

**UNIVERSITY OF ESWATINI**  
**FACULTY OF COMMERCE**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**SECOND SEMESTER MAIN EXAMINATION 2021**

TITLE OF PAPER : APPLIED MARKETING

COURSE : BUS424

DEGREE AND YEAR : BCOM4

TIME ALLOWED : TWO (2) HOURS

**INSTRUCTIONS:**

- 1. THIS PAPER CONSISTS OF SECTIONS (A) AND (B)**
- 2. SECTION (A) IS COMPULSORY**
- 3. ANSWER ANY THREE (2) QUESTIONS FROM SECTION B**
- 4. THE TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS FIVE (5)**

NOTE; MARKS WILL BE AWARDED FOR GOOD COMMUNICATION  
IN ENGLISH AND FOR ORDERLY PRESENTATION

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

**SECTION A (COMPULSORY)****READ THE FOLLOWING CASE AND ANSWER THE QUESTIONS BELOW****KODAK'S DOWNFALL WASN'T ABOUT TECHNOLOGY**

A generation ago, a “Kodak moment” meant something that was worth saving and savoring. Today, the term increasingly serves as a corporate bogeyman that warns executives of the need to stand up and respond when disruptive developments encroach on their market. Unfortunately, as time marches on the subtleties of what actually happened to Eastman Kodak are being forgotten, leading executives to draw the wrong conclusions from its struggles.

Given that Kodak's core business was selling film, it is not hard to see why the last few decades proved challenging. Cameras went digital and then disappeared into cellphones. People went from printing pictures to sharing them online. Sure, people print nostalgic books and holiday cards, but that volume pales in comparison to Kodak's heyday. The company filed for bankruptcy protection in 2012, exited legacy businesses and sold off its patents before re-emerging as a sharply smaller company in 2013. Once one of the most powerful companies in the world, today the company has a market capitalization of less than \$1 billion.

An easy explanation is myopia. Kodak was so blinded by its success that it completely missed the rise of digital technologies. But that doesn't square with reality. After all, the first prototype of a digital camera was created in 1975 by Steve Sasson, an engineer working for ... Kodak. The camera was as big as a toaster, took 20 seconds to take an image, had low quality, and required complicated connections to a television to view, but it clearly had massive disruptive potential.

<https://hbr.org/2016/07/kodaks-downfall-wasnt-about-technology>

**QUESTION 1**

- a) Based on your knowledge of the case, discuss the marketing mistakes that led to the downfall of Kodak. (25 MARKS)
  
- b) What should have Kodak done differently to remain on top of the game? (25 MARKS)

**SECTION B (ANSWER ANY TWO QUESTIONS)****QUESTION 2**

McDonalds' fast food chain is looking to enter the kingdom of Eswatini as one of its strategic initiatives. As a member of the executive management team you are tasked with exploring areas for change and growth, which can help with strategic planning. Conduct a SWOT analysis for McDonalds. (25 MARKS)

**QUESTION 3**

Marketing communication methods, such as advertising and promotion, are used to create the colours, designs and images, which give the brand its recognizable face. Branding only works when an organization behaves and presents itself in a consistent way. Discuss using a product/service or organisation of your choice. (25 MARKS)

**QUESTION 4**

The Eswatini Building Society has among its aspirations the conversion of the Society into a fully-fledged bank, however, it is concerned about the increasing competition in the financial services sector emanating from many different fronts. The Building Society has engaged you as a marketing consultant to assist in identifying sources of competition within and around the industry. Using Porter's Five Forces Framework, analyse the competitive environment for the banking industry in Eswatini. (25 MARKS)

**QUESTION 5**

"Customer Service is the lifeblood of an organization". Exceptional customer service increases productivity, efficiency and effectiveness, however, there are occasion when customers are unhappy with the customer service provided by an organisation. Using an example of your choice, discuss a customer complaint and the process involved in solving the customer complaint. (25 MARKS)