



ZIMBABWE EZEKIEL GUTI UNIVERSITY

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FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

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DEPARTMENT OF ECONOMICS AND BUSINESS SCIENCES

EXAMINATION PAPER

**COURSE CODE** : CMA 407  
**COURSE TITLE** : BRAND MANAGEMENT  
**DURATION** : 3 Hours  
**DATE** : 15 NOV 2019

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue.
2. **Section A** is compulsory
3. Answer any **THREE (3)** questions from **Section B**
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets [ ]

**SECTION A**  
**CASE STUDY**

**Read the Case Study below and answer the questions that follow:**

**Company: Vodafone**

**About the market:**

Telecommunications market in Rwanda is one of the fastest growing markets in Africa. The number of mobile cellular is 6,000,000 for a total population of 10,000,000. Rwanda's internet and broadband sector has suffered from limited fixed-line infrastructure and high prices, but developments in the fixed network market are beginning to change this. The operators are rolling out national fibre-optic backbone networks which also allow them to connect to the international submarine fibre-optic cables that landed on the African east coast in 2009 and 2010. These cables have given the entire region fibre-based international bandwidth for the first time and brought to an end its dependency on satellites. Accordingly, Rwanda has laid more than 1,865 miles (3,000km) of fibre optic cable since 2009. However, only about 8.3% of the population has currently access to the internet.

Rwandese telecommunications market remains oligopolistic, with 2 major players and a few secondary operators: South Africa's MTN enjoyed a monopoly until 2006 when the fixed-line incumbent, Rwandatel became the second mobile operator. The launch of services from South African's Millicom/Tigo in 2009 sparked renewed subscriber growth, though competition has eroded mobile services revenue. Indian's Bharti Airtel, which ranked among the top 5 globally, is the third player on the market. It decided in 2012 to invest US\$100 million over three years with an aim of achieving quick penetration and become the second operator in the country. Finally, in June 2013, the Rwandese government signed a deal with KT Corp from South Korea to develop a 4G internet broadband network. For this purpose, KT Corp is going to inject about \$140million into a joint venture company, by 2016.

Vodafone is a British multinational telecommunications company, a market leader in world telecom. It is among the top three companies listed in London Stock Exchange with a market Value of around \$135.7 Billion, annual revenue amounting to \$74.4 Billion and an annual profit of around \$11.1 Billion. Vodafone is boasted of nearly 440 million customers worldwide. It is spread across 65 countries, operating in several African countries: Egypt, RD Congo, Ghana, Mozambique, Tanzania, Lesotho, South Africa and Kenya.

Vodafone would like to commercialize 3 different services in Rwanda. It focuses on what makes people's lives easier. Vodafone vision: "we're happy with everyone sharing our ambition. That way, we're far more likely to achieve it." Vodafone values: outstanding data services and products, backed up by the best customer experience in the business; exceptional

customer service. Hands-on, positive and always looking for fresh ways to deliver: “by listening to our people, we've found that three things sum up what we're all about:

- Speed – we're focused on bringing innovative new products and services onto the market quickly
- Simplicity – we make things easy for our customers, partners and colleagues
- Trust – we're reliable and transparent to deal with”
- Its targets are big – which means millions of customers using its data services every day.

“Our brand is one of the strongest and most identifiable things about us. In fact, we're one of the most widely-known brands across the world.

But what do we mean by a ‘brand?’ It's not just our logo, our advertising or the events we sponsor. It's what we say and what we do. It's who we are as an organization.

So what do we stand for? Well, we're customer-obsessed. We're passionate about what we do. We're ultra-reliable. And we're always itching to explore, grow and develop.

In short, we're all about the future. All around the world, technology's connecting the different areas of our lives. Whether it's texting, emailing, calling or browsing, technology has the power to enrich everything we do.

We call it connected living. And at Vodafone, it's a way of life we're pioneering – right here, right now.”

**QUESTION 1**

Construct a comprehensive brand identity prism for Vodafone based on the information provided in the case study above.

**[Total marks 25]**

**SECTION B**

Answer any **three** questions from this section

**QUESTION 2**

Using an appropriate model discuss Zimbabwe's brand equity as a tourism destination.

**[Total marks 25]**

**QUESTION 3**

Explain any **five** characteristics of a successful brand operating in a highly competitive environment.

**[Total marks 25]**

**QUESTION 4**

Discuss the main components that help in improving brand awareness of a brand of your choice.

**[Total marks 25]**

**QUESTION 5**

Explain any **five** factors that a business should consider in order to improve its brand image.

**[Total marks 25]**

.....**END OF THE EXAMINATION**.....