



ASHESI UNIVERSITY

**ENHANCING THE MARKETING STRATEGY OF BODYFUEL
GHANA TO GROW ITS CUSTOMER BASE**

CAPSTONE

Business Administration

Ayawen Asuinura

April 2021

DECLARATION

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:

Candidate's Name: Ayawen Asuinura

Date: 27th April 2021

I hereby declare that the preparation and presentation of the Applied Project were supervised in accordance with the guidelines on supervision of Applied Project laid down by Ashesi University.

Supervisor's Signature:

Supervisor's Name: Dr. Josephine Djan

Date: 27th April 2021

ACKNOWLEDGEMENTS

I wish to intensely appreciate the unrelenting support and care offered to me by my supervisor, Dr. Josephine Djan, throughout the course of this project. I am grateful for her continuous dedication and guidance even in matters not directly related to the project; her personality and care is unmatched.

I must also appreciate the incredible dedication of my Faculty Intern, Samuel Fordjour, to his work. He was always on hand to reach out to me and check up whenever he felt there was a problem, and would often go to lengths out of his way to communicate with me and push me on to complete certain tasks. I could not be more grateful.

I also appreciate the personnel at Bodyfuelgh for always welcoming me with open arms and attending to all the information I needed. Their contribution has been very significant even outside the scope of this project.

To Esther Afoley Laryea, my lecturer at Ashesi University whose has been immensely supportive of me on a much deeper level than just academically, I must also show great appreciation.

Lastly, I wish to thank all my family and friends for all the resources, care and time that have contributed to the successful completion of this project.

EXECUTIVE SUMMARY

Bodyfuel Ghana is a business in the dietary supplements industry that specializes in supplying healthy nutritional supplements. The business was founded in 2017 by Charles Peprah, a U.S.-based medical practitioner. It is primarily based in East Legon. It operates as a retailer of imported supplements to individual customers, as well as operating in a wholesale capacity to supply pharmacies and hospitals in three regions in Ghana. Favorable micro and macro environmental factors as well as strong prospects for the firm itself have supported Bodyfuelgh's growth up to this point.

The challenge faced by the company today is an overreliance on recurring customers for sales, as indicated by a need to generate more sales from new customers. This project employed qualitative research to gain insight from company personnel as well as managers to better understand the challenge and to inform efforts to find potential solutions.

This report has drawn on extensive review of existing literature and relevant marketing frameworks to understand the subject matter. The research results were analyzed and synthesized to arrive at a strategic marketing plan for Bodyfuelgh using the AIDA and marketing mix models, designed to attract new customers to the company. The report also provides recommendations and an implementation plan using the SOSTAC framework to complement the proposed solution. It is the goal of this work to enable Bodyfuelgh to meet its marketing objectives of increasing its sales and expanding its customer base.

Table of Contents

DECLARATION	2
ACKNOWLEDGEMENTS	3
EXECUTIVE SUMMARY	4
CHAPTER 1: INTRODUCTION	9
Chapter 1.1: Chapter Overview	9
Chapter 1.2: Company Profile	9
Chapter 1.3: External analysis	10
1.3.1: <i>Political factors</i>	10
1.3.2: <i>Economic factors</i>	11
1.3.3: <i>Social factors</i>	12
1.3.4: <i>Technological factors</i>	12
Chapter 1.4: SWOT Analysis	13
Chapter 1.5: Competitive position analysis of the dietary supplement industry	16
1.5.1: <i>Bargaining power of suppliers</i>	17
1.5.2: <i>Bargaining power of buyers</i>	18
1.5.3: <i>Threat of new entrants</i>	18
1.5.4: <i>Threat of substitute products or services</i>	19
1.5.5: <i>Rivalry among existing competitors</i>	19
CHAPTER 2: PROJECT NEED ANALYSIS	20
2.1: Overview of Chapter	20
2.2: Summary of Marketing Model	20
2.3: Summary of Retail Marketing Model	21
2.4: Scope of wholesale product delivery	21
2.5: Methodology	22

2.6: Research Method - Qualitative Research.....	22
2.6.1: <i>Interviews</i>	23
2.6.2: <i>Observation</i>	23
2.6.3: <i>Sampling Method</i>	23
2.7: Findings from research.....	24
2.7.1: <i>Findings from observation</i>	24
2.7.1: <i>Findings from semi-structured interviews with company personnel</i>	24
2.7.2: <i>Findings from interviews with customers</i>	25
2.7.3: <i>Insights from research findings</i>	26
2.8: Defined Need.....	27
 CHAPTER THREE: LITERATURE REVIEW & MASTERY OF SUBJECT MATTER.. 27	
3.1: Chapter Overview	27
3.2: Consumer Marketing.....	27
3.2.1: <i>Cultural factors</i>	28
3.2.2: <i>Social factors</i>	28
3.2.3: <i>Personal factors</i>	29
3.3: Buyer Decision Making Process.....	29
3.4: Models for Attracting Customers	31
3.4.1: <i>AIDA Model</i>	31
3.4.2: <i>Marketing Mix (Four P's) Model</i>	33
3.4.3: <i>SOSTAC Model</i>	35
3.5: Strategic Marketing Plan.....	37
3.6: Promotion Mix.....	39
3.7: Justification of Project with Insight from Literature	40
 CHAPTER 4: SOLUTION AND IMPLEMENTATION PLAN..... 41	
4.1: Chapter Overview	41

4.2: Proposed solution and rationale.....	42
4.2.1: <i>Awareness</i>	43
4.2.2: <i>Interest</i>	44
4.2.3: <i>Desire</i>	44
4.2.4: <i>Action</i>	45
4.3: Implementation Plan.....	46
4.4: Situational Analysis.....	46
4.4.1: <i>External Analysis – Macroenvironment Analysis</i>	47
4.4.2: <i>SWOT Analysis of Bodyfuelgh</i>	47
4.4.2: <i>Competitor Analysis - Porter’s Five Forces</i>	48
4.4.3: <i>Internal Capabilities and Resources</i>	48
4.4.4: <i>Marketing Mix</i>	49
4.4.5: <i>Marketing Mix – Product</i>	49
4.4.6: <i>Marketing Mix – Place</i>	49
4.4.7: <i>Marketing Mix – Promotion</i>	50
4.4.8: <i>Marketing Mix – Price</i>	51
4.5: Objectives.....	51
4.6: Strategy	53
4.6.1: <i>Segmentation</i>	54
4.6.1: <i>Targeting</i>	54
4.6.1: <i>Positioning</i>	55
4.7: Tactics.....	55
4.7.1: <i>Marketing Mix – Product</i>	55
4.7.2: <i>Marketing Mix – Place</i>	56
4.7.3: <i>Marketing Mix – Promotion</i>	57
4.7.3: <i>Marketing Mix – Price</i>	58
4.8: Actions.....	59
4.9: Controls.....	60

4.10: Chapter Review 60

CHAPTER 5: RECOMMENDATIONS AND CONCLUSION 61

5.1: Chapter Overview 61

5.2: Recommendations 61

5.3: Limitations of the Project 61

5.4: Conclusion..... 62

References 63

Appendix..... 69

Appendix I: INFORMED CONSENT FORM..... 69

Appendix II: Observation Guide..... 70

Appendix III: DRAFT OF RESEARCH INSTRUMENT (INTERVIEW GUIDE)..... 70

CHAPTER 1: INTRODUCTION

Chapter 1.1: Chapter Overview

Increasing levels of awareness of the benefits of a healthy lifestyle is spurring the growth of businesses that provide goods and services in the fitness industry. Bodyfuelgh is a business in the dietary supplement industry, but which often overlaps with the fitness industry, specializing in supplying healthy nutritional supplements designed at helping customers achieve their fitness-related goals. The business was founded by Charles Peprah, a U.S.-based medical practitioner whose lifelong hobby became matter of attraction to his colleagues and fellow gym goers especially in Ghana. It is registered and operates as a sole proprietorship. It is a leading player in Ghana's nascent dietary supplement sector. With fitness supplements being akin to lifestyle products, a majority of Bodyfuelgh's sales are made from recurring customers. The goal of this applied project is to analyze this as need identified in Bodyfuelgh's structure and present potential strategies of attracting new customers, supported with a review of relevant literature.

This chapter presents a profile of the company as well as an industry review with an analysis of the internal and external dynamics at play. This will be supported with analyses of the company's strengths, weaknesses, opportunities and threats (SWOT); external factors (PESTLE) and the industry that the company operates in.

Chapter 1.2: Company Profile

Bodyfuelgh is located in East Legon, a busy suburb of Accra, the capital of Ghana. It is an accredited wholesaler of premium sports nutritional supplements and healthy advocates, that seeks to supply the Ghanaian market with wholesome and affordable supplements. "The company aims to promote assorted food supplements ranging from men and women's protein drinks/powders, multivitamins, pre and post workout supplements, as well as other notable

food supplements” (Bodyfuelgh.com, 2020). It is the vision of the company to promote healthy and fit lifestyles among Ghanaians. It achieves this by importing high-quality nutritional supplements from key partner suppliers in the United States and Canada, such as Dymatize and Gold Standard, and offering them for sale on the Ghanaian market. It partners with fitness ambassadors to promote healthy lifestyles among underserved local segments such as new mothers and university students.

Chapter 1.3: External analysis

The PEST model will be used to analyze the external environment the company operates in. It takes into stock the political, economic, social and technological factors that affect the industry, and the company by extension, be it directly or indirectly. This framework helps to better contextualize the business and the prevailing conditions in the industry.

1.3.1: *Political factors*

Ghana can boast of one of the most stable democracies in sub-Saharan Africa since its independence in 1957. Scholarly research appears to back this up, indicating that “political parties are quite well institutionalized, traditional leaders provide some restraint on the capacity of the executive to pursue its own self-interest, and extra-institutional interventions (e.g., from the military) are rare in comparison to other neighbouring countries” (Toku and Armah, 2014, p. 2). The policies of the current government have been targeted at providing infrastructure for infant industries to grow and promoting local enterprise. They have also enabled fluid trade relations between Ghana and other countries, fostering an environment in which Bodyfuelgh has been able to build an international supply network. Political stability and ongoing government efforts to promote investment in Ghana has made the country an attractive destination for foreign capital inflows. Although the manufacturing sector has seen the bulk of

these inflows (Oxford Business Group, 2020), the fitness and nutrition industry is also set to grow thanks to these government policies.

1.3.2: *Economic factors*

Ghana's economy has experienced inconsistent growth in the past few years. Dontoh and van Vuuren (2019) report that Ghana's gross domestic product grew by 8.1 per cent in 2017 and by 6.3 per cent in 2018, which, although slower, was bigger than the International Monetary Fund's prediction of 5.6 per cent. They also find that while economic activity has increasingly been driven by oil extraction since its find in 2017, a fall in oil output in late 2018 had a slowing effect on GDP growth. Annual average inflation, meanwhile, has been 9.2% for 2020, with economists forecasting it to end the year at 10.2% (FocusEconomics, 2020). Increased inflation accompanies a drop in the average Ghanaian's disposable income. For Ghana, which has a largely low-income population, investing in fitness and nutrition supplements is seen as a luxury by many. Nevertheless, Ghana is still one of only six countries in sub-Saharan Africa with a middle-class population, defined as individuals earning a daily income of at least \$8.44, exceeding one million people (Oxford Business Group, 2020). It is the purchasing power of this middle class that drives much retail growth and whose growing presence in the capital Accra that Bodyfuelgh seeks to target. The World Bank (2020) estimates Ghana's most recent value for unemployment at 4.2% of total labor force as of 2017. With low unemployment, the purchasing power of the population is higher which makes the Ghanaian market viable for Bodyfuelgh to gain significant sales revenue.

For Bodyfuelgh, which operates primarily as an importer of goods from the US and Canadian markets, the most significant economic metric is the cedi-to-dollar rate, which unfortunately for them is also Ghana's least encouraging economic indicator. The Bank of Ghana (2020) lists the current exchange rate at 5.71 (correct at the time of writing). The cedi's depreciation has

been dramatic and its value against the dollar has fallen by a further 7% in the past year (Bank of Ghana, 2020). The high exchange rate has a negative effect on Bodyfuelgh's operations and makes the cost of importation higher than it was in previous years.

