

INTERNATIONAL MARKETING



Name: Parth Kapadiya

Student ID: 2228187

Lecturer: Tushara Balendran

Executive Summary

This study has described the product background and its sales index in the two mentioned countries, the UK and Germany. It has further compared and contrasted the international marketing strategies of the Magnum ice cream brand in these two countries. The PESTLE model has been analysed to understand the macro elements for expanding the business of the Magnum ice cream brand in the UK and Germany. This study has been focused on open communication channels by which the products such as Magnum ice cream can be exported and imported directly from other parts of the country. Hofstede's framework is used to understand the differences in cultures across countries which have six keys power distance, uncertainty avoidance, individualism-collectivism, masculinity-femininity, and short -long term orientation.

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Introduction

International marketing refers to the global trade of a brand or a product outside the product's domestic marketplace. Brands are very eager for international marketing as this will increase brand awareness, develop a global customer base and expand the main business. This study is going to focus on the brand, **Magnum ice cream** of **Unilever** which is very highly involved in the domestic and international markets. **The UK and Germany** are going to be selected for comparing and constructing the brand's international marketing strategy. The similarities and differences in marketing strategy are going to be discussed to understand the factors for the brands' global success.

Description of the product and company

This ice cream brand started its journey from Germany and in today's context, it is sold in more than 80 countries all over the world. The most consumed ice cream bars, sticks, cones, and individual tubs in the UK are Magnum ice creams as per the report. The brand achieved the top position in the sales of ice creams in the UK in 2021 with 14.4 million people as their consumers (Statista.com, 2023). This brand is also aware of the sustainable approaches in its organisational development with the growth and sales of the brand. The packaging the brand is using is recyclable and the tubs and leads can be recycled too. This Magnum ice cream brand has accepted an agenda that promises to make the brand 100% carbon neutral in all its operations by 2030 (Magnumicecream.com, 2023).

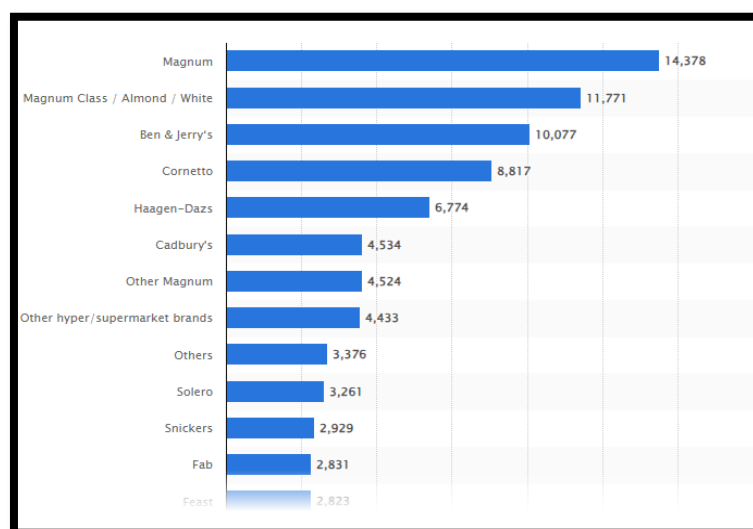


Figure 1: Sales report of Magnum ice cream in the UK in 2021 (Statista.com, 2023)

The world-famous flavours of this ice cream are a result of using authentic cocoa and vanilla extract with nutritious other ingredients. This brand has signed the coco forest initiatives and has publicly committed to eliminating deforestation and degradation of nature

(Magnumicecream.com, 2023). This brand considers giving pleasure to all their consumers so there are also vegan options available in the product list of the brand.

The macro environment of UK and Germany

The PESTLE Analysis elaborated below is a strategic framework which is used to evaluate the effects of external macro-environmental factors over the organization. The acronym “PESTLE” stands for political, economic, social, technological, legal and environmental factors. The examination of this factors is crucial as it can give an insight to opportunities and threats for the firm. Overall, it assists in strategic planning, risk assessment as well as in decision making (Kotler et.al.,2016)

UK	Germany
Political factor • The sugar tax in the UK related ice cream is 54.3% (HM treasury,2023)	Political factor • The sugar tax in Germany related ice cream is 1.84% (Statista.com, 2023)
Economic factor • Tax receipts in the UK-related ice-cream are 789.59 billion (Statista.com, 2023)	Economic factor • Revenues of sweeteners are 1.29 billion in Germany related to ice cream (Statista.com, 2023)
Social • The number of people with diabetes reached 4.7 million in UK (Diabetes UK,2019)	Social • The number of people affected by diabetes is 15.3% which is the highest (Statista.com, 2023)
Technological • 57.1 Million active internet users (Dixon, 2023)	Technological • There are 67 million internet users (Petrosyan, 2023)
Legal • Essential Commodities Reserves Act 1938 is followed (Legislation.gov.uk, 2023)	Legal • It follows the Foreign Trade and Payments Ordinance Act (Investment policy.unctad.org, 2023)

