

# [Ben and jerry video case study solution](https://assignbuster.com/ben-and-jerry-video-case-study-solution/)

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Ice Cream Case Study Teaching Notes Video: Ben and Jerry’s Ice-cream Wars 1. What was Ben and Jerry’s ‘ strategy’ in the video? 2. What stimulated the strategy? 3.

Was it planned or emergent? 4. Was it successful? 5. How does this case help you think about ‘ What is strategy? ‘ Were their decisions strategic? Yes, because: \* Affected company as a whole \* About scope and direction \* Long-term Resource implications \* Yes, they had to invest 5 pounds in a “ correspondence course in ice-cream making” (core competence)??? \* Was ice-cream making their core competence? \* How were they different? Strategic position: Differentiation (good value, “ chunky”, hip) BUT: for everyone: \* “ The key was their UNIQUE ice-cream” – the invention of the “ chunk” (de different – seeking competitive advantage)” weird flavours with lumps in” \* Comparison even made: whole nut “ as opposed to this kinda bullshit. I mean, this is absurd! ” [DIFFERENTIATION] What is Haagen Dazs’ strategic position on the strategy clock? \* Isn’t it stupid to take exactly the same strategic position as such a dominant competitor? [luxury & foreignness/being exotic vs. Inclusiveness & patriotism] \* “ they liked the ice-cream” “ two regular guys” “ they wanted to support what we were doing, so everybody came” \* 1979, they marked their anniversary by holding the first-ever free cone day, now a nationwide annual celebration (wiki) [series of events linked to sustainability, resonating with Hippie” image] What does that say about the “ fit” of their strategy? \* “ It was just the funkiest ice cream shop I have ever been in” (it’s not really about the ice-cream) – good internal fit.

\* All activities aligned \* Good external fit, responding to macro-trends Good stretch? Core competence \* Persistence \* hippie attitude Great combination of resources \* owner tenacity \* hippie culture \* distinct shop culture \* ambitious lawyer \* gut instinct? \* being “ hands on” like the potter in Mintzberg’s example Goal was \* SURVIVAL at first \* then competitive advantage Level of strategy? \* In B&J, competitive = corporate. \* They make the conflict corporate for Pillsbury, which is the crucial turning point of the whole story \* Keep that in mind when we discuss the style and value of corporate parenting later on. B&J break the internal fit \* of Pillsbury’s activities and show this mis-fit to the world. What Haagen Dazs did was irreconcilable with the image of the Doughboy. Good “ positioning” strategy \* because they consciously position themselves AS ALTERNATIVE.

\* They thrive on the ice cream war \* [There is a second reincarnation of this war when Haagen Dazs reduces its “ pint-sized” ice-cream tubs. 2. What stimulated the strategy? \* Lack of money and success in business \* RESPONSE TO MACRO-SOCIAL or MACRO-ECONOMIC trends: “ The two big things happening in food at the time were bagels and ice-cream” \* CHOICE made: Doughnuts too expensive, it had to be ice-cream \* Then response to lack of sales potential in winter Response to competitor move 3. Was it planned or emergent? \* Initially strategy was emergent. Very much responding to threats to survival. \* Then strategy becomes planned.

\* Clear evidence of learning when Ben ; Jerry retaliate with same strategy they learned from Haagen Dazs \* By contrast, how did Haagen Dazs come about? 4. Was it successful? 5. How does this case help you think about “ What is strategy? ” \* “ bet the company” questions \* Levels of strategy \* Importance of positioning \* Value of parenting \* Corporate vs. Competitive strategy \* Barriers to entry and control of competition \* Internal and external fit