



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

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**FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS**

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**DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP**

**EXAMINATION PAPER**

**COURSE CODE** : CMA 423  
**COURSE TITLE** : BRAND MANAGEMENT  
**DURATION** : 3 Hours  
**LEVEL** : 4.2  
**DATE** :

29 JUL 2024

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**INSTRUCTIONS TO CANDIDATES:**

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

## Question 1

Innovation and transformation are the key points to business success. Coca-Cola is the world's largest distributor and producer of soft drink concentrates and syrups. Starting as a beverage manufacturer and retailer in 1886 with its flagship product, Coca-Cola. The marketing strategies, innovation and transformation are embedded in different culture that led to the sustainable growth of Coca-Cola Company.

Nowadays, people are paying more attention and more concerns in the healthy lifestyle. A decline in demand of Coca-Cola beverage is because of change in lifestyle of people's eating habit and which might be the challenges faced by Coca-Cola Company. Consumers at the elder age are more concerned about health and nutrition required as a result older people increasingly focus on extending life. In the past few years, customers and health agencies have made harsh criticized in the high sugar content of non-alcoholic beverage. Due to health-conscious lifestyles and high awareness towards the environmental issues, the business strategic and business environment of carbonated soft drinks needed to change. Health agencies claimed that the carbonated soft drinks have several drawbacks, including dehydration, high sugar intake, and weight gain and calcium depletion. In the United States, there is ample evidence that weight gain and obesity rates parallel the increasing consumption of refined carbohydrate intake and, most notably, added sugars, particularly in the form of sugar sweetened beverages.

Moreover, the beverage industry is highly competitive as more non-alcoholic beverage industries are coming into the market. The main and closest competitor of Coca-Cola Company is PepsiCo which was born 12 years after Coca-Cola. The competitive advantage of PepsiCo over Coca-Cola is Pepsi has created "complementary" or "synergistic" business lines. PepsiCo Company diversification into snack business that help the company growth in sales and revenue. It is also tending to be very easy for the consumers to buy the products from PepsiCo because of the similar on their production, their taste and their prices. With this case, Coca-Cola Company required to have strong marketing strategies to beat the rival.

Furthermore, about three million tons of plastic are used by Coca-Cola Company for packaging in a year. Large quantities of plastic products are disposed-off within the surroundings in the environment. Among these, plastic waste bottles occupy greater proportion such as mineral water bottles and beverage bottles.

Pollution possess huge, negative impact towards natural environment because of plastic is not biodegradable, and it made from toxic compounds. Plastic waste has been eaten by marine animal's causes fatal and poisoned due to plastic ingestion.

Moreso, Coca-Cola Company is also being blamed regarding the water usage. The Central Pollution Board of India expressed that sludge from Coca-Cola factory was contaminated with high levels of cadmium, lead, and chromium. Limited resources occurred several parts of the countries like India. The groundwater supplies in India have threatened by drought, many villagers in rural areas are blaming Coca-Cola Company by aggravating the population and groundwater depletion issues. Since that point, Coca-Cola Company have taken action to alleviate this downside by undertaken a water replacement program.

### **Question 1**

a) Given the background of the history in this case study, highlight branding challenges being faced by Coca-Cola. **(8 marks)**

b) Recommend brand strategies which can be implemented by the management of Coca-Cola to build a strong sustainable competitive advantage.

**(17 marks)**

### **Question 2**

Imagine you are the marketing director for your company. Explain how you would integrate both CSR and ethical branding principles into your marketing strategy to attract customers and build a strong brand reputation.

**(25 marks)**

**Question 3**

Imagine you are launching a new brand of sustainable sneakers. Describe the key steps you would take in building a strong brand identity, differentiating yourself in the competitive market, and connecting with your target audience. **(25 marks)**

**Question 4**

Company A is undergoing a change process to make sure their products and services are convenient and easy to experience and to remove the hassles often associated with technology, At the same time, however, the products must continue to deliver the benefits associated with innovation.

Critically explain the elements of brand equity as they are essential in developing brand strategies and programs that the company needs in order to remain competitive and relevant in the industry. **(25 marks)**

**Question 5**

Explain how you would use J Kapferer's Brand Identity Prism (1986) as a strategic tool if you were a brand manager for your company.

**(25 marks)**

**END OF PAPER**