consumers to support these efforts would spur consumers to share the content with their peers. Content aimed at the Up and Comers segment will help guide consumers from education to direct action by signing on to a relevant petition and making a direct appeal to their legislators.

Ben & Jerry's produces a product and brand that relies on partnerships with retailers to get its products to consumers. The brand will partner with retailers and franchisees to ensure that the featured specialty social justice flavors such as Change is Brewing, Justice ReMix'd, or Colin Kaepernick's Change the Whirled are available to consumers.

Ben & Jerry's corporate marketing will also contract with influencers in addition to marketing efforts aimed at retailers and franchise locations. The corporate marketing team will provide social content calendars and suggested social media content and graphics that align with corporate messaging related to specialty flavors, social justice educational content, and local efforts. For these campaigns, influencers would include notable figures in the social justice arena and popular health food tastemakers. These marketing efforts will involve pairing consumers to flavors that match their values and promoting retail and franchise locations where the flavors can be purchased. The Connected Bohemians, Young Digerati, and Up and Comers are all heavy consumers of social media, as seen in figure 8. Two of these segments are interested in healthy food options and would respond well to influencer marketing.

Media Mix and Contact Strategy

Ice cream sales are the highest in the summer months, so much of the heavy product marketing will occur mid-year, while planned educational, social justice (S.J.) content will be most robust in the off-peak season. Email and texts related to S.J. are issued in alignment with external partners and may not be known until before the alert needs to be sent. Because of this, action-oriented text alerts for federal elections have only been identified in the chart below.

Figure 9: Media Mix Calendar for 2022

Media	J	F	M	A	M	J	J	A	S	O	N	D
Email – S.J.*										x	x	
Email - Product	x	x	x	x	xx	xx	xx	xx	x	x	x	x
Paid Social - SJ	x	x	xx	xx						xx	x	x
Paid Social - Product						xx	xx	xx	xx			
Organic Social - SJ	xx	xx	xx	xx	x	x	x	x	x	xx	xx	xx
Organic Social - Product	x	x	x	x	xx	xx	xx	xx	xx	x	x	x
Text – S.J.*										x	x	
Out of Home - SJ	x	x	x	x	x	x	x	x	x	x	x	x
Out of Home - Product					xx	xx	xx	xx	xx			
Internet Radio - SJ	x		x		x		x		x	x	x	
Internet Radio - Product	x	x			xx	xx	xx	xx	xx			
Website Homepage – Seasonal OVP		x			x	x	x	x		x		x
Flavor Homepage – SJ OVP	x	x	x	x	x	x	x	x	x	x	x	x

Marketing Budget (Winmo)

The second highest marketing investment is in Out of Home advertising. This advertising sphere is more creative and more challenging for consumers to avoid. Efforts would include billboards, transit advertisements, airport displays, and sponsorships. Sponsorships are the highest budgeted item. By aligning dollars with localized social justice efforts, we can encourage e-newsletter sign-ups and participation in digital calls to action through scoop shop tabling at organizational events. Bus shelter advertisements in targeted geographies would present Q.R. codes to sign up for calls to action. These personalized experiences will help consumers link to the digital experience and help meet the objectives of this plan. There is also an opportunity to spur user-generated and earned media through creative, innovative Out of Home advertising ideas that spark the interest of media and consumers (Ewen, 2021). The target audiences range from 25 – 44, including generations X, Y, and Z. These generations consume social media and digital content more than their predecessors. Because of this, Ben & Jerry's marketing budget reflects higher investment in Digital Display such as social media advertisements and email marketing given their audience (Moores, 2017). Our target audiences are online radio listeners, so Ben & Jerry's will engage in radio advertisements on these platforms (Claritas, 2021).

Figure 10: Marketing Budget 2020 – 2022 (Source for 2020 and 2021 figures: Winmo)

Type	2020	2021 (Q1-Q2)	2022
Out of Home	\$568,282	\$342,352	\$400,500
Broadcast	\$11,441	\$0	\$10,000
Digital Display	\$321,417	\$68,659	\$500,000
Radio	\$125,881	\$23,990	\$79,500
Print	\$36,680	\$0	\$10,000
Total	\$1,063,701	\$435,001	\$1,000,000

Note: Adapted from the 2020 and 2021 Media Mix Data in the Media Spend Section of brand profile for Ben & Jerry's. This data shows the total dollar amount spent by mode of advertisement. Copyright 2021 by Winmo.

