SENIOR EXAMINER'S REPORT

FOR STUDENTS AND TUTORS OF CIMG

MODULE NAME: STRATEGIC MARKETING IN PRACTICE

AWARD NAME: POST GRADUATE DIPLOMA IN MARKETING

DATE: DECEMBER 2021

1.0 OVERVIEW OF THE PAPER

Generally, 57% of candidates passed the Strategic Marketing in Practice paper. The other 43% appeared to be ill-prepared for this examination and did not demonstrate the required level of technical knowledge, behavioural and application of knowledge to the case study analysis.

Overall candidates were operationally and tactically focused and lacked strategic intent. There were several concerns relating to candidate performance in several other areas to all questions. In many cases candidates misquoted and described models but did not apply them to the case study, this approach denied them crucial marks. All answers must be applied to the case study and case study analysis. Candidates should bring in aspects of the pre-seen information as well as unseen material.

Marginally candidates followed the required format. There were also some candidates who gave too theoretical answers without application to the case study. Many candidate answers lacked the depth of knowledge and the development of required solutions to the case study. Some answers were just short and incomplete, but the examiner generally passed students who showed understanding of the concepts, models and use of command words as clearly exhibited technically and with the required behavioural competence.

2.0 PERFORMANCE OBSERVATIONS

- Candidates were significantly theoretically sound and exhibited an understanding of theories and models in this subject.
- Generally, the format for answering questions was applied except candidates drawing better conclusions.
- Most candidates were strategically bankrupt
- Answers were not coherently presented, as candidates lack the time to number questions answered on the answer sheet
- Some candidates also decided to use a new format for even sub-questions.
- Candidates repeatedly their analysis as solutions to the problems posed instead of making references to this analysis and taking key issues presented in the case.

2.0 QUESTIONS PERFORMANCE

Q/N	Q1	Q2	Q3	Q4	Q5	Q6
Average Score	19	11	8	10	11	8
Highest Score	27	15	16	14	17	13
Lowest Score	5	6	3	7	5	5

3.0 STRENGTHS AND WEAKNESS BY QUESTION GENERAL REMARKS

- Commonly candidates showed a high appreciation for question 5 and were answered by all candidates. They exhibited some key technical, behavioural and an appreciation of knowledge.
- The least popular question was 4 and candidates that attempted to answer this question performed averagely and marginally performed poorly with questions 3 and 6.

QUESTION 1A

- Candidates were required to synthesise information from the case study analysis and apply it to the requirement of the question. In assessing the current situation of the case organization, candidates were required to do the following;

-    Assess Kantanka's competitive position in the industry
-    Information on Kantanka's key customer segments and trends in internal and external environments

- Candidates were again to present the strategic marketing issues from the case study- these issues have to be the key marketing issues that need to be addressed by the case study.
- *Generally, candidates understood this question but failed to make references to case analysis and showed poor behavioural competence in answering this question.*

QUESTION 1B

- Candidates were required to define Kantanka's key internal and external stakeholders, their interests or expectations, the impact of their influence and the approach for managing them.
- An application of a stakeholder analysis and planning model was expected to be applied to this question.
- *Generally, there was a poor appreciation of existing models by candidates, and they lost marks for that.*

QUESTION 2

- Here candidates were to evaluate the pros and cons of CSR in achieving; corporate reputation, financial performance, brand identity, customer satisfaction, customer loyalty and emotional appeal to the target audience in creating value and positioning for Kantanka automobile.
- Candidates were required to make references to the appendix audit and finally conclude on the consequences should Kantanka fail to embark on CSR
- *Generally, most candidates attempted this question but lacked the technical and behavioural competence to execute it. It was full of layman understanding.*

QUESTION 3

- Candidates were required to define and explain the Resource Base View (RBV) framework, explain the measures for resources and competence as well as the benefits of the RBV and finally conclude with some of the notable pitfalls of RBV.
- Frequently, candidates understood the concept but could not apply this to the latter.

QUESTION 4

- *This question was poorly attempted by candidates because of their poor appreciation of financial measures and consequences.*
- Candidates were to analyse the financial implications of marketing action. They were supposed to assess it from strategic risk (changes in senior management, the introduction of new products, mergers, acquisitions, market changes etc) and profitability performance.
- Candidates were to analyse these financial consequences from short to medium and long-term implications and critically make key references to the financial analysis in the case study.

QUESTION 5

- Candidates were required to assess the strategic choices and link together evidence emerging from key issues raised in question 1 and relate to Kantanka's strengths, weaknesses, opportunities and threats as captured by the analysis.
- Candidates were to present or refer to some tools or techniques that are useful for making strategic choices. These tools include; The Ansoff Matrix, innovation Matrix, Porters Generic Strategies, BCG Matrix, SWOT, Pareto Analysis, Canvas Analysis or blue ocean strategy
- Candidates were supposed to explain and apply how these strategic choices could be utilised for diversification, attacking, aggression, optimizing, defending, harvesting, liquidating, internationalizing, etc.
- Candidates generally attempted this question but lacked strategic initiatives

QUESTION 6

- Here candidates were required to bring out key dimensions or criteria (market, financial, product, process, intuition-based) for evaluating innovation or new product development at Kantanka.
- Candidates were also required to bring out factors that could impact the marketing decision of Kantanka in their innovative process.
- *Candidates showed a poor appreciation of the concepts and failed to relate their answers to their analysis.*

1.0 RECOMMENDATIONS

- Candidates should carefully read the pre-seen case study and come to the examination hall with a clear understanding of the industry and company. This should help candidates develop good answers that relate to the questions given.
- Candidates should be shown how to relate case analysis to questions posed without unnecessarily repeating their analysis as answers to questions.
- Candidates must answer what is asked, read questions thoroughly and apportion their time well.
- Candidates must be taught how to clearly distinguish strategic issues from tactical or operational ones

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