

Eastern University, Sri Lanka

Faculty of Commerce & Management

Final Year First Semester Examination in BBA /Specialization in Marketing Management

2016/2017 (January 2019) (Proper)

MKT 4013 Strategic Marketing Management

Answer all questions

Time: 03 Hours

Q1. Read the following case study and answer the questions given below.

“Cisco Internet Generation, “an IMC Campaign for Cisco Systems Inc.

Cisco Systems Inc., the San Jose-based network equipment manufacturer, provides hardware designed to provide B to B customers with seamless (all – in – one) communication systems. Therefore, its own advertising must be polished and effective and withstand comparison with the best existing B to B ad campaigns by competitors. With its “Cisco Internet Generation” IMC campaign, the company was expecting to create a corporate image of reliability, precision, and innovation through the use of broadcast, print, and Internet advertising.

An earlier TV campaign had centered on the question, “Are you ready?” implying that corporate customers should be sufficiently up-to-date technologically to take advantage of the communication systems Cisco manufactured and marketed. To build on this prior message, all messages on all media of the “Internet Generation” IMC campaign included the signature tagline, “Empowering the Internet generation.” This push by Cisco to build brand awareness using multiple media included print ads, one of which featured three people working through a rice paddy. Reflected in the water was the image of an airplane. The accompanying text read, “Last year your customers spent \$172 billion on business travel.” And, shown prominently was a web address that pointed to the Cisco’s presentation of video conferencing technology. Many industry observers thought this was an especially adroit message during a (2000-2001) time when business travel budgets were being slashed.

Nancy Hill, president of GMO Hill/ Holiday of San Francisco, Cisco’s ad agency of record, said the “Internet generation” ads showcased Cisco as an empowering, enabling company that thrived on one-on-one, human interaction. Hill pointed out that in the

campaign “... Cisco gets specific about things you can be doing that you have not done about.” In all advertising, technical terms were avoided and the IMC campaign emphasized Cisco’s continuing focus on utilization of the internet as the future of all business. “From the beginning, there has always been something in our campaigns that just says Cisco,” Hill noted. “It is almost always global, and puts a human face on technology.”

Campaigning Approaches

A Key to the “Cisco Internet generation” campaign had been the linking of broadcast media with an interactive presence, according to Hill. If an ad was targeted to a business strategist, the advertisement would point to a Web site tuned to their business technical expertise and their mind set. Or, an ad slanted toward an information technology executive, would point to a Web page tuned to the bits-and-bytes mind set. Print advertising appeared in national newspapers, and magazines such as *Information Week*, *The Standard*, *Forbes*, *Fortune*, *The Economist*, and *The Wall Street Journal*.

Tim Hendrick, VP-account management for JWT Technology, San Jose, said that the linking of broadcast media to Web sites added a call to action to an otherwise broad campaign. Hendrick said, “Doing the same type of broadcast, print, and Web tie-in for his clients and said, “It is important to have a response mechanism or call to action, as it’s the means to gather information about the B-to-B customer. We’ve seen a lot of brands come out with advertising campaigns that try to make an impact with the customer. But at the same time, you have sell products. The link from a Web page is the beginning of that sales cycle.”

Tracking Performance

Cisco had worked hard to track the performance of the “Internet generation” campaign. An internal tracking study showed that Cisco’s unaided brand awareness had risen 80 percent since 1999. Respondents also rated the “Internet generation” ads 80 percent higher (80 percent effective) than competitor ads by Lucent Technologies Inc. and Nortel Networks Inc. And the same internal study indicated that Cisco’s reputation as an Internet expert was 100 percent higher than Microsoft Corp. and 500 percent higher than IBM Corp. and Hewlett-Packard Technologies Inc.

Case Study Questions

- i. Briefly explain “IMC” with example? (Marks 06)
- ii. Of the types of media used by Cisco for the “Internet generation: campaign, which do you believe is the most effective in communicating the intended message and images? Which media are the least effective? (Marks 06)
- iii. What are your thoughts about what Tim Hendrick said concerning the “... Need to have a response mechanism or call to action...”? (Marks 08)
- iv. How effective do you think Cisco’s internal tracking study is? Appraise your views. (Marks 08)

(Total 28 Marks)

- Q2 i) ‘Marketing organization eco-cycle is an adaption of the natural eco-cycle with the addition of the human ability to take conscious rational action’. **Demonstrate** the Marketing organization eco-cycle with an example. (Marks 06)
- ii) Marketing managers must build long-term relationship with customers, suppliers, employees, and other important constituents. **Briefly explain** relationship marketing and transactional marketing. (Marks 06)
- iii) **Illustrate** the followings:
- a. creative destruction
 - b. competitive advantage
 - c. Strategic partnership

(Marks 06)

(Total 18 Marks)

- Q3. i) Discuss the purpose of a formal strategic plan for a company which is facing the
of a volatile uncertain marketing environment. (M)
- ii) Few researchers identified four reasons for the emergence and arrangement of dis-
- oriented intermediaries. **Discuss** the need for the channel intermediaries and
whether such intermediaries are needed in the changing environment. (M)
- iii) **Distinguish** between Primary services and Ancillary Service. (M)
- (Total 18 A
- Q4. i) The five factor model of profitability is a popular framework for assessing the str
competition. **Apply** this model in an appropriate industry and explain the model. (M
- ii) The need for high-quality marketing intelligence is greatest during times of sig
change. **Appraise** the need for marketing intelligence in a changing world. (M
- iii) Product Life Cycle (PLC) is one of the most frequently encountered concepts in m
management. Are PLC real? **Produce** your critical thought on this statement. (M
- (Total 18
- Q5. i) Purchase decision is the thought process that leads a consumer from identifying
generating options, and choosing a specific product and brand. **Propose** the fo
types of buying decisions. (M
- ii) Business to business buying decisions are not only more complex than consumer d
but they also are subject to numerous internal and external influences. Analy
influences on business to business buying decisions. (M
- iii) Several approaches can be used to position a company's product in the m
consumers.
Illustrate on the key variables for positioning. (M
- (Total 18