

Marketing Plan BaseKamp - Ruth Melton P149238

by Ruth Violet Melton

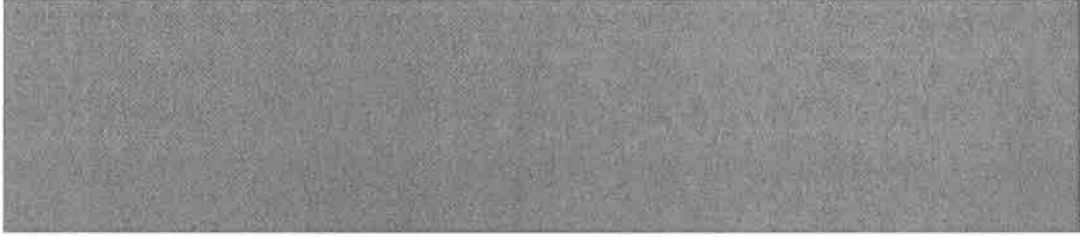
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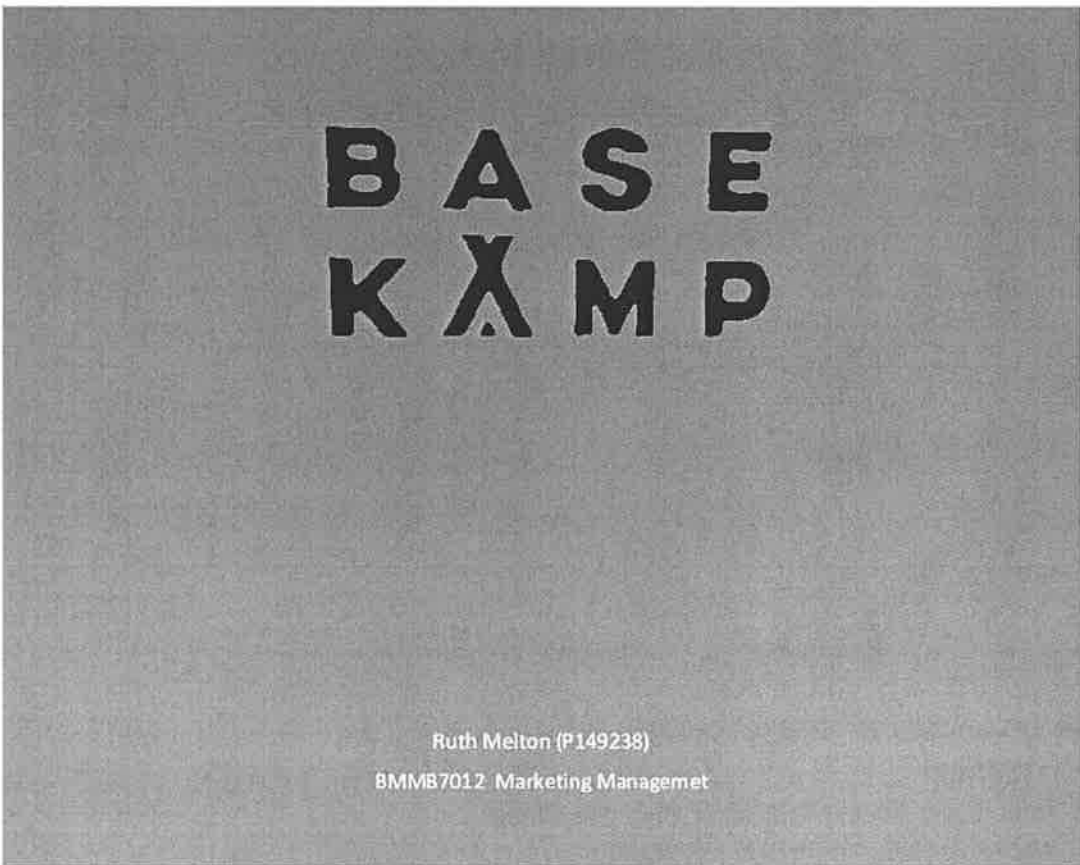
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MARKETING PLAN FOR BASEKAMP SWANSEA



**BASE
KAMP**

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1. Situational Analysis

1.1. Company Overview

BaseKamp is an artisanal coffee shop located on Kings lane in Swansea that opened in May 2019. The shop was set up by a couple who wanted to expand their roastery (Afan Coffee co.) BaseKamp also has a coffee school attached but their primary source of income comes from the sales of coffee and food in the café. As can be seen from figure 1 although BaseKamp is a coffee shop and therefore the core product is coffee there are many other layers to this business and product.

