

FIGURE 2-5 Ben & Jerry's: a SWOT analysis to get it growing again

Location of Factor	TYPE OF FACTOR	
	Favorable	Unfavorable
Internal	<p>Strengths</p> <ul style="list-style-type: none"> • Prestigious, well-known brand name among U.S. consumers • 40 percent share of the U.S. super premium ice cream market • Can complement Unilever's existing ice cream brands • Widely recognized for its social responsibility actions 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Danger that B&J's social responsibility actions may add costs, reduce focus on core business • Need for experienced managers to help growth • Flat sales and profits in recent years
External	<p>Opportunities</p> <ul style="list-style-type: none"> • Growing demand for quality ice cream in overseas markets • Increasing U.S. demand for frozen yogurt and other low-fat desserts • Success of many U.S. firms in extending successful brand in one product category to others 	<p>Threats</p> <ul style="list-style-type: none"> • Consumer concern with fatty desserts; B&J customers are the type who read new government-ordered nutritional labels • Competes with giant Pillsbury and its Haagen-Dazs brand • International downturns increase the risks for B&J in European and Asian markets

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Table of Contents Ben Jerry S Swot Analysis Wordpress

1. Understanding the eBook Ben Jerry S Swot Analysis Wordpress
 - The Rise of Digital Reading Ben Jerry S Swot Analysis Wordpress
 - Advantages of eBooks Over Traditional Books
2. Identifying Ben Jerry S Swot Analysis Wordpress
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Ben Jerry S Swot Analysis Wordpress
 - User-Friendly Interface
4. Exploring eBook Recommendations from Ben Jerry S Swot Analysis Wordpress
 - Personalized Recommendations
 - Ben Jerry S Swot Analysis Wordpress User Reviews and Ratings
 - Ben Jerry S Swot Analysis Wordpress and Bestseller Lists
5. Accessing Ben Jerry S Swot Analysis Wordpress Free and Paid eBooks

- Ben Jerry S Swot Analysis Wordpress Public Domain eBooks
 - Ben Jerry S Swot Analysis Wordpress eBook Subscription Services
 - Ben Jerry S Swot Analysis Wordpress Budget-Friendly Options
6. Navigating Ben Jerry S Swot Analysis Wordpress eBook Formats
 - ePub, PDF, MOBI, and More
 - Ben Jerry S Swot Analysis Wordpress Compatibility with Devices
 - Ben Jerry S Swot Analysis Wordpress Enhanced eBook Features
 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Ben Jerry S Swot Analysis Wordpress
 - Highlighting and Note-Taking Ben Jerry S Swot Analysis Wordpress
 - Interactive Elements Ben Jerry S Swot Analysis Wordpress
 8. Staying Engaged with Ben Jerry S Swot Analysis Wordpress
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Ben Jerry S Swot Analysis Wordpress
 9. Balancing eBooks and Physical Books Ben Jerry S Swot Analysis Wordpress
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Ben Jerry S Swot Analysis Wordpress
 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
 11. Cultivating a Reading Routine Ben Jerry S Swot Analysis Wordpress
 - Setting Reading Goals Ben Jerry S Swot Analysis Wordpress
 - Carving Out Dedicated Reading Time
 12. Sourcing Reliable Information of Ben Jerry S Swot Analysis Wordpress
 - Fact-Checking eBook Content of Ben Jerry S Swot Analysis Wordpress
 - Distinguishing Credible Sources
 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development

- Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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