1.3.3: *Social factors*

Ghanaian society is a dynamic blend of shifting demographics and culture, with at least five separate ethnic groups native to the country (Hoffman and Long, 2013). Its population of 30 million people is concentrated in urban areas, with some nineteen million people representing 57% reported as living in urban areas (World Bank, 2019). It also has a very young population, with over 97% aged under 65 years, the bulk of that falling between 15 and 55 (World Bank, 2019). Wosornu, Rowan and Gittelsohn (2014) report that "The socio-cultural climate of urban West Africa, increasingly defined by technological advances in transportation and food, enables a sedentary lifestyle and related diseases" (p. 3). Nevertheless, our society is increasingly shaped by Western cultural influences, which creates an environment for Ghanaians to learn more about bodybuilding, weight loss methods and other fitness-related issues that challenge traditional Ghanaian apathy towards consciously fit lifestyles. Bodyfuelgh therefore has an opportunity to exploit the changing cultural dynamic to claim a significant stake in the expanding domestic market.

1.3.4: *Technological factors*

The present proliferation of consumer communication technology has enabled an unprecedented access to information around the world. Through an extended world wide web and its associated networks – such as social media, instant messaging, corporate websites – it has become easy for people to learn about and purchase an almost unlimited array of goods online. This technological revolution is well underway in Ghana, where mobile money

payment structures are increasingly being favored over physical cash transactions, and “Ghana has recently become the fastest-growing mobile money market in Africa with registered accounts increasing six-fold between 2012 and 2017” (Ozyurt, 2019). These developments play a significant part of Bodyfuelgh’s activities, as the company estimates that 70% of their sales are completed online or by phone as opposed to in-store sales. Developments in technology also affect the marketing sphere. Bodyfuelgh has taken advantage of the popularity of social media technology to build a prominent presence on such media as Instagram and Twitter that enables them to participate in digital marketing and interaction with a wider audience.

Chapter 1.4: SWOT Analysis

The SWOT analysis is a framework for understanding the positive and negative dimensions of a business, outlining the internal and the external factors that may promote or undermine performance. Helms and Nixon (2010) state that it provides the foundation for the practical assignment of organizational issues.

INTERNAL EVALUATION	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Very friendly customer relations • Significant scientific knowledge of nutrition and biology • Good location close to core customer base • Small, lean team of core workers 	<ul style="list-style-type: none"> • Manual operations model • Small retail space cannot hold more than ten customers at a time

EXTERNAL EVALUATION	
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> • Solid social media presence (over 10000 Instagram followers) • Expanding interest in fitness among middle class • Covid-19 pandemic and lockdown creating more reasons to build immune system and stay healthy • Multiple influential brand ambassadors 	<ul style="list-style-type: none"> • ‘Elitist’ perception among some market segments • Negative stigmas attached to the consumption of protein supplements in the Ghanaian community. • Demand for ‘quick fix’ substitute products • Presence of competing wholesalers
--	--

Strengths

Bodyfuelgh runs a on a lean team that allows it to focus on its core business without extraneous concerns. This also allows its employees to enjoy an informal, personal relationship with clients, a trait that is essential to customer retention, but which is difficult to achieve in larger corporations. This is further enhanced by its primary location in the heart of East Legon, which is strategically important in that it is considered a residential hub for many of Accra’s middle class, and moreover there is a good number of gyms situated in the vicinity, which makes Bodyfuelgh accessible to its core market.

The personnel at Bodyfuelgh are also equipped with extensive knowledge of nutrition and biology which is key to fulfilling value for their clients through consultation over which products would be best suited to each client’s physiological needs and how best to utilize them for optimum results. This strength plays a key role in ensuring customer satisfaction with Bodyfuelgh products and thus retaining customers.

Weaknesses

Bodyfuelgh has an operating model that relies on its people to oversee and carry out activities in person. Operations such as management of inventory, supply chain and processing orders are carried out by its employees instead of automated processes that are quicker and more efficient. The lack of automation is a weakness because automation cuts out some of the errors

that people are liable to make. In addition, the retail space that the company primarily operates with is fairly small and is not capable of containing many customers during very busy periods. However, it must be noted that the company is taking steps to resolve this by opening a concession at Marina Mall to expand their retail space.

Opportunities

The ability to use social media effectively is now an essential tool for businesses seeking to both retain customers and attract new ones. It brings a new dimension to market engagement and allows the company to present themselves more virally than they would be able to with traditional media. With regard to their need to attract new customers, their strong social media presence, especially on Instagram, provides a perfect opportunity to launch initiatives such as sales promotions to appeal to new customers. Moreover, Bodyfuelgh has a number of social media influencers, typically well-known bodybuilders, serving as ambassadors for the brand. This is very important at a time when online influencers are prominent, with the global influencer market now valued at fifteen billion dollars (Business Insider, 2021), of which 79% is associated with Instagram influencers (Business Insider, 2021).

Furthermore, the emergence of fitness as a growing trend among Ghana's middle class has also been boosted by the Covid-19 pandemic, with people now learning of more reasons to build their immune systems and stay healthy.

Threats

There tends to be a perception of those who actively pursue fit lifestyles as 'elitist', because Ghanaians generally consider expenditure on gym equipment and associated supplements as luxuries. Such a perception is harmful to Bodyfuelgh's goal of promoting healthy lifestyles in Ghana. Furthermore, in Ghana's conservative society, nutritional supplements are seen as

‘artificial’ or ‘inorganic’ as opposed to cooked meals. They are seen as parallel with steroids, so people are discouraged from purchasing them.

There is also the threat of substitute products. Bodyfuelgh’s products are designed to supplement a healthy lifestyle to enable their customers to reach various fitness goals, which according to the company may be weight loss, body fat redistribution or testosterone boost, among others. However, there are substitute products on the local market for people who are impatient or are not willing to put in the work required to reach those goals, that serve as a ‘quick fix’, such as testosterone herbs, ‘curvy shape’ ointments and herbal teas marketed as ‘flat tummy teas’. Such products are not intended to promote healthy lifestyles but to appeal to people’s wants without regulatory approval or information on potential side effects. This describes the market point of view in identifying substitute products that pose a threat to Bodyfuelgh’s business.

Chapter 1.5: Competitive position analysis of the dietary supplement industry

The dietary supplement industry is a sprawling ecosystem comprising of multiple services like nutrition counseling, sports nutrition and weight management. A competitive industry features multiple providers offering differentiated services or goods. This paper will use Porter’s Five Forces framework to understand the major dynamics at play in the industry, evaluating the potential threats, suppliers, buyers, competitors and substitute offerings. This model will be especially useful to Bodyfuelgh as Narayanan and Fahey (2015) opine that it is the best known and most widely used industry analysis framework for companies aiming to achieve

competitive

advantage.

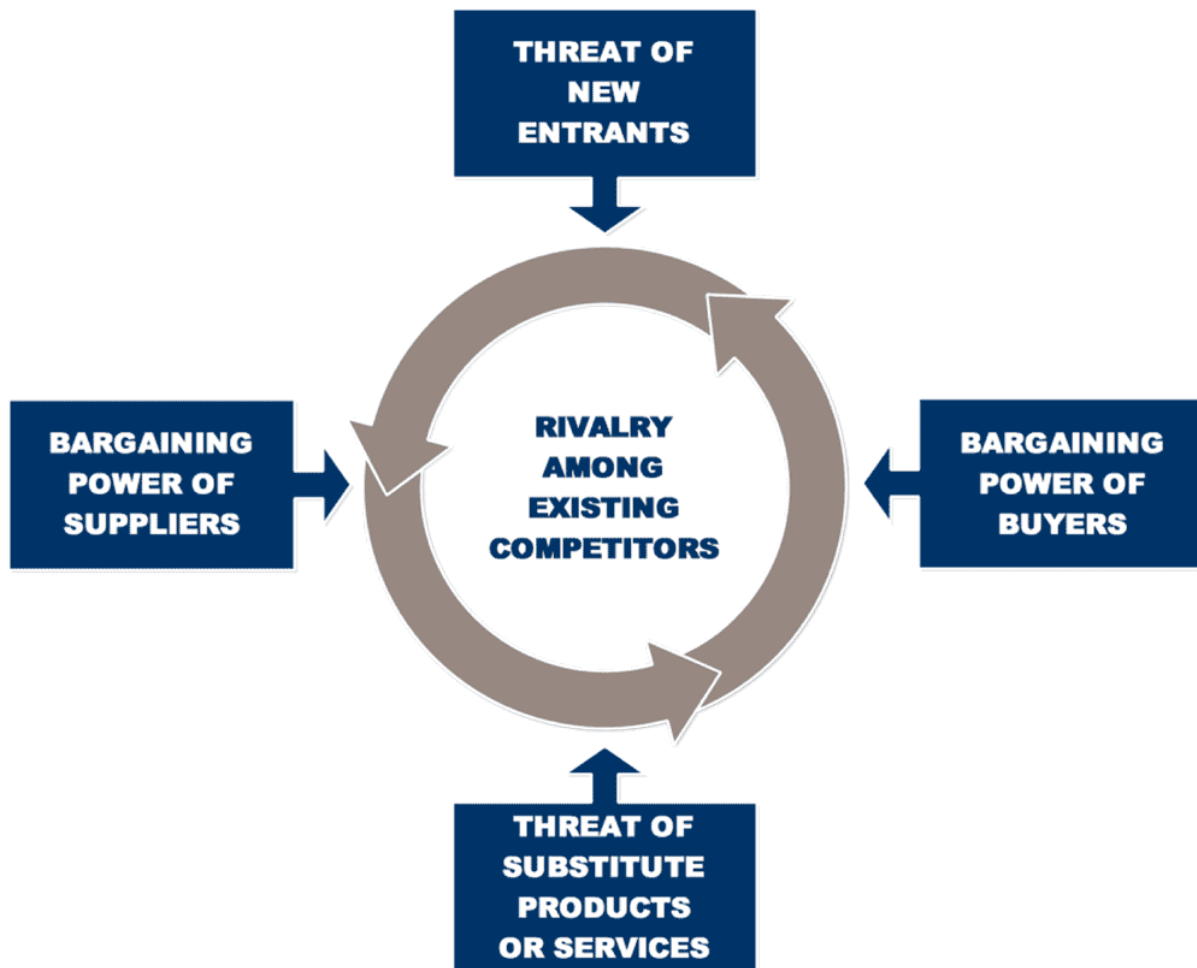


Figure 1: Porter's Five Forces model

1.5.1: *Bargaining power of suppliers*

Manufacturers of dietary supplements have invested huge amounts in research and development in recent years, with a good amount focused on studying plant-based protein supplements, according to a study by Grand View Research (2020). The study also finds that there is a large pool of manufacturers, including Amway; Abbott Laboratories; Arkopharma Laboratoires Pharmaceutiques; Bayer; Glanbia; Pfizer; Archer Daniels Midland; Carlyle Group; NBTY Inc.; Nu Skin Enterprises; GlaxoSmithKline; Herbalife International; Nature's Sunshine Forms; and Bionova Lifesciences. The wide array of manufacturers dilutes supplier

bargaining power and makes it easier for Bodyfuelgh to switch to suppliers that provide more competitive terms. Suppliers are also weakened by their distance from their end users and the reliance on retailers to reach customers. However, there is a trend of suppliers taking strategic decisions to mitigate this, such as Glanbia acquiring Body& Fit in the Netherlands with a view towards a presence in the direct-to-customer channel (Reddan, 2017).

1.5.2: Bargaining power of buyers

Buyer power is somewhat limited in Ghana's dietary supplements market due to limited knowledge of the products on offer. Due to interest in this field being relatively new in Ghana the customer base has not attracted as much traction as in developed countries. Buyers tend to be established customers rather than new ones. Bodyfuelgh's sales are primarily driven by their recurring customers, with new customers forming a smaller proportion of sales. Bodyfuelgh is among a small selection of wholesalers dealing in dietary supplements with a focus toward athletic nutrition, hence buyers do not have very many options to choose from in the Ghanaian market.

1.5.3: Threat of new entrants

The dietary supplements industry, while not heavily restricted with trade barriers, is difficult to penetrate due to the high accreditation standards required to operate in the sector. The Food and Drugs Authority (FDA) and the Ghana Standards Board have launched plans to further tighten regulation of standards of food-related substances (Yeboah, 2020). The strict monitoring of the quality of products more often than not proves to be the major stumbling block for most prospective entrants into the market. A high-profile case of COA food supplements sold being recalled by the FDA (Wutor, 2020) highlights the difficulty of licensed operating in Ghana's market. Even after acquiring licenses, post marketing surveillance is a

further constraint on new entrants. All these restrictions mitigate the threat to Bodyfuelgh from new entrants.