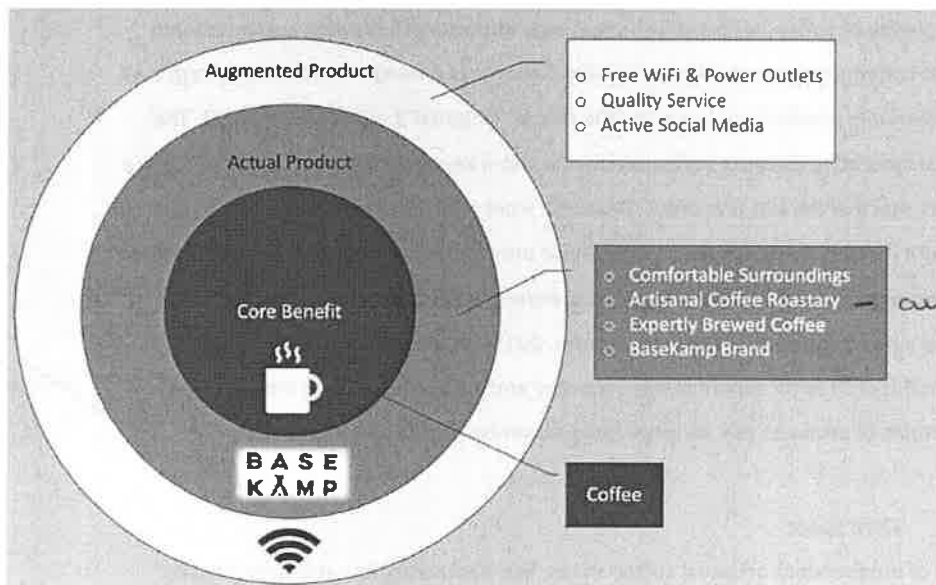


Figure 1: Three levels of product for BaseKamp (adapted from Fahy & Jobber, 2012, page. 144)

1.2. External Analysis

The coffee industry has transcended the death of the high-street and it continues to grow and profit. From an economic perspective when the recession that hit the UK in 2008 it 'stripped the high street of many retail shops, cafes filled the gaps' (Gander, 2016).

The coffee market is worth over £10 billion and has grown 7.9% on last year. In such a booming industry it is unsurprising that there is a vast amount of competition with over

25,000 outlets in the UK alone (Allegra, 2019). Several external factors have been driving this coffee boom within the UK; growth within the experiential economy and the open talent economy as well as social media enabling small independent coffee shops to market cheaply and quickly. ✓

1.2.1. Social & Economic

The "artisan" coffee movement has grown over the past few years to rival the large-scale coffee brands. According to the World Coffee Portal, the UK is shifting into the fifth wave of coffee which has a heaven customer focus and combines the art of blending coffee and the science of brewing it in coffee shops that help to enhance the customer experience (Allegra, 2019). The quality of coffee has become increasingly important in drawing customers into independent coffee shops due to the *'increasing awareness amongst consumers of coffee as a culinary, speciality product'* analogous to the rise of 'artisanal' food (Gander, 2016). The experience surrounding the pure coffee product is also a key reason as to why coffee culture has grown so much in the last few years. *'Research from Eventbrite shows that one in four millennials are more likely to pay for an experience over a product'* and given that millennials are a key consumer group of coffee shops and experientially visiting a coffee shop is very accessible to a high propensity of people (Fromm, 2016). In addition to this events may benefit from this shift to an experimental economy and integrating events into a coffee shops repertoire of products and services could maximise profits. ✓

1.2.1.1. Third Space

The growth of independent artisanal coffee shops, like BaseKamp, has also been filed by



their appeal as "third spaces" which as *'comfortable and welcoming place[s] away from home and the office'* (EPOS, 2019). By installing charging sockets, comfortable seating and free WiFi for customers coffee shops have established

themselves as places to socialise and work (Gander, 2016). BaseKamp has managed to create an effective thirds space and has taken full advantage of the customers who want to use the coffee shop space as an office/social space. In appealing to these customers BaseKamp can capitalise on customers spending greater lengths of time on premises and therefore making multiple purchases that may not happen if the facilities mentioned previously were not in place.

