



**Student Name: Rabbi Islam**

**Student ID: 2504996**

**Module Name: Marketing Management**

**Module Code: LCMB7024**

**Lecturer's Name: Dr. JAYA GOPALKRISHNAN**

**Work Count: 2623**

# Table of Content

|                                                                                 |           |
|---------------------------------------------------------------------------------|-----------|
| <b>Table of Content.....</b>                                                    | <b>2</b>  |
| <b>Introduction.....</b>                                                        | <b>3</b>  |
| <b>Task 1: Critical analysis of the macro marketing environment.....</b>        | <b>4</b>  |
| 1.1 Carbon Footprint: Beyond Meat (Pioneer) vs Tyson Foods (Follower).....      | 4         |
| Resource Availability (Energy): Ørsted (Pioneer) vs BP (Follower).....          | 5         |
| Sustainability Trends (EV Trucks): Rivian (Pioneer) vs Ford (Follower).....     | 5         |
| 1.2 Technological Actors.....                                                   | 7         |
| Big data & analytics: Salesforce (pioneer) vs HubSpot (follower).....           | 7         |
| Blockchain: Coinbase (pioneer) vs Binance (follower).....                       | 7         |
| AI & automation (robotics): Boston Dynamics (pioneer) vs Tesla (follower).....  | 8         |
| <b>Task 2: Strategic responses using Ansoff's Matrix.....</b>                   | <b>9</b>  |
| 2.1 Environmental (Natural) Actors and growth choices.....                      | 9         |
| Beyond Meat vs Tyson Foods – product development and cautious diversification   |           |
| 9                                                                               |           |
| Ørsted vs BP – diversification versus hesitant portfolio shift.....             | 10        |
| Rivian vs Ford – market penetration under green-tech uncertainty.....           | 10        |
| 2.2 Technological Actors and growth strategies.....                             | 11        |
| Salesforce vs HubSpot – product development and market development in AI        |           |
| CRM.....                                                                        | 11        |
| Coinbase vs Binance – diversification through compliant blockchain services.... | 11        |
| Boston Dynamics vs Tesla – product development and diversification in           |           |
| humanoid robotics.....                                                          | 12        |
| <b>Conclusion.....</b>                                                          | <b>13</b> |
| <b>Reference list.....</b>                                                      | <b>14</b> |

# Introduction

Strategic drift occurs when an organisation fails to acknowledge and respond to changes in the business environment, allowing its strategy to become misaligned with external conditions (Whittington et al., 2023). In the twenty-first century, two forces are especially important in avoiding such drift: rapid digital transformation and intensifying ecological constraints. Environmental (Natural) Actors such as carbon footprint and resource availability now interact directly with Technological Actors such as big data, blockchain and robotics. Together, they shape how firms create, capture and sustain value (Kotler et al., 2020). This report critically analyses these dual imperatives using six pioneer–follower pairs before evaluating their growth strategies through Ansoff's Matrix.

# **Task 1: Critical analysis of the macro marketing environment**

Environmental (Natural) Actors include carbon footprints, resource availability and broader sustainability trends, which have shifted from peripheral concerns to central strategic constraints (Tang et al., 2024).

## **1.1 Carbon Footprint: Beyond Meat (Pioneer) vs Tyson Foods (Follower)**

Beyond Meat states that the use of plant-based protein in its meat alternatives are a way to solve the issues associated with the large amounts of CO<sub>2</sub> produced during the processing of traditional beef. Beyond Meat's new Life Cycle Assessment shows that its latest version of the Beyond Burger (Beyond Burger 3.0), produces approximately 90 percent less CO<sub>2</sub> and requires 97 percent less land and water compared to an average U.S. beef patty (Beyond Meat, 2023a). Beyond Meat also frames innovation to address climate and resource-related issues, in the same way, in its 2023 ESG report it connects its newest products, such as Beyond Steak, to the issues of climate and resource availability (Beyond Meat, 2023b). Reducing carbon footprint is for Beyond Meat both a moral obligation and an essential differentiator for the environmentally conscious customer base.