Environment 15.72 degree Celsius is the temperature of the summer (Salas, 2023)	Environment 19.2 degree Celsius is the temperature of the summer (Statista.com, 2023)
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Table 4: PESTLE analysis

The analysis of the PESTLE table has discussed the macro elements and the factors that influence the growth and development of this brand, Magnum in the UK and Germany. This brand follows the restrictions and regulations of the UK Commission and the Food and Drug Administration of the UK. The sugar tax related to ice creams in the UK is 54.3% which has a mixed influence on the growth of this brand in the UK markets. The high percentage of tax paid by the brand for conducting their business is creating obstacles for better and higher revenue gain in the UK markets. Tax recipients in the UK related to the production of ice creams and frozen desserts is 789.59 billion. The economic structure of the country is forecasting that people are more prone to buy cheaper products with good product quality. This brand in the UK is solely focusing on the limited customers and people who are interested to spend more for the luxurious taste (Falahat *et al.* 2020). The competitive markets of the UK are also challenging the brand for better revenue gain market expansion.

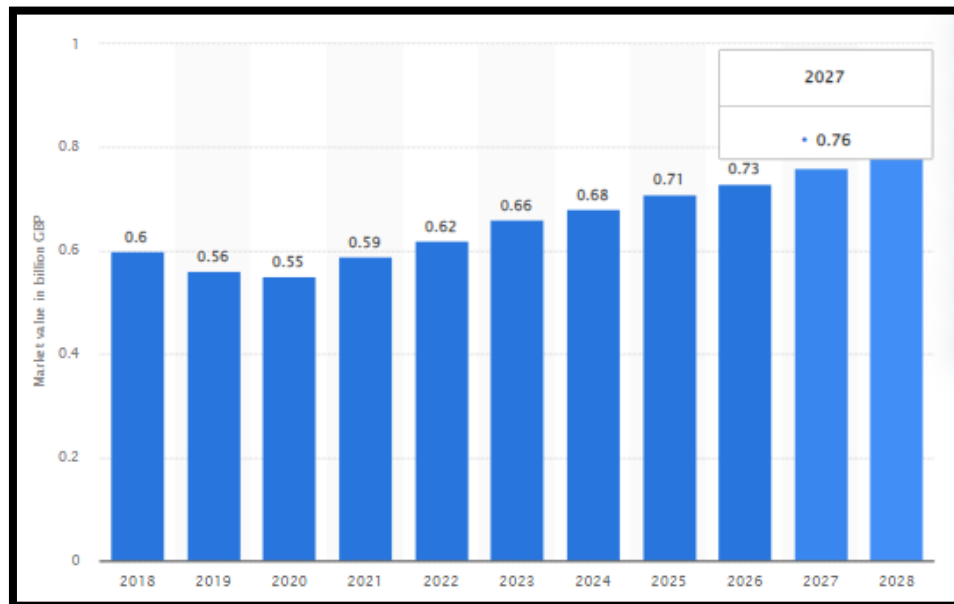


Figure 4: Ice-cream revenue in the UK (Statista.com, 2023)

The number of people affected by diabetes in the UK is 14 thousand, which is creating a grave index for the development of the company. The brand is facing problems with the Health Administration of the UK regarding the food values and nutritional benefits of the

products of this brand. The increase in the number of diabetic people will affect the sales of this ice cream brand. The brand in the present context is focusing more on its digital marketing and online distribution. There are 57.15% active internet users globally which will benefit the brand for its internet marketing and online growth. The brand is following Essential Commodities Reserves Act 1938 which will enable the brand to be restricted and bound in their free business strategies. The brand has to follow the copyright, product safety laws, and health laws for its products and employees (Martin *et al.* 2022). The brand will have to maintain sustainability in its approach for better business growth. The brand has accepted an agenda of making it 100% carbon neutral by the end of 2030 for contributing to the reduction of global warming.

Magnum has different macro factors for the growth and development in Germany that are predetermining the development structure for future business expansion. The political factors of Germany are influential to the growth of the brand and it is developing its marketing strategies according to the political structure. The sugar tax in Germany is 1.84% which is beneficial for the organisational activities and expansion of the business in Magnum ice cream brand. The less sugar tax will help the brand to enhance the product qualities effectively and to make it cost-friendly for the people also in recent epidemic era. big individuals seek consolation in the form of a tiny pleasure - eating ice cream - as a result of having to forego big joys, such as a vacation. It is the power of brand awareness and content that is well-matched to the receivers. (Smalec, 2021). The ice cream industry and sweeteners industry have a great revenue percentage in the German markets and this is also indicating that the business of this brand will also flourish continuously. The Ice cream industry gained revenue of 1.29 billion as per the reports in Germany only in the domestic markets.

