

# CIMG Programme Pathway 6 Professional Marketer

**FMCG Marketing (PMS 603)**

**JUNE 2023**

**DURATION: 3 HOURS**

The examination comprises of two parts:

**Part A - a compulsory case study, worth 40 marks**

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

## **PART A**

### **CASE STUDY – COMPULSORY**

#### **Is Zora a real threat to the market leader?**

##### **Market Context**

Zora toothpaste is the flagship brand of Stales international; it is currently the market leader in the oral category with presence in all the key consumer segments; kids, sensitive, herbal, charcoal etc. Stales can boast of at least 4 innovations each year. This is its way of meeting the growing and changing needs of its consumers and maintaining its leadership on the Ghanaian market. Zora has a market share of 60% with a key presence in all the subcategories.

##### **Competitive Context**

Ice T is a new entrant in the oral category within the kids' segment, herbal and sensitive ranges. It is available in 180g pack size addressing the needs of families and 60g pack size meeting the needs of the Ghanaian consumer seeking value. It is currently the cheapest on the market and comparable in quality to Zora, the market leader. It has gained a market share of 20% within 14 months of launch and growing in leaps especially within the kids and herbal ranges. There are other brands on the market, mainly cheaper imports from China that account for the rest of the category.

##### **Marketing**

Both Zora and Ice T are the big spenders in the category investing in both above the line and below the line. TV is the number one channel of reach, closely followed by radio. Visibility of the brand in the market is generally good with billboards, marketplaces and bus stops nicely branded. Ghanaians love Zora because of the strong equity it has built over the years, the generic name for toothpaste is Zora to emphasize the brand power.

Zora extends free dental care and education to pupils in primary school in Accra and Kumasi, this was halted last year due to budget cuts in the company.

Ice T has however taken over this space and concentrated its dental care and education in the deprived communities, together with the dental association they are changing and impacting lives. These live changing programs are shown in local languages across the country. They also offer free dental surgeries in these communities.

Ice T was adjudged as the best innovative and impactful brand in the last marketing awards organized by the Chartered Institute of Marketing, Ghana.

##### **Trade & Distribution**

Zora has a high penetration of 80% and numeric distribution of 70%, it has a good presence in all the relevant channels and stores. The brand has however been out of stock due to a recent recall because of quality issues. Retailers and consumers have lashed out at Staples for not handling the recall well. A statement issued by the PR manager assured the trade of compensation but till date no replacements or compensations have been received by the retailers.

Ice T leveraged the out-of-stock situation and distributed to every store that run out of Zora, it has doubled its distribution and increased its sales by 40% in the last 2 months. Due to good pricing and margins, all the hawkers have deferred to hawking Ice T.

### **Supply Chain**

Ice T has an ultra-modern factory which is currently using only 45% of its capacity, the sudden surge in volumes have improved its factory's efficiencies, there is an even bigger opportunity to further improve the factory's efficiency by producing more volumes and the supply chain director has been tasked to do this.

### **People**

Zora prides itself with having the best trained talent in the industry most of the middle level management team have been with the company for 5 years plus and have benefited from specially curated development plans. Most are ready to move to more senior roles but there are no existing opportunities. Ice T struggles with getting the right talent. They recently approached a talent hunter to help poach from industry player.

### **Question 1 - Compulsory**

- a. As a recently appointed consultant, you have been tasked to present to the Board of Directors a 5-year brand growth plan that triples the size of the business of Ice T (Use a model of your choice to present your brand Plan, addressing the opportunities available to Ice T) **(25 marks)**
  
- b. As brand manager for Zora, list 5 recommendations to the leadership to remain the market leader and continue to grow with an efficient budget **(15 marks)**

**(Total 40 marks)**

## **PART B**

### **ANSWER ANY THREE (3) QUESTIONS FROM THIS SECTION**

#### **Question 2**

**In a form of detailed PowerPoint presentation to the leadership team, address the following questions as a brand manager for Zora:**

- a. how will you address the quality concern and its related issues? **(5 marks)**
- b. What will you consider to be key components of the brand. **(5 marks)**
- c. What 5 characteristics will make Zora a great brand? **(5 marks)**
- d. Explain 5 factors to be considered in selecting the types of distribution channel when entering a new category? **(5 marks)**

**[Total 20 marks]**

#### **Question 3**

**As a newly appointed Shopper and marketing manager for Adepa Tomato paste, a brand with so many formats and variants of tomato paste, you have been tasked to present a customer marketing plan to the sales director that addresses the following.**

- a. What is merchandising? **(5 marks)**
- b. Explain at least 5 principles that can be applied in merchandising Adepa tomato paste in a modern trade environment. **(5 marks)**
- c. Recommend and explain 5 principles Adepa can implement to improve its distribution in a general trade environment. **(10 marks)**

**[Total 20 marks]**

#### **Question 4**

**Ampex, a biscuit manufacturing company with a wide range of biscuits is looking to streamline its business. As part of the exercise, you have been approached by the marketing director as a marketing consultant to help with the project.**

**Prepare a PowerPoint presentation detailing the following:**

- a. Explain how the biscuit industry can be segmented? **(5 marks)**
- b. Recommend how Ampex should be positioned in the market? **(5 marks)**
- c. What key metrics will you advise Ampex to use in evaluating the brand? **(5 marks)**
- d. How should Ampex address the issue of low brand equity? **(5 marks)**

**[Total 20 marks]**

#### **Question 5**

**As a brand manager for Key Soap brand of Unilever Ghana, prepare a brief to the insights manager of a research company detailing the following:**

- a. The objective of conducting a retail audit and consumer immersion of the Key soap brand **(10 marks)**
- b. Enumerate the steps involved in preparing a consumer portrait? **(5 marks)**
- c. Explain the difference between qualitative and quantitative data with examples. **(5 marks)**

**[Total 20 marks]**

### **Question 6**

**You have been hired as a marketing consultant by the marketing director of a food and beverages company considering expansion into foreign markets.**

**Prepare a report to the management of the company, addressing the following:**

- a. State and explain the 4Ps of international marketing. **(10 marks)**
  - b. What factors will you consider before investing in a company? **(5 marks)**
  - c. Explain reasons why an organization will consider going international? **(5 marks)**
- [Total 20 marks]**

### **Question 7**

**You just got promoted to oversee marketing of beverages in East and Central Africa and your first task is to write a brief to the marketing vice president for Africa detailing the following:**

- a. Identifying the various channels of distribution in its international markets. **(10 marks)**
  - b. Explain 5 factors that you will consider in deciding which distribution channels to use as you enter these international markets. **(10 marks)**
- [Total 20 marks]**