Tyson Foods focuses on incremental improvement in a traditionally high-CO<sub>2</sub> producing industry. Tyson Foods' "30 by 30" goal is to reduce their CO<sub>2</sub> emissions 30 percent by 2030 compared to 2016 baseline levels (Tyson Foods, 2025). However, Tyson Foods continues to face great reputational risk; in 2025, Tyson agreed to stop claiming that certain of its beef products were "climate friendly" after a lawsuit claimed that a 10% CO<sub>2</sub> emission reduction was not sufficient to support this claim (Reuters, 2025a). The distinction between being a pioneer versus a follower is evident; Beyond Meat will provide a structure that reduces carbon emissions, while Tyson will attempt to improve

incrementally and be held accountable for its marketing efforts to describe these changes.

### **Resource Availability (Energy): Ørsted (Pioneer) vs BP (Follower)**

Energy security and availability of resources strongly influence major environmental choices made by businesses. Ørsted has been successful in moving from fossil fuels to renewable energy sources, having shifted from generating electricity from oil, gas and coal 10 years ago to become one of the leaders in developing offshore wind power globally, describing itself as "one of the world's most sustainable energy companies" (Ørsted, 2024). Ørsted's focus is on investing in wind, solar and green hydrogen as long-term solutions to both climate and resource limits.

BP's role as a follower appears to be limited. While BP's reporting shows an increase in low-carbon investments, BP's portfolio remains heavily focused on oil and gas (BP, 2024). In 2024–25, BP restated its transition plan, lowering its ambition for green capital spending and increasing its spending on hydrocarbons (Sustainability Magazine, 2024). According to analysts, nearly nine dollars were invested in oil and gas for each dollar invested in low-carbon technologies (Reclaim Finance, 2025). As a result of BP's slow shift to cleaner energy options, it will likely face greater long-term policy risk and stranded asset risk if the limits on carbon continue to increase.

### **Sustainability Trends (EV Trucks): Rivian (Pioneer) vs Ford (Follower)**

Both climate policy and changing consumer preferences are influencing the shift to electrified vehicles. Rivian's R1T, which is marketed as an "electric adventure vehicle", features up to 400 miles of range, all-wheel drive and the ability to go off-road (Rivian, 2025). Rivian's brand messaging links the lack of tailpipe emissions of EV trucks to outdoor lifestyles and a desire to protect natural environments.

Ford is using its F-150 franchise as the basis for its F-150 Lightning, which is currently the best-selling electric truck in the United States, focusing on the recognition and trust that comes from a well-known nameplate to encourage the adoption of EVs (Ford Motor

Company, 2024). However, falling demand for EVs, pressure on costs and supply chain problems have caused Ford to pause production of the Lightning and to delay the launch of its next generation of EV trucks (Reuters, 2025b). All firms are pushed to adopt electrification by Environmental (Natural) Actors, however, Ford's follower approach is limited by long-standing profit margins and Rivian's pure-EV business model remains highly dependent on the uncertain demand for early-stage clean energy solutions.

## 1.2 Technological Actors

Technological Actors—including big data, blockchain and AI-driven robotics— interact with environmental pressures, as data analytics and automation increasingly support emissions monitoring, renewable-energy optimisation and the targeting of sustainability-minded consumer segments (Kotler et al., 2020; Whittington et al., 2023).

### **Big data & analytics: Salesforce (pioneer) vs HubSpot (follower)**

Salesforce is leading the way in the global CRM market, generating approximately \$21.6 billion in 2024 from CRM activities alone, more than the next four competitors combined (Cirra AI, 2025). It positions big data and AI as core differentiators, launching Einstein GPT in 2023 as “the world’s first generative AI for CRM” and integrating AI Cloud across Sales, Service, Marketing, Commerce and Slack, all running on its Data Cloud (Cirra AI, 2025). The resulting architecture allows for the real time integration and analysis of all customer data collected by these different applications, and for the automation of content generation, forecasting and suggesting the best course of action for customers at scale.