Magnum is already among the reputed brands in Germany and this sales incensement will help the brand in expanding more. The number of people affected by diabetes in Germany is the highest in the global rates, having a percentage of 15.3. The high rates of diabetes show the huge customer demand for sweetener products and also create a threat to the future business of this ice cream brand (Spence *et al.* 2019). The more the number will increase the sale of the ice creams of this brand will be declared rationally. The brand follows Foreign Trade and Payments Ordinance Act and works for the sustainable growth of the brand and its product quality.

Significance of the similarities and differences between nations

Theory 2-Hofstede theory

Hofstede's framework is used to understand the differences in cultures across countries which has six keys power distance, uncertainty avoidance, individualism-collectivism, masculinity-femininity and short -long term orientation.

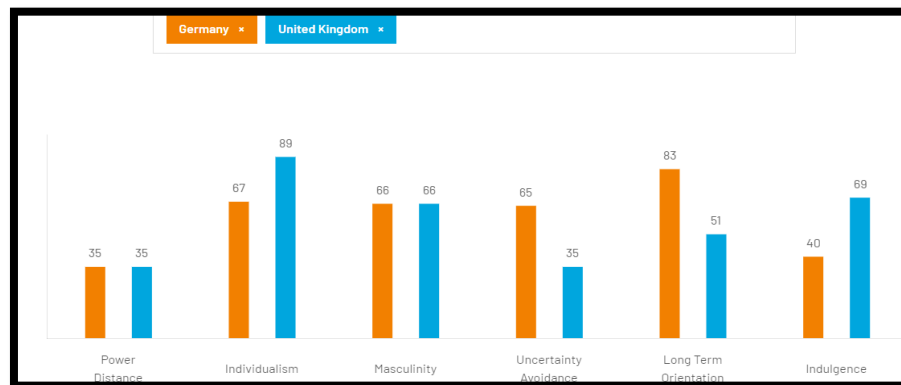


Figure 5: Hofstede theory

(Source: Hofstede-insights.com, 2023)

It has been seen that Germany is highly decentralised and supported by a strong middle class. It has been seen that *power distances* which are dealing with individual societies are not equal and it ranks 35 as the power distance accepted and expected the power which is distributed equally (Hofstede-insights.com, 2023). It has been seen that German is highly decentralised and supported by the middle class who is not surprising. Codetermination points are comparatively extensive and are taken into account by management. Direct and participative communication is the style which is disked and leadership is shown as a challenge in the country. It has been seen that in the country UK the *power distance* is 35 and not so high in power distance as inequalities are minimized in the countries. It has been seen that the power distance index is lower among the higher societies in the UK which are reflecting the positive impact on the countries (Hofstede-insights.com, 2023). A sense of fair play has driven in the country which helps in the reduction of inequalities among the people. It has been seen that Germany is truly *individualist* which scores 67 and focuses on the only family. It has been seen that there is a strong belief in the ideal of self-actualization and the country is based on loyalty which are helping in the sense of duty and responsibility. Communication is the most important part which is helping to connect with people, all over the world (Hofstede-insights.com, 2023). It has been seen that the people in the country of Germany are family cantered and they are self-actualization in character. On another hand, it is seen that at a score of 89, the UK is the highest among the *individuals* who prefer high privacy in the country (Hofstede-insights.com, 2023). It has been seen that it has contributed unique which are helping in the delivery of privacy within the country. It has been seen that

masculinity scores 66 in Germany which indicates the society will be driven by competition which is helping in the achievement and success that are required for controlling the country (Hofstede-insights.com, 2023). It has been seen that there is a low score in feminine societies that are not admirable. On the other hand, it has been seen that the UK also scores 66 *for masculinity* which is highly successful and oriented.

From the above figure, it has been seen that Germany scores 65 *in uncertainty avoidance* which are which are reflecting the thinking, and planning systems by law systems. Details are equally important in the creation of certainty within the country. On the other hand, it has been seen that the UK scores 35 *in uncertainty avoidance* which means the country is not bound by so many rules which is helping to emerge a flexible and working environment (Hofstede-insights.com, 2023). It has been seen that Germany scores a *high 83 in long-term orientation* which indicates that it is a pragmatic country. It has a high propensity to invest and save in a strong changed environment. Besides that UK scored 51 *in long orientation* with the help of which British culture cannot be determined (Hofstede-insights.com, 2023). Germany scores 40 *on indulgence* which is tending cynicism and pessimism. It has been seen that it has focused on leisure time and control over gratification in desires. On the other hand, it is seen that the UK scores 69 *in indulgence* which indicates they are positive and tendency to optimism.