1.2.1.2. Hybrid Space

With coffee being a commodity that is consumed almost exclusively during the day and therefore in order to utilise the coffee shop space beyond the standard 5pm closing time many independent coffee shops have looked into branching away from coffee into an additional use for the space. Combining coffee shops with a 'wine and cocktail bars' 'yoga studios' and events locations can help to maximise the profit that can be generated from a single space (EPOS, 2019). BaseKamp has a comparably large venue for Swansea and therefore hosting events within the space to turn it into a hybrid space could be beneficial to maximise BaseKamp's potential profits.

1.2.2. Technological

'The popularity of café culture was further cemented by the emergence of the digital age, when laptops, mobile phones, and later tablets, freed some workers from their desk' (Gander, 2016). University students and office workers have therefore been untethered from their desks and have become a key target market for coffee shops.

Technology has also increased the availability of barista grade equipment for the home brewer. It has been estimated that *'a third of people have some form of coffee machine in their kitchen'* which can be filled with quality coffee beans or grinds which can be purchased online (Gander, 2016). With people able to create high quality coffee with steamed milk at home with beans being delivered direct to their door it has negated the need for these people to go into coffee shops at all. One way to draw these customers back into coffee shops is to sell bags of beans for them to use at home however because of online orders this may not draw everyone back. BaseKamp also has a coffee school that may appeal to novice baristas who want to improve their skills; currently BaseKamp's classes are very detailed last 2 - 4 hours and cost from £40 - £90 (Afan Coffee, 2019). To create a more mass appeal

BaseKamp could introduce shorted more affordable classes that focus on one piece of equipment and lasting up to an hour and costing under £25. By doing this it may draw home baristas into store and also provide a step for people to explore the coffee school element of the business and provide a spring board for customers wanting to come back and experience the more detailed classes. ✓

1.2.3. Social media

'Social media marketing is an integral part of 21st century business' as people now have access to social media 24/7 and are therefore susceptible to marketing 24/7 (Felix et al, 2017). From a business perspective social media provides a platform to market cheaply and instantly (Fahy & Jobber, 2012). Gallagher (2010) also mentions that social media also offers businesses an opportunity to *'expressing the new products quickly [and] enhancing the relationship with customers by getting the comments from them and attracting new customers'* and for a coffee shop which changes its menus on a regular basis this is essential. There are many forms of social media BaseKamp could market on and this will be discussed further in section 4.1.

1.3. Target Market

Coffee as a commodity has an almost universal appeal and therefore the target market for coffee shops is very broad. There may be a particular appeal of coffee shops as a place to socialise within the demographic of *'a generation mostly too young to drink adult beverages'* (Gordon Food Service, 2020). In addition to this with coffee shops being used a third spaces there is also a large target market within the university student and office worker segment. For BaseKamp the question of a target market lies primarily in geographical demographics. ✓

