



**ASSIGNMENT 1<sup>ST</sup> SEMESTER : MARKETING COMMUNICATIONS (MC)**

**MARKETING COMMUNICATIONS 2 (MC201)**

**CHAPTERS COVERED : CHAPTERS 1-10**

**DUE DATE : 3:00 p.m. 20 MARCH 2012**

**TOTAL MARKS : 100**

**INSTRUCTIONS TO CANDIDATES FOR COMPLETING AND SUBMITTING ASSIGNMENTS**

The complete 'Instructions to Students for Completing and Submitting Assignments' must be collected from any IMM GSM office, the relevant Student Support Centre or can be downloaded from the IMM GSM website. It is essential that the complete instructions be studied prior to commencing your assignment. The following points highlight only a few important notes.

1. You are required to submit ONE assignment per subject.
2. The assignment will contribute 20% towards the final examination mark, and the other 80% will be contributed by the examination, however, the examination papers will count out of 100%.
3. Although your assignment will contribute towards your final examination mark, you do not have to earn credits for admission to the examinations; you are automatically accepted on registering for the exam.
4. Number all the pages of your assignment (e.g. page 1 of 4) and write your name and surname, student number and subject at the top of **each** page.
5. The IMM GSM requires assignments to be presented in a typed format, on plain A4 paper. Unless otherwise specified, this assignment must be completed within a limit of 1500 words, excluding the bibliography. Students who exceed the word limit may find that only part of the submitted assignment will be marked.
6. A separate assignment cover, which is provided by the IMM GSM, must be attached to the front of each assignment.
7. Retain a copy of each assignment before submitting, in case the original does not reach the IMM GSM.
8. The assignment due date refers to the day up to which assignments will be accepted for marking purposes. The deadline is 3:00 p.m. on 20 March 2012. Late assignments will be accepted, but **25 marks** will be deducted from the maximum mark, if received after 3:00 p.m. on 20 March 2012 and up to 5:00 p.m. the following day, after which no assignments will be accepted.
9. If you fail to follow these instructions carefully, the IMM Graduate School of Marketing cannot accept responsibility for the return of the assignment. It may even result in your assignment not being marked.

Results will be available on the IMM GSM website: [www.immgsm.ac.za](http://www.immgsm.ac.za) on Friday, 4 May 2012.

References are to the prescribed textbook: Shimp, T.A., 2010. *Integrated Marketing Communications in Advertising and Promotion*. 8<sup>th</sup> ISE. South-Western College CENGAGE.

**Read the various sections of the case study relevant to each question and answer ALL the questions.**

## **QUESTIONS**

**[90]**

1. The rebranding exercise forms part of the implementation decisions within the brand-level marcom decisions process. Explain what you would argue were the decisions being made that form part of the **implementation decision-making process** as part of the overall marketing communications decision-making process. (Reference: Shimp, 2010, Chapter 1.) **(8)**
  
2. Burger King, just as its competitors, has a specific brand image associated with the Burger King brand. Provide strategic comment on what brand-related personality is personified by the Burger King brand by first considering the five personality dimensions available and then selecting the most appropriate brand-related personality for Burger King. (Reference: Shimp, 2010, Chapter 2.) **(12)**
  
3. Design a target market for the launch of Burger King's Asian Chicken Salad taking all four general targeting characteristics into account. (Reference: Shimp, 2010, Chapter 4.) **(8)**
  
4. Design a similar framework for brand positioning as per Figure 5.4 in your prescribed textbook for Burger King by applying the theory outlined in Figure 5.4 to Burger King the brand. (Reference: Shimp, 2010, Chapter 5.) **(12)**
  
5. Burger King has recently joined forces with a new advertising agency, called McGarryBowen. Let's assume this agency is what is called a full-service advertising agency. Explain the basic functions being offered by a full-service advertising agency to better understand the role that an advertising agency like McGarryBowen could play in building the equity of the Burger King brand. (Reference: Shimp, 2010, Chapter 5.) **(4)**
  
6. Assume that Burger King will make its South African appearance during the first part of 2012.
  - 6.1. Apply the hierarchy-of-marcom effects framework to the introduction of Burger King to the South African market and explain how marcom efforts must attempt to move prospective consumers through the various stages. (Reference: Shimp, 2010, Chapter 6.) **(10)**
  - 6.2. Based on the above-mentioned answer, develop two marketing communication objectives that would be relevant for the launch of Burger King in South Africa. (Reference: Shimp, 2010, Chapter 6.) **(2)**
  