From the above discussion, it has been seen that there are some *similarities* in factors for both the UK and Germany such as *power distance*, and *masculinity* with a score of 35 and 66 respectively which are indicating that both countries are focused on variables of masculinity within the countries which are appreciated and granted (Hofstede-insights.com, 2023). With the help of these factors, Magnum products are sold highly in the countries which are increasing the profit of the brand in the countries and also help in *product differentiation* with the help of strong power distance. On the other hand, it is seen that they are having *dissimilarities* in *individualism uncertainty avoidance, long-term orientation, and indulgences*. These factors indicate the countries are quite dissimilar in the context of positivity, culture, and working environment in the UK and Germany (Hofstede-insights.com, 2023). Due to the weather condition and individualisation taste and preference is highly matter which is creating a difference in the country.

Porter's five forces

This framework is been developed by a Harvard business school professor named Michael, E. Porter, which can help in evaluation of competitive landscape of the firm and support the

strategic decision making process. This framework provides an overall holistic view of dynamics of market and help the business to survive in the competitive market through development of strategies. It consists of five factors which are namely threat of new entrants, bargaining power of suppliers as well as suppliers, threat of substitutes and rivalry among the existing competitors.

Threat of new entrance	High
Threat of substitute	High
Bargaining power of customers	High
Bargaining power of suppliers	Low
Competitive rivalry	High

Table 1: Porters five forces

(Source: Self-created)

Different country has different aspects which eventually help the country to become one of the top countries in the world. Each country has some of their positive factors as well as some negative ones. Also, there have been some similarities as well as different factors between the two companies as well. It can be stated that company have high chances of competitive market in the both countries. On the other hand countries with major similarities also became each other's competition as well. Two countries with semiliterate also became strategic alliances as well. As an example, both countries have high threat on new marketers in the local level, high substitution threat in the market. On the other hand, one of these countries has a high power of customers demand management and they have low switching cost regarding the high evolvement of the company's ice-cream.

UK and Germany have been considered two of the top countries for the world economy. Both the country has some similarities as well as some major differences. In terms of country comparison, many variables have been identified as well as analysis as GDP, income level, foreign exchange level, government stability and most importantly financial stability of both countries (Boubaker *et al.* 2022). It can be stated that both the country has been considered as one of the superpowers of the world. In terms of similarity both the country has similar economic stability as well as income level. It also can be stated that both the country also has some major differences as one of the most identify differences between both the country has IT support. The UK has been considering one of the biggest IT markets in the world and Germany has still trying to fix its technological stability. It has also been stated that per capita income has also been one of the factors for the company in order identify similarities as well

as differences. In terms of per capita income both the company have a difference as the per capita income of German has been 3.48 Tn and UK has been 2.65 Tn (Data.worldbank.org, 2023).

SWOT:

It is the tool used by the organization for the assessment of internal environment such as strength and weakness along with opportunities and threats. Such systematic and planned evaluation helps organization to take informed decisions and generate effective strategies for the growth of organizations. So, overall SWOT analysis consists of four key terms which are strength, weakness, opportunities, and threats and combinedly it provides holistic view of the business environment (Porter,2008)

Strengths • World leader • Diversity of the range (Magnumicecream.com, 2023)	Weaknesses • Nutrition level • Cost
Opportunities • Variety in flavour • Year-round market (Magnumicecream.com, 2023)	Threats • Health conscious • Well known competitors Like Buskin Robins and Kquality walls

Table 2: SWOT table

Magnum ice cream has been one of the top ice cream companies in the world market. The company has been operating in the UK food and beverage market for more than a decade. It can be stated that Magnum has is one of the top ice cream companies in the global market the company has identified many market opportunities in this competitive market. The ice cream brand not only operates and has solid market stability in the UK market it also has a strong market hold in the global market as well. The Magnum ice cream has been identified as one of the most loved ice creams of the global market as its quality and different flavours (Olstad, 2023). The ice cream brand has a strong hold on the UK food and beverage market as it has a strong customer base in the UK. On the other hand, it can be stated the ice cream brand does not have strong stability in the German market. On the other hand German consumer market has more found on the Vegan Magnum which has been one of the flavours of the Magnum.

The approaches that have been taken by the company in order to have a strong hold on both the domestic market consider as useful. Being one of the top ice cream companies in the global market the Magnum have come up with many positive strategies. Magnum being one

the top global company with strong market stability in the global market needs to take care of the similarities as well as differences between Germany and the UK's consumer market. It has also been stated that the strategies that the company has been identifying have helped the company to determine as well as evaluate the country comparison variables (Cheah *et al.* 2019). The company has used the strategy of innovation as the innovation strategy has come up with a lot of positive factors. It can be stated that the global market has come up with many positive aspects and the innovation strategy of the company has helped them to attract all the customers with different requirements. In addition to this, companies with the aim of fulfil the customer requirement as well as attracting the customer innovation strategy are going play an important role. Through innovation practices, Magnum can be able to come up with different aspects by understanding the different priorities of the customers.

