INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: BBA
YEAR/SEM: YEAR 2/SEMESTER 2
COURSE CODE: MKT 2201
NAME: MARKETING MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

ATTEMPT ALL QUESTIONS IN THIS SECTION

Question 1:

"SparkleDrinks Inc." is a successful beverage company known for its innovative products. In 2018, they launched "FizzUp," a line of natural fruit sodas with added electrolytes, targeting health-conscious young adults. The product was a hit, with unique flavors like "Pomegranate Ginger" and "Blueberry Acai." It enjoyed strong growth, capturing a loyal customer base.

After six years on the market, FizzUp's sales growth has plateaued. The market for functional beverages is now saturated with numerous competitors, including large multinational corporations and small local brands. These competitors have launched similar products, often at lower prices. While FizzUp is still profitable, its market share is slowly eroding. The marketing team is holding a crucial meeting to decide the future strategy for the FizzUp brand.

Data Snapshot:

- Market Growth: Less than 2% per year.
- Competitors: Over 15 significant brands in the same category.
- Customer Loyalty: High among a core segment, but new customer acquisition is costly.
- Price Pressure: Intense, with frequent discounting by competitors.

The marketing team is debating three potential strategies:

i. Market modification: attempting to increase consumption of the existing product by finding new market segments or convincing current users to use it more frequently.

ii. Product modification: changing the product itself (e.g., launching new "limited edition" flavours, improving the formula with new health benefits, or introducing a "zero-sugar" version).

iii. Marketing mix modification: adjusting the 4ps—for example, launching an aggressive price promotion campaign, increasing advertising spend, or securing better shelf space in stores.

Required: Basing on the knowledge you have obtained from this course;

a) Identify the stage of the product life cycle FizzUp is currently in. Justify your answer by referencing the details provided in the case. **(5 marks)**

b) Evaluate the pros and cons of each of the three potential strategies being debated by the marketing team from a PLC perspective. **(15 marks)**

c) Based on your analysis, which one strategy (or a combination) would you recommend as the most sustainable for SparkleDrinks Inc.? Defend your choice with clear reasoning. **(5 marks)**

d) If no successful action is taken, what is the likely next stage in FizzUp's life cycle? What are the typical characteristics of that stage? **(5 marks)**

e) Analyse the three core strategic approaches a company can take during the decline stage of the PLC explaining the objective and a key

action for each. **(10 marks)**

Question 2:

"Mweb Computing" is a long-standing company that once dominated the market for personal printers. Their flagship model, the "MM5000," was a bestseller in the early 2000s. However, with the massive shift towards digital documentation, cloud storage, and mobile devices, the demand for personal printers has been in a steady and irreversible decline for the past five years."Mweb Computing" is a long-standing company that once dominated the market for personal printers. Their flagship model, the "MM5000," was a bestseller in the early 2000s. However, with the massive shift towards digital documentation, cloud storage, and mobile devices, the demand for personal printers has been in a steady and irreversible decline for the past five years.

The "MM5000" is now firmly in the Decline Stage of its product life cycle. Sales have fallen by 60% from their peak, and profits have evaporated. The company still has a significant amount of specialized components in inventory and a small but loyal customer base of small businesses and older home users who prefer physical copies. The product manager, has been tasked with recommending a strategic path forward.

Data Snapshot:

- Market Trend: The overall market for personal printers is shrinking by 15% annually.
- Competition: Most major competitors have already exited this segment.
- Costs: The production line is outdated, but maintaining it has high fixed costs.
- Customers: The remaining customers are highly price-sensitive but require reliable access to ink cartridges and repair services.

