



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

**FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING**

**DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT**

**EXAMINATION PAPER**

**COURSE CODE** : CMA 407  
**COURSE TITLE** : BRAND MANAGEMENT  
**DURATION** : 3 HOURS  
**DATE** : 29 JUN 2022

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue.
2. Answer **QUESTION ONE (1)** and any other **THREE (3)** question
3. Begin each question on a new page.
4. The number of marks for each question or part question is shown in brackets [ ]

## SECTION A

Uber is headquartered in **San Francisco, California** and offers peer-to-peer ridesharing, taxi cab, food delivery, and transportation services. It now operates in **785 metropolitan** areas worldwide. Uber Platform is available through its website and mobile apps. Since its launch, the company has significantly affected the economy. The effect of Uber on other industries is known as **'Urbanization.'** The company's name is based on the commonly used word **'Uber'** which means **'super'** or **'topmost.'** The company has been able to provide quick, easy, and luxurious transportation services.

Uber introduced the **ride-sharing** app phenomenon. It replaced the concept of people having to step out and hire a cab for themselves. Uber has since become an all-time favourite for travellers and multiple app users. People can now book an Uber ride and have the driver come right at their door any given time. Its efficient features have inspired many other ride sharing app services like Lyft, Ola, Didi.

Uber has positioned itself as the largest ride-sharing technology in the world. It was one of the first ride-sharing apps, operating across the globe. In 2020, Uber is available in more than 93 countries and over 900 cities. Uber has maintained a strong brand recognition in over 50 countries. It has already overtaken GM, Honda, and Ford regarding brand value framework. With its incorporation of new technological features, it is predicted to enhance its services in the next few years.

Uber's brand has received negative coverage over numerous scandals and controversies. Cases such as sexual harassment and targeted attacks have defamed the company. It came to the point that its co-founder Travis Kalanick had to resign. Although it has increased its revenues, Uber has been facing significant losses since 2009. In order to beat out its growing competition, the company began providing bonuses to its drivers and discounts to its customers. This investment has only resulted in Uber's net losses to exceed \$2.75 billion in 2016.

The adaptive nature of Uber has great recognition across the globe. Its International exposure has allowed it to blend and integrate among different nationalities and cultures. It in turns has helped Uber to earn trust and reliability. It has received acclaim for its smart marketing. For example, the company uses its social media accounts to get in touch with customers.

Through Facebook, Twitter, and Instagram .Uber lets its customers know about deals, promotions, updates and customer care through the social media. Uber offers low prices as compared to traditional taxis. The biggest difference between taxis and Uber is that Taxis charge per mile (while traveling) and per minute (when not traveling).

Uber's heavy dependence on its workforce and internet has not been advantageous for the company. The behaviour of its drivers has been unpredictable and has damaged the image of the company. Over 103 Uber drivers in the US were accused of sexual harassment and abuse which paints a poor picture of the company culture. Multiple governments and workers' unions are agitating for Uber to change their business model. Uber's model misclassifies its drivers as independent contractors instead of employees, which robs them extensive benefits. Uber has been sued by Massachusetts and California for misclassifying its drivers. Most companies invest heavily to support their employees. On the other hand, Uber's drivers are almost entirely on their own, which exposes them to security risks. Also, they have to bear expenses like insurance, repairs, and gas

### **QUESTION ONE**

- a) Identify Uber's strengths and weaknesses [10 marks]
- b) Discuss what Uber do in order to gain a sustainable competitive advantage in the international market ? [15marks]

### **SECTION B**

#### **QUESTION TWO**

- a) Briefly discuss the importance of branding to consumers [10 marks]
- b) Analyse the impact of brand counterfeits on original brands [15 marks]

#### **QUESTION THREE**

With the aid of examples, discuss any 5 laws of branding [25 marks]

#### **QUESTION FOUR**

With the aid of examples, explain the significance of the Customer-Based Brand Equity Model  
**[25 marks]**

#### **QUESTION FIVE**

Discuss the six stages of the brand building process, with the aid of examples **[25 marks]**