1.5.4: Threat of substitute products or services

Most of Bodyfuelgh's products are optimized for sports nutrition, hence they are intended to be consumed not in isolation but in tandem with intense fitness workouts. Data sourced from the company manager reveals that a large number of people who lead sedentary lifestyles are not enthused by having to put in extra work while taking the supplements; hence 'quick fixes' for nutritional needs are very popular. The goal of Bodyfuelgh is to promote a holistic healthy lifestyle, so they do not deal in products that act like 'magic tonics' for fitness needs such as weight loss or muscle gain. Hence, there is a palpable threat of losing customers to informally marketed products that promise instant results without the necessity of additional workouts. Such quick fix products can be found on the Ghanaian market, and they include 'flat tummy tea', testosterone-boosting tonics/aphrodisiacs and 'fat-burning pills' (Ghana News Agency, 2018). These products appeal to buyers looking for instant physical results rather than cultivating a healthy lifestyle, and they pose a threat as substitutes for Bodyfuel's products.

1.5.5: Rivalry among existing competitors

As established already, Ghana has a relatively small market for dietary supplements. Bodyfuel's main competitors include IronMan Supplements, a similar specialist dealer in sports nutrition supplements; and Game, a South African retail giant operating in Ghana which offers general dietary supplements. The products sold at Game are not as focused towards intense activity as those sold by Bodyfuelgh and IronMan, and they cover a wider range of nutrient supplements from prenatal multivitamins to specialty carbohydrates. However,

Bodyfuelgh is especially popular among bodybuilders and fitness enthusiasts, so it has a competitive advantage due to its product differentiation.

CHAPTER 2: PROJECT NEED ANALYSIS

2.1: Overview of Chapter

A needs assessment is a systematic approach to studying the state of knowledge, ability, interest or attitude of a defined audience or group involving a particular subject (McCawley, 2014). This chapter will expand on the needs observed with regard to BodyfuelGh's marketing model. According to Witkin and Altschuld (1995), a need is a discrepancy or gap between what is and what should be. It will address the gap that prompted the study. Interviews were conducted to attain qualitative information on the specific needs and experiences of the firm's management up to this point. Further description of the sampling and data collection methods are discussed. It is the expectation that the analysis provided in this section goes a long way to highlight the gap between the current state of affairs and the ideal state.

2.2: Summary of Marketing Model

BodyfuelGh has carefully curated a network of reliable international manufacturers of dietary supplements, from whom they place orders on a quarterly basis. The procurement process is wholly manual and is overseen by the company manager, who occasionally travels to North America to personally supervise the procurement of the products. Once in Ghana, a portion of the products are kept at the company's store in East Legon for customers to make in-store purchases. Another portion is delivered wholesale to hospitals, clinics and pharmacies, which constitute some of the company's biggest clients. BodyfuelGh tries to ensure value fulfilment

by ensuring that the customer's experience is placed at the forefront at every step of the value chain.

2.3: Summary of Retail Marketing Model

Bodyfuelgh retail sales are made both online and in-store. The company estimates that the percentage of sales volume is distributed 70-30 with the majority being online sales. Orders are placed online through the company's various social media channels or through the company website. The company makes use of dispatch riders to deliver products to their customers. The segment of customers who buy in-store largely consists of recurring customers for whom purchasing supplements is a routine and their repeated physical interactions with company personnel is key in customer retention.

Bodyfuelgh employs a variety of marketing tools, including digital advertising, adverts on billboards and word-of-mouth recommendation to reach new customers. On that basis, their advertising strategy can be said to be successful since the company reports a high volume of inquiry calls indicating interest in their products. However, the main challenge faced by the company is how to convert the curiosity of their markets to decisive purchasing actions.

2.4: Scope of wholesale product delivery

Bodyfuelgh operates in a unique niche between sports and nutritional science, seeking to bridge the gap with well-researched application of both sectors. In terms of distribution, products are mainly delivered wholesale to medical centers within the Greater Accra catchment area, with major zones being the Legon, Airport and Tema urban areas. The need for dietary supplements at those centers is large since they are more convenient options for convalescents and invalids, who struggle with eating solid foods or maintaining a healthy appetite. BodyfuelGh's role in Ghana's health ecosystem is to breach the gap between these medical centers that urgently need

to provide a form of quality nutrition to their clients, and the manufacturers of the supplements who are in many cases outside of the country. The company provides value to its suppliers by being an outlet for international distribution as well as delivering dietary supplements that would otherwise be in short supply on the local market, with the business model predicated upon earning profits from the resales. Bodyfuelgh adds value to the customer's experience with the product through technical advice, dealing with customer enquiries and providing post-purchase service.

2.5: Methodology

Research for the needs analysis was conducted to demonstrate the essence of this project from a business standpoint. The target population of the research was the management team, staff of the company as well as customers of the company. The company is run on a very lean team hence a qualitative approach was adopted, with the aim of extracting thorough experiences and perspectives from the stakeholders involved. The customer base who responded were also encouraged to share their experiences and opinions. Structured and unstructured interview instruments featured prominently in performing the research. The researcher also employed observation in order to understand the physical, social, cultural, and economic contexts of the study participants, as well as their behaviors and the activity they engage in (Mack, Woodsong, Macqueen, Quest & Namey, 2005).

2.6: Research Method - Qualitative Research

This subsection will elucidate the rationale for and practical application of the qualitative approach to researching this topic, as qualitative research seeks to understand a research problem from the perspectives of the local population it involves (Mack et al., 2005).

2.6.1: Interviews

Interviews featured structured questions designed to provide insights into particular areas of marketing for Bodyfuelgh. There was an element of unstructured questions involved to allow for some spontaneity in the interviews. These were more revealing than the structured questions since the anecdotes revealed hitherto unaddressed pain points that the stakeholders had. The natural flow of conversation also tended to make respondents more active in offering insights pertaining to the study. The hybrid of structured and unstructured interviews therefore made for productive research sessions.

2.6.2: Observation

Notes were taken to record data from observation. Observation involved sitting in the company store to observe patterns of clients' interaction with the company's personnel and their attitudes towards their purchase experiences. The use of promotional tools was also observed and noted. Observation was carried out on random days during the shop's opening hours. Appendix II spells out the guide utilized in the observation process.

2.6.3: Sampling Method

According to Kumar (2010), non-probability sampling methods are useful for studies that investigate people's attitudes and perceptions. A blend of purposive sampling and convenience sampling was specifically chosen for this project in order to gain insights from the most relevant stakeholders. The size of the company and nature of information required were also relevant factors in arriving at this sampling method. Purposive sampling was employed to retrieve specific information from the company personnel, while convenience sampling was employed to retrieve data from the sub-population of customers who were conveniently available to participate in the research. This was relevant because convenience sampling is a

type of non-probability sampling where members of the target population are easily accessible, geographically close and are willing to participate for the purpose of the study (Etikan, Musa, & Alkassim, 2015).

2.7: Findings from research

Summarized responses from respondents to qualitative research are presented below. Using qualitative analysis, the responses from top level management and key stakeholders are summarized and simplified below.

2.7.1: Findings from observation

It was observed that company personnel had a warm, cordial relationship with most of the customers who entered the store. Many of them were repeat customers, as they had established some familiarity with the personnel at the company. This lent credence to the general manager's statement that a large majority of its sales come from recurring customers. It was observed that the company was more flexible in its pricing with its repeat customers as compared to the new customers. The manager was willing to accept requests for discounts and to accept deferred payments. When new customers entered the store, the personnel there made sure to welcome them and to engage them in conversation. This was noted as a positive way of boosting customer relations. They also found out about the customer's intended fitness goals and offered insight on which product would be best suited for the customer to achieve those goals and how to use them effectively.

2.7.1: Findings from semi-structured interviews with company personnel

Since the company is quite small, the research encompassed three personnel, who are all managers in various capacities. The researcher interviewed the general manager, the sales manager and the marketing manager.

The general manager communicated that the company's primary challenge is a reluctance of customers to complete purchases after finding out about products and their prices. This statement was shared by the other personnel interviewed. He attributed it to a tendency among Ghanaian consumers to negotiate for lower prices and to ask for discounts. He stated that Bodyfuelgh clearly spelt out the prices of its products on its website, but people would repeatedly call in to ask if the listed prices were the final price the company was willing to sell at. Furthermore, he mentioned that the company insisted on upfront payment in order to maintain convenience in managing accounts.

The sales manager also indicated that most customers who entered the store already knew what they were looking for. This was because they were either repeat customers or they were people who had made fitness a lifestyle already hence they already had specified products they needed. However, most new customers had had no previous fitness experience and were now aspiring to establish an active lifestyle. As such, they were not completely sure about which products to use in achieving their goals. The company thus offers them complementary consultation on which products would be optimally suited to each customer's physiological needs.

The marketing manager also communicated that the company's primary advertising and promotional activity took place online. According to him, the company has an audience of over ten thousand followers across its social media channels. One of the most effective marketing tools for the company is its use of popular bodybuilding influencers as brand ambassadors.

2.7.2: Findings from interviews with customers

Seventeen customers were interviewed for insight into their experience with the company. Thirteen of them indicated that they had found out about the company from social media. All of them mentioned that they were familiar with the company's Instagram page while four added that they were also familiar with its Facebook page, and three had interacted with its Twitter page. Three of the other four indicated that they had been referred to Bodyfuelgh from a friend (word-of-mouth) and the remaining respondent said they had noticed the company's billboard advertisements.

Twelve of the customers were repeat customers. A common theme among them was that they said Bodyfuelgh offered more variety than competing firms such as IronMan Supplements. They also mentioned that they had been buying from Bodyfuelgh for a while and so they had built a relationship with the personnel there that made them feel loyal to the company. Those who were new customers indicated that they were buying from Bodyfuelgh rather than its competitors due to its relative proximity to them. Three of the new customers indicated that after finding out about the products they needed, they would not be completing the purchase because they could not presently afford them.

2.7.3: Insights from research findings

Bodyfuelgh needs to diversify its stance on pricing and payments to be able to appeal to more customers. The Ghanaian market requires dynamic pricing strategies for a company to succeed. Interviews with the company managers and customers reveal a consistent disconnect between the company and its potential customers when it came to pricing and marketing efforts. The company estimates that it presently depends on its recurring customers for around 70% of its sales. This is not conducive to the company's growth objectives as it needs better marketing efforts to attract new customers.

2.8: Defined Need

BodyfuelGh is in need of an efficient system of attracting new customers to diversify their customer base beyond their established set of recurring customers. Their position in the local market and their distinct, established brand social media presence presents both a unique opportunity and challenge with regard to optimizing marketing strategy and minimizing costs while doing so. A solid technological framework will help them to identify this and deliver value to their customers. Research findings and analyses presented in this applied project will seek to find a solution to this need in BodyfuelGh's business model.

CHAPTER THREE: LITERATURE REVIEW & MASTERY OF SUBJECT MATTER

3.1: Chapter Overview

This chapter will present an empirical examination of the existing literature on the topic of study. Themes running from the problem identification, industry analysis and needs assessment will inform the choice of papers studied in this section. Applicable theories and models that pertain to BodyfuelGh's situation will be reviewed. This would help to give a better understanding of the theoretical framework within which this study exists, and potentially bridge an existing gap in the body of knowledge. The themes of this research will be centered on marketing and value fulfilment. This study will investigate the extent to which such theories and models can be practically applied to the company's situation, with the goal of unearthing a pragmatic solution.

3.2: Consumer Marketing

Kotler (2010) defines marketing as the process whereby companies create value for customers and build strong customer relationships to capture value from customers in return. Mandell and Rosenberg (1981) also understand marketing as an exchange process between producers and consumers, in which a producer matches a marketing offering (the product or service plus its promotion, distribution, and price) to the wants and needs of the consumer). Consumer buyer behavior refers to the buying behavior of final consumers—individuals and households who buy goods and services for personal consumption (Kotler and Armstrong, 2018). The characteristics that affect buyer behavior can be understood in several broad categories. It is important to look at each of these to understand how they would ultimately affect the purchasing decision of Bodyfuelgh's customers.

3.2.1: Cultural factors

A buyer's culture, sub-culture and social class are prominent cultural determinants of purchasing behavior. Kotler and Armstrong (2018) describe culture as the values, perceptions and behaviors that are learnt from family and other important institutions, while subculture refers to groups of people within a culture with shared value systems based on common life experiences and situations. Social classes, meanwhile, are understood as society's relatively permanent and ordered divisions characterized by members who share similar values, interests, and behaviors. Social class is relevant in that its composition is influenced by such variables as occupation, income, education or wealth. Ghana's middle class is defined as individuals earning a daily income of at least \$8.44 (Oxford Business Group, 2020), and in terms of cultural factors this class forms the primary target market for Bodyfuelgh.