HubSpot offers a similar AI-enabled "Smart CRM" to Salesforce but focuses on small to medium-sized enterprises (SMEs) and does so at lower prices than Salesforce (HubSpot, 2024). Surveys indicate that about one-fourth of marketers use AI-enabled CRM tools, and HubSpot is among the top five most commonly used tools (HubSpot, 2024). Salesforce establishes the technological frontier, while HubSpot brings similar AI-enabled capabilities to small organizations.

### **Blockchain: Coinbase (pioneer) vs Binance (follower)**

In the blockchain industry, trust and security are essential. Coinbase differentiates itself through its regulatory compliance, as it operates as a publicly traded U.S.-based company and provides regulated custody services, and positions compliance as a key institutional value (Coinbase, 2025a). In 2025, Coinbase filed for a U.S. national trust charter to support expanded regulated cryptocurrency services under a single federal

regulatory framework and "to bridge the crypto economy and traditional finance" (Coinbase, 2025a).

While Binance is the world's largest exchange in terms of trading volume, it has taken a more reactive approach. After agreeing to pay \$4.3 billion to settle allegations of failing to prevent money laundering and violating U.S. sanctions in 2023, resulting in criminal charges and an independent compliance monitor (U.S. Department of Justice, 2023), it started negotiations to end that monitorship in early 2025 (Cointelegraph, 2025). Coinbase views regulatory compliance as a strategic advantage; Binance adds control measures after regulatory issues arise.

### **AI & automation (robotics): Boston Dynamics (pioneer) vs Tesla (follower)**

Boston Dynamics is the leader in humanoid and legged robots, with Atlas being referred to as "the world's most dynamic humanoid robot", and Spot being commercialized for manufacturing, logistics and industrial inspections (Boston Dynamics, 2024). The two examples show the potential of AI-driven automation to handle hazardous or repetitive tasks in complex environments.

Tesla follows with its Optimus humanoid, aimed at factory and domestic work, targeting mid-2020s production at under US\$30,000 (Built In, 2024; Investopedia, 2025). However, Elon Musk believes that Optimus may eventually represent the majority of Tesla's value creation, however, there are many risks to the development of Optimus including production costs, talent availability and the impact of China's export restrictions on rare earth magnets (Reuters, 2025c). Boston Dynamics is the technical innovator; Tesla is focused on creating a high-volume, low-cost product based on its broader AI strategy.

## **Task 2: Strategic responses using Ansoff's Matrix**

Ansoff's Matrix distinguishes four growth options: market penetration, market development, product development and diversification (Whittington et al., 2023; Kotler et al., 2020).

### **2.1 Environmental (Natural) Actors and growth choices**

#### **Beyond Meat vs Tyson Foods – product development and cautious diversification**

Beyond Meat primarily pursues product development and market development, expanding its plant-based range (burgers, sausages, chicken, steak) to better replicate animal proteins and entering new geographies and food-service channels (Beyond Meat, 2023b). The firm competes in familiar food categories but with radically lower-carbon products, treating Environmental (Natural) Actors as a value proposition rather than a compliance burden.

Tyson Foods' strategy reflects defensive market penetration with incremental product development. The company continues to prioritise its core meat portfolio while reducing on-farm and processing emissions to meet its "30 by 30" goals and satisfy stakeholder pressure (Tyson Foods, 2025). Although Tyson experimented with plant-based and blended lines, these were scaled back after demand underperformed. Diversification is therefore constrained by fears of cannibalising high-margin meat and by reputational risk when sustainability claims are challenged (Reuters, 2025a). The contrast is clear: Beyond Meat seeks growth through alternative proteins, while Tyson protects its legacy category as environmental scrutiny rises.