1.3.1. Customer Journey

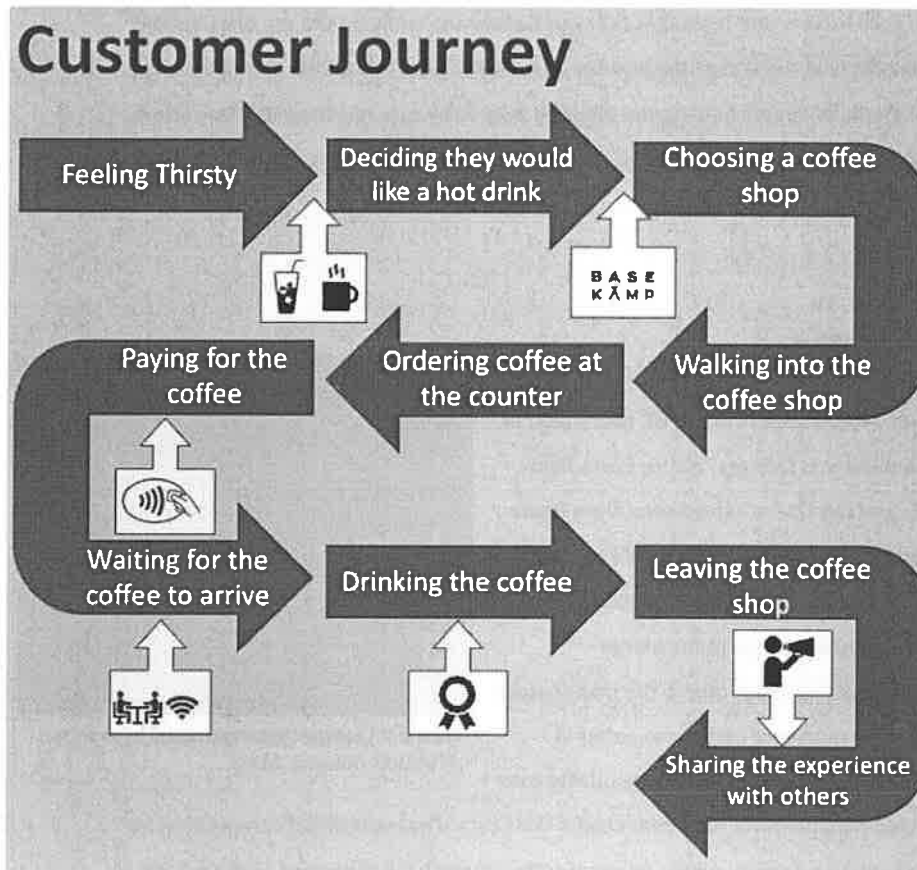


Figure 2: Customer Journey of buying a coffee with possible gaps highlighted

The customer journey is, as defined by Halvorsrud et al (2016), 'customer interactions with one or more service providers to achieve a specific goal' which involved several touch points that provide the business with marketing opportunities. It is important to businesses to model service delivery from the customer's perspective to identify the potential gaps and improving the customer service (Teixeira et al, 2012; Tseng et al, 1999). The customer journey combined with the gaps model can also help to highlight opportunities in the decision process for marketing which may help influence more customers to engage with the organisation. As shown in figure 2, above, the primary gaps where marketing may be the most effective occurs while the customers are outside already. Due to this advertising on

social media must be tailored to look as good on mobile devices as desktops as well as comprising of bold images and messages that can be taken in while on the go. Another key marketing moment is at the end of the journey when customers share their experience, be that on social media or simply holding the branded take away cup. It is therefore important the experience is as positive and worth sharing in a positive light, this will be discussed further in section 4.2. and 4.3.

1.4. Competitors

The coffee shop industry is a very crowded market place with over 25,000 outlets in the UK over 7,000 of which are independents (Allegra, 2019). Costa holds the monopoly and the UK, as can be seen from figure 3, and axiomatically in Swansea with 8 café spaces within the SA1 postcode alone (Allegra, 2019). Costa, or other chains, may be the go-to for a large percentage of people however due to the mass nature of the business the quality of coffee can suffer in favour of speed. For customers who value quality over

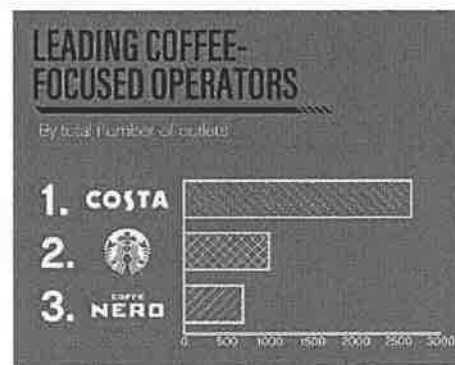


Figure 3: Leading UK coffee shops by number of outlets (Allegra, 2019).

speed BaseKamp may hold the edge over chains like Costa. The most direct competition for BaseKamp is Storm in a Teacup, a new artisanal coffee shop that has opened in the market in November. Like BaseKamp it is an independent set up by a coffee enthusiast that serves high quality coffee. Storm in a Teacup is in a more central location to BaseKamp and therefore in



BaseKamp's Swansea competitors see appendix 1, page 17.

terms of the takeaway coffee market may have the edge. However, the seating is very limited due to its location and therefore may lose the customer of people wanting to sit do work and purchase multiple coffee's thought the day. The size of Storm in a Teacup also prohibits it from serving food beyond cakes where as BaseKamp has a very attractive hot food menu as well as the traditional cakes. For a tabulated list of

1.5. TOWS

For full TOWS analysis see appendix 2, page 18. From this TOWS analysis it would be



Figure 4: Ansoff Matrix adapted from Fahy & Jobber (2012)

suggested that BaseKamp look into diversifying into offering events in order to differentiate from its competitors and to utilise the space outside of regular opening hours. Because BaseKamp's existing market is so diverse it makes sound business sense to introduce a new product/service to those customers. To be able to put on an events offering on top of

