Ben & Jerry’s Individual Case Write-Up – Grading Rubric

Problem Statement (10 Points)
Should Ben & Jerry’s (B&J) ice cream be introduced into the Japan market or not? And if so, how?

Students should receive full credit for any close variation of the above problem statement.

Key Facts / Analysis (30 Points)
- Unique B&J attributes – anti-corporate style, high-fat content, chunky ingredients, catchy flavor names, socially responsible (caring capitalism), community engagement, sustainable supply chain practices
- Played in the super-premium space, primarily against Haagen-Dazs (promoted as sophisticated compared to B&J funky, caring)
- At the time of the case, B&J was struggling, with its underdog marketing strategy no longer yielding intended results – they were losing market share in the critical super-premium market segment domestically
- Significant economies of scale in ice cream production, factories and national distribution
- Company had only sold internationally opportunistically – no coherent strategy
- Lacked the managerial talent to put together a marketing campaign for entering foreign markets, since they hadn’t been successful
- Japan has a highly complex distribution driven by manufacturers, high barriers to foreign products, and long distances to ship frozen product (complex supply chain)
- Haagen-Dazs had been in Japan for 10 years and there were 6 other super-premium suppliers in Japan
- On the other hand, Japanese market was very well suited to super-premium consumption
- B&J overall was half the size of HD’s Japan operation – scale was a big issue
- Senior management was not enthusiastic about the overall commitment that would be required for internationalization

Students using the above facts to conduct their analysis should get full credit. As more facts from the above list are missed, overall points awarded should be reduced.

Recommendations (30 Points)
Option #1: Enter through 7-Eleven stores
- Advantages: scale, distribution presence, already a major supplier
- Disadvantages: all eggs in one basket, noisy channel, packaging size and design changes

Option #2: Enter through Ken Yamada, a prospective licensee who would manage the Japan market for Ben & Jerry’s
- Advantages: instant expertise, experience launching franchises
- Disadvantages: full control relinquished, royalties, no specific plan available for consideration
Option #3: Do not enter the Japan market

- Advantages: economy languishing, years to recovery, economics of exporting unfeasible
- Disadvantages: large missed market opportunity

Option #4: Some other alternative not identified in the case that seems reasonable

Students should receive full credit for mentioning the first three options and analyzing their pros and cons. Points should be deducted for missed options (5 points/option) or advantages/disadvantages (1 point per item listed).

Implementation (30 Points)
Implementation assessment is always relatively open ended and should be scored on a sliding scale comparing all student papers, with the more detailed and realistic implementation strategies receiving the higher scores. The best implementation strategies should at minimum address the general cultural aversion at B&J to internationalization, the lack of marketing expertise to do so, the limited scale of the company, and the complexities of the supply chain.

Style (10 Points)
If the paper is well organized, easy to read, and well formatted students should receive full credit.
Group Assignment #2 Grading Rubric

Student teams are expected to cover the following information in order to receive full credit:

1. Readiness Assessment [20 points]
   a. Most of this section should simply be a summary in a more client-ready format (both in writing and in presentation form) of the work completed on the earlier project
   b. Prospective Market(s) Attractiveness Summary – teams should crisply articulate the considerations that factored into their assessment and explain how they arrived at their overall attractiveness assessment
      i. From a macro, industry-agnostic perspective [5 points]
      ii. From a micro, industry perspective [5 points]
      iii. From a client perspective [10 points]

2. Export Entry Plan [70 points]
   a. For each market that was deemed NOT suitable for entry, in a great degree of detail, teams must explain what factors led them to that conclusion. Client companies must be provided with a set of metrics or criteria to use as a model to monitor the rejected market(s). Along with the model, teams must provide the situation in which their model would alter its recommendation from a no-go to a go decision. [15 points – if no markets are unsuitable for entry, points should be redistributed to Marketing Plan, Supply Chain, and Financial Analysis below – 5 points each]
   b. For each market that is deemed suitable for entry, teams should provide a detailed Export Plan that at minimum covers the following topics:
      i. Marketing Plan [15 points]
         1. Product – what is the product/service that the client should enter with?
         2. Price – what price point should the client enter with?
         3. Place – where/how should the product be made available for purchase?
         4. Promotion – how will customers be educated on the availability of the client’s product and its value proposition?
         5. Are any international intermediaries recommended to support any of these efforts? If so, what type and who specifically? Why?
      ii. Supply Chain – what will the design be of the forward and reverse logistics network be? Are any international intermediaries recommended to support this effort? If so, what type and who specifically? Why? [10 points]
      iii. Financial Analysis [10 points]
         1. ROI Model – teams should provide a detailed analysis of the financial return model that led them to recommend market entry. What are the key variables? Are there any tariffs, taxes, etc. that need to be factored in? Will international intermediaries be used to support any of this analysis? If so, what type and who specifically? Why?
2. Working Capital Model – teams should analyze the proposed cash-to-cash cycle. Will international intermediaries or other external help be used to support the working capital model? If so, who and why?