## **Orsted vs BP – diversification versus hesitant portfolio shift**

Orsted is an example of true diversification. The company transitioned from a fossil fuel-based company to a renewable energy company and is now one of the leading developers of offshore wind farms, solar parks and green hydrogen projects (Ørsted, 2024). This diversification creates new products for new markets and uses Ørsted's existing engineering, project management and regulatory experience from its hydrocarbon roots. Ørsted's decision to diversify was likely driven by decarbonization policies, investor demands and the rising costs linked to carbon risk, which made the existing fossil-based business model less appealing.

At first glance, BP signaled a similar intention to transition away from fossil fuels and towards renewable energy. However, BP's recent actions show a stronger focus on growing revenue and developing new products within its existing oil and gas businesses. Specifically, BP reduced investments in renewable energy projects and increased spending on hydrocarbon projects to maintain short-term profitability (BP, 2024; Sustainability Magazine, 2024). In fact, analysts argue that BP is investing far more in fossil-based assets than in renewable-based assets (Reclaim Finance, 2025). Therefore, BP is "hedging" — advancing some low-carbon initiatives, but continuing to generate profits from established fossil-based businesses — which leaves BP at greater risk from long-term policy changes and stranded asset risk than Ørsted.

## **Rivian vs Ford – market penetration under green-tech uncertainty**

Rivian emphasizes both product and market development as part of its strategy to target lifestyle segments oriented to the outdoors with new EV trucks and SUVs and expand into fleet markets such as delivery vehicles (Rivian, 2025). Climate and nature concerns are a major component of Rivian's brand story and influence its plans to enter new geographies as charging infrastructure expands.

Ford's F-150 Lightning strategy aligns most closely with a market penetration approach - an electric version of a highly successful model is being introduced into an existing truck market, utilizing the loyalty of the Ford brand and relationships with Ford dealers

(Ford Motor Company, 2024). However, cost pressures, slower than expected EV demand and production issues have caused Ford to suspend or phase out several EV programs and redirect some of the associated capital to conventional and hybrid trucks (Reuters, 2025b). Consequently, green-tech pressures drive Ford to pursue electrification, but financial realities limit its willingness to abandon its existing segments and slow its rate of transition.

## **2.2 Technological Actors and growth strategies**

### **Salesforce vs HubSpot – product development and market development in AI CRM**

Salesforce's expansion in AI-driven CRM combines product development and market penetration. Einstein GPT and AI Cloud are new capability layers built on existing CRM products and installed bases, designed to deepen engagement, increase switching costs and monetise data more effectively (Cirra AI, 2025). Additionally, by integrating AI into existing sales, marketing and service workflows at the enterprise level, Salesforce will be able to convert high-value subscription contracts from existing enterprise customers while also entering new nearby analytics and automation markets.

For smaller companies, HubSpot is pursuing market development by providing AI-powered Smart CRM and related tools as an alternative to enterprise-based CRM solutions. As AI becomes a regular part of marketing, HubSpot will be able to attract new customer groups including start-ups and scale-up companies that have used either spreadsheets or basic marketing tools in the past, and then offer them additional AI-based tools as add-on features, thereby using changes in technology to grow in new markets (HubSpot, 2024).

### **Coinbase vs Binance – diversification through compliant blockchain services**

Coinbase uses a mix of *market development* and *diversification* centred on trust. Its application for a national trust charter aims to expand regulated services across the US

under a single federal framework, opening new institutional and government markets and enabling products such as payments and related services (Coinbase, 2025a). At the same time, it diversifies from simple spot trading into custody and other institutional services, all underpinned by a strong compliance positioning.

Binance, having built rapid growth through relatively lightly regulated trading, now faces a more constrained strategic menu. The DOJ settlement and sanctions findings force it towards *market penetration with remediation*: it must retain volume in its existing trading markets while investing heavily in compliance systems to satisfy monitors and rebuild trust (U.S. Department of Justice, 2023; Cointelegraph, 2025). Diversification into more regulated services is possible, but prior governance issues make it harder to win institutional and governmental clients compared to Coinbase.