3.2.2: Social factors

Social factors influencing consumer behavior involve the societal stratification of its members into defined reference groups that describe fairly consistent characteristics. It can be seen as the duality between the membership group to which a person belongs that influence their behavior and the aspirational groups to which they desire to belong.

Kotler and Armstrong (2018) study the use of buzz marketing by opinion leaders in society, nowadays social media-driven, in spreading information about a company's offering. Research by Yakup, Mücahit & Reyhan (2011) establishes connections between societal background and buyer behavior.

3.2.3: Personal factors

Personal factors can include age (life-cycle stage), occupation, economic situation, lifestyle and personality (Kotler and Armstrong, 2018). For Bodyfuelgh, the most relevant personal factor is a buyer's lifestyle. Lifestyle is the synthesis of a person's day-to-day pattern of living expressed in their activities and interests. For customers that maintain a lifestyle of fitness or bodybuilding, they tend to become repeat customers over a period of time. Aaker (1991) explains that consumers who are loyal to a brand prefer that brand and ignore other brands despite similarities in the products the other brands are offering, and will tend to purchase its products on a habitual basis rather than on logic.

3.3: Buyer Decision Making Process

According to Variawa (2010), "consumer behavior can be defined as the process and activities people engage in when searching for, selecting, purchasing, using, evaluating, and disposing of products and services so as to satisfy their needs and desires" (p. 6). Ruweidatu (2014) explores the evolution in dominant marketing theories, identifying the position held by early researchers that the purchase stage is the only decision-making factor that the marketer should

focus on. Edwards (1954) and Schoemaker (1982) argue that customer decisions are rooted solely in economic evaluation of expected benefits and gains. More contemporary research highlights multiple other stages involved in the buying process. Blackwell, Engel and Miniard (2001) present consumer decisions as a complex process influenced by multiple factors and shaped at a number of different stages.

Kotler and Armstrong (2018) detail the stages involved in the process that a buyer goes through in purchasing a product, identifying them as need recognition, information search, evaluation of alternatives, purchase decision and post-purchase behavior. The outline of these distinct stages is relevant to Bodyfuelgh because it helps the company to focus marketing efforts on the process involved before the purchase decision in targeting new customers.

The process is illustrated below.

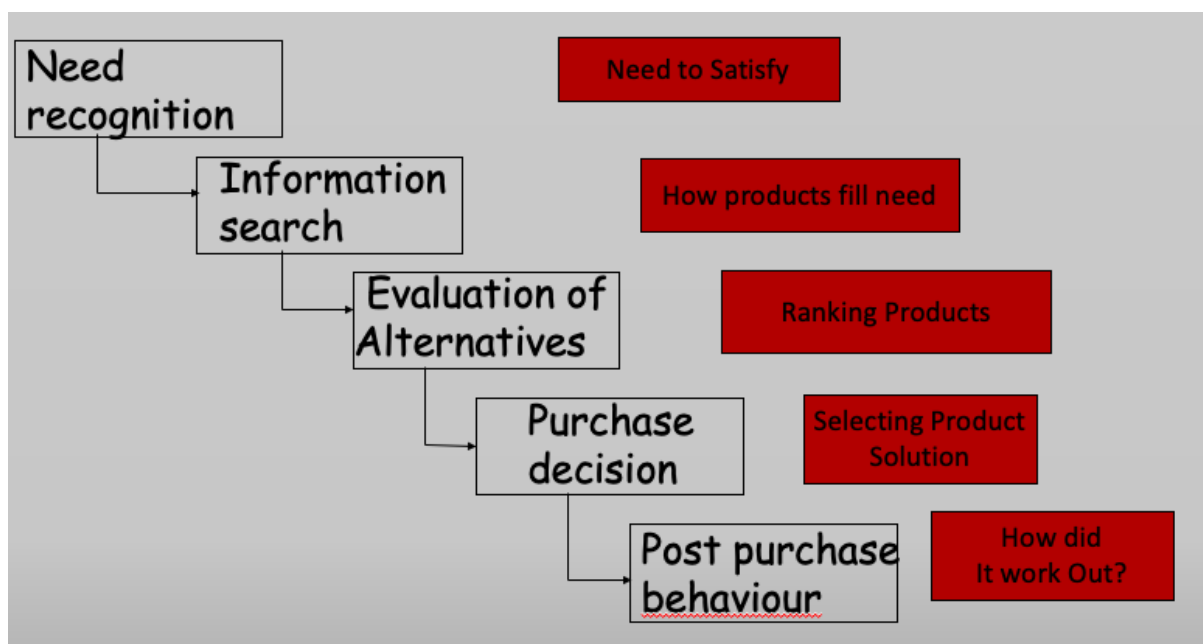


Figure 2: The Buyer Decision Making Process (Blackwell et al, 2001)

The first stage involves a consumer identifying a need, want or problem triggered by some internal or external stimuli. This is followed by a search for information to guide the customer in selecting a means of fulfilling the identified need. With the gathered information, the

customer assesses the options at hand and makes comparisons between offerings that have the potential to satisfy their need. Based on this evaluation, the customer makes the decision to purchase the offering that best satisfies their need. After the purchase, the customer reevaluates the product or service to assess their satisfaction with their purchase; whether the purchase fulfils their needs or not and how it matches up to their expectations. Kotler and Armstrong (2018) term the discomfort caused by a post-purchase conflict as cognitive dissonance.

This study looks at how Bodyfuelgh can synthesize the first three stages of the process to influence the eventual purchase decision. The company is in need of defined strategies to influence customers to place Bodyfuelgh at the top of their options evaluation and consequently to take that ultimate decision to purchase the products that it is offering.

3.4: Models for Attracting Customers

It is important to understand customer sentiment and the process that customers go through in purchasing from a company. This section will analyze and evaluate some established models used in developing marketing strategies that can be adopted to fit Bodyfuelgh's need to attract new customers.

3.4.1: *AIDA Model*

Hanlon (2019) explains that the AIDA model is a framework that helps companies to understand a customer's decision-making process and the factors that influence customers decisions. These decisions can be influenced by the company, its brand, awareness and how it approaches customers. The model outlines the cognitive and behavioral stages involved in arriving at a purchase decision, which are Awareness, Interest, Desire and Action.

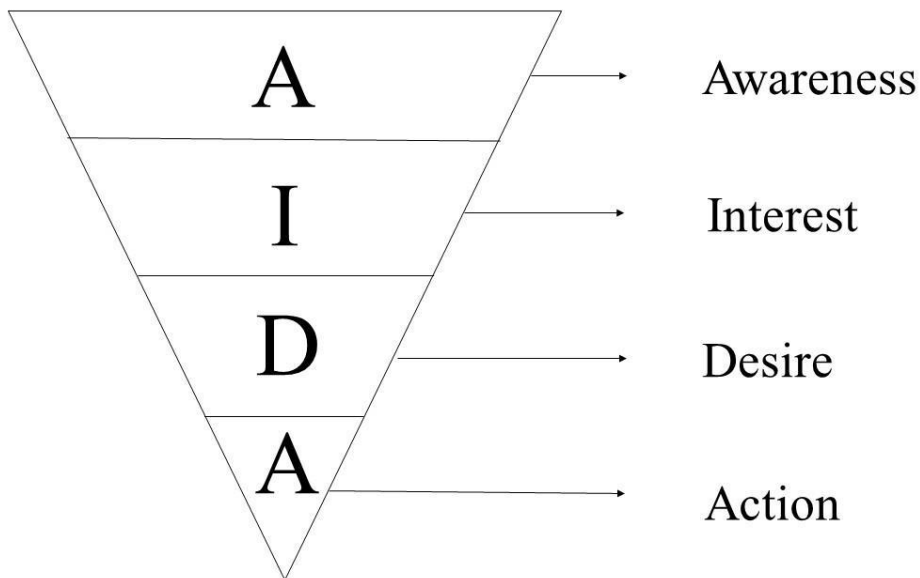


Figure 3: AIDA Model

The model takes the form of an inverted pyramid because it illustrates the decline in customer participation from each stage of the process to the next one. Montazeribarforoushi, Keshavarzsaleh & Ramsøy (2017) describe the process as a purchasing funnel where prospective targets are inevitably siphoned off at each stage but passing through one step to another one collectively increases the odds of success. For instance, Hoek and Gendall (2013) believe that while advertising is mainly used to attract the attention of an audience, when done right it can also generate interest and desire in customers. The table below describes each component of the model.

Model Component	Description
Awareness	Potential customer develops knowledge about a brand’s offering

Interest	Potential customer knows about the benefits of the product and wishes to learn more about product features
Desire	Benefits lead potential customers to develop a favorable disposition towards the brand offering and establishes connection connection established by the customer that heightens the need to acquire the product or service
Action	Potential customer/consumer is moved to take a decision to interact with the company by patronizing the service or purchasing the product.

Table 1: Description of Components of AIDA Model

3.4.2: Marketing Mix (Four P's) Model

Another model that can be used is the marketing mix (4 P's) model developed by Jerome McCarthy in 1940. According to Kotler and Armstrong (2016), the marketing mix is defined as the set of marketing tools that work together to engage consumers, build customer relationships and satisfy the needs of customers. The model covers four key aspects of the marketing function, which are the Product, Price, Placement and Promotion. The diagram below illustrates the model.

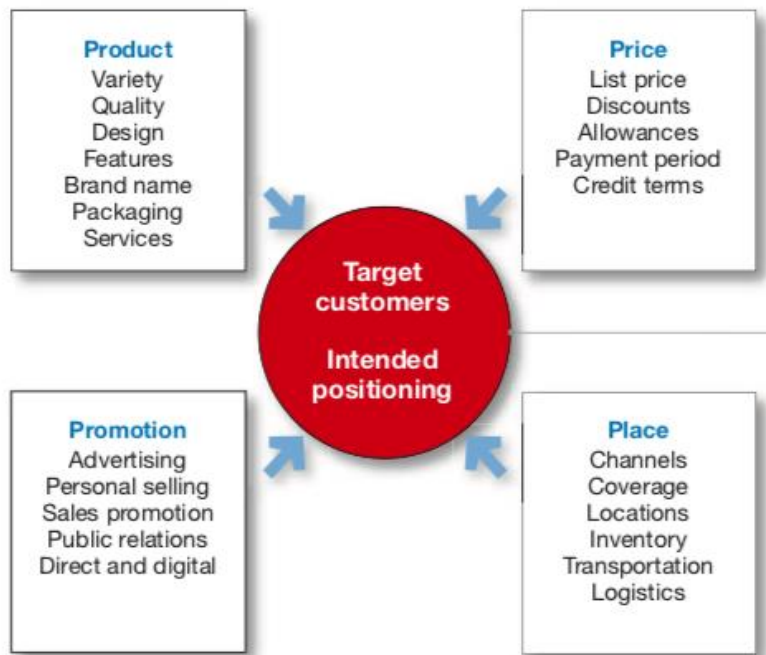


Figure 4: Four P's Marketing Mix (Kotler & Armstrong, 2018)

The Product is the combination of goods and services that the company offers to the target market. In Bodyfuelgh's case their primary product offering is a variety of nutritional and dietary supplements. Bodyfuelgh's tactic to boost competitive advantage is to supplement the product offering with consultation and advice in order to maximize the customer's experience with the product.

Price is the amount of money customers must pay to obtain the product. Kotler and Armstrong (2018) link pricing strategies to affordability in customer relations by highlighting that a company may find it prudent not to charge their pre-set prices but to negotiate the price with each customer, offering discounts, trade-in allowances, and credit terms. These actions create flexibility and build customer sentiment towards a brand.

Place includes company activities that make the product accessible to target consumers. The place details how a company provides physical availability of its products to its clients. Ahmad

and Saber (2015) outline that the place is also a means of adding value by bringing products physically closer to the target consumers and eliminating transport-related inconveniences.

Promotion can be understood as the activities that communicate the merits of a product and persuade target customers to buy it. Okokon (2013) identifies that promotion deals with identifying the needs of consumers and applying marketing concepts that can be easily communicated to a target market using mediums such as advertising, personal selling and publicity.

Four Ps	Four As
Product	Acceptability
Price	Affordability
Place	Accessibility
Promotion	Awareness

Figure 5: Four P's Marketing Mix with Customer-Centric focus (Kotler & Armstrong, 2018)

The integration of all these aspects will be essential in developing a successful marketing plan for Bodyfuelgh, seeing as “an effective marketing program blends the marketing mix elements into an integrated marketing program designed to achieve the company’s marketing objectives by engaging consumers and delivering value to them” (Kotler & Armstrong, 2018, p. 78).