Both the country has different cultures as well as different people. Each company and their consumer market have different tests. In order to achieve success in both the market the evolution of the product has played an important role. Product evaluation, as well as product innovation, has come up with the strategies that have helped the company to identify as well as attract both countries' customers. It has also been stated product evaluation has the power as well as stability to mitigate the challenges associated with the similarities and differences between the countries. It has been identified that both the company have a low power distance and the strategy of advance preparation is going to allow the company to identify more ideas as well as solutions in order to have a strong market hold. Open communication has also been one of the approaches taken by the company in order terms of a low power distance index (Magnumicecream.com, 2023).

It can be stated that the strategy taken by the company as open communication has helped each employee to come up with many various ideas that eventually help the company to have a stronger customer base. It has also been identified that the company has taken the strategy of flexibility in the workplace environment. It will be beneficial for the company to mitigate the individuality index between the two companies. Flexibility in the workplace environment has allowed both individual personalities as well as a group to come up with ideas that have helped the company to identify more growth and development opportunities in the global market. The flexible workplace environment will act as a positive factor for the company as it allows both the individual as well as groups to come up with different strategies (Magnumicecream.com, 2023).

The company also comes up with a self-control strategy for the UK market to have a high indulgence index. It can be stated that a self-control strategy is going to help to decrease the

indulgence index. In terms of Germany, the indulgence rate has been low which allows the company to have a solid market establishment. Also, it can be stated that having a high indulgence power will act beneficial sometimes as Magnum has been an ice cream product which allows the customer to have. Reports have been suggesting that people with high indulgence attributes will consume more of this kind of product.

STP

STP strategies of marketing consist of three different factors- ***segmentation, targeting, and positioning***, that help a company or a brand to analyse the customer base for expanding their markets. Segmentation practice divides the customers into individual groups for a better understanding of the customer base and their demands. Targeting focuses on the most vital customers to grow and develop the brand's sales.

Segmentation

	UK	Germany
Geographic	Magnum is going to introduce in Southampton with the area of Hilting bury	Magnum is going to introduce them in 100 km of the area of Ruhr
Demographic	10-80 is the target age group - Irrespective of race - High-class customers are the target - Irrespective of nationality	10-80 years customers are the main target - The company has no racial discrimination
Psychographic	Customers are categorised based on their lifestyle, values, and personality	Customers are categorised based on their lifestyle, value, and personality
Behavioural	They are mainly focused on the product knowledge of the customer	They mainly focus on providing pleasers to the customers and their product knowledge

Table 1: Segmentation table

(Source: Self-created)

This brand has different geographic, demographic, psychographic, and behavioural aspects in the UK and Germany. The brand is going to be introduced in Southampton and Hiltingbury in the UK for better sales. This brand is going to target people of 10-80 irrespective of their gender and race and high-class customers in both the countries, Germany and the UK. Ruhr is the next target outlet of this brand in Germany and they are giving their efforts to please all their customers without any discrimination (Magnumicecream.com, 2023). The behavioural aspect of this brand is that they focus on providing places to their customers and improving their product knowledge for better sales in the future.

Targeting

This famous ice cream brand, Magnum has already achieved exclusive popularity in the international market and is going to expand its business in more countries by their targeting strategy. Ice cream is loved and liked by all people and this brand is going to target the people of the UK of 10-80 age groups irrespective of gender (Magnumicecream.com, 2023). This ice cream brand is considered the luxury ice cream brand in the world and the high-class people are going to be their prime target in the Germany rather than an age group division like UK context. In both the countries the brand is concentrated on targeting the based on demands and group specification of the audience.