SEO

Healthy choice options were listed as one of the greatest threats in the Figure 7 SWOT table. With one of the objectives to increase sales of healthy dietary flavors, Ben & Jerry's will begin investing in SEO initiatives to boost their healthy dietary flavors by making sure people who search "vegan ice cream," "dairy-free ice cream," "non-dairy ice cream" and "gluten-free ice cream" will find Ben & Jerry's options first. However, there may be alternative search terms that are more affordable and help reach more people through searches. The audience segments are also very similar for both campaign themes, helping to build overlapping brand loyalty based on values of justice and health.

Similarly, many people are looking for more educational resources to learn about our changing world. SEO specialists can identify the key search terms related to social justice terms used by our target audience. Ben & Jerry's approachable and action-oriented educational content is enjoyable and easily shareable across platforms, helping spread organic reach and building brand loyalty.

ACTIONS

The Ben & Jerry's marketing team will oversee the execution of the overall strategy. External vendors and service providers will execute various functions as detailed in the chart below. These efforts include coordination with Ben & Jerry's retail partners to help spur sales of key flavors hosted at high-profile retailers that attract our target audience. Similarly, the company marketing team would partner with the scoop shop franchise owners to help boost engagement on their social networks and align them with corporate messaging. The action items also require the support of external specialists like merchandising firms and consultants who work in SEO.

Figure 11: Tactics and Actions Table

Tactics	Internal Actions	External Actions	Timing
Product Sampling with Social Share	Coordinate with retailers. Supply additional samples, giveaways for sampling, and deploy	Retailers will promote and conduct sampling events. Q.R. codes will be on	At social justice flavor launches. During early

	Q.R. code with a web link where customers can provide an email address to receive a coupon with options to subscribe to other e-news and specials from the company.	display, and customers will complete a form for a coupon.	summer for healthy dietary flavors.
Local Social Justice testimonials – what I learned	Call to testify about local opportunities to get involved in social justice and design campaigns targeted to areas where testimonials came from.	Scoop shop partnership to highlight change agents in their locations. Customers submit testimonials.	Call to testify final quarter 2021. Local call to action campaigns throughout fiscal year 2022.
Website revisions	Identify appropriate OVP of social justice flavors to focus on calls to action related to the cause.	Web designer to modify and revise digital content to align with new OVP	Before flavor launch.
SEO development	Hire an external consultant to help identify the best terms to lead people to Ben & Jerry's website.	Research and identify key terms for social justice education and healthy dietary dessert searches.	Research and development in the final quarter of 2021. New SEO launch in fiscal year 2022.
Retailer influencer marketing	Act as project manager and funding partner for influencer marketing.	Enlist agency to determine the ideal influencers for target flavors. Retailers coordinate with their brand team.	Build partnership and develop content in the quarter before flavor launch or beginning of summer. Marketing begins at launch.
Franchise communications general campaigns	Corporate marketing and social media teams will prepare collateral and a content calendar to share with scoop shops.	Scoop shops will post content and engage with followers.	Deliver content throughout the calendar year 2022.
Franchise social justice campaigns	Corporate social media team will spotlight/share scoop shop content.	Scoop shops will post content and engage with followers.	Deliver content throughout the campaign period.
Boosted social campaigns by ice cream flavor	Corporate social media team will use social advertising tools to direct paid posts to the identified target segments.	Scoop shops and retailers will amplify campaign messages.	Deliver content throughout the campaign period.
Grow and segment the audience by support for social justice issues	Corporate marketing in collaboration with social justice partners to create content modules for	Scoop Shops, retailers, partners, and influencers to promote sign-ups.	Deliver monthly to subscribers.

	monthly email newsletters tailored to the self-reported interests of subscribers.		
Develop and market branded social justice-themed products	Corporate marketing to design a suite of branded products to promote social justice causes.	External provider to execute ordering and fulfillment services.	Launch online store in Q1 2022. Product fulfillment is ongoing.