3.4.3: SOSTAC Model

According to Chaffey and Smith (2013), the SOSTAC marketing model was developed by a marketing author and consultant named Paul Smith and is a systematic, logical and widely used tool for creating strategic marketing communication plans. Chaffey and Smith (2008) state that it aids in developing and managing marketing strategies, preparing marketing plans, corporate plans and campaigns. This model is unique from other established marketing models because it incorporates social media and e-marketing strategies.

The model is illustrated in Figure 6 below.



Figure 6: SOSTAC Model (Acheampong, 2017)

The first element is the situational analysis, which assesses the current situation of the firm. It encompasses various assessments such as its competitive position and macroenvironmental analysis. The objectives element evaluates where the business wants to go. These objectives generally follow the SMART template (Chaffey, 2015). The strategy section mobilizes the situation analysis in order to achieve the set objectives, and outlines how the company will get there. Johnson, Scholes and Whittington (2008) describe the marketing communication

strategies of a firm and emphasize its importance in building an effective communication plan. The tactics present a detailed outline of the identified strategy. Benezra (2005) highlights the need to select effective tools to implement the chosen strategy and which tools are right for the organization's audience. The action element involves the formulation of a plan to implement the tactics that have been identified, specifying what needs to be done, when it needs to be done, who will do it and how much it will cost. Johnson, Scholes and Whittington (2008) state that involving stakeholders in this stage is essential in ensuring that their interests are met in the actions that will be taken. The final element is the controls element which involves monitoring and measuring performance to determine the company's progress in achieving the set objectives as well as the effectiveness of the company's communication channels.

3.5: Strategic Marketing Plan

For a company to achieve its set objectives requires it to have in place a quality and coherent marketing plan. Hoang (2007) defines marketing planning as "a systematic process concerned with devising marketing objectives and appropriate marketing strategies to achieve these goals". According to Veresova (2002), a quality marketing strategy is a necessity for efficient marketing, and the integration of all marketing activities in the creation of competitive advantage for succeeding in the marketplace. The marketing plan is designed to guide the company in achieving its objectives employing sound strategies and tactics in making strategic marketing decisions.

Nwabuibe (2014) states that "strategic market planning enables the company to identify and evaluate market opportunities, promotional opportunities, and target market as well as to develop and implement positioning by employing strategies and assessing the impact of the marketing efforts of the company" (p. 3). McDonald (2006) expounds on the theory that a strategic marketing plan is mainly concerned with competitive advantage and "takes into

account the organization’s existing competitive position, where it wants to be in the future, its capabilities and the competitive environment it faces” (p. 376). The implication of this in marketing for Bodyfuelgh is that it becomes necessary to use relevant tools and techniques to make sense of external trends and understand how the company uses them to create competitive advantage for itself. This process requires constant feedback and a defined value proposition to customers with prudent use of the company’s resources, as illustrated in the figure below.

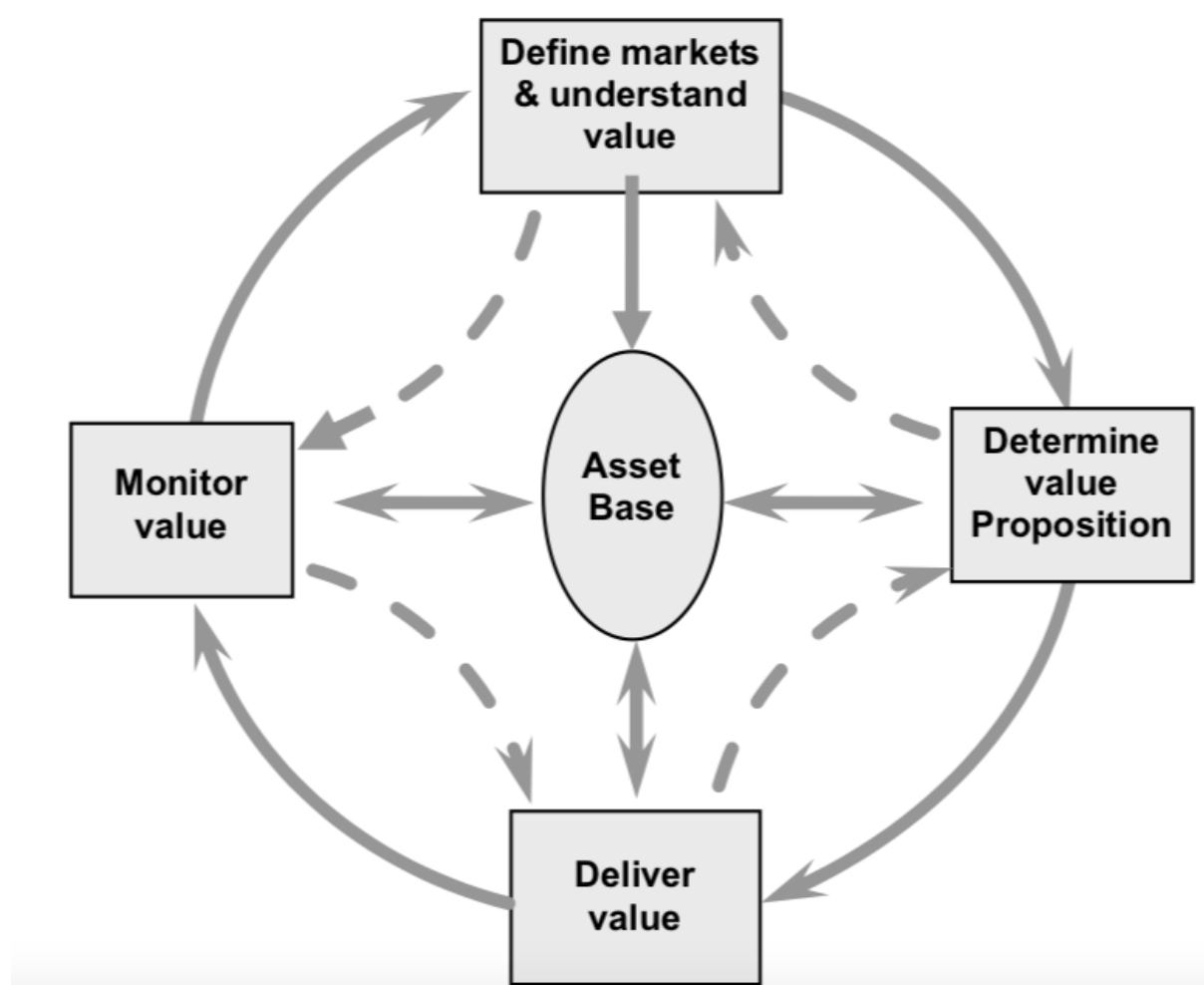


Figure 7: Map of the Marketing Process (McDonald, 2006)

Smith (2003) makes a direct link between corporate success and quality in marketing strategy, finding the following features to be characteristic of superior marketing performance:

1. Homogenous market segment definition
2. Segment specific propositions
3. Strategy uniqueness
4. Strength leverage and weakness minimisation
5. Creation of internal and external synergies
6. Provision of tactical guidance
7. Alignment to objectives
8. Alignment to market trends
9. Appropriate resourcing
10. Clear basis of competition

3.6: Promotion Mix

According to Kotler and Keller (2006), the promotion mix is the specific blend of the major promotional tools that the company uses to persuasively communicate customer value and build customer relationships. According to them, the five main elements of the promotional mix are advertising, public relations, direct marketing, personal selling, and sales promotion. Ansari (2011) also describes the promotional mix as “a combination of different channels that can be used to communicate a promotional message to consumers” (Ansari, 2011). Kotler and Armstrong (2010) expatiate on the need to adopt integrated marketing communications (IMC) to synthesize all the best tools and media available to the firm to send its message to the consumer. It involves careful integration and coordination to ensure that a clear, consistent and compelling message is being delivered about a company’s brand. This ties in to the buyer decision making process discussed above, as the messages delivered are intended to influence a consumer’s decision at specific stages of the process. The promotion mix is also linked to the AIDA model – ideally, the message should get Attention, hold Interest, arouse Desire and obtain Action.

- Kotler and Armstrong (2010) describe advertising as any paid form of non-personal presentation and promotion of ideas, goods, or services through various media channels with the intent of creating awareness and promoting differentiation.
- The public relations element involves building good relations with the company's various publics by obtaining favorable publicity, building up a good corporate image in order to enhance the perception of the organization. It may involve press releases, media relations or various publications.
- The personal selling element is described as an interpersonal communication tool characterized by face-to-face activities carried out by agents of an organization with the aim of informing, persuading and reminding an audience in making certain decisions.
- Kotler and Armstrong (2010) describe direct marketing as an interactive system using one or more advertising media to coax some form of response from a specified audience. It may involve direct mail and telephone sales and is useful in building customer relationships and generating sales leads.
- Kotler and Armstrong (2010) also detail that "consumer promotions include a wide range of tools—from samples, coupons, refunds, premiums, and point-of-purchase displays to contests, sweepstakes, and event sponsorships" (p. 498). To achieve its objective of expanding its customer base, the sales promotion is the most relevant and significant aspect of the promotion mix for Bodyfuelgh. This element will form a significant aspect in generating a solution strategy for the company.

3.7: Justification of Project with Insight from Literature

Sharp (2010) speaks in detail of the importance of growing market share for a company to cover costs and become more profitable. According to an article in the Harvard Business

review, the primary determinants of the profitability of a business is its market share (Buzzel, Gale, & Sultan, 1975). Amasa (2018) makes the claim that “in order to achieve market penetration, crafting a strong marketing strategy which outlines the various actions to take within a period is essential” (p. 28). A company has the option to ensure profitability by choosing to promote brand loyalty or by focusing on penetrating the market, however according to Sharp (2010), loyalty programs have limited impact as compared to market penetration in a brand’s growth and “the foundation of achieving a substantial growth in a company’s market share lies in growing one’s customer base” (p. 34). This is why it is necessary for Bodyfuelgh to make concerted efforts to grow its customer base by penetrating the market as opposed to relying overwhelmingly on previous customers for the bulk of its sales.

CHAPTER 4: SOLUTION AND IMPLEMENTATION PLAN

4.1: Chapter Overview

This chapter presents the solution that best solves the need for attracting new customers identified in Bodyfuelgh’s model as well as a plan for implementation. The chapter presents a detailed marketing plan designed to synthesize the models reviewed in the previous chapter in with the intention of arriving at a solution to help Bodyfuelgh achieve its objectives and generate new customer sales. Throughout this project, much research has been conducted and key stakeholders have been consulted with a view towards understanding the key pain points and synthesizing those insights to find potential solutions. The chapter focuses on the value of the proposed solution as well as how its implementation is likely to improve the operations of Bodyfuelgh in line with the company’s objectives. The chapter also goes further to outline how the solution can be practicalized for the company’s use.

4.2: Proposed solution and rationale

After analyzing the results of primary research and reviewing the literature on the subject, the proposed solution that has been identified to attract new customers is the implementation of a new marketing strategy focusing on digital marketing targeted at a larger market base. The customized promotional strategy for Bodyfuelgh involves digital marketing and sales promotion. This is in response to the previously identified need to diversify the company's customer base to boost sales and widen revenues. The solution strategy will utilize the AIDA model because it is an effective framework to track a company's engagement with its target market in the decision-making process. The focus of the strategy is geared towards converting customers from the awareness and interest stages to the desire and action stages. The planning and execution of the strategy to implement the solution will be founded upon the SOSTAC model. The strategic marketing plan will be mainly implemented by the marketing manager of the company. Figure 8 below shows how Bodyfuelgh will use the AIDA model to attempt to promote a greater volume of new sales.



Figure 8: AIDA Model as Purchase Funnel

4.2.1: Awareness

Bodyfuelgh's current advertising strategy has so far yielded a considerable degree of market potential. From the analysis conducted, it is proposed that Bodyfuelgh move its awareness campaigns closer to those in its target market. The company should hand out brochures and fliers at wellness clubs and gymnasias across the city in order to boost its visibility among physically active people. Furthermore, in order to reach out to those who have not yet made fitness a lifestyle, the company should launch a coordinated digital marketing campaign across all of its social media profiles. This would incorporate the use of virtual fliers and promotional videos across Facebook, Twitter and Instagram to generate a buzz on its brand.

The company also needs to increase its visibility in the places where its target market is likely to be found; this means advertising on billboards in more urban areas around the city such as Tema, Spintex and Ridge.