7. Construct a creative brief for the design of an advertising campaign to launch Burger King in the South African market. (Reference: Shimp, 2010, Chapter 8.) **(18)**

8. Consider the various print executions for Burger King depicted in the case study above. Apply the MECCAS model to interpret the five print advertisements being depicted above. Describe what you consider to be the five advertisements' value orientation, leverage point and so-on. (Reference: Shimp, 2010, Chapter 8.) **(12)**
9. Consider the above-mentioned print advertisements being depicted in the Burger King case study.
  - 9.1. What creative style is being used? **(2)**
  - 9.2. Why would you say that? Explain your choice. **(2)**  
(Reference: Shimp, 2010, Chapter 8.)

**PRESENTATION [10]**

**ASSIGNMENT TOTAL: 100**

## Case study – Burger King

Burger King rebrands: New Colours, more quality, less King

Source: [www.brandchannel.com](http://www.brandchannel.com), accessed 20 June 2011,

Posted by Mark J Miller on June 3, 2011 10:00 AM



Last week, McDonald's basically told activists against childhood obesity to go jump in a burning hot Fryolater if they thought they were going to get rid of Ronald McDonald.

This week, Burger King and its new ad agency are telling its mascot to take a vacation.

In fact, Burger King is getting a much bigger change than giving the guy with beard and crown a rest. The Miami Herald reports that the chain's advertising, menu, and even stores are getting revamped.

Don't worry, Whopper fans. The burger isn't going anywhere, but the restaurant will try to go healthier with its menu choices and add such things as mango and mixed-berry smoothies with 100% all-natural fruit purees and Asian chicken salad with baby edamame, red cabbage and sesame lime vinaigrette, among a slew of others. As for its visual branding, red and black will become the new dominant colours of the restaurants, the Herald notes.

The changes are being introduced by BK's new owner, Brazil's 3G Capital, which plunked down \$3.26 billion in October 2010 to buy a majority share.

"The power of this brand is amazing," said Bernardo Hees, Burger King's new CEO, according to the Herald. "What we have to do is build on that strength. Our approach is very pragmatic and straightforward. The turnaround is not going to happen overnight."

BK's target audience of old was to young men, but now the Herald notes that the hope is to attract the entire family, particularly "that female customer who may have been casting the veto vote against a trip to Burger King."

"As we develop new products, we're focusing on best in class and quality," said Jonathan Muhtar, VP of global innovation, according to the Herald. "In the past there were compromises made with our food for ease of operation and to take costs out of the product. Food quality and taste has to come first. Consumers come to Burger King because we've traditionally stood out for having great-tasting food."

Accordingly, the new ownership is shaking up the fast food chain's management too. As for advertising, BK has taken its \$320 million advertising budget to New York-based McGarryBowen, which Miami New Times reports will shifting its advertising and messaging focus more on the restaurant's food rather than on the King or the behaviour of its customers.

Miller, M.J. 2011. Burger King Rebrands: New Colours, More Quality, Less King. [Online] Available from: [www.brandchannel.com](http://www.brandchannel.com) [Accessed: 20 June 2011]

## About Burger King Corporation

Founded in 1954, BURGER KING® is the second largest fast food hamburger chain in the world. The original HOME OF THE WHOPPER®, the BURGER KING® System operates more than 12,250 locations serving over 11 million guests daily in 76 countries and territories worldwide. Approximately 90 percent of BURGER KING® restaurants are owned and operated by independent franchisees, many of them family-owned operations that have been in business for decades. In October 2010, Burger King Corp. was purchased by 3G Capital, a multi-billion dollar, global investment firm focused on long-term value creation, with a particular emphasis on maximizing the potential of brands and businesses.<sup>1</sup>

At the end of its 2010 fiscal year, Burger King is the second largest chain of hamburger fast food restaurants in terms of global locations, behind industry bellwether McDonald's (32,400 locations); it is the fourth largest fast food restaurant chain overall after Yum! Brands (37,000 locations), McDonald's, and Subway (32,000 locations).<sup>2</sup>

## Burger King eyes expansion into SA

By Annaleigh Vallie, Published on 15 June 2011 and Sasha Planting.

