

CIMG Programme Pathway 4 Professional Advanced Diploma in Marketing

Product Management (PDAM 405)

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- COMPULSORY

Case Study

Introduction

CKY Inc, a global technology company, has as its main vision, *the desire to achieve great success by the adoption of a product-focused strategy*. In the first three years of their establishment in 1974 the company gained just over 5% share of the market. It was the second company in its industry to identify the need to produce products meant to satisfy the growing demand and expectations of consumers. CKY Inc is a global company set up in Europe. There were a number of competitors that were meeting the needs of various customer categories in the market, but CKY Inc intended to satisfy those in the middle to upper segment. To achieve this, they would need to deliver a superior product. Their primary goal was to get grounded in the country of origin and expand internationally by leveraging well-thought-out product strategies that would distinguish CKY from the competition. The company made losses in the first three years and launched an IPO in 1978. The company's sales soared, but by 1980 sales started falling, as they had to deal with increased competition. The company's initial share price of \$8 fell to \$3 per share.

CKY called an emergency meeting to deliberate on their dwindling fortunes and review their strategies. Meanwhile by the early 2000s the demand for and ability to access the benefits of the services being provided by the company had been revolutionized by the availability of the smart phone. Services that could previously be accessed only via the PC could now be accessed via laptops and handsets. CKY therefore decided to capitalize on the target market's desire to enjoy more convenience for the same service by undertaking a market research to unearth the deep expectations of consumers regarding the products they offer, in order to move beyond immediate needs and meet customer aspirations.

The outcome of the meeting was the decision that the company would seek how best it could still use its products as the primary tool to achieve its stated objectives. This may mean that they would not need to veer off from their initial strategies but rather they must find a way of implementing their initial strategies more effectively and with greater efficiency.

The identified objectives were:

- To restore the company to its high-performance status
- To deliver innovative products to its customers
- To undergird its growth by providing satisfaction to the end-user
- To ensure that they differentiate themselves from the competition

Part A

Question 1.

You are the Product Manager of CKY Inc. Produce a report to Management in which you:

- Discuss how a product strategy can contribute to your company's success (sustained profitability) even in the face of competition. **(20 marks)**
- Explain how each of the following can be used to implement a robust product strategy;
 - Product Life Cycle **(10 marks)**
 - SWOT analysis **(10 marks)**

PART B

ANSWER ANY THREE (3) QUESTIONS FROM THIS SECTION

Question 2.

You are the new Products and Markets Manager of your company. Write a REPORT to Management to:

- Explain the roles and responsibilities of product managers in the development and management of products. **(10 marks)**
- Discuss the skills and qualities required by product managers. **(10 marks)**

Question 3

Write a REPORT to the Management of any company of your choice, in which you:

- Discuss product strategy and the importance of aligning product strategy with the overall business strategy. **(10 marks)**
- Explain how a cohesive and integrated approach leads to better business performance and sustainable competitive advantage. **(10 marks)**

Question 4.

- Discuss the role of market research in product discovery. **(10 marks)**
- Explain how market research helps in identifying market gaps, understanding customer preferences and evaluating the feasibility of new product ideas. **(10 marks)**

Question 5

a. Discuss the role of technology in product management. **(10 marks)**

b. Explain how advancements in technology influence product development, innovation, and market competitiveness. **(10 marks)**

Question 6

You are the newly appointed Product Development Manager for a company in the automobile industry. Write a MEMORANDUM to the Marketing Director, in which you:

a. Evaluate four (4) of the critical success factors of NPD and how they undergird new product development. **(10 marks)**

b. Discuss three strategic issues that may impact the NPD strategy **(10 marks)**