4.2.2: Interest

Raising and maintaining audience interest is key in building up to a purchase decision. As stated already, interest is the stage where the potential customer finds out about the benefits of the product and wishes to learn more to influence their decision. Bodyfuelgh can achieve this through follow-up posts on social media to further interact with market segments that have been reached out to. The company must utilize comments to engage with the audience and build online relationships with customers. It is proposed that the company runs an online blog on its social pages, preferably Facebook, that can be updated periodically, either bi-weekly or even fortnightly. This would enable the company to speak on the benefits of its offering, as well as captivating and maintaining the interest of its audience. The table below proposes a schedule that the company can adopt to push content for its blog.

Day	Content
Mondays	Interview with chosen brand Ambassador on benefits of a healthy lifestyle
Wednesdays	Feature the selected Product of the week
Fridays	The most effective workouts to maximize results from supplement intake

Table 2: Proposed Schedule for Bodyfuelgh social media blog

4.2.3: Desire

This is the stage where the suspects become prospects. At this stage, the proposal is to offer promotional packages designed to make people want to buy Bodyfuelgh's products. Social media will feature prominently in achieving this goal. Kotler and Armstrong (2018) speak on the use of contests and sweepstakes that allow companies to engage with prospective customers by offering them the chance to win something through luck or extra effort. With the company's considerable social media presence, it should launch a campaign on Instagram whereas the first

ten people to comment, like and/or share a post on Bodyfuelgh's page can receive a discount on some sales. The winners of such contests will be an opportunity to extend the company's customer base, and for those who do not win, the chance of potentially winning another contest to earn a discount will motivate them to continue to engage with the company and to build desire for the company's offerings. Post-purchase relations should be employed with the winners of the contests to lock them into the company's offerings and maintain their desire in order to build customer retention. According to Osei-Wusu (2020), placing time restraints on these promotional offers is crucial in building desire as it creates a sense of urgency. A limited time offer makes customers recognize that they might not get that opportunity again to exploit the reduced prices.

4.2.4: *Action*

This is the central stage of the solution strategy as the entire plan is based on getting customers to make the jump from the previous stages to the stage where they complete the purchase decision. From the research conducted, the primary obstacle hindering customers from patronizing Bodyfuelgh's offerings is the prices of the products. Thus, the solution is founded upon adopting appropriate pricing strategies to appeal to the Ghanaian consumer in order to increase the number of customers of the company.

The company will turn its pricing strategy from competitive pricing to a focus on market share pricing. The details of the strategy will be outlined in chapter 4.7 below. The new strategy will employ elements of selective pricing, dynamic pricing and promotional pricing to convince customers to make that final step to purchase Bodyfuelgh products.

Payment methods must be made more flexible to appeal to customers in completing purchases. Primary data from interviews with the manager shows that the company has long resisted long-

term payment plans as it introduces inconveniences into the management process. However, in order to spread the company's customer base, the company must take steps to meet the customer halfway. This should preclude the introduction of flexible payment models where customers have the option of spreading payment out over an agreed number of weeks or months. This would make customers more receptive to the company's offerings and reduce the price burden on them. Kotler and Armstrong (2010) also state that the generosity of allowing customers to have instalment options is an effective tool in building customer loyalty to a brand.

On its wholesale front, Bodyfuelgh should establish partnerships with doctors in its target geographical regions to push its products to their patients. The company offers multiple products that are consumed under prescription from qualified doctors, such as the pre-natal multivitamins, hormone supplements and amino acids. Bodyfuelgh can host trade shows and conventions to meet medical practitioners and push its brand to the forefront of their minds when prescribing medicines for their patients. Kotler and Armstrong (2010) explain that this is a beneficial practice for a company looking to build sales leads and reach prospects that are not reached directly through its own sales force.

4.3: Implementation Plan

The implementation of the strategy is critical to its potential success. This section will use the **SOSTAC** framework to model the implementation plan for Bodyfuelgh. The advantage of this model is that it incorporates and takes advantage of modern technologies such as social media networks to enable companies to more effectively interact with their markets and build audience engagement.

4.4: Situational Analysis

The first element of the model asks the question “Where are we now?”. This is to help the company assess its current situation. An internal and external analysis is conducted here to determine the company’s current situation.

4.4.1: *External Analysis – Macroenvironment Analysis*

The political stability that Ghana has established over the years has enabled Bodyfuelgh to build a reliable international supply network. Moreover, Ghana has a significant middle-class population with relevant purchasing power that makes it a viable market for Bodyfuelgh’s sales targets. However, the depreciation of the local currency is a hindrance to Bodyfuelgh’s ability to import its products from foreign manufacturers due to the increased cost of imports. Developments in technology have also brought about increased opportunities in the sphere of digital marketing and diversified pricing strategies that the company is able to take advantage of.

4.4.2: *SWOT Analysis of Bodyfuelgh*

The table below summarizes the strengths, weaknesses, opportunities and threats of Bodyfuelgh.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Very friendly customer relations • Significant scientific knowledge of nutrition and biology • Good location close to core customer base • Small, lean team of core workers 	<ul style="list-style-type: none"> • Manual operations model • Small retail space cannot hold more than ten customers at a time
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Solid social media presence (over 10000 Instagram followers) 	<ul style="list-style-type: none"> • ‘Elitist’ perception among some market segments

<ul style="list-style-type: none"> • Expanding interest in fitness among middle class • Covid-19 pandemic and lockdown creating more reasons to build immune system and stay healthy • Multiple influential brand ambassadors 	<ul style="list-style-type: none"> • Negative stigmas attached to the consumption of protein supplements in the Ghanaian community. • Demand for ‘quick fix’ substitute products • Presence of competing wholesalers
--	---

4.4.2: *Competitor Analysis - Porter’s Five Forces*

A summary of the competitive situation for Bodyfuel is shown in the table below. A complete analysis of Bodyfuelgh’s competitive framework is also presented in Chapter One.

Force	Description	Intensity
Bargaining Power of Buyers	The bargaining power of buyers is low due to limited knowledge of market and small number of firms.	Low
Bargaining Power of Suppliers	The bargaining power of suppliers in the industry in Ghana is low due to large number of suppliers and reliance on retailers to reach end users.	Low
Threats of New Entrants	The threats of new entrants in the industry in Ghana is high due to high accreditation standards and difficulty in earning operating license.	High
Threats of substitute products or services	The threats of substitute products is high due to presence of ‘quick fix’ substitutes.	High
Rivalry among existing competitors	Rivalry among competitors is high due to product differentiation and small number of competing firms.	High

4.4.3: *Internal Capabilities and Resources*

Bodyfuelgh’s sales personnel are equipped with in-depth nutritional and physiological knowledge, which enables them to offer insights on the features of various products and how

they affect the body. Bodyfuelgh has been able to leverage this capability to gain some competitive advantage as it is not all the competing firms that can offer technical advice on how to optimize usage of the products. Bodyfuelgh also has an effective inventory management system allowing it to conduct deliveries to clients across the geographical region it serves. Bodyfuelgh also has a strong online presence with over ten thousand followers across its various social media channels, giving it a large audience in digital marketing campaigns.

4.4.4: Marketing Mix

The Marketing Mix discussed in Chapter 3.4.2 is a helpful framework to help an organization to configure its offerings around four central determinants or deciding factors in an effort to meet consumer needs.

4.4.5: Marketing Mix – Product

Bodyfuelgh's products are primarily dietary and nutritional supplements. They are a blend of mass gainers, hormone supplements, amino acids, pre-workout boosts, energy shakes, pre-natal multivitamins, whey proteins, workout recovery supplements, and other diet-related products. These products are imported from manufacturers in the United States and Canada, and are evaluated to ensure quality assurance. Bodyfuelgh personnel also extend their offering to providing nutritional consultation on which products would be best for each individual customer and how best to use them to extract maximum value. Moreover, the company also offers some light household workout equipment to complement the food supplements, such as resistance bands, yoga mats, ab trainers and skipping ropes.

4.4.6: Marketing Mix – Place

Bodyfuelgh operates a retail outlet on Lagos Avenue in East Legon, a busy part of Ghana's capital city Accra. This location is strategic as there are many prominent gyms located in East Legon, such as Gold's Gym, Pulse Fitness Club, Total Fitness Health Club and Lareg Fitness and Wellness Club, all located within a fifteen-minute drive of Bodyfuelgh's store. This proximity builds the company's physical availability to a core segment of its target market, when looked at from a lifestyle point of view. Bodyfuelgh's location also gives it proximity to another key segment, which is the middle-class population. Research by Tetteh (2016) suggests that East Legon is a hub for Ghana's emerging middle class, and this is the market that Bodyfuelgh seeks to exploit. The company also operates in a wholesale capacity by delivering its products to hospitals and pharmacies throughout the Greater Accra Region, the Central Region and the Ashanti Region.

4.4.7: Marketing Mix – Promotion

The company primarily engages in social media advertising, using popular networks such as Twitter, Facebook and Instagram to promote its brand. The company's social media campaign heavily involves the use of popular digital influencers as brand ambassadors, such as Bambi Bamfo and Emmanuel "Warmz Incredible" Ampadu (Bodyfuelgh.com, 2020). They also have billboards to advertise in strategic locations such as Spintex Road and Airport Residential Area opposite the Silver Star Tower.



Figure 9: Picture of a Bodyfuelgh billboard at Airport Residential Area

4.4.8: Marketing Mix – Price

Maguire (2018) speaks on the importance of a good pricing strategy to help a company in determining a good profit maximizing price while remaining competitive. Bodyfuelgh's current pricing strategy is a competitive pricing strategy which allows the company to match or beat those of similar products that are sold by competitors (Maguire, 2018). Such a strategy has the objective of preserving the status quo by maintaining the level of profit generated across firms in the industry and avoiding the emergence of potential price wars.

4.5: Objectives

The objective element of the SOSTAC planning model asks the question *where do we want to go?* Chaffey (2015) advocates for aligning a company's objectives with a SMART framework as a key part of a company's marketing plan. The acronym SMART is used to represent objectives that are:

S- Specific

M- Measurable

A- Attainable

R- Realistic

T- Time-bound

Bodyfuelgh will be looking to pursue a build objective, which is described by Chand (n.d.) as an objective which involves a company focusing on increasing its sales and market share, and is especially effective when the firm is in a market that is growing and it has a competitive advantage it can capitalize on. The objectives of the firm are summarized below.

- To increase new sales in the East Legon outlet by 20% by the end of 2021 through sales promotions
- To increase customer base by 25% by attracting new customers in other urban areas by the end of 2021
- To boost customer retention further and enhance post-purchase relations through social media engagement
- To enhance digital presence and increase online interactions by 50% by the end of 2021

The marketing plans put in place will aim to achieve these objectives.

4.6: Strategy

This stage asks how the firm will achieve its set objectives and outlines the firm's positioning, segmentation and target market. To select a suitable strategy for the firm would require the application of a useful framework. The Ansoff Growth Matrix would enable the firm to explore an appropriate growth strategy. It enables a firm to enable the state of the products it is offering and the market it is marketing its products in. The various aspects of the framework are outlined in Figure 9 below:

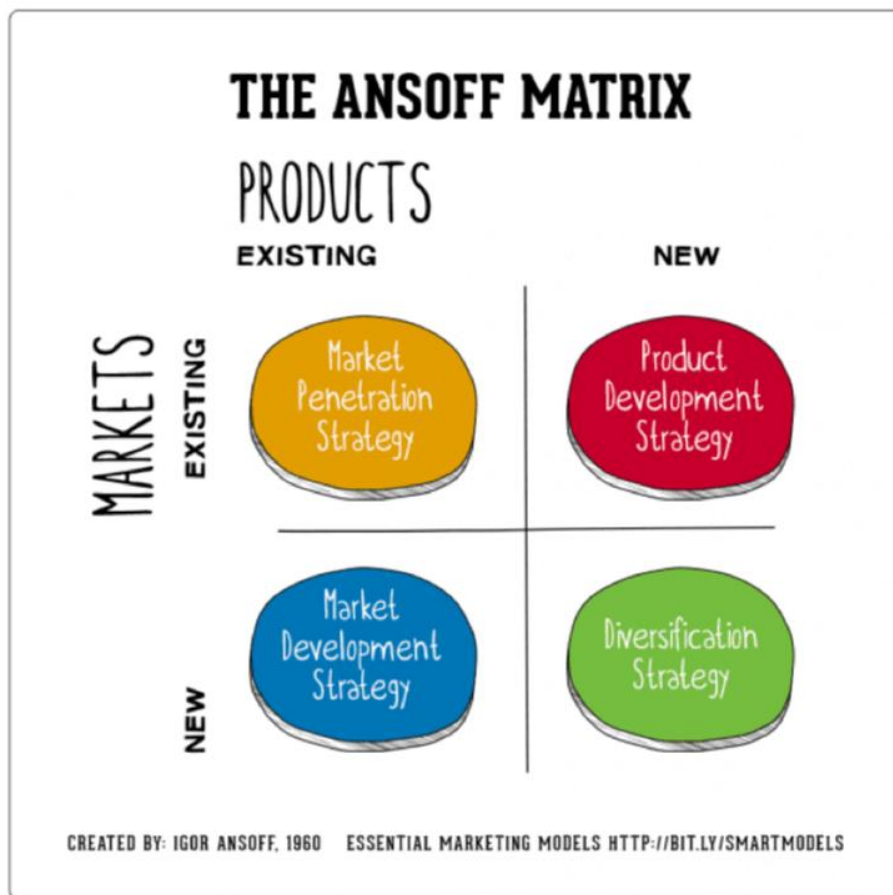


Figure 10: Ansoff's Growth Matrix

The market penetration strategy is when a business achieves growth through existing products in existing markets. The market development strategy involves a business targeting pushing its existing products to new consumers in different markets. Product development strategy entails

the development of new products for an existing market. Meanwhile, the diversification strategy involves the development of new products for new markets altogether.

