



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF ECONOMICS AND BUSINESS SCIENCES

EXAMINATION PAPER

COURSE CODE : CMA 408
COURSE TITLE : STRATEGIC MARKETING
DURATION : 3 Hours
DATE :

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. **Section A** is compulsory
3. Answer any **FOUR (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

Sainsbury's strategic return to core values

Major strategic decisions have to be made if Sainsbury is to regain its former glory. The UK's second biggest food retailer is looking to establish a more upmarket position, in order to reverse the recent downturn in fortunes. A new 'flagship' store in London will feature luxury product ranges. These include a juice bar, an upmarket bakery counter, a premium wine merchant – 'The Cromwell Cellar' – and a seasonal produce counter. The move sees the group attempting to return to its core competencies of being a top quality food retailer. Sainsbury's traditional strength is not price but rather quality, with the above developments aiming to position the company upmarket. Sainsbury struggled to compete in a price war with larger groups such as Asda and Tesco. Previous Sainsbury campaigns (e.g. 'Value to shout about' featuring actor John Cleese) promoted price competitiveness – not something traditionally associated with the company. It is now committed to offering the highest quality food at the most competitive prices. This focus gives the group strategy a consistent approach.

Question 1

- a) What might have led to the fall of Sainsbury's performance in the market? (10 marks)
- b) Using Day (1990)'s competitor-customer orientation matrix, advise the leaders of Sainsbury on the best strategic orientation to take in order to win the marketing competition. (15 marks)

Total marks [25]

SECTION B: Answer any (3) questions

Question 2

Critically examine the significance of Michael Porter's value chain model as a strategic framework in any organization of your own choice. **(25 marks)**

Question 3

As a newly appointed general manager of a specific strategic business unit of your own choice, you realise that the CEO and majority of functional managers are failing to distinguish between marketing and selling. Write a memo to the CEO juxtaposing marketing and selling using examples.

(25

marks)

Question 4

'Contemporary markets are saturated with competition, hence new players need to take the competition head-on'. Making use of examples, evaluate the feasibility of market challenger strategies in the contemporary business spheres. **(25 marks)**

Question 5

'Strategic intents are not always successfully transformed to strategic realities'. Making use of examples discuss the factors which may lead to strategic gaps especially in this covid19 era. **(25 marks)**

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