Positioning

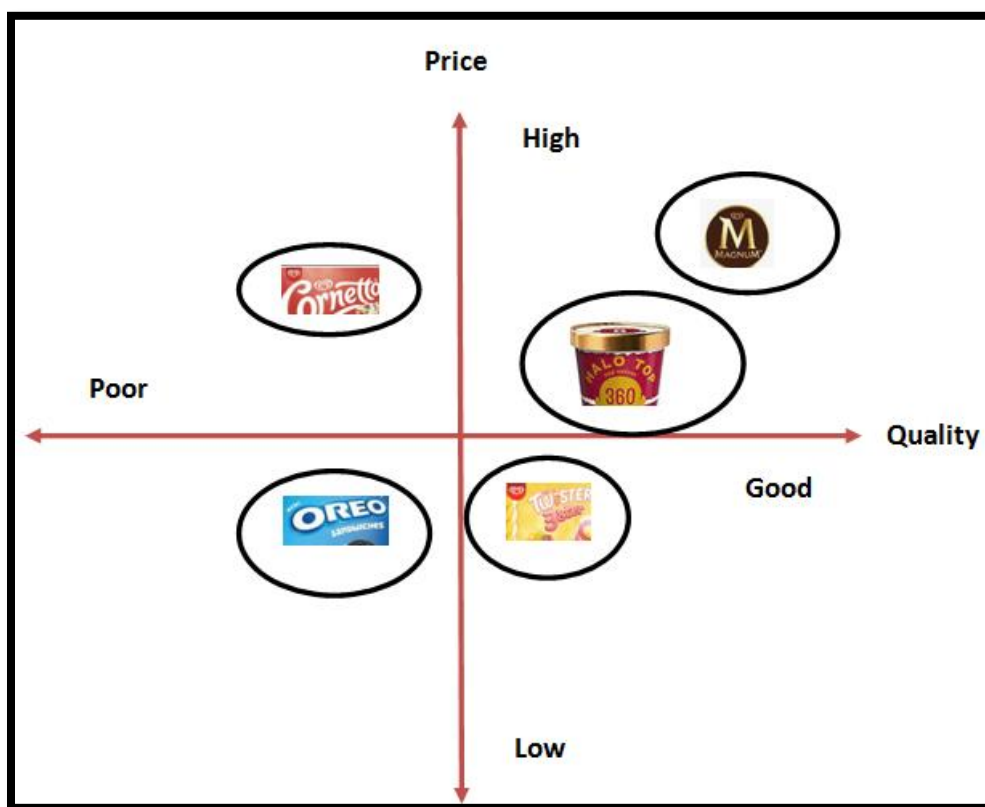


Figure 2: Positioning map of the UK (author)

The Magnum ice cream brand is in a good position in the markets of the UK as compared to other ice cream brands and companies. The analysis of the positioning map of this brand in the UK provides the impression that Halo Top ice cream brand is the nearest competitor of this brand with high product quality and high price. Cornetto ice cream brand of Quality Walls Company is another competitor of this brand with high prices and poor product quality. This Magnum brand has a less competitive threat than the brand Oreo and Twister with low prices and good product quality. Crimissimo is the less threatening competitor of this brand as this brand has average product quality and a poor price for their products.

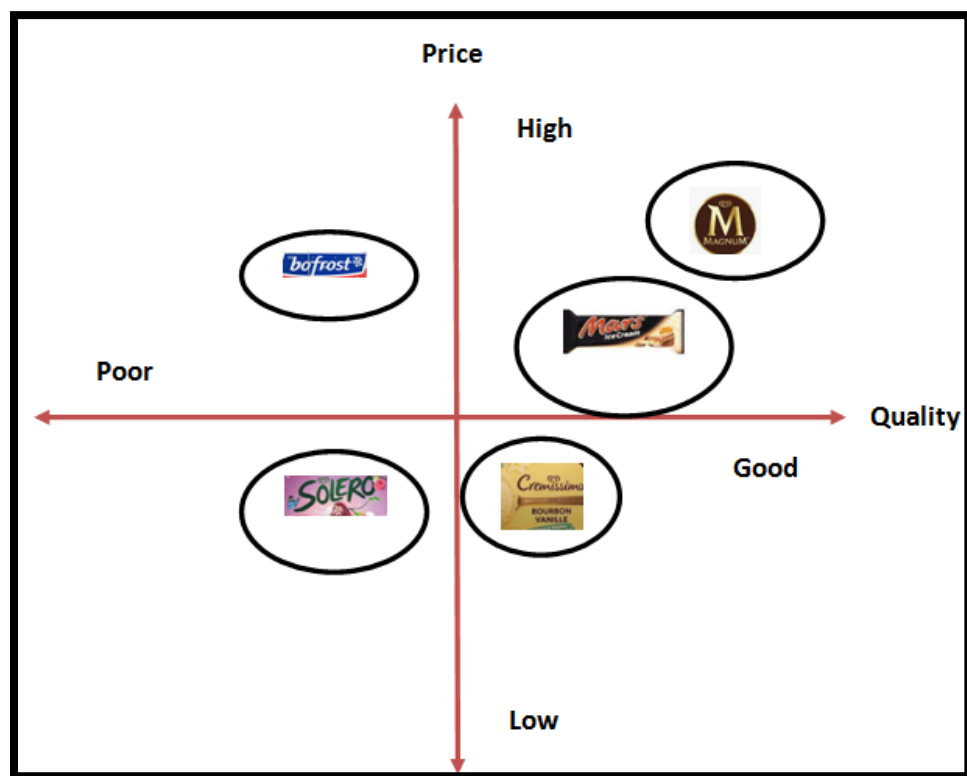


Figure 3: Positioning map of Germany (author)

The market positioning map of the Magnum brand in Germany shows the Mars ice cream brand as the nearest competitor of this brand with high product quality and high price. Bofrost is another competitor of this brand in Germany that has high prices and poor product quality. Solero is the least threatening competitor of this brand as the brand lacks product quality as compared to Magnum and the price of Solero ice creams is also lower.