BaseKamp's existing offering it may be necessary to bring in an events consultant to focus on creating and delivering an event offering for BaseKamp; this may include craft fairs, coffee tastings, quizzes, private hire functions etc. - *diversification?*

2. Objectives

- To achieve 5% events contribution to total revenue within 12 months
- To host at least 6 private hire events in BaseKamp within 12 months ✓

3. Strategies

- To create a portfolio of events that could work within BaseKamp
- To use digital marketing tools to create an awareness and market for events
- To enable customers to become brand ambassadors ✓

Objectives clearly presented.

* So far you have presented a very thorough situational analysis although perhaps it might have been more concise.

Avoid generic diagrams, apply to context. Ok good application in appendix 2 is this one required?

good!

4. Tactics & Action

A table of marketing channels can be found in appendix 3, page 19, which establishes which marketing techniques are the most appropriate to use for promoting an events offering at BaseKamp.

4.1. Social Media Marketing

Facebook can be an incredible useful marketing tool especially with events as Facebook events means that customers can book tickets or reserve a space directly through Facebook negating the need of the customer clicking through to a different site and potentially increasing bookings (Eventbrite, 2018). With Instagram now being owned by Facebook linking the two platforms up can also be useful to gain both user bases without any additional effort from the business; given that BaseKamp has a very small team being able to reduce the man hours spent on marketing whilst also maximising the reach of said marketing. Instagram works best with image heavy marketing and ensuring that picture quality is essential. Twitter and LinkedIn can also be used to market events however twitter as platform can be limiting with the message that can be put out and for a small-scale business can be less effective (Gilliand, 2018). LinkedIn is an effective platform for business to business marketing, rather than most other social media platforms are business to customer and customer to customer, and therefore LinkedIn may only be an effective marketing platform for certain events for example team building coffee workshops (EventBrite, 2019). To start marketing an event offering it is recommended that BaseKamp use Facebook and Instagram, both of which they already have a strong following on, and then branch into LinkedIn if it is appropriate for the specific type of event.



Targeting paid for adds on Facebook and Instagram can help a business or event reach a specific audience that is more likely to act upon viewing the advert. Targeting can be done

geographically, which for events is a useful feature, but can also be done based on the interests based on people's social media profile. For example, for a Makers Market BaseKamp may wish to target: people within Swansea, who like notonthehighstreet, follow #SwanseaCrafters and have attended a previous craft market (Eventbrite, 2018).

With events it is important the the marketing transcends the perishable end of the event. This can be achieved by posting pre, during and post event. Live story feature on Facebook and Instagram can help in putting out real time content and saving videos and photos taken during the event to post after can help to extend the experience for the people that attended, provide a tangible element to an otherwise intangible experience, and draw in more customers for the next event (Gilliand, 2018).

You have thoroughly considered how to communicate events + keep the momentum going post event - create a community eventually?!

4.2. Word of Mouth

Having a unique hashtag or encouraging customers to share any photos or videos taken at the event and tag BaseKamp provides free marketing to groups of people that may not have been within the originally anticipated target market. Word of mouth has a much larger impact in the current digital age as no long is this a process of one person telling a small group of people it's that one person telling however many hundred followers they have.

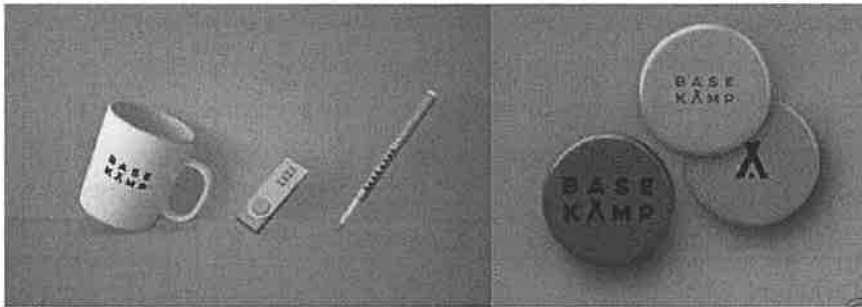
4.3. Brand Ambassadors

The ultimate aim is to turn customers into "brand ambassadors" who effectively become the marketing department, promotion often feels more authentic when it is not coming directly from the brand (Marketing Week, 2004). Online engagement is one method of turning customers into brand ambassadors, another is to give away, or sell, branded merchandise.



