



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**

**MODULE CODE** : CBM411  
**MODULE TITLE** : STRATEGIC MANAGEMENT  
**DURATION** : 3 Hours  
**DATE** : 12 FEB 2025

**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**

Answer all questions from this section

### **QUESTION 1**

Case study

#### **Iceland.co.uk**

In March 2000 Iceland, the UK supermarket chain, announced an £8 million rebranding exercise for all of its 660 retail outlets, which were to be rebranded as Iceland.co.uk. Iceland was the first UK food retailer to offer a nationwide home shopping service and the first to run a UK television campaign to promote supermarket home shopping. The aim of the rebranding exercise is to combine its online web-based service and its traditional retail outlets. This is the first time a major UK retailer has changed its core brand to embrace the expanding e-commerce based market. The company believes its stores are a major marketing tool for promoting its web-based business. The decision reflects its belief that customers will increasingly buy commodity food items online while still undertaking other non-basic shopping through the traditional retail high street.

The new corporate identity will be displayed on all retail outlets, delivery vans, packaging and other marketing communications material. The brand will also be repositioned by highlighting the company's increasingly ethical reputation, by incorporating promotional messages on its vehicles about the company's stance on genetically modified foods and its charitable activities. The company was the first UK retailer to ban genetically modified ingredients in its foods. It is also phasing out artificial flavouring and colours in its products and will only use freezers that comply with environmental guidelines. In fact, it has begun selling its own brand, called Kyoto, of environmentally friendly freezers over the internet. It recently stopped stocking Norwegian prawns in response to Norway's continuing whaling activities. The company is also considering linking up with other 'ethical brands' via the internet. The idea is to develop 'affinity portals' with partners that have similar ethical attitudes and may involve cross-promotion of brands or offering a range of brands through the Iceland.co.uk website.

#### **QUESTIONS**

- a) Discuss the rationale behind Iceland's embracement of e-commerce. (10 marks)
- b) Evaluate the possible outcomes of Iceland's rebranding strategy (15 marks)

**(Total 25 marks)**

**SECTION B**

Answer any three questions from this section

**QUESTION 2**

The BCG matrix provide a sufficient portfolio analysis guideline.' Examine this proposition in light of examples. **(Total 25 marks)**

**QUESTION 3**

To successfully pursue a customer centric strategy, an organization need to continuously undertake the value chain analysis. Evaluate this proposition in light if examples. **(Total 25 marks)**

**QUESTION 4**

Evaluate the significance of market challenger strategies in building brand equity. Cite examples where necessary. **(25 marks)**  
**(Total 25 marks)**

**QUESTION 5**

Making use of examples evaluate the sustainability of market follower strategies. **(25 marks)**  
**(Total 25 marks)**

**\*\*\*END OF PAPER\*\*\***