

CIMG Programme Pathway 5 Professional Postgraduate Diploma in Marketing

Strategic Marketing Management (PGM 503)

DECEMBER 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

IMORU GROUP OF INDUSTRIES

The IMORU Group, founded in 1981 by Dan Imoru, is one of Africa's largest and most diversified conglomerates. The group operates in various, manufacturing sectors, including cement, sugar production, flour milling, and more. The group has effectively utilized a combination of branding and corporate social responsibility (CSR) in its marketing efforts to establish a positive brand image. By emphasizing its commitment to improving the lives of Africans and contributing to economic development, the IMORU Group has successfully marketed a wide range of products, from cement to food.

IMORU group continues to grow its focus of becoming the leading provider of essential needs in food and shelter in Sub-Saharan Africa. The company's vision is *to be a world-class enterprise that is passionate about the quality of life of the general populace with acceptable returns to all stakeholders*. The mission is ***to touch the lives of people by providing their basic needs***. "We continue to sustain and improve on our market leadership in cement manufacturing, sugar milling, sugar refining, port operations, packaging material production and salt refining" said the managing director on the company's website.

History & Strategy

The IMORU Group's corporate strategy has evolved as its businesses have grown, matured and diversified into new sectors and regions over the last four decades. Starting out as a bulk commodity trading concern in the 1970s encouraged by the liberated commodity import regime of the then Government of Nigeria by the late 1990s, our strategy had transformed to a focus on manufacturing for import substitution. This set the stage for the next phase in our strategic plan for the next decade, expansion and backward integration.

The Group's strategic intent is deeply rooted in its commitment to improving the lives of Africans and driving economic development on the continent. This commitment goes beyond profit-making and extends to the socio-economic well-being of the communities in which it operates.

Products, such as Imoru Cement and Imoru Flour, have gained a reputation for high quality and affordability. This focus on providing reliable and accessible products has made them essential in various sectors, such as construction and food production.

The Group's commitment to quality and corporate social responsibility (CSR) has led to a strong brand reputation. Consumers trust the Imoru brand for its products and services. This trust extends to their diverse range of products, including cement, sugar, salt and food items.

The Group has also been actively involved in CSR initiatives across Africa. These include investments in education, healthcare, and poverty alleviation programmes. Notable efforts

include the establishment of the Imoru Academy to train and develop future leaders in various industries.

IMORU Industries Limited is a diversified and fully integrated conglomerate with an annual group turnover in excess of US\$ 4billion (2016) with vibrant operations in Nigeria and Africa across a wide range of sectors including cement, sugar, salt, condiments, packaging, energy, port operations, fertilizer and petrochemicals. Our core business focus is to provide local value-added products and services that meet 'basic needs' of the populace through the construction and operation of large-scale manufacturing facilities in Nigeria and across Africa. We are focused on building local manufacturing capacity to generate employment, reduce capital flight and increase local value addition.

IMORU Industries Limited is striving for self-reliance in Nigeria in all the sectors where it operates and has drawn up ambitious plans to set up world-class projects in new realms of business such as Agriculture, Petroleum Refinery & Petrochemicals, fertilizer and Telecom. The Group has almost single-handedly taken Nigeria to self-sufficiency in cement and is expanding rapidly across Africa, helping other countries achieve the same.

The Group currently has a presence in 17 African countries and is a market leader in cement on the continent. One of the group's subsidiaries IMORU Cement PLC is the largest listed company in West Africa and the first Nigerian company to join the Forbes Global 2000 companies list.

The Group's positive marketing approach has yielded very significant results. These include a strong market presence because the group has established itself as a dominant player in various sectors, including cement, sugar and food production by consistently delivering high-quality products. The Group is also widely recognized as a socially responsible organization, committed to the well-being of African communities. This positive image has contributed to customer loyalty and trust. The Group's presence in multiple sectors has had a positive impact on economic development, job creation, and infrastructure improvement in various African countries. Again, the Group's focus on affordability and reliability has given it a competitive edge in the market, allowing it to gain a significant market share.

The Imoru Group stands as a model of successful branding and CSR in African business. By prioritizing the well-being of African communities and consistently delivering high quality and affordable products, the group has earned the trust and loyalty of customers while contributing to economic development. The Group's commitment to social responsibility and economic development has created a positive brand image that extends beyond its product lines, making it a benchmark for responsible and impactful business practices in Africa and beyond.

QUESTION 1- COMPULSORY

- a. As the Consultant to the Board of Imoru Group, present a discussion paper on conglomerate diversification as a preferred strategy to pursue or not. **(20marks)**

- b. Present a report, in which you **evaluate the FOUR (4)** possible diversification drivers encouraging the Imoru Group to engage this strategy. **(20marks)**

PART B

ANSWER ANY THREE QUESTIONS (APPLY CASE MATERIAL WHERE APPROPRIATE)

Question 2

As a Marketing Strategist to the Imoru Group, using briefing notes, assess the concept of corporate reputation and why the Imoru Group should manage its corporate reputation.

(20marks)

Question 3

In a report format, assess the concept of corporate social responsibility and evaluate why it has evolved into an important strategic consideration for a company of your choice. **(20marks)**

Question 4

The balanced scorecard is a key performance indicator for the Ghana School of Marketing. Evaluate how this model, based on different stakeholder expectations, can help devise appropriate strategies and performance drivers. **(20marks)**

Question 5

The strategic intent and direction of Voltic Mineral Water as a company is influenced by a set of fundamental factors. In a report format, discuss **FOUR (4)** of these factors and show how they can practically impact the firm's direction. **(20marks)**

Question 6

For any company of your choice, operating in the cement industry, present a report to the management illustrating how the company can employ any **FOUR (4)** industrial market segmentations in its B2B markets to its advantage. **(20marks)**