Afan Coffee Co, the roastery run by the owners of BaseKamp, already does this on a small scale. They were giving away free tote bags with every order of coffee grinds until December 16th 2019 (Afan Coffee, 2019). Linking events and merchandise marketing can be very effective as once someone has bought a ticket or arrives at the event, they can be given a badge, bag, mug or pencil

that can also be used after the event to promote BaseKamp past the perishable end of the event, in effect tangibilising the intangible experience. Below are some example of possible merchandise that could be used to market BaseKamp. This method of marketing can be more expensive than other forms of marketing as the cost of the merchandise needs to be factored in however if they are going to be given out at a ticketed event then the cost of manufacturing the merchandise can be factored into the ticket price.



With BaseKamp being such a small team, it is unrealistic to have one person whose sole job is marketing and therefore using customers as brand ambassadors could increase the reach of BaseKamp's marketing with no extra paid for man hours required. *Yes!*

4.4. Resources

Due to BaseKamp being a small company that has a small team a simple and relatively cheap marketing strategy is required. For a brief budget see appendix 5, page 20. The most expensive element is the hire of an events consultant however without hiring an additional person it may not be possible to deliver a quality events offering. However, the events coordinator will not be required for the same number of hours every week. During busy events periods such as Christmas they will be required to work more hours but during quite periods, they may not be required therefore it may be beneficial for BaseKamp to employ an events consultant on a zero-hour contract basis. *or outsource the service?*

5. Control

5.1. Metrics

When setting objectives, it is important that they are measurable and can therefore be evaluated in metric terms.

5.1.1. Profitability

One of the aforementioned aims was to have events equating for 5% of BaseKamp's profits by 2021. This should be monitored throughout the year and aim adjusted for the following year or if events have not been contributing enough profit to be viable as regular occurrences strip the events portfolio back to only the events that have been proven to be profitable. ✓

- check - within 12 mths?

5.1.2. Event Uptake

Another aim was to host at least 6 private hire events in 2020. In addition to this any public ticketed events should be monitored for there uptake; the aim should be for the event uptake on ticketed events should be at 70%+. If any ticketed events are below 50% uptake they should be reviewed, and potential removed from the events portfolio. ✓

5.1.3. Social media presence

Facebook and Instagram, which will be the primary sources of event marketing for BaseKamp, have built in analytics for push advertising. BaseKamp should review these analytics in real time to establish if more money needs to be put into a campaign or if a campaign is not creating the desired uptake of an event and therefore requires changing. ✓

5.2. Responsibility and timescale

For a Gantt chart outlining a timescale in which the marketing plan should be carried out can be found in appendix 5, page 21. Due to the small team the plan has several repeated elements and therefore as more events are booked and run the less time will need to be put in as the processes will already be in place and may require less time than accounted for as the year goes on. ✓

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✓
*Try to use more of a
variety of relevant
academic sources.*

7. Appendices

7.1. Appendix 1: Tabulated list of BaseKamp's Swansea Competitors

Company	Strengths	Weaknesses	Price of a regular latte
BaseKamp	Artisanal coffee Large seating area with power outlets	Non city centre location Limited opening times Very small team (limited man hours for marketing)	£2.70
Storm in a Teacup	Artisanal coffee	Very limited seating Expensive Limited opening times	£2.70
Costa	Well known brand Multiple city centre locations Later openings	Often crowded Mass production orientation (quality can suffer)	£2.65
Starbucks	Well known brand Franchises in strategic locations	No stand alone store in the city centre	£2.60
Coffee#1	Well known brand	Small tables and lack of space to use laptops	£2.65
The Cwtch	Can be hired out for private events Host weekly evening events	Lack of power outlets No customers wifi	£2.50
McDonalds	Cheap coffee	Lower quality coffee	£1.58



7.2. Appendix 2: TOWS Analysis of BaseKamp

	Strengths - Artisanal Coffee - Large space with WiFi and power outlets: very usable as a third space - Coffee School and Roastery on site	Weaknesses - Non city centre location - Small team
Opportunities - Hybrid Space - Experiential economy	SO: Use strengths to take advantage of opportunities - Large space is appropriate for hosting events - Equipment and space already set to handle specialist coffee events	WO: Take advantage of opportunities by overcoming weaknesses - Gaining the customer of the people within the art culture around BaseKamp - Utilising social media to create maximum marketing impact with least time input
Threats - Highly competitive marketplace - More advance home coffee technologies mean people drink coffee out less.	ST: Use strengths to overcome threats - Using space to host events to diversify out of the crowded coffee marketplace - Using the quality of the coffee and experience of the shop to stay competitive	WT: Minimise weaknesses and threats Bring in an events consultant to run events within BaseKamp that add value to the existing products and diversify the offering further than simply coffee

✓ Good - thorough but succinct.

