

CIMG Programme Pathway 4 Professional Advanced Diploma in Marketing

INTERNATIONAL MARKETING (PADM 401)

DECEMBER 2023

DURATION: 3 HOURS

The examination comprises of two parts:

Part A - a compulsory case study, worth 40 marks

Part B - answer three questions, worth 60 marks in total

PART A

CASE STUDY ANALYSIS

Read the case carefully and answer questions a – d

To be successful, all these international market approaches require an understanding of the factors affecting international marketing and what capabilities are needed to grow the business internationally. Tim Horton originated in Canada in 1964 and is today one of the largest restaurant chains in North America and the largest in Canada. Approximately 100% of the restaurants are franchised. Tim Horton's restaurants are fast food offering hot drinks and hot and cold short order options. Revenue comes from several sources including: sales from the company to its franchisees; revenues from properties leased to franchisees and royalties based on a percentage of sales.

The parent company have identified an opportunity to grow the brand globally by expanding further developing existing markets and entering new markets. This strategy has been implemented in recent years to increase the brand's global footprint. Success is dependent on customer satisfaction and recurring business achieved through positive customer experiences. The company is committed to continuous improvement in the level of service through staff training, improved restaurant operations, refurbishing and modernising restaurants and regular menu reviews. Returning customers are the key to sustainable success. Sales and profitability are the keys to franchise partners' success and company growth. By focusing on menu innovation, operational simplification and quality, linked to excellent marketing communications and ongoing restaurant investment Tim Horton's plan to continue its global expansion. The parent company is continuously using data to benchmark performance and identify areas of management focus.

Tim Horton's competitors range from local independent fast food operators to well-capitalized national and regional chains, such as Dunkin' Donuts, McDonald's, Starbucks, and Subway. The industry has limited barriers to entry and born global competitors may emerge at any time.

QUESTION ONE - COMPULSORY

Based on the mini case above, answer the following questions:

- a. Articulate the significance of market intelligence for born global companies, elucidating how it serves as a strategic asset in their international operations, fostering informed decision-making and sustainable growth **(10 marks)**
- b. Analyze Tim Horton's business approach in light of Porter's (1990) three competitive strategies, identifying and justifying the specific strategy that is employed by the company **(10 marks)**
- c. Conduct a comprehensive evaluation to determine if Tim Horton's has a distinct and well-defined competitive strategy, considering its market positioning, key initiatives, and overall business direction. **(10 marks)**

- d. Explain two ways or strategies Tim Horton's should adopt to market their services in developing countries like Ghana for successful business? **(10 marks)**

PART B

ANSWER ANY THREE (3) QUESTIONS ONLY FROM THIS SECTION

QUESTION TWO

The global marketplace has become very competitive in recent years. As a result, many firms are using digital platforms to enhance their promotional efforts. As an international marketing consultant, you are being invited to advise a Ghanaian SME that just entered the Nigerian market on the use of social media as part of their promotional tools. In your presentation to the management of the enterprise, you are required to do the following:

- a. Discuss **Two (2)** major benefits that SMEs derive from incorporating social media into their international marketing endeavours, providing insights and illustrative examples. **(8 marks)**
- b. Analyze the diverse manifestations of social media, such as blogs, wikis, forums, and podcasts, and outline strategies for SMEs to effectively utilize these forms in engaging their international customer base. Provide a comprehensive discussion with practical applications. **(12 marks)**

QUESTION THREE

In an emerging market, firms are often faced with issues of counterfeiting and imitation in their quest to compete favourably within the business environment. You have been called to do a presentation at a management meeting to discuss these pressing issues.

- a. Discuss **Two (2)** types of actions that can be taken against counterfeiting. **(5 marks)**
- b. Evaluate and propose three effective strategic measures for addressing the challenge of counterfeiting in emerging markets, considering legal, operational, and market-focused interventions. **(6 marks)**
- c. In the strategic decision-making process for international product marketing, analyze three sets of factors that international marketing firms should carefully consider. Provide a comprehensive discussion on the considerations influencing the choice of product presentation in foreign markets. **(9 marks)**

QUESTION FOUR

Foreign direct investment (FDI) is an ownership stake in a foreign company or project made by an investor, company, or government from another country. Your enterprise is pursuing growth and currently in talks with a foreign company that has expressed interest to invest in your firm's growth potential.

- a. Submit a report to management that outlines the **Three (3)** types of ownership in foreign direct investment. Recommend with justification the type of ownership management should agree with this foreign company. **(14 marks)**

- b. Discuss two differences between proactive and reactive motivators that drive a company's decision to expand internationally, providing insights into the strategic considerations and implications associated with each approach. **(6 marks)**

QUESTION FIVE

- a. Explain **Three (3)** significance of international marketing for both global and domestic companies' growth, emphasizing key factors and benefits. **(8 marks)**

- b. Analyse the domestic policy implications resulting from global linkages, considering potential challenges and strategic considerations. **(6 marks)**

- c. International marketers are often faced with cultural challenges across different countries. Discuss three potential problem areas for international marketers. **(6 marks)**

QUESTION SIX

Adom Farms Ltd is into yam production located in Techiman in the Bono East Region of Ghana. Management plans to expand their business beyond the shores of Ghana. They currently supply wholesalers and distributors across the country, and they were recently introduced to the export market following their engagement with the Ghana Export Promotion Authority (GEPA). As a result of this, they have hired you as their International Business Development Manager.

- a. Advise management on the market entry strategy that will be most appropriate for Adom Farms Limited with relevant illustrations and justification. [Hint: outline three market entry strategies and recommend the most appropriate strategy] **(12 marks)**

- b. Further, present to management of Adom Farms Ltd how to position their brand to gain competitive advantage. **(8 marks)**