



UNIVERSITY EXAMINATIONS: 2013/2014

EXAMINATION FOR THE MASTERS OF BUSINESS ADMINISTRATION

(MBA) CORPORATE MANAGEMENT

MARKETING MANAGEMENT (EVENING)

DATE: APRIL, 2014

TIME: 3 HOURS

INSTRUCTIONS: Answer Question One and Any Other Three Questions

QUESTION ONE

COCA COLA'S CONTINUED SUCCESS

Coca-Cola started operations in Kenya in 1948, on a Nairobi plot measuring just a quarter of an acre. The new beverage proved so popular that another production line was commissioned almost immediately in the coastal town of Mombasa. Coca-Cola Sabco's (CCS) acquired Nairobi Bottlers Ltd (NBL) in 1995. Coca-Cola Sabco's Kenyan plant in Embakasi, Nairobi, employs approximately 825 people. It is one of the biggest bottling plants in the group. This state-of-the-art facility was officially opened by Kenyan president Mwai Kibaki in 2005.

The establishment of the Embakasi plant was made possible by the tremendous success of its predecessors NBL and Flamingo Bottlers Ltd in Nakuru, which together contributed almost 50% of the country's total volume. The two joined forces with East Kenya Bottlers Limited (EKBL) in 2002 and, in 2003, entered an exciting joint venture – Beverage Services Kenya Ltd (BSK) – to boost their business further.

Coca-Cola Sabco's achievements in Kenya include the following:

- In 1995, NBL received the 'Highest Quality Award' and was named Kenya's 'Bottler of the Year'.
- In 2003, EKBL was the 'Bottler of the Year'.

- In 2007, NBL won two awards in the prestigious Company of the Year Awards for Kenyan companies and organizations.
- In 2008, NBL won the first runner-up award in the prestigious ‘Company of the Year’ Award in Kenya.
- In 2009, NBL won the Marketing award in the prestigious Company of the Year’s Award in Kenya. Kenyans enjoy a wide range of beverages, including Coca-Cola, Coke Light, Sprite, Stoney, Dasani and those from the Krest, Schweppes and Sparletta groups.
- In 2010 NBL won Gold Quality Award recognition by Coca Cola Company
- In 2010 NBL awarded QEOSH Compliant and ISO Certification Certificate
- In 2011 NBL won ‘Best Practice’ Award by CCS
- In 2012 Operational Excellence – ‘OE’ – Wave 2 recognition by Coca-Cola Company

Required:

- (i) Discuss any three marketing strategies that Coca cola Company could have employed to attain the immense success the company has experienced in Kenya. Illustrate your answer. (10 Marks)
- (ii) Discuss any three ways through which the awards that Coca cola Company can impact on the company. (10 Marks)
- (iii) Attempt a brief SWOT analysis on Coca cola Company as it is today. (10 Marks)

QUESTION TWO (23 MARKS)

- (i) Discuss any four benefits of the knowledge of marketing management to a business organization. Use relevant examples to support your argument. (13 Marks)
- (ii) Discuss any three ways through which the marketing manager can exploit the Internet to enhance competitive advantage. (10 Marks)

QUESTION THREE (23 MARKS)

- (i) How can marketers in the health sector use the segmentation strategy in any three to maximally achieve organizational goals and objectives? Illustrate your answer. (10 Marks)
- (ii) Explain how two political and two economic factors can influence the consumer buying behavior. (13 Marks)

QUESTION FOUR (23 MARKS)

- (i) Explain 4 ways through which environmental analysis can be used by organizations for competitive advantage. Illustrate your answer. (13 Marks)
- (ii) Discuss any four factors that both end users (consumers) and industrial buyers (customers) have in common when making buying decisions. (10 Marks)

QUESTION FIVE (23 MARKS)

- (i) Discuss how your university can exploit integrated marketing communication to achieve competitive advantage. (13 Marks)
- (ii) Define marketing intelligence and explain how it can be exploited by modern organizations for competitive advantage. (10 Marks)

QUESTION SIX (23 MARKS)

- (i) Using relevant examples discuss any four ethical issues that are likely to be associated with marketing. (10 Marks)
- (ii) Identify a Kenyan business organization that deals in various product lines and attempt to develop its product portfolio using the Boston Consulting Group (BCG) matrix. (10 Marks)