CONTROLS

The following measures will be established to monitor and measure performance to ensure the marketing strategy meets the planned objectives. Data collection and analysis will be conducted primarily by the Ben & Jerry's Corporate Marketing, Social Media, and Sales Teams but will also include data analysis from external consulting firms and service providers in addition to input from retailer and franchise locations.

Figure 12: Tactics and Controls

Tactics	Controls	Objective
Product Sampling	The corporate sales team will analyze sales data to measure the percent difference between 2021 and 2022 for these flavors.	Increase sales of flavors supporting social justice issues and healthy dietary flavors by 10% by January 2023.
Local Social Justice testimonials – what I learned	Corporate marketing and social media teams will coordinate with scoop shops to measure percent difference between 2021 and 2022 engagement metrics (Ex. shares, likes, and comments) across social platforms on all social justice educational content.	Increase customer engagement with social justice educational content by 10% in fiscal year 2022.
Website revisions	Google Analytics will measure the percent difference between 2021 and 2022 of unique webpage visits on all social justice flavor pages.	Increase product page visits to flavors supporting social justice issues by 25% in the fiscal year 2022.
SEO development	Consulting agency will provide keyword analysis reports quarterly.	Increase product page visits to flavors supporting social justice issues by 25% in the fiscal year 2022.
Retailer influencer marketing	Google Analytics will measure the percent difference between 2021 and 2022 of unique web page referral traffic using coded links.	Increase the use of flavor-based location services on product pages by 25% in fiscal year 2022.

Franchise social campaigns	Corporate social media team will measure the percent difference between 2021 and 2022 of scoop shop followers by social channels.	Increase franchise social media followers by 50% in fiscal year 2022.
Boosted social campaigns by ice cream flavor	The corporate social media team will utilize Sprinklr dashboards to measure the percent difference between 2021 and 2022 of each social media channel's reach, impressions and engagements, referral traffic, and conversion rates.	Increase customer engagement with social justice educational content by 10% in fiscal year 2022.
Grow and segment audiences by support for social justice issues	Corporate marketing team will utilize analytics functions in the email marketing platform to measure the percent difference between 2021 and 2022 of email sign-ups by referral type.	Increase participation in social justice campaign sign-ups by 15% in fiscal year 2022.
Develop and market branded social justice-themed products	External fulfillment provider will provide relevant sales data and referral tracking data.	Provide two new means for consumers to connect online to social justice content by January 2023.

Conclusion

The marketing and communications strategy detailed in this report will capitalize on Ben & Jerry's strong current and historical leadership in the ice cream and frozen novelty industry and the ever-expanding field of corporate social responsibility. The audit and analysis activities have provided a solid footing for executing effective strategies, tactics, and controls. Rigorous controls have been established to ensure proper measurement of each tactic to gauge the strategy's overall effectiveness.

Team Response to FP2 & FP3 Feedback

FP 2 Revisions

Our team appreciated the thoughtful feedback provided by Dr. Alhabash for each of our submissions. We are also thankful for the time Dr. Alhabash spent with us to help us better understand how to formulate a solid OVP and strengthen our objectives.

Initial feedback indicated confusion over the background information we supplied at the beginning of our FP2 submission. We were under the impression that we should include what we had submitted for the opportunities statement in FP1 but realized that information was a bit out of context. We consolidated the relevant and pertinent information in our Executive Summary for our final submission.

A number of comments related to our lack of citations. Proper references have been provided throughout our final submission. Additional feedback encouraged us to include supporting data regarding market share, brand perceptions and expound on non-brand specific sources of competition such as healthy eating and changing shopping habits. We bolstered our competitive analysis section by adding this information while also consolidating the competitive brand summaries. We were also encouraged to take a deeper dive into our social media audit and did so by adding content about engagement and message strategies used.

In addition to revisiting and strengthening our SWOT analysis, we completely overhauled our objectives to be structured as SMART goals and followed up with Dr. Alhabash as mentioned to confirm the revised objectives were appropriate.

