



BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Subject Code & Name : **BMK2407 Marketing Leadership and Planning**
Semester & Year : May - August 2017
Lecturer/Examiner : Mr. Philip Kwan
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:
PART A (30 marks) : TWO (2) Mini case study questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.
PART B (70 marks) : THREE (3) Essay questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorized 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 of Hospitality 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 of Hospitality.

Total Number of pages = 4 (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.

Satu Berhad: Delivering Happiness

Satus' unique marketing strategy and corporate culture, both of which focus on delivering happiness to the company's varied stakeholders. Despite a few stumbles along the way, Satu has been a role model of success since its founding in 1999. The company survived the dot-com collapse because its charismatic CEO, Abu Halim, created a corporate culture that put its customers and employees ahead of financial success. Satus' business model will influence the company's relationships with customers, employees, the environment, and its communities. Some of the challenges the company faces and how it plans to move into the future.

Satus' unique management style of focusing upon employee happiness as the key to the firm's success. According to Abu Halim, CEO of Satu, the company's emphasis on employee happiness translates into high quality service for customers. The care that Satu shows to its employees, customers, and other stakeholders has earned it praise for its ethics as well as its fun work environment. According to Abu Halim, the Satu brand is "a brand about happiness, whether to customers or employees or even to vendors." When Abu Halim assumed the CEO position of the company in 2000, he was at first skeptical about selling shoes over the Internet. However, he saw this as a wonderful opportunity to transform the company into one that emphasises employee fun, a "zany" corporate culture, and "WOW through service." Satu developed ten core values that it uses to direct all of its activities. In 2010, Amazon acquired Satu for \$1.2 billion ringgit Malaysia with the agreement to allow Satu to continue its unique corporate culture.

Satu remains committed to serving its customers and employees. So far, the company has retained its unique culture and continues to expand into new product categories. In a recent interview, Abu Halim talked about the growth of Satu and how he believes that expanding into the clothing and merchandise market will help the company to grow. Abu Halim says that "the sky is the limit" for Satu, and that growing and expanding into many different types of businesses is Satu' future. During his interview, Abu Halim states, "Although Satu is a long way from becoming a company that is similar to Virgin, it does consider Virgin a role model in how Satu wants to shape itself." (Virgin Group Limited is a successful U.K. conglomerate.) As Satu expands, it will have to work harder to hire the right people, avoid technical issues, and maintain its quirky culture.

SOURCE: adapted from Ferrell, O.C., Hartline, M. (2014). *Marketing Strategy, Text and Cases*. 6th edn. Mason: Cengage Learning

1. Define Satus' target marketing strategy, and discuss how you would suggest these strategies to serve the market.

(15 marks)

2. Discuss how Satu developed alternative strategies that provide a competitive advantage in the purchase of shoes and other products which includes implementation issues.

(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.

1. Describe why marketing implementation is difficult for many firms. Discuss how these difficulties often stem from the relationship between strategic planning and marketing implementation.
(25 marks)

2. Identify and explain **FIVE (5)** elements of the 'W model' for customer analysis and state the role this analysis does play in an overall situation analysis.
(25 marks)

3. Briefly describe **THREE (3)** competitive advantage strategies such as operational excellence, product leadership, and customer intimacy. Explain why majority of firms pursue only one of these strategies.
(20 marks)

END OF EXAM PAPER