Based on the framework above, Bodyfuelgh would be well served by pursuing a market penetration strategy since both the products and the market exists already and the customer growth plan is to build market share by creating a wider customer base which could potentially be at the expense of competitor firms. Kotler and Armstrong (2010) believe that market penetration deals with the growth of the company by increasing sales of current products to current market segments without changing the product.

4.6.1: Segmentation

Kotler and Armstrong (2010) describe market segmentation as the division of a market into distinct groups of buyers who have different needs, characteristics, or behaviors, and who might require separate products or marketing programs. Segmenting customers can be done on psychographic, geographic, demographic and behavioral bases. Bodyfuelgh's market can be segmented into behavioral and psychographic classes. In behavioral terms, Bodyfuelgh's customer segment can be described as price sensitive while in psychographic terms Bodyfuelgh serves lifestyle consumers.

4.6.1: Targeting

Target marketing entails the process of choosing specific segments to which to market a company's products. Targeting also allows the company to optimize its offerings to satisfy specific groups while maximizing its sales from those groups. In terms of the behavioral segments Bodyfuelgh has to target consumers who are highly price sensitive and whose purchase decisions are influenced significantly by small changes in price. This insight would allow the price promotions and discount strategies to succeed by appealing to consumers who

tend to respond positively to price changes. Furthermore, it creates competitive advantage by offering more favorable prices than other firms in the industry rather than just matching their prices to preserve the status quo.

In psychographic terms, Bodyfuelgh would target consumers who aspire to start or to maintain a fit and healthy lifestyle. For such consumers working out becomes a part of their daily routine and hence they consistently need supplements to keep up with their active lifestyle. The advantage of this target market is that the company is able to achieve high customer retention and repeat sales after first converting the customer.

4.6.1: *Positioning*

With a clearly identified target market a company's positioning allows it to occupy a distinct and favorable place or ranking among competing alternatives in the minds of potential customers when seeking to satisfy a particular want or need, as stated by Kotler (2010). The positioning of the company will be based on the behavioristic and psychographic target markets that have been identified. A potential positioning statement for Bodyfuelgh could be:

For aspiring and current fitness enthusiasts who seek value for their money, Bodyfuel Ghana is the most convenient and flexible option among vendors of nutritional supplements due to a combination of quality assurance, high customer engagement and competitive pricing.

4.7: Tactics

This section will detail the methods used in implementing the strategy discussed above by improving the marketing mix of the company.

4.7.1: *Marketing Mix – Product*

The company's core product offering remains highly competitive. A tactic they have been observed to use in the course of this research is to offer new customers a complementary company-branded bottle or flask when they buy supplements that are meant to be dissolved, such as protein powders. This tactic is referred to as using *premiums*, which are described as "goods offered either free or at low cost as an incentive to buy a product" (Kotler and Armstrong, 2018, p. 499). This addition had the effect of delighting customers and building greater brand loyalty. However, it was only used for customers who bought items in-store and not the ones that bought items online. It would be prudent for the company to extend this complementary benefit to their online customers. Furthermore, for new customers who do not purchase soluble products, it is proposed that the company offers them some of its non-core goods as premiums, which are the auxiliary fitness products such as skipping ropes or company-branded exercise tees. The intended effect is also to help the customer become more locked-in to a fitness lifestyle, encouraging them to be more active on a consistent basis, which would lead to them returning to Bodyfuelgh to purchase more supplements on a repeat basis.

4.7.2: *Marketing Mix – Place*

The company is currently aiming to improve physical availability for its target market. Its current outlet at East Legon is fairly small and does not hold more than ten people at a time, putting pressure during peak load periods of activity. Pertinent methods of achieving an expanded retail capacity would be to expand their presence. As discussed in the SWOT analysis in Chapter One, the company is currently taking steps to open a concession at Marina Mall. This would allow them to exploit and take advantage of the busy commercial activity in that area while providing mental awareness of their brand to casual shoppers in the mall. Furthermore, the company needs to expedite its plans to open another outlet in Tema, which are currently in their initial stage of consideration. Tetteh's (2016) report finds that aside East

Legon the residential communities in Tema form another burgeoning hotspot of middle-class economic activity making it a prominent geographical segment that Bodyfuelgh can increase its proximity to. Beyond the opening of new outlets, the company should also expand its delivery capability to be able to carry out more online/telephone orders per day, thus improving efficiency and increasing revenues.

4.7.3: *Marketing Mix – Promotion*

Bodyfuelgh will need to employ various promotional tactics to achieve its objectives. It will need to launch a digital marketing promotional campaign to raise both awareness of and interest in the company’s offering. The promotional activities will be geared towards three distinct segments; those that the company own already, those it needs to attract, and those who need to be convinced to accept its brand. The priority is those that it needs to attract – hence a blend of digital and physical marketing will be employed to reach those prospective customers.

Promotional targets for Bodyfuelgh can be summarized in the table below.

Action Segments	Description	Size (1-3) 1being the largest	Marketing Tools
OWN	These are regular customers of the business who buy products at least bi-weekly	2	Loyalty programs and post-purchase engagement for customer retention
ATTRACT	These are prospective customers who have not been converted but have some degree of interest in purchasing fitness supplements	1	Digital ads (Instagram, Facebook, Twitter), Billboards, blogs, concessions at retail spaces
ACCEPT	These are customers who purchase similar products but from competing firms in the industry	3	Digital ads, Social Media campaigns, selective pricing, promotional pricing

Table 3: Promotional tactics for Bodyfuelgh

4.7.3: Marketing Mix – Price

A restructure of the company's pricing policy is essential to the success of this entire project. Given the Ghanaian customer's reticence to pay maximum prices and their price-sensitive nature, it is essential for the company to meet the customer halfway. The company must pursue a market share price strategy that focuses on charging low prices with the intention of attracting more customers. Selective pricing strategies should be employed, such as price discrimination. Research observation revealed that Bodyfuelgh sometimes practices this tactic for some customers who have built relationships or bonds with the company through repeat buying and friendly customer service. It is proposed that the company offers selective pricing to prospective customers who call in to inquire about product prices, given the propensity of local customers to withdraw their purchase interest after learning of the prices available. QuickBooks (2020) describes such an approach as *dynamic pricing*, which is when a company decides to "charge different prices depending on who is buying your product or service or when they buy it". They note that dynamic pricing is extremely effective when utilized in a price-sensitive market such as Bodyfuelgh's market, stating that: "variable prices are applied to products or services that are typically bought by price-sensitive customers" (QuickBooks, 2020).

Furthermore, promotional pricing would be a powerful tool to create positive relations with potential customers and attract them to Bodyfuelgh's brand. The power of social media in the modern economy is significant, and Bodyfuelgh must leverage its appreciable social media presence to create promotional opportunities to generate new sales. It is proposed that the company launches an online promotional package, which can take the form of the first ten people to like or comment on the company's Instagram posts receiving a discount on purchases

of selected products. Such packages can be in the form of contests or sweepstakes which Kotler and Armstrong (2018) describe as powerful in influencing customer decisions.

4.8: Actions

The Actions element involves the plan needed to achieve the tactics set out in implementing the strategy. Bodyfuelgh remains a fairly small company with few personnel, hence it is important to spread out the tactical plan over a reasonable amount of time to avoid placing too much pressure on their resources and personnel. The table below summarizes the Action plan for Bodyfuelgh.

Timeline	Activity	Personnel in Charge	Cost
Weekly	Digital Marketing: starting a blog, content creation, and practicing selective pricing.	Marketing Manager	GHC 1200 per year
Quarterly (May 2021, August 2021, November 2021)	Quarterly contests for discounts	Marketing Manager	GHC 200 per quarter GHC 800 per year
Quarterly (May 2021, August 2021, November 2021)	Expanding wholesale distribution system through interactions with medical practitioners for building strategic partnerships to prescribe Bodyfuelgh products	General Manager	GHC 400 per quarter GHC 1600 per year
April 2021	Opening concession at Marina Mall	General Manager	GHC 2500
June 2021; August 2021	Unveiling billboards in Spintex & Tema	Marketing Manager	GHC 2000
December 2021	Expand delivery service with dispatch company	General Manager	GHC 2500
June 2022	Opening new outlet in Tema	General Manager	GHC 30000
TOTAL			GHC 40400

4.9: Controls

The controls stage asks *How did we do?* With regard to assessing the impact of the strategy and tactics. The business' performance is evaluated, and its activities can be monitored and measured. The perfect approach to carrying out such evaluation would be the balanced scorecard method. The balanced scorecard is a carefully selected set of quantifiable measures derived from an organization's strategy. Niven (2006) describes it as an effective tool and system for communication, measurement and strategic management.

BODYFUELGH BALANCED SCORECARD		
Indicator	Objective	Measure
<i>Sales targets</i>	To increase new sales in the East Legon outlet by 20% by the end of 2021 through sales promotions	Compare rate of sales made to new customers from previous year to current year
<i>Customer reach</i>	To increase customer base by 25% by attracting new customers in other urban areas by the end of 2021	Compare revenues from previous year to current year and track percentage of sales made in the new outlets
<i>Customer engagement</i>	To boost customer retention further and enhance post-purchase relations through social media engagement	Record post-purchase feedback and track sales made to previous customers
<i>Online presence</i>	To enhance digital presence and increase online interactions by 50% by the end of 2021	Track engagements with social media analytics, i.e. Facebook & Twitter likes, clicks on links and Instagram comments

4.10: Chapter Review

This chapter presented a strategy to address Bodyfuelgh's need to attract new customers to its customer base. The AIDA model was used to design the solution and the SOSTAC framework was used to model the plan for implementation.

CHAPTER 5: RECOMMENDATIONS AND CONCLUSION

5.1: Chapter Overview

This chapter discusses recommendations, limitations, and conclusions of the project. The recommendations provide guidelines to complement the solution strategy for Bodyfuelgh to help the company achieve its targeted objectives. Additionally, the chapter also discusses the limitations that define the scope and boundaries of this research project.

5.2: Recommendations

It is recommended that Bodyfuelgh contracts a digital marketing company in order to build a cohesive online presence to handle the proposed solutions. This would help to formalize the company's online presence and track data analytics with respect to audience engagement, which would help the company in future decision making. It is also recommended that the company contracts a dispatch company to help in expanding its delivery capacity. This would enhance physical availability to areas where the store has not opened retail outlets. Furthermore, the company would have to extend its personnel, particularly in its sales force, to handle the increased volume of sales expected from its expansionary strategies. It is also recommended that the company adopt and settle on a consistent positioning statement, be it the one presented in this report or a similarly appropriate one, that would allow it to be a reference point and a focus for customers in its marketing efforts.

5.3: Limitations of the Project

The findings and proposed solutions of this research work apply specifically to the marketing situation of Bodyfuel Ghana. The findings do not claim to be generalized to other companies or other customer bases. It is equally not generalizable to other firms in Bodyfuelgh's industry. Moreover, due to the convenience sampling method chosen, the research results may not have

been representative of the larger population of Bodyfuelgh customers. Also, the researcher was not privy to financial information of the firm that would have helped to quantify data and projections regarding revenues and number of sales.

5.4: Conclusion

The report has synthesized analysis of the company's profile including its competitive situation, SWOT factors, macroenvironmental factors and business profile to assess the situation of the company. Qualitative research using observation and interviews were conducted to inform a needs assessment of the company. The Primary objective of the project was then to identify a solution for the need identified, which was to attract new customers to boost Bodyfuelgh's sales. An in-depth and extensive literature review was conducted to consult the existing body of knowledge on the subject and inform the model chosen to present the solution. The AIDA model was used to present the solution strategy, which focused on the adoption of new pricing strategies, and the implementation plan was designed with the SOSTAC model. This marketing plan is intended to widen the company's customer base and provide a reference point upon which the company can predicate sustainable profits in the short and the long term.