7.3. Appendix 3: Marketing Channel Table

Marketing Channel	Cost	Targeting	Input Time	Reach	Customer Interaction	Appropriate
Facebook	£	High	Low	High	High	Yes
Instagram	£	High	Low	High	High	Yes
Twitter	£	High	Low	High	High	Yes
LinkedIn	£	High	Low	High	High	Yes
Posters	££	Low	Medium	Medium	Low	Yes
Flyers	££	Medium	Medium	Medium	Medium	Yes
TV	£££	Low	High	High	Low	No
Radio	£££	Low	High	High	Low	No
Magazine	£££	Low	High	High	Low	Possibly
Direct Marketing	££	Medium	High	Medium	Low	Possibly
Word of Mouth	£	High	Low	Low	High	Yes
Brand Ambassadors (Online)	£	Medium	Low	High	High	Yes
Brand Ambassadors (Offline)	££	Medium	Medium	Medium	High	Yes

Good you've considered the appropriateness of channels suggested so thoroughly.

7.4. Appendix 4: Basic Marketing Budget

Estimated Marketing Budget

Item	Cost per unit	Number of units	Estimated Cost per year
Events Consultant Pay	£9.00 per hour *	8 hours a week	£3,744
Paid for Facebook advertising	£10 daily budget	50 days of push adds a year	£500
Paid for Instagram advertising	£10 daily budget	50 days of push adds a year	£500
Printing flyers and posters	6p per A4 page	1500 pages per year	£90
Badges	22p per badge	1000	£220
Total			£5,054

* cheap!



7.5. Appendix 5: Gantt Chart

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Hire an events consultant to run private hire events and public events												
Develop a portfolio of possible events												
Develop a short coffee masterclass												
Create the material for a social media marketing campaign to launch the new masterclass												
Host masterclass session												
Create the material for a social media marketing campaign to launch private hire of BaseKamp												
Take bookings for private hires												
Create a public event (e.g. makers market, coffee tasting, quiz)												
Launch public event online												
Open ticket sales for public event												
Host public event												
Review success of public event												
Develop simple merchandise to be given out at events to create brand ambassadors												
Develop a set Christmas and New Years party format												
Take booking for Christmas and New Years parties												
Host Christmas and New Years Parties												

✓ Well done!

STUDENT FEEDBACK FORM : REPORT (75%)

This section details the *extent* to which the assessment criteria are demonstrated by you, which in turn determines your mark. The marks available for each category of skill are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Generic Assessment Criteria	Marks available	Marks awarded
1. Engagement with Literature Skills	20	
You've demonstrated thorough research of the industry and more locally however going forward try to engage with more of a variety of credible, more academic sources relevant to the subject area.		14 / 14
2. Knowledge and Understanding Skills	20	
You have clearly provided evidence of ~~an~~ excellent knowledge and understanding of the key principles/concepts associated with the marketing planning process. As a result you have addressed all the elements of the task and have produced an interesting and creative marketing plan.		16 / 17

3. Cognitive and Intellectual Skills	20	
Throughout this piece of work there is evidence of thorough analysis and critical evaluation. You have successfully ~~used~~ information to put forward strong, persuasive and creative arguments/ideas.	17	18
4. Practical Application Skills	20	
Detailed application of a wide variety of relevant techniques/concepts, the context of the application is well considered + insightful throughout. Well done!	16	16
5. Presentation— professional skills	20	
You have communicated professionally, confidently and in a suitable format, a marketing plan which might be useful for implementation in your current/future employment. Very well done!	15 17	15

Agreed Mark = 80%

Assessment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)	Late Submission Penalties (tick if appropriate)		%
	Up to 1 week late (40% Max)		

↓ This is a very strong piece of work but it is marked by too many avoidable typos. A spell checker would have found most of these. This impacts on the professionalism of your presentation.