FP 3 Revisions

We appreciated the opportunity to rework our positioning statement a bit to better align with our campaign's goals and objectives. Based on the feedback received, we also refined our Content Strategy and Integration section to explain how we would appeal to the target market and included an example of how we would use content to meet the objective of increasing sales of healthy dietary flavors. We also added examples of the planned educational content and calls to action that would be included in this campaign, such as the social justice sponsorship programs targeted at scoop shops and the three target audiences. In addition, we discussed how the content would reach and align with our target segments.

Although our campaign objectives to combine the themes of social justice and healthy dietary flavor were ambitious, we felt our audiences' similarity helped build overlapping brand loyalty based on values of justice and health.

Finally, we included some clarification around how retail samplings would expand to the digital environment through a QR code that would ask for an email to send a coupon as well as offering the option to receive further coupons and marketing emails.

CITATIONS

Ben & Jerry's Ice Cream. (2021, November 21). Retrieved November 21, 2021, from <https://www.benjerry.com/>.

Ben Jerry's [benandjerrysUS]. (2021, October 9). Retrieved from <https://www.facebook.com/benandjerrysus>.

Ben & Jerry's [benandjerrys]. (2021, October 9). Retrieved from <https://www.instagram.com/benandjerrys/>.

Ben & Jerry's [benandjerrys]. (2021, October 9). Retrieved from <https://twitter.com/benandjerrys>.

Blue Bell Creameries. (2021, October 9). Retrieved October 9, 2021, from <https://www.bluebell.com/>.

Blue Bell Ice Cream [bluebellcreamery]. (2021, October 9). Retrieved from <https://www.facebook.com/bluebellcreamery/>.

Blue Bell [bluebellicecream]. (2021, October 9). Retrieved from <https://www.instagram.com/bluebellicecream/>.

Blue Bell Ice Cream [ILoveBlueBell]. (2021, October 9). Retrieved from <https://twitter.com/ILoveBlueBell>.

Breyers. (2021, October 9). Retrieved from <https://www.facebook.com/breyers/>.

Breyers. (2021, October 9). Retrieved from <https://www.instagram.com/breyers>.

Breyers. (2021, October 9). Retrieved from <https://twitter.com/breyers>.

Häagen-Dazs. (2021, October 9). Retrieved October 9, 2021, from <https://www.icecream.com/us/en/brands/haagen-dazs>.

Häagen-Dazs [HaagenDazsUS]. (2021, October 9). Retrieved from <https://www.facebook.com/HaagenDazsUS>.

Häagen-Dazs Ice Cream [HaagenDazs_US]. (2021, October 9). Retrieved from https://www.instagram.com/haagendazs_us.

Häagen-Dazs [HaagenDazs_US]. (2021, October 9). Retrieved from https://twitter.com/HaagenDazs_US.

Claritas. (2021). *04 – Young Digerati 2021 Statistics, Demographic Traits, Lifestyle & Media Traits*. Claritas 360. Retrieved November 20, 2021.

<https://claritas360.claritas.com/mybestsegments/#segDetail/PZP/04>.

Claritas. (2021). 25 – *Up-and-Comers 2021 Statistics, Demographic Traits, Lifestyle & Media Traits*. Claritas 360. Retrieved November 20, 2021.

<https://claritas360.claritas.com/mybestsegments/#segDetail/PZP/04>.

Claritas. (2021). 31 – *Connected Bohemian 2021 Statistics, Demographic Traits, Lifestyle & Media Traits*. Claritas 360. Retrieved November 20, 2021.

<https://claritas360.claritas.com/mybestsegments/#segDetail/PZP/31>.

Dairy Foods. (November 1, 2020). The leading ice cream brands of the United States in 2020, based on sales (in million U.S. dollars) [Graph]. In *Statista*. Retrieved October 9, 2021, from <https://www-statista-com.proxy2.cl.msu.edu/statistics/190426/top-ice-cream-brands-in-the-united-states/>

Edmondson, B. (2014, April 10). Why does ben & jerry's have such loyal customers? Campaign. Retrieved November 26, 2021, from <https://www.campaignlive.co.uk/article/why-does-ben-jerrys-loyal-customers/1289573>.

Ewen, J. (2021, October 14). *Out of home advertising (OOH) - all you need to know in 2021*. Tamoco. Retrieved November 20, 2021, from <https://www.tamoco.com/blog/out-of-home-advertising-ooh/#:~:text=The%20reason%20that%20advertisers%20love,can%20move%20to%20another%20channel>.