## **Boston Dynamics vs Tesla – product development and diversification in humanoid robotics**

Boston Dynamics employs a robotics platform strategy, commercializing Spot and Stretch before advancing Atlas from R&D into practical logistics, construction, and inspection applications (Boston Dynamics, 2024). These applications target industries that prioritize automation due to worker safety, energy conservation and sustainability concerns — and seek to reduce waste and hazardous manual taskwork.

Unlike Boston Dynamics, Tesla is taking a more aggressive approach to diversify outside of its traditional vehicle and energy businesses. Tesla's Optimus represents a significant leap in creating a humanoid robot that can perform a variety of tasks in multiple environments -- including possibly in homes -- that are unrelated to transportation and energy (Investopedia, 2025; Built In, 2024). Elon Musk believes that Optimus has the potential to become Tesla's largest long-term contributor to shareholder value -- potentially even larger than the company's autonomous vehicle business (Investopedia, 2025).

# Conclusion

Environmental (Natural) Actors and Technological Actors now interact as a single “green digital” frontier. Carbon constraints and resource scarcity reward pioneers such as Ørsted, Beyond Meat and Rivian that treat sustainability as a strategic lens rather than a compliance exercise, while laggards like BP and Tyson face growing scrutiny and path-dependency. At the same time, big data, blockchain and robotics enable new value propositions, with Salesforce, Coinbase and Boston Dynamics using technology to build trust, intelligence and automation advantages. Through the lens of Ansoff’s Matrix, the most resilient strategies combine disciplined diversification into green-tech opportunities with selective market penetration where legacy assets still matter.

# Reference list

Beyond Meat (2023a) *Beyond Burger® 3.0 Life Cycle Assessment*. Beyond Meat Inc. Available at: [https://beyond-meat-cms-production.s3.us-west-2.amazonaws.com/beyond\\_burger\\_3\\_lca.pdf](https://beyond-meat-cms-production.s3.us-west-2.amazonaws.com/beyond_burger_3_lca.pdf) (Accessed 17 November 2025).

Beyond Meat (2023b) *Beyond Meat® Releases 2023 ESG Report and LCA Study*. Press release. Available at: <https://investors.beyondmeat.com/news-releases/news-release-details/beyond-meat-releases-2023-esg-report-and-lca-study-estimates> (Accessed 17 November 2025).

Boston Dynamics (2024) 'Atlas' and 'Spot' product pages. Boston Dynamics. Available at: <https://bostondynamics.com/atlas/> (Accessed 17 November 2025).

BP (2024) *Advancing the Energy Transition: BP Sustainability Report 2024*. BP p.l.c. Available at: <https://www.bp.com/content/dam/bp/business-sites/en/global/corporate/pdfs/sustainability/group-reports/bp-advancing-the-energy-transition.pdf> (Accessed 13 November 2025).

Built In (2024) 'Tesla's Robot, Optimus: Everything We Know.' *Built In*. Available at: <https://builtin.com/robotics/tesla-robot> (Accessed 13 November 2025).

Cirra AI (2025) 'Salesforce AI Explained: The 2025 Einstein GPT Landscape.' *Cirra AI Insights*. Available at: <https://cirra.ai/articles/salesforce-ai-landscape-2025> (Accessed 14 November 2025).

Cointelegraph (2025) 'Binance May Escape DOJ Compliance Monitor in \$4.3B Settlement Deal.' *Cointelegraph*, 2025. Available at: <https://cointelegraph.com/news/binance-doj-compliance-monitor-settlement> (Accessed 15 November 2025).

Ford Motor Company (2024) 'Ford Broadens Electrification Strategy to Reach More Customers, Improve Affordability.' *From the Road*. Available at:

<https://www.fromtheroad.ford.com/us/en/articles/2024/ford-broadens-electrification-strategy-to-reach-more-customers> (Accessed 10 November 2025).

