



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

COURSE CODE : MSTM513
COURSE TITLE : STRATEGIC MARKETING MANAGEMENT
DURATION : 3 Hours
DATE : 29 JUL 2025

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

JCB

JCB is an international brand originally associated with the company's core business, manufacturing mechanical diggers for use by civil engineers on construction sites. The diggers are painted a distinctive yellow and wear the JCB logo in large black lettering. They are instantly recognizable. Recently the company decided to extend the brand, through partnership agreements, beyond its industrial market sectors to new market areas.

Research exposed the fact that particular age groups perceived the brand differently. The brand associations of yellow, durable and diggers were common to all age groups. Adults also associated the brand with quality, functionality and Britain. Children, however, linked it with characteristics such as big, muddy and fun. As a result of this research the company decided to target three new market areas: toys, fashion and hardware.

Three brand ranges were created – JCB Junior, JCB Works and JCB Sitemaster. JCB Junior is a range of durable toys meant to last. Children can buy toy hard hats, work benches and diggers. The toy range is a return to a more traditional approach in this market where children can recreate an adult world. They are promoted under the strapline 'Big things for little people'. JCB Works is a range of sturdy outdoor clothing comprising items such as fleeces, jumpers, combat trousers, footwear and sports equipment. These items are designed to reflect the JCB brand values of strength, functionality and integrity. The JCB Sitemaster range is made up of hand tools, power tools and other outdoor power products. Once again the products reflect the values of quality and durability.

Reactions to these brand extensions have been positive in the UK and JCB are developing the ranges on offer as well as expanding geographically by launching them across other European markets.

Question 1

- a) With reference to Aaker (1991)'s brand equity theory, evaluate the significance of brand equity to JCB's performance. (20 marks)
- b) Examine the significance of the business philosophy followed by JCB. (10 marks)
- c) Examine the rationale behind segmenting JCB's market. (10 marks)

Total marks [40]

SECTION B: Answer any (3) questions

Question 2

Evaluate the worth of Aaker (1991)' brand equity model as a foundational framework for inculcating the marketing philosophy in business organisations. **(20 marks)**

Question 3

'The external business environment has got more bearing on organisational success compared to the internal environment.' Making use of examples from both developing and developed economies, examine this proposition. **(20 marks)**

Question 4

'Marketing is an underrated business treasure.' Critically examine this statement putting in juxtaposition marketing management and strategic marketing. **(20 marks)**

Question 5

The strategies of market challengers are not customer centric, hence customers encounter a series of prejudices from market challengers. Evaluate this proposition in light of examples. **(20 marks)**

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

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