

- (d) Discuss the two proposals to overcome the criticism of Beta Lite and to boost its sales.

[10]

Clearly, the decision to launch Beta Lite with packaging similar to Beta+ has created some consumer confusion and was the cause for frustration and complaints. Some younger consumers have been "misled" thinking that they have purchased Beta+. This group has predictably taken to social media to vent their frustration. It is of high importance for *BVC* to address this issue of misleading packaging and perhaps look at other elements of the marketing mix. Part of the benefits of similar packaging is to do with family branding / brand recognition / brand awareness and hopefully brand loyalty. Therefore *BVC* would not want to completely abandon the package appearance. The question is can it change the packaging so that it still retains features of the Beta brand without the confusion mentioned. Changing packaging could be costly and could, if very different, involve a wholly different promotional approach.

However, changing the packaging of Beta Lite to remove the similarities with Beta+ will involve additional costs for *BVC*. Still given the commercial success of Beta+, it is unlikely that *BVC* will not have the financial resources. These costs are only short-term costs with potentially many legal and commercial benefits. Such strategy will directly address discontent.

Still, presumably *BVC* are hoping that Beta Lite drinkers will become Beta+ drinkers, but this would mean that Beta+ would also need to be mass marketed with obvious legal implications. Nevertheless completely new packaging could distance *BVC* from the accusation that it was trying to trick consumers. Those that were fooled were presumably only interested in buying Beta+, so perhaps *BVC* has not created sufficient awareness amongst its genuine target market.

If we assume that a social media response by *BVC* via a guerrilla marketing promotional campaign is warranted (given that the younger target market is likely to respond positively to this rather than serious athletes who consume Beta+ and are therefore not affected by the campaign) then it is likely to be effective.

The guerrilla marketing campaign could successfully position Beta Lite away from Beta+ and reach under 18s who might be excited by this method. It is also likely to be cheaper to organize and implement. If *BVC* admits that there was a mistake in similar packaging and acknowledges this to its target market then the damage from the consumer backlash would be short-lived and the guerrilla campaign would be looked at favourably.

However, admitting a mistake is not correcting a mistake. The guerrilla campaign might be effective in the short run only. Frustration and confusion will rise again if nothing is being done to the actual packaging. It might be unwise for *BVC* to use a short term gimmick rather than solve the problem, especially when there are legal consequences to the retailers and possibly the drinker as well as *BVC*.

Guerrilla marketing by its nature is provocative or ill-conceived and will need to be handled carefully and time to rectify this is limited. Provocative promotion through a guerrilla campaign or attempts by *BVC* to look "cool" may backfire if the target market chooses to ignore, or is offended by the content of the promotional message. The social media backlash may intensify more than *BVC* would like.

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