HubSpot (2024) 'Marketers Double AI Usage in 2024.' *HubSpot Company News*. Available at: <https://www.hubspot.com/company-news/marketers-double-ai-usage-in-2024> (Accessed 15 November 2025).

Investopedia (2025) 'Elon Musk Says About 80% of Tesla's Value Could Eventually Come From Optimus Robots.' *Investopedia*, 2025. Available at: <https://www.investopedia.com/elon-musk-says-about-80-percent-of-tesla-value-could-eventually-come-from-optimus-robots-11801554> (Accessed 15 November 2025).

Kotler, P., Armstrong, G., Harris, L. and Piercy, N. (2020) *Principles of Marketing*. 8th European edn. Harlow: Pearson Education.

Ørsted (2024) 'Energy Transition: Our Green Energy Transformation.' Ørsted A/S. Available at: <https://orsted.com/en/who-we-are/our-purpose/our-green-energy-transformation> (Accessed 17 November 2025).

Reclaim Finance (2025) *Assessment of BP's Climate Strategy 2025*. Reclaim Finance. Available at: <https://reclaimfinance.org/site/wp-content/uploads/2025/04/BP-Assessment-2025.pdf> (Accessed 13 November 2025).

Reuters (2025a) 'Tyson Foods to Halt Carbon Emissions Claims, Environmental Group Says.' *Reuters*, 17 November. Available at: <https://www.reuters.com/sustainability/cop/tyson-foods-halt-carbon-emissions-claims-environmental-group-says-2025-11-17> (Accessed 16 November 2025).

Reuters (2025b) 'Ford Delays Electric Pickup, Van to 2028 as It Chases Smaller, Affordable Options.' *Reuters*, 7 August. Available at:

<https://www.reuters.com/business/autos-transportation/ford-delays-electric-pickup-van-2025-08-07> (Accessed 17 November 2025).

Reuters (2025c) 'Tesla's Optimus Humanoid Robots Affected by China's Export Curbs on Rare Earths, Musk Says.' *Reuters*, 23 April. Available at: <https://www.reuters.com/business/autos-transportation/musk-says-teslas-optimus-humanoid-robots-affected-by-chinas-export-curbs-rare-2025-04-23> (Accessed 15 November 2025).

Rivian (2025) 'R1T Electric Adventure Truck.' Rivian Automotive LLC. Available at: <https://rivian.com/r1t> (Accessed 10 November 2025).

Sustainability Magazine (2024) 'What Is BP's New Sustainability Strategy?' *Sustainability Magazine*. Available at: <https://sustainabilitymag.com/articles/how-bp-has-changed-its-approach-to-sustainability> (Accessed 13 November 2025).

Tang, M., Miri, T., Soltani, F., Onyeaka, H. and Al-Sharify, Z.T. (2024) 'Life Cycle Assessment of Plant-Based vs. Beef Burgers: A Case Study in the UK.' *Sustainability*, 16(11), 4417. Available at: <https://www.mdpi.com/2071-1050/16/11/4417> (Accessed 17 November 2025).

Tyson Foods (2025) 'Environment – 30 by 30 Emissions Target.' Tyson Foods Europe. Available at: <https://ty4udgsuzjwq9ce8j7.tysonfoodseurope.com/sustainability/environment> (Accessed 17 November 2025).

U.S. Department of Justice (2023) 'Binance and CEO Plead Guilty to Federal Charges in \$4.3 Billion Resolution.' *United States Department of Justice – Western District of Washington*. Available at: <https://www.justice.gov/usao-wdwa/pr/binance-and-ceo-plead-guilty-federal-charges-4b-resolution> (Accessed 14 November 2025).

Whittington, R., Regnér, P., Angwin, D., Johnson, G. and Scholes, K. (2023) *Exploring Strategy: Text and Cases*. 13th edn. Harlow: Pearson Education.