References

- Ahmad, S. Z., & Saber, H. (2015). *Understanding marketing strategies with particular reference to small and medium-sized hotel businesses in the United Arab Emirates*. Sage Publications.
- Amasa, N. (2018) Strategic marketing plan for Aftown. Retrieved from Ashesi Institutional Repository. URI: <http://hdl.handle.net/20.500.11988/401>
- Bank of Ghana (2020). Daily Interbank FX Rates. Retrieved from Bank of Ghana: <https://www.bog.gov.gh/treasury-and-the-markets/daily-interbank-fx-rates/>
- Benezra, K. (2005). *Marketing*. University of Columbia.
- Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2001). *Consumer Behavior Vol 9*. Harcourt College Publishers.
- Bodyfuelgh.com (2020). About Us [online]. Retrieved from <http://www.bodyfuelgh.com/about-us/>
- Buzzel, R. D., Gale, B., & Sultan, R. G. (1975, January). Market Share—a Key to Profitability. Retrieved from Marketing – Harvard Business Review: <https://hbr.org/1975/01/market-share-a-key-to-profitability>
- Chand, S. (n.d.). Marketers Guide for Developing Customer Based Marketing Strategies. Retrieved from Your Article Library: <https://www.yourarticlelibrary.com>
- Chaffey, D., & Smith, P. (2008). *eMarketing and eXcellence: Planning and optimizing your digital marketing*. Elsevier.
- Chaffey, D. (2015, November 6). How to define SMART marketing objectives. Retrieved April 17, 2017, from Small Insights: <http://www.smartinsights.com/goal-setting-evaluation/goals-kpis/define-smart-marketing-objectives/>
- Dontoh E. & Van Vuuren, A. J. (2019, April 17). Ghana 2018 Growth Tops IMF Forecast and Is Set to Quicken. Retrieved from Bloomberg:

<https://www.bloomberg.com/news/articles/2019-04-17/ghana-economic-growth-slows-in-2018-as-oil-expansion-cools>

Edwards, W. (1954). The Theory of Decision Making. *Psychological Bulletin*, 51 (4), pp. 380-417.

Etikan, I., Musa, S. A. & Alkassim, R. S. (2016). Comparison of Convenience Sampling and Purposive Sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), pp. 1-4. doi: 10.11648/j.ajtas.20160501.11

Ghana News Agency (2018, April 18). Have We Lost Our Way Over These Ketogenic Regimes. Retrieved from Ghana News Agency: <https://newsghana.com.gh/have-we-lost-our-way-over-these-ketogenic-regimes/>

Grand View Research (2020). Dietary Supplements Market Size, Share & Trends Analysis Report by Ingredient (Vitamins, Minerals), By Form, By Application, By End User, By Distribution Channel, By Region, and Segment Forecasts, 2020 – 2027 [online]. Retrieved from Grand View Research: <https://www.grandviewresearch.com/industry-analysis/dietary-supplements-market>

FocusEconomics (2020). Inflation in Ghana. Retrieved from FocusEconomics: <https://www.focus-economics.com/country-indicator/ghana/inflation>

Hanlon, A. (2019). The AIDA Model | Smart Insights. Retrieved from <https://www.smartinsights.com/traffic-building-strategy/offer-and-message-development/aida-model/>

Hoang, P. (2007). *Business and management* (1st ed). Victoria, Australia: IBDP Press.

Hoek, J. & Gendall, P. (2003). *How Does Sponsorship Work*. In the proceeding of the ANZMAC 2003, 1-3 December 2003, Adelaide, pp. 9-16.

Hoffman, B. & Long, J. D. (2013). Parties, Ethnicity and Voting in African Elections. *Comparative Politics*, pp. 127-146. DOI: 10.2307/41714179

- Iwuoha, J. P. (2015). The fitness and weight loss business in Africa – how to exploit this interesting industry that is set to explode. Retrieved from SmallStarter:
<https://www.smallstarter.com/browse-ideas/how-to-start-a-fitness-centre-gym-and-weight-loss-business-in-africa/>
- Johnson, G., Scholes, K., & Whittington, R. (2008). *Exploring Corporate Strategy*. Financial Times Prentice Hall, .
- Kotler, P. & Armstrong, G. (2010). *Principles of Marketing*. U.S.A: Pearson.
- Kotler, P., & Armstrong, G. (2018). *Principles of marketing* (17th ed.). U.S.A.: Pearson
- Kotler, P. & Keller, K. L. (2006). *Marketing management* (12th ed). USA: Pearson Prentice Hall.
- Lavrakas, P. J. (2011). Convenience Sampling. *SAGE Journals*. DOI:
<https://dx.doi.org/10.4135/9781412963947.n105>
- Mack, N., Woodsong, C., Macqueen, K. M., Quest, G., & Namey, E. (2005). *Qualitative research methods: A data collector's field guide*. Family Health International.
- Maguire, A. (2018, December 21). 6 Different Pricing Strategies: Which Is Right for Your Business? Retrieved from QuickBooks: <https://quickbooks.intuit.com/r/pricing-strategy/6-different-pricing-strategies-which-is-right-for-your-business/>
- Mandell, M. I., & Rosenberg, L. J. (1981). *Marketing*. New Jersey: Prentice-Hall.
- McCawley, P. F. (2014, January). *Methods for Conducting an Educational Needs Assessment*. Retrieved 14 February 2021, from ResearchGate:
https://www.researchgate.net/publication/255627038_Methods_for_Conducting_an_Educational_Needs_Assessment
- McDonald, M. (2006) Strategic Marketing Planning: Theory and Practice. In Baker, M. J. & Hart, S. (Eds.) *The Marketing Book, 6th edn* (375-418). Oxford: Butterworth-Heinemann.

- Montazeribarforoushi, S., Keshavarzsaleh, A. & Ramsøy, T.Z. (2017). On the hierarchy of choice: An applied neuroscience perspective on the AIDA model. *Cogent Psychology*, 4(1). DOI: 10.1080/23311908.2017.1363343
- Narayanan, V. K. & Fahey, L. (2015). The Relevance of the Institutional Underpinnings of Porter's Five Forces Framework to Emerging Economies: An Epistemological Analysis. *Journal of Management Studies*, 42(1), pp. 2017-223.
- Niven, P. (2006). *Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results*, 2nd ed., John Wiley & Sons: New York, NY.
- Nwabuibe, Collins. (2014). *Strategic Marketing Plan*. DOI: 10.13140/2.1.3537.3763.
- Okokon, A. (2013). Application of Marketing Concept in the Hospitality and Tourism Industry in Akwa Ibom State, Nigeria: An Evaluation. *IOSR Journal of Business and Management (IOSR-JBM)*, pp. 17-22.
- Osei-Wusu, N. A. N. (2020). A strategic promotional plan for Live Truth Live Catholic. Retrieved from Ashesi Institutional Repository:
<http://hdl.handle.net/20.500.11988/593>
- QuickBooks (2020, December 11). How to Choose a Pricing Strategy for your Business. Retrieved from QuickBooks: <https://quickbooks.intuit.com/r/pricing-%20strategy/6-different-pricing-strategies-which-is-right-for-your-business/>
- Reddan, F. (2017, February 6). Glanbia invests €181m in two specialist food companies. Retrieved from The Irish Times: <https://www.irishtimes.com/business/agribusiness-and-food/glanbia-invests-181m-in-two-specialist-food-companies-1.2965123>
- Ruweidatu, S. (2014). *Investigating factors that influence consumer choice of vehicle fuel retail brands*. Retrieved from Ashesi Institutional Repository. URI:
<http://hdl.handle.net/20.500.11988/246>

Ozyurt, S. (2019, July 9). Ghana is now the fastest-growing mobile money market in Africa.

Retrieved from Quartz Africa: <https://qz.com/africa/1662059/ghana-is-africas-fastest-growing-mobile-money-market/>

Oxford Business Group (2020). Ghana's expanding middle class reshapes industrial growth prospects. Retrieved from Oxford Business Group:

<https://oxfordbusinessgroup.com/overview/right-conditions-expanding-middle-class-could-reshape-long-term-prospects>

Schoemaker, P. J. (1982). The Expected Utility: Its Variants, Purposes, Evidence and Limitations. *Journal of Economic Literature* , 20(2), pp. 529-563.

Sharp, B. (2010). *How Brands Grow*. Oxford University Press.

Smith, B.D. (2003). *The Effectiveness of Marketing Strategy Making in Medical Markets*. Cranfield University PhD, 2003.

Tetteh, K. (2016). *The new middle class and urban transformation in Africa: A case study of Accra, Ghana (T)*. University of British Columbia. Retrieved from <https://open.library.ubc.ca/collections/ubctheses/24/items/1.0300342>

Tuakli-Wosornu, Y. A., Rowan, M. and Gittelsohn, J. (2014). Perceptions of Physical Activity, Activity Preferences and Health Among a Group of Adult Women in Urban Ghana: A Pilot Study. *Ghana Medical Journal*, 48(1), pp. 3-13.
DOI:10.4314/gmj.v48i1.1

Witkin, B. R. & Altschuld, J. W. (1995) *Planning and Conducting Needs Assessments: A Practical Guide*. Thousand Oaks, CA: Sage Publications.
doi:10.1177/002087289603900316

World Bank (2019). *Official exchange rate (LCU per US\$, period average) – Ghana*. Retrieved from World Bank:
<https://data.worldbank.org/indicator/PA.NUS.FCRF?locations=GH>

Wutor, V. (2020, April 25). *The Food and Drugs Authority vs COA FS Brouhaha*. Retrieved from MyJoyOnline: <https://www.myjoyonline.com/opinion/the-food-and-drugs-authority-vs-coa-fs-brouhaha/>

Variawa, E. (2010). *Buying behaviour and decision-making criteria of Base of the Pyramid consumers*. Gordon Institute of Business Science, University of Pretoria.

Veresová, E. (2002). Marketing Plan. *BIATEC*, 10(8), pp. 14-18.

Yakup, D., Mücahit, D. & Reyhan, O. (2011). The Impact of Cultural Factors on the Consumer Buying Behaviors Examined through An Impirical Study. *International Journal of Business and Social Science*, 2(5), pp. 109-114.

Appendix

Appendix I: INFORMED CONSENT FORM

- I, Ayawen Asuinura, a final year Business Administration student of Ashesi University, would like to ask your permission to be part of a research study designed to optimize the operations of Bodyfuelgh.
- The purpose of this study is to understand the needs of the stakeholders involved in Bodyfuelgh's operations and synthesize them with a view to generating practical solutions.
- Your participation will be anonymous and used for the purposes of this research only.
- In light of potential concerns over privacy, your identity shall not be recorded at any point during the project.
- The results of this research will be published on the Ashesi Institutional Repository in fulfilment of my Applied Project capstone.
- You are free to be part of this activity, and you are free to stop at any moment during the activity.
- Refusal to participate will involve no penalty or loss of benefits.
- If you have any question, you may ask for further clarification and it will be readily provided.
- If you agree to be part of the study, please sign in the space below.
- For further information, you can contact my supervisor Dr. Josephine Djan by email on jdjan@ashesi.edu.gh or by phone on 0246601136.
- This study and consent form has been reviewed by Ashesi IRB for Human Subjects Research. For further information contact the committee through irb@ashesi.edu.gh

I,, consent to be a part of this study.

Signed,.....

Date:

Appendix II: Observation Guide

Area of Observation	Observations
Demographic/ Physiological characteristics	
Were they new to the store or they already knew their way around?	
Did they make a pre-planned purchase or seek information about different products?	
How cordially did they interact with sales personnel?	
Method of payment	

Appendix III: DRAFT OF RESEARCH INSTRUMENT (INTERVIEW GUIDE)

For Bodyfuelgh management:

- What are some key marketing challenges?
- Can you give an overview of the company’s business model?
- Can you give a description of the company’s pricing strategy?
- How does the company position itself to customers?
- Does the company have a feedback loop, and if so, what are some features of recurring feedback from customers?

For Bodyfuelgh customers:

- What are some specific reasons why you shop at Bodyfuelgh instead of the other dietary supplement wholesalers in Accra?
- Have you encountered any challenges in shopping at Bodyfuelgh?
- Do you more regularly purchase goods online or in-store?
- How would you describe the value you gain from shopping at Bodyfuelgh?