Required: As a strategic consultant, analyse the options for managing the "MM5000" through its decline and;

a) Analyse the three core strategic approaches a company can take during the decline stage of the PLC explaining the objective and a key action for each. **(15 marks)**

b) Which one of the three strategies would you recommend for the "MM5000"? Justify your choice based on the specific context provided in the case. **(5 marks)**

c) Prepare a concrete three-point action plan to execute your chosen strategy. Your plan should be specific, actionable, and directly address the challenges and opportunities mentioned in the case. **(10 marks)**

d) Mweb Computing has identified a significant market opportunity: portable printers operated by mobile phones for the African market. Develop a phased action plan for Mweb Computing's new product development process. **(10 marks)**

SECTION B

ATTEMPT ANY THREE QUESTIONS IN THIS SECTION

Question 1:

a) Trace the evolution of marketing philosophies from the production concept to the societal marketing concept providing a brief explanation of each of the five concepts, and discuss the major shift in business focus that occurred with the emergence of the marketing concept. **(10 marks)**

b) Analyse the holistic marketing concept and explain how the interdependencies among its components make the holistic approach 'greater than the sum of its parts' in achieving long-term business success." **(10 marks)**

Question 2:

a) Using relevant examples, describe and critically evaluate the key stages a company must undertake to successfully capture value from customers. **(10 marks)**

b) Critically analyse how a company's organizational structure and culture can significantly enable or hinder its marketing process. **(10 marks)**

Question 3:

a) "The 4P marketing mix has been a cornerstone of marketing strategy for decades. However, the later 4C model proposes a fundamental shift in perspective. Using relevant examples, compare and contrast these two frameworks. In your view, which model is more relevant for today's customer-centric digital marketplace? Justify your argument." **(10 marks)**

b) "Define 'marketing myopia' and explain its causes and consequences. Using contemporary examples, discuss why Theodore

Levitt's concept remains critically relevant for businesses in the 21st century." **(10 marks)**

Question 4:

"Market segmentation is the cornerstone of modern marketing strategy." With reference to this statement, critically evaluate the concept of market segmentation and;

a) Explain the bases for effective market segmentation. **(10 marks)**

b) Assess and discuss the benefits, challenges and limitations a marketer might face in effective implementation of market segmentation. **(10 marks)**

Question 5:

"Market segmentation is the cornerstone of modern marketing strategy." With reference to this statement, critically evaluate the concept of market segmentation and;

a) Explain the criteria for effective market for segmentation. **(10 marks)**

b) Examine the levels of market segmentation a marketer should consider when segmenting markets. **(10 marks)**

Question 6:

"A successful marketing strategy is not about being all things to all people, but about being something meaningful to a specific group of people." With reference to this statement use relevant examples and;

a) Explain the process of target marketing. **(15 marks)**

b) Justify why this strategic approach is more effective than a mass marketing alternative for most businesses. **(5 marks)**

Question 7:

"A successful marketing strategy is not about being all things to all

people, but about being something meaningful to a specific group of people." With reference to this statement use relevant examples and;

a) Explain the target marketing strategies utilized by marketers.**(12 marks)**

b) Examine the factors considered when selecting a target market. **(8 marks)**

Question 8:

"Market positioning is the final and crucial step in the STP (Segmentation, Targeting, and Positioning) process. It is not what you do to the product, but what you do to the mind of the prospect." (Ries & Trout, 1981).

a) Using relevant examples to illustrate your answer, discuss this statement, explaining the strategies and tools available to a marketer to create a strong market position. **(12 marks)**

b) Critically analyse the four primary errors in market positioning. **(8 marks)**

Question 9:

"Pricing is the only element of the marketing mix that generates revenue; the others generate costs." Using relevant examples;

a) Examine this statement and evaluate the key factors that influence a firm’s pricing decisions and approaches. **(10 marks)**

b) Evaluate the major pricing strategies used by firms when launching new products. Compare skimming and penetration pricing, explaining when each is appropriate and the risks associated with each strategy. **(10 marks)**

Question 10:

a) Using relevant examples, critically evaluate the role of promotional pricing in achieving short-term sales objectives. Discuss both the potential benefits and long-term risks associated with its frequent use. **(10 marks)**

b) Discuss the strategic considerations a marketing manager must evaluate before implementing a promotional pricing strategy and use examples to illustrate how poor planning can lead to reduced profitability or brand dilution. **(10 marks)**

Question 11:

Promotional pricing can influence consumer perception of value. Analyse how different promotional pricing strategies influence consumer perceptions of value. Discuss how these strategies shape customer behaviour, purchase decisions, and overall brand image, using relevant examples to support your arguments. **(20 marks)**

Question 12:

Using relevant examples, critically analyse the components of the promotional mix and discuss how organisations integrate them to create a cohesive and effective marketing communication strategy. (20 marks)