



Graduateship in Marketing - Stage 4

MARKETING PLANNING AND MANAGEMENT

THURSDAY, MAY 10, 2001. TIME: 9.30 am - 12.30 pm

Please attempt **FOUR** questions. Question 1 in Section A and **THREE** questions from Section B.

(If more than the specified number of questions are attempted, delete those you do not wish to have marked. Otherwise the Examiner will mark **QUESTION 1** and the next **THREE** questions in your Answer Book).

SECTION A carries 40% of the marks.

SECTION B carries 60% of the marks.

Do **NOT** repeat question in answer, but show clearly the number of the question attempted on the appropriate page of the Answer Book.

SECTION A (40%)

1. Case: Waterford Crystal: The Chairman's Challenge

- (a) Analyze Waterford Crystal's position in each of its key markets, identifying the key success factors in each market.
- (b) Critically evaluate the Chairman's challenge to 'double both turnover and profit in five years'.
- (c) Detail and evaluate the strategic options that are available to the company.
- (d) Identify and justify the strategy that in your opinion is most appropriate for Waterford Crystal.

SECTION B (60%)

2. Examine the proposition that the level of market share held by a product is the key factor to be considered when developing a marketing strategy for that product.

P.T.O.

3. Identify and examine the problems associated with defining and measuring markets and indicate how a company might deal with these problems.
4. Having a sustainable competitive advantage is claimed to be the key to success, yet many companies that have a sustainable competitive advantage are not successful and companies without a sustainable competitive advantage often achieve success. How can this be explained?
5. Explain the rationale for product portfolio models and illustrate the benefits and limitations inherent in their use.
6. Evaluate the impact of eBusiness on branding.