

**UNIVERSITY OF SWAZILAND  
FACULTY OF COMMERCE  
DEPARTMENT OF BUSINESS ADMINISTRATION  
BA434, BUS425, IDE MARKETING STRATEGY  
FIRST SEMESTER EXAMINATION 2018**

**TITLE OF PAPER: STRATEGIC MARKETING MANAGEMENT  
COURSE: BA434, BUS425, IDE  
DEGREE AND YEAR: BCOM4  
TIME ALLOWED: THREE HOURS**

**INSTRUCTIONS:**

1. THIS PAPER CONSISTS OF SECTIONS A AND B.
2. SECTION (A) IS COMPULSORY.
3. ANSWER ANY THREE QUESTIONS FROM SECTION (B).
4. LAY YOUR WORK OUT CLEARLY USING HEADINGS, SUBHEADINGS, AND PARAGRAPH NUMBERS.
5. THE EXAMINATION SHOULD BE CONDUCTED IN STRICT SILENCE.
6. THIS IS A CLOSED BOOK EXAM. NO BOOKS OR NOTES MAY BE CONSULTED DURING THE EXAM.
7. ENSURE THAT YOUR ID NUMBER IS INDICATED ON YOUR EXAMINATION COVER PAGE. NO NAMES SHOULD BE RECORDED ANYWHERE ON THE EXAMINATION BOOK.
8. FAILURE TO OBSERVE THE STATED RULES WILL BE CONSIDERED CHEATING AND WILL BE HANDLED ACCORDING TO UNISWA REGULATIONS.

**FOUR PAGES**

**THIS EXAMINATION PAPER SHOULD NOT BE OPENED UNTIL INVIGILATOR  
HAS GRANTED PERMISSION**

# Marketing Management Strategy 2018

## SECTION A

**Read the case and answer all questions in this section (40 marks)**

Growth through Market Expansion – The Nando's Example

Nando's is a well-known South Africa-based fast food operator selling its renowned flame-grilled peri-peri chicken in various major cities of the world such as Auckland, New Zealand, Chicago and Washington, DC in the U.S., London and Manchester in the U.K., and Vancouver Canada. The chain has also spread various countries in Asia—Singapore; Pakistan; India; Kuala Lumpur, Malaysia; many locations in the Middle East—Qatar, UAE, Oman and Bahrain; and especially into Africa which is seen as the best growth option for this company. Current African locations include Botswana, Mauritius, Namibia, Swaziland, Zambia, and Zimbabwe.

Nando's global operations (i.e. outside the South African border) exceeded 40% of its total turnover in 2008. In South Africa and Australia, Nando's follows the franchising route in allowing its brand to grow in the international market. There is tight control by top management regarding the operational aspects of the franchises. This refers to procurement agreements and signage for the outlets.

Nando's has different target markets in different countries in Africa. This is due to income disparities in these countries. In Botswana, Nando's is very much a middle-class brand, while further north, Nando's is seen as more of a once-a-month treat to consumers, while it also gathers big support from expatriates who are seeking a quality fast food experience similar to what is available in South Africa.

Since gaining a new marketing manager in 2008, Nando's has been known for its somewhat irreverent advertising. In 2016, they found themselves in hot water over an ad campaign: "We don't mind if you touch our buns, our breasts, or even our thighs. Whatever you're into, enjoying any Nando's meal with your hands is always recommended," read the advertisement. The headline read: "Try something you can grab with both hands." (The India Express, Express web Desk, New Delhi, 27 March 2016) Recently, this November, Nando's again found itself in the news with its "Gigabyte meal" theme featuring a well-endowed plate. The ad reads "Imagine this in your mouth."

**PLEASE ANSWER ALL THREE QUESTIONS (40 MARKS)**

### QUESTION 1

What type of market expansion strategy is Nando's following? (10 MARKS)

## QUESTION 2

Standardization or localization? Explain.

- a. Do you believe Nando's should adopt its irreverent local marketing communications strategy in the global sphere? (5 MARKS)
- b. Can Nando's adopt a standardized approach across the world? Why or why not? (10 MARKS)

## QUESTION 3

- a. What type of pricing strategy (or strategies) should Nando's follow in different parts of Africa?
- b. How would this differ from country to country? (15 MARKS)

## **SECTION B**

**Answer THREE questions in this section (60 Marks)**

### **QUESTION 1**

**Discuss the Porter's Five Forces model in preparation for new market entry, manufacturing "Thirsty Swazi," a new company which is looking into brewing SwaziMarula, a new brand of liqueur to be manufactured in Swaziland.(20 MARKS)**

### **QUESTION 2**

**Discuss the entire marketing segmentation process. Be sure to discuss at least four different types of segmentation variables besides demographics. What is the most important aspect of choosing a market segment to target?(20 MARKS)**

### **QUESTION 3**

**Describe the Product Life Cycle. Discuss the appropriate marketing mix strategy for each stage of the Product Life Cycle. Please include the disposition of profits and sales in your discussion of each stage. (20 MARKS)**

### **QUESTION 4**

**The University of Swaziland is due for a 5-year strategic plan. You have been hired as a consultant to the Vice Chancellor. As a UNISWA student, you are very familiar with the University's mission statement and vision. Please complete a SWOT analysis, including two examples of each of the school's current Strengths, Weaknesses, Opportunities, and Threats. (20 MARKS)**

**TOTAL 100 MARKS**