Module Title: Tactical and Strategic Marketing  
Level: Five  
Time Allowed: Two hours plus 15 minutes reading time. Students must not commence answering the question until the reading time has ended.

Instructions to students:
- Enter your student number **not** your name on all answer books.
- During the 15 minutes reading time, students **are** permitted to make notes on the examination paper but **not** on the answer book. Students should begin answering the questions **after** the reading time has ended.
- Answer the **one** compulsory question.
- Only work recorded in the answer book will be assessed.
- Neither books nor notes may be taken into the examination.
- Erasmus/overseas students are permitted to take a bilingual dictionary into the examination room but will **not** be permitted any extra time.

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Please read the following case carefully and then answer the question that follows.

**The tide could be turning for Britain’s kelp farmers**

Seaweed, grown and harvested in the British Isles, could be the next superfood to make its way on to our dinner plates.

Around eight million tonnes of seaweed is produced annually around the world, with an estimated value of nearly £3.5bn. Yet despite the UK having wild stocks of 650 edible varieties growing on its coastline alone, Europe currently produces less than 5pc of the farmed kelp in the world. Over 90pc is still grown primarily in the Far East.

Historians believe that Britons have been eating seaweed since it was first introduced as a survival food by the Vikings. In the 1500s, the ingredient became especially popular in Wales, where laverweed was mixed with oats to make laverbread.

Seaweed has not been eaten and cooked for centuries in the West so people don’t know what to do with it. The challenge is therefore to launch a brand new product onto the market – there is an education hurdle to jump before gaining any success in the retail sector.

However, interest in seaweed is rising and a recent survey estimates that chefs in seven out of ten of the world’s top restaurants are already using seaweed. These include Noma in Copenhagen, currently voted the world’s best restaurant, whilst chefs Heston Blumenthal and Aldo Zilli are vocal advocates.

Only around 35 of the varieties that grow along our coastline have been used in cooking, so there is plenty of untapped potential, and the Cornish Seaweed Company is now aiming to bring this traditional ingredient back to kitchens.

Caroline Warwick-Evans, a renewable energy engineer, and conservationist Tim van Berkel are the founders of the Cornish Seaweed Company.

The partners were working in Cornwall when they saw an opportunity to create a new local industry in the South West; harvesting and processing seaweeds.

"I had heard about the seaweed industry in Scotland and Ireland and wanted to see if we have the same resources here in Cornwall,” Warwick-Evans said.

"We went to an Irish seaweed harvesting company on work experience, learning as much as we could about seaweed and how to grow and process it before bringing the knowledge back home. The industry was so new here that there was no code of conduct in place and no legal framework around harvesting seaweed so we had to apply for an experimental licence from the Crown Estate (the body that owns the UK’s coastline).

"We worked with Natural England and the Port Health Authority to establish guidelines and are developing research projects with the University of Exeter to ensure
sustainable harvesting techniques. We are paving the way to establish a sustainable industry in the South West and hoping seaweed will end up on everyone’s plate.”

The Cornish Seaweed Company has been awarded a series of EU and private grants and sells its products to wholefood shops and restaurants around the UK.

They currently employ six people and are looking for an injection of investment, to help the business scale up. “We’ve got our processes in place and we have a growing customer base so we are ready to boom. We just need an injection to take us to the next level,” said Warwick-Evans.

This case is based on an article by Nicole Green, The Daily Telegraph, 3rd October 2014.

**Compulsory question.**

By reference to the main elements of a marketing plan, explain the contribution each could make to clarifying the critical issues Caroline Warwick-Evans and Tim van Berkel face and to solving their challenge.

Note: You are not required to do a marketing plan for Caroline and Tim, but to focus on and discuss the contribution of each of the main elements of a marketing plan.

(100 marks)