



## BERJAYA BUSINESS SCHOOL

### FINAL EXAMINATION

Student ID (in Figures) : 

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Student ID (in Words) : \_\_\_\_\_  
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Course Code & Name : **BMK3401 Marketing Strategy**  
Trimester & Year : January – April 2018  
Lecturer/Examiner : Philip Kwan  
Duration : 3 Hours

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### INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:  
PART A (30 marks) : TWO (2) mini case study questions. Answers are to be written in the Multiple Choice Answer Sheet provided.  
PART B (70 marks) : THREE (3) essay answers. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorised materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

**WARNING:** The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College.

Total Number of pages = 5 (Including the cover page)

**PART A : MINI CASE STUDY QUESTIONS (30 MARKS)**

**INSTRUCTION(S) : TWO (2) mini case study questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.**

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**INTER-BRAND**

Despite the economic highs and lows of the past decade, top global brands have continued to flourish, and, in many cases, outperform the market. This year, Managing Director Mr. Ahmad of Inter-brand reported that the value of the 100 most powerful global brands has grown by 54% in the last decade. In short: brands are not going anywhere.

But why does an intangible asset like brand still hold so much value for businesses? The answer lies in its power to differentiate. In doing so, a brand can drive growth, boost sales, expand the customer base and convince customers to return again and again. The key to harnessing the power of brand is to integrate it into business strategy.

***Branded expectations***

Brand is really a symbol of everything the business stands for, what it promises customers – and, increasingly, what it actually delivers. It works like a short hand: if you see a BMW badge on a car, you expect good engineering without having actually to drive the car. An Apple logo on a computer might lead you to anticipate high design values and ease of use. Therefore, a brand exists in the mind of customers, its employees and wider society as a set of expectations and perceived values that differentiate it.

Each business must establish the function of its brand through a brand strategy. This is likely to identify external factors, such as customer segmentation, projected consumer needs, competitor offerings and wider market trends. Brand strategy might also cover internal aspects such as culture, ethos, values, or ‘what we stand for’. These factors meshed together express the essence of a brand. Once distilled these, this can and should drive decision making.

***New challenges for brand***

Recent years have seen huge changes in the way people research and buy products and services. This has thrown up challenges to the value of brand as a concept.

One of the most important developments for marketers today is the enormous increase in consumer touch points, the places of interface between a business and the customer. Websites, smartphones, Instagram, Snapchat, and Pinterest, these all present opportunities for customers to form a perception of your organisation. And, it is not only about the locations you can directly control; customers will be discussing your products and services on these platforms too, increasingly hidden from view.

This highlights why brand is still very relevant for marketers: brand strategy is the means by which you can bring order and consistency to interactions with customers in a fragmented digital environment. It needs, however, to be interwoven into the overall business strategy in order to be fully effective.

### ***Brand as a dynamic***

This is where the power of brand is revealed. At some point, the business will need to enshrine those 'naturally occurring' aspects of brand into a statement or strategy. The important idea is that this remains stable, while the business can accommodate change. Brand, therefore, has a dynamic relationship with business strategy; it can be seen as a means of keeping focused and orientated towards the customer as the organisation grows, develops, contracts or morphs into its next phase.

### ***Changing customer expectations***

That does not mean that a brand cannot change too. In a world where customers expect brands to act responsibly and transparently, many organisations are scrambling to adjust how they are perceived, is a business driven decision; the decision to change an established brand needs careful consideration. There can also be a disjunction between how a business perceives its own brand, and how customers perceive it. Indeed, the cost of allowing this 'brand gap' much more widen and increasing.

But marketing departments that keep asking, 'what do customers like about us', and 'what do our customers want from us,' will keep apace of these shifting expectations. It comes down to a very simple, very old rule, inscribed by the ancient Greeks on the Temple of Apollo at Delphi: "Know thy-self".

1. As a Managing Director of Inter-brand, discuss how does brands interact with company strategy.

(15 marks)

2. A brand is only truly effective when it succinctly captures the total offering in a way that answers a question in the customer's mind. Explain what this means with respect to branding overall strategy.

(15 marks)

**END OF PART A**

**PART B : ESSAY QUESTIONS (70 MARKS)**

**INSTRUCTION(S) : THREE (3) essay questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.**

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1. Identify **FIVE (5)** reasons why potential customers do not purchase a company's goods or services. For each reason, discuss possible ways that the company can overcome the resistance of being non-customers.  
(20 marks)
  
2. Discuss the role of the strategy canvas and the four actions framework in establishing a company's marketing strategy. Discuss why these approaches are invaluable in today's highly competitive environment?  
(25 marks)
  
3. In terms of managing customer expectations, discuss the **THREE (3)** possible situations that may occur when expectations are compared to actual product performance. Evaluate **FIVE (5)** ways the marketers should do to manage expectations effectively, especially when customers' expectations are unrealistic or should the company attempt to delight its customers by constantly exceeding their highest expectations.  
(25 marks)

**END OF EXAM PAPER**