7p's:

It can be considered as a marketing tool which can be used for the development, design and execution of effective marketing strategies. It can also be considered as a development of

4P's strategy which includes product, price, place and promotion. So, this framework has additional three terms or elements which are people, process and physical evidence. So, overall, this model utilises and provides multifaceted nature of marketing in the modern and competitive business environment. Below table describes a detailed 7P analysis over the chosen firm covering all seven aspects of marketing and 7P.

	UK	Germany
Product	Developing an interesting and engaging magnum pleasure test	Vegan products are going to be introduced more (Magnumicecream.com, 2023)
Price	Maintaining the luxury of the brand by a high price value	Targeting the elite class people and making the price high for the luxurious outlook and the product quality
Place	Concentrating more on online distribution after the offline stores (Magnumicecream.com, 2023)	Making the ice creams available anytime for the consumers with the online service.
Promotion	Spending more on advertisements on TV, outdoors, and digital media.	Collaborations with other luxury brands and promotion by famous celebrities
Process	Company can include celebrity endorsement	Company can implement selfie campaign for better market
People	Company can target the people as per their attraction over Belgium chocolate products	They follows lifestyle and attitudes towards icecream
Physical evidence	They can provide their brand awareness	They can provide their brand acceptance

Table 2: 4Ps marketing

This global ice cream brand has an elevated 4P marketing strategy that will help the brand to expand its business in the UK and Germany. The magnum pleasure test will encourage the people of the UK to test the products more and the increasing vegan options will engage

people of all food habits. The brand is going to maintain its high price for showcasing it as a luxury brand. The brand is concentrating more on the online delivery of products in both countries for better revenue (Magnumicecream.com, 2023). Magnum is going to spend more on its advertising in collaboration with other luxury brands and hiring international celebrities for brand promotion.

Directional development

Below table describes the directional development of the firm covering three aspects.

	Stability	Growth	Retrenchment
UK	The brand is going to follow sustainable strategies and practices for the brand stability	The brand is going to focus more on market penetration for the growth of the brand	The brand is going to spend less on advertisement and concentrate on their product quality
Germany	The brand has invested 25 million for supporting cocoa farming communities.	Diversification in the customer demands and requirements is going to be accepted by this brand	Lesser investment in online marketing and more capital for international expansion is going to be provided.

Table 3: Directions development of the brand

The directional development strategy for this brand will help the brand to decide its sustainable approach in the markets of the UK and Germany for better market engagement. This brand has accepted the sustainable practice for stability in the two countries. Different investments and charitable works have been done by this brand for stable growth. The brand is focusing on deeper market penetration and diversification of the customers for organisational growth. Magnum will spend more on product development and is going to concentrate less on its brand promotion.

BCG matrix

Development of open communication channels, flexibility with the work, and self-control strategy are some of the organizational strategies which are helping in the development, implementation, and management of successful market strategies. As opined by Kim and Park (2020), it has been seen that with the help of open communication channels, products can be transported from one country to another easily which can increase the huge profit levels in the market. It has been seen that with open communication channels, there creates

opportunities within the organization to grow. It has also been seen that with the help of pen communication channels, the products such as Magnum ice cream can be exported and imported directly from other parts of the country (Magnumicecream.com, 2023). It can improve productivity which has helped in the huge profit margins in the markets.