iv. Implementation – teams should provide an overview of how they believe their client should implement the export strategy in the region(s) identified? What key factors, timelines, and expenses need to be considered? What are key success criteria? Any technology platforms, processes and partnerships that are critical to success should also be included. [10 points]

v. Experimentation Platforms – what low-cost, “lean” experiments does the team recommend their client run to continue validating the team’s recommendations without expending significant effort and/or risk? How should these experiments be implemented? Can the team recommend a template or tools? [10 points]

3. Outline findings in a professional, well-organized, well-timed/tuned presentation and clear, well-formatted, articulate written paper. [10 pts]

For other details regarding the deliverable, please refer to the syllabus. Note that client participation for this final presentation is mandatory. Also note that the rubric should be heavily weighted on the student team’s ability to show they are able to transfer class learnings to client specific value.
Group Assignment #1 Grading Rubric

Student teams are expected to cover the following information in order to receive full credit:

1. Analyze perceived organizational readiness from two perspectives [10 points]:
   a. Ability/Desire to take the high road
   b. Organizational SWOT supporting international expansion

2. Assess the suitability of the organization’s products/services for the international market(s) being considered [10 points]

3. Analyze the subject market(s) from a macro perspective (i.e. industry-agnostic). Examine key factors including but not limited to market demographics, economic environment, political risk, regulatory issues, and infrastructure. [20 points]

4. Analyze the subject market(s) from an industry perspective. Examine key factors including but not limited to market size, growth, barriers to entry, industry-specific regulations, protectionism, trends, and customer location. [40 points]

5. Assess whether each market analyzed has target potential for the client. Explain why or why not. For those market(s) that have potential, provide a very high level first-pass recommendation on export entry strategy. (i.e. describe which one or more entry strategies the team plans on investigating) [10 points]

6. Outline findings in a professional, well-organized, well-timed/tuned presentation [10 pts]

For other details regarding the deliverable, please refer to the syllabus. Note that client participation for this mid-term presentation should be optional.
Natura Individual Case Write-Up – Grading Rubric

Problem Statement (10 Points)
Should Natura enter the US market? Why or why not? (Some students may also choose to evaluate Europe, China, and India as part of their analysis – this should be acceptable if they included that in their problem statement)

Students should receive full credit for any close variation of the above problem statement.

Key Facts / Analysis (30 Points)
- Natura was a pioneer in basing its products on the biodiversity of Brazil in a sustainable fashion
- Natura has leveraged a best-in-class direct sales model to help its growth and also affect social change
- The company mission is to promote “well-being” and “being well”
- All product platforms, starting with Ekos, have leveraged Natura’s values
- Supplier relationships go beyond establishing a fair price – Natura creates deep supplier relationships that it can leverage
- Natura is headquartered in one of the world’s largest and fastest growing beauty markets – and it is the share leader in its category
- The Brazilian market is concentrated, the US market is fragmented
- Direct sales is a growing distribution category in the Brazilian market but shrinking and of relatively low importance in the US (where retail dominates). Direct sales also carries a negative image in the US.
- Brazilian cosmetics companies have an advantage in indigenous raw materials as well as positive perception
- Natura has rapidly grown since its inception, has below industry turnover, and a strong cash position
- They have a strong reputation in sustainability (particularly social and environmental) – 60% of the US market says they value this, although a smaller percentage say they would pay a premium for these kinds of products
- Natura has had a very measured and systematic approach to international expansion, and realizes that transferring its corporate culture is key to success. Part of this process involves finding ‘fit’ for people.

Students using the above facts to conduct their analysis should get full credit. As more facts from the above list are missed, overall points awarded should be reduced.

Recommendations (30 Points)
Option #1: Do not enter the US market at all – focus elsewhere (ex. expanding foothold in Europe).
- Advantages: Continued focus on areas with existing successes
- Disadvantages: Ignore largest market for their product

Option #2: Enter the US using some sort of retail model.
Advantages: Entry into largest market, entry strategy better tailored to market dynamics
Disadvantages: Entry strategy outside of Natura core competency (sales structure)

Option #3: Enter the US using some sort of direct sales model.

- Advantages: Entry into largest market, leverages existing Natura know-how
- Disadvantages: Sales model unsuitable / unacceptable to target market

Students should receive full credit for mentioning the first three options and analyzing their pros and cons. Points should be deducted for missed options (5 points/option) or advantages/disadvantages (1 point per item listed).

Implementation (30 Points)
Implementation assessment is always relatively open ended and should be scored on a sliding scale comparing all student papers, with the more detailed and realistic implementation strategies receiving the higher scores. The best implementation strategies should at minimum address the best marketing strategy to use to convey Natura’s principles and beliefs to its target audience, the appropriateness of either a direct sales distribution model or retail model for the US (or other) market, and the issue of ensuring that the culture is conveyed into the new market through fit (ex. training in Brazil).

Style (10 Points)
If the paper is well organized, easy to read, and well formatted students should receive full credit.