Fabry, M. (2018, May 4). *Ben & Jerry's founding story: How they changed ice cream*. Time. Retrieved November 21, 2021, from <https://time.com/5252406/ben-jerry-ice-cream-40/>.

Herrick, M. (2021, July 15). Ice cream sales and production remain hot ahead of National Ice Cream Day. IDFA. Retrieved November 25, 2021, from <https://www.idfa.org/news/ice-cream-sales-and-production-remain-hot-ahead-of-national-ice-cream-day>.

Holman, J., & Buckley, T. (2020, July 27). *How Ben & Jerry's Perfected the Delicate Recipe for Corporate Activism*. Bloomberg.com. Retrieved November 21, 2021, from <https://www.bloomberg.com/news/features/2020-07-22/how-ben-jerry-s-applied-its-corporate-activism-recipe-to-blm>.

International Dairy Foods Association. (2021, July 15). *Ice cream sales and production remain hot ahead of National Ice Cream Day*. IDFA. Retrieved November 27, 2021, from <https://www.idfa.org/news/ice-cream-sales-and-production-remain-hot-ahead-of-national-ice-cream-day>.

Market Share Reporter. (2020). "Top Ice Cream Brands, 2020." Market Share Reporter, edited by Virgil L. Burton III, and Robert S. Lazich, 32nd ed., Gale, 2022. Gale Directory Library,

link.gale.com/apps/doc/LTBKQI300101409/GDL?u=msu_main&sid=bookmark-GDL&xid=8ca00adc. Accessed 26 Sept. 2021.

Market Share Reporter. (2020) "Top Ice Cream Makers, 2020." Market Share Reporter, edited by Virgil L. Burton III, and Robert S. Lazich, 32nd ed., Gale, 2022. Gale Directory Library,
link.gale.com/apps/doc/JKIDQC480349740/GDL?u=msu_main&sid=bookmark-GDL&xid=bf8f6b0a. Accessed 26 Sept. 2021.

McGeehan, P. (2021, September 16). *N.J. to pull \$182 million out of Unilever over Ben & Jerry's and Israel*. The New York Times. Retrieved November 21, 2021, from <https://www.nytimes.com/2021/09/16/nyregion/ben-and-jerrys-israel-unilever.html>.

Mintel. (2021, July 2). A Year of Innovation in Plant-based Drinks, Yogurt & Ice Cream, 2021. Kaczorowski, Mikolaj. Retrieved from Mintel database.

Mintel. (2021, April). *Ice Cream and Frozen Novelties, US, April 2021*. Retrieved from Mintel database.

Moores, D. (2017, December 27). *Generational marketing: Understanding different age groups and their preferences*. Martech Zone. Retrieved November 20, 2021, from <https://martech.zone/what-is-generational-marketing/>.

Moore, K. B. (2020, July 30). *Council post: Corporate social responsibility: Consumers will remember companies that led in 2020*. Forbes. Retrieved November 21, 2021, from <https://www.forbes.com/sites/forbesagencycouncil/2020/07/31/corporate-social-responsibility-consumers-will-remember-companies-that-led-in-2020/?sh=222bb98deb65>.

Moore, T. (2020, November 23). *Ben & Jerry's Grand Poobah of PR Sean Greenwood dishes on ice cream activism*. P.R. Week. Retrieved November 21, 2021, from <https://www.prweek.com/article/1694091/ben-jerrys-grand-poobah-pr-sean-greenwood-dishes-ice-cream-activism>.

Mordor Intelligence. (2020). Ice cream market: 2021 - 26: Industry share, size, growth. Retrieved December 5, 2021, from <https://www.mordorintelligence.com/industry-reports/ice-cream-market>. Winmo. (2021). Ben & Jerry's Media Spend [Media Mix]. Retrieved from Winmo database.

Winmo. (2021). Blue Bell Media Spend [Media Mix]. Retrieved from Winmo database.

Winmo. (2021). Breyers Media Spend [Media Mix]. Retrieved from Winmo database.

Winmo. (2021). Häagen-Dazs Media Spend [Media Mix]. Retrieved from Winmo database.