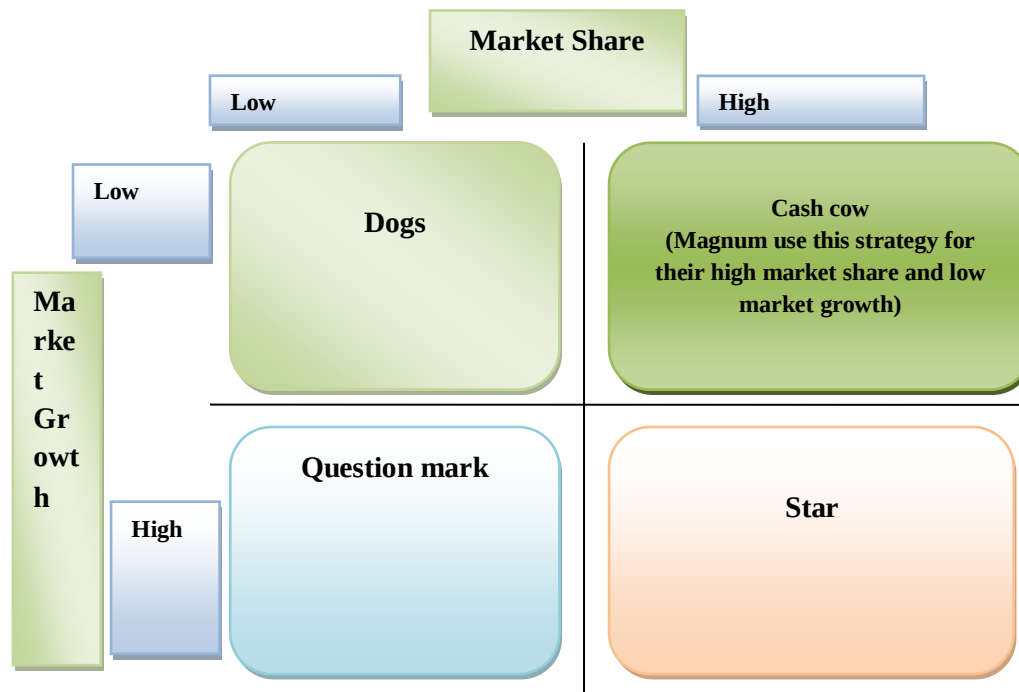


Figure 4: BCG matrix (Author)

Cash cow is the main strategy of Magnum ice cream along with their high market share and low growth of market. As stated by Staller (2022), flexibility within the work helps in the marketing strategies which are helping to implement productivity within the work. With the help of flexibility, it can prove that individuality is high in many countries which have helped in the rescue of employee turnover. As argued by Sarstedt *et al.* (2022), it has been seen that it has helped in the maintenance of ethics which are helping in saving the organisation as well as the country from any branches. It has been seen that the individual focused on self-actualization which are helping in the development of the markets within the countries.

Besides the flexibility of work, the individual prefers self-actualization and privacy which are the most important for organizational growth. As suggested by Magno *et al.* (2022), it has also developed the privacy which is maintained in the organization for the development of ethics. It has been seen that the self-control strategy is part of the indulgence which is helping in the development of the market within the countries. The self-control strategy helps in boosting productivity which is helping in the development of organizational strategies which

are required for achieving the goals. As argued by Fukugawa, (2022), it has also helped in the open communication channels which are helping to boost productivity within the organization. It is required to develop a healthy relationship with the employee of the organisation which is helping in the development of communication among the employees.

Self-control helps in the development of positivity which is important for the development of organizational strategies. There needs to be control over the self's feelings, actions, and thoughts over the actions which are helping in the development of the work actions within the organization. As commented by Chen *et al.* (2023), it can help in channelizing the products through open communication channels. It has been seen that a self-control strategy help in the decision-making process which has helped in meeting the organizational growth. It is also focusing on organizational approaches which are of many types matrix, functional, divisional. The company Magnum has applied the matrix organizational approaches in their organization. It help in potential advantages which include better cooperation and problem solving process, better customer services and improved strategic management process. This approach has help to grew in the market of UK and Germany with their high involvement product.

Conclusion and recommendations

Based on the Adobe study it can be concluded that Magnum has been one of the top ice cream companies that operates from the UK market. It has also been stated that in order to mitigate the challenges associated with the similarities as well as the difference of the country major strategies have been taken by the company. Developing more sustainable approaches, honesty and minimizing the risks have been some of the approaches taken by the company in order to maintain transparency in the marketing practices.

Recommendations

Practical approaches can become one of the most important aspects nowadays as they helped companies with their concerns about what action needs to take in terms of any kind of situation. The ethical approaches can also be considered as balancing factors o different values as well as priorities. Developing more transparency can be one of the required strategies that the company needs to implement in order to have a successful marketing strategy or campaign. Kshetri *et al.* (2021) stated that transparency can be one of the most important as well as most required practices of a marketing plan. A good marketing plan always has the requirement of good advertisement to attract more customers. With a good marketing plan maintaining the honesty can also be played an important role. Sustainability

can also be one of the practices that have allowed the company to have good market stability. Nowadays consumers can be attracted to the company those have a sustainability approach. Being one of the top ice cream companies implementing sustainability can be one of the most required factors. Minimizing the risk factors also been identify as marketing ethics. In order to have solid marketing practice minimizing the risk can be one of the most important requirements for the company. Oyenevin *et al.* (2019), stated as beneficial for the company to mitigate the individuality index challenges between the two countries. Minimizing the risks in the workplace environment can be allowed both individual personalities as well as a group to come up with ideas that have helped the company to identify more growth and development opportunities in the global market.

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