Adapted from source: [Online] Available from: [www.businessday.co.za](http://www.businessday.co.za) and [www.moneyweb.co.za](http://www.moneyweb.co.za). [Accessed: 20 June 2011]

Burger King to assess opportunity in SA for expansion as US growth turns sluggish.

SA's fast food environment is robust and competitive, but is seemingly not deterring US fast food chain Burger King from entering the market. "South Africans could soon be snacking on a Big Whopper". Burger King said yesterday it was assessing opportunities in SA as sluggish economic growth in its US home market continues to hamper sales, making emerging markets look more attractive.

<sup>1</sup> <http://www.bk.com/>

<sup>2</sup> Source: [Online] Available from: [http://en.wikipedia.org/wiki/Burger\\_King](http://en.wikipedia.org/wiki/Burger_King). [Accessed: 20 June 2011]

Yum Brands, which owns Taco Bell and Pizza Hut, have also been enthusiastic about SA, New York-based Sanford C Bernstein analyst Sara Senatore said yesterday.

"We are currently assessing the opportunity in SA for the Burger King brand," the Florida-based company said. Burger King said it continuously reviews its "worldwide restaurant portfolio in the course of business. We make strategic decisions based on many factors, including development opportunities, market conditions and restaurant profitability." Ms Senatore said growth in emerging markets had outpaced growth in developed markets. "There are difficulties when entering developing markets such as infrastructure and regulatory differences, but what any company is looking for is market depth and market growth and SA has that. They are looking for markets which will provide fast growth and are rapidly developing. Any company that can partake in these types of economies will want to, despite these challenges."

How the company licenses its franchisees varies depending on the region, with some regional franchises, known as master franchises, responsible for selling franchise sub-licences on the company's behalf.

Absa Securities analyst Chris Gilmour said the burger market in SA was saturated. "I am very surprised they would consider this, unless they are using SA as a springboard into Africa."

But Vestact fund manager Sasha Naryshkine said there was room for a new competitor in SA. "The fast-food sector has done astonishingly well over the past few years, and there is still potential for growth. Burger King is a well-known international brand and could compete with Famous Brands' Steers division.

"But its fame would not guarantee its success. Subway is a well-recognised brand and it has not managed to capture the imagination of South Africans."

Famous Brands would be a formidable competitor with its 520 Steers outlets across the country. Steers grew sales 6,5% in the year to February, and said it planned to open a further 20 stores this year.

McDonald's opened its first restaurant in SA in November 1995 and operates 132 restaurants around the country.

Justin Divaris, CEO of the Daytona Group that brought the Aston Martin brand to SA, is rumoured to be involved in the deal. He declined to comment. It was suggested though that the terms of the deal with Burger King required that the master franchisee open 20 Burger King quick service restaurants within the first year.

This will be a tough ask. "The franchise holders must have done their due diligence. The barriers to entry are high. Where will he find the franchisees and the sites in that short time frame," says an industry insider.

There are roughly 500 Steers, 500 Wimpy's and 130 McDonald's outlets in SA already. And that is before one gets to other fast food flavours, notably chicken, pizza and traditional fish 'n chips.

Keith Warren, CEO of Yum!Africa, which owns KFC believes there is always space in a country for good brands. “The US is the most competitive environment in the world by a country mile. But even in those circumstances you get new competitors and new concepts.”

But, he adds, Burger King and its master franchisee will need deep pockets. “The capital costs cannot be ignored. McDonald’s has sunk about a billion [in today’s terms] into its SA business, but it has been a failure for the McDonald’s corporation. The company has made calculated decision to take capital out of SA to put into Russia.”

### Burger King print advertising campaign 2010<sup>3</sup>



*Printed in full-colour – all luminous bright greens, pinks, reds and yellows being used*

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<sup>3</sup> Source: [Online] Available from: [http://en.wikipedia.org/wiki/Burger\\_King](http://en.wikipedia.org/wiki/Burger_King). [Accessed: 20 June 2011]



*Printed in full-colour – all luminous bright greens and reds being used*



*Printed in black and white with only the Burger King logo in full-colour*



*Printed in bright luminous colours – bright reds, greens and oranges being used*



*Printed in bright luminous colours – bright reds, greens and oranges being used*