



UNIVERSITY OF COLOMBO, SRI LANKA
FACULTY OF MANAGEMENT AND FINANCE
Postgraduate & Mid-career Development Unit

Master of Business Administration Weekend Programme 2022/2024

Trimester VI Examination – February 2025

MBA 5233 Strategic Marketing

Time: Three (03) Hours

This is Open Book Examination. This paper comprises five (05) questions printed on four (04) pages. Answer three (03) questions including question No 01.

Question 1

Read the following scenario and answer the questions given below.

Print Care (Pvt) Ltd is a medium-sized printing enterprise that has been in operation for over forty years. The head office is situated in Maradana, while the printing facility is located in Meegoda. They possess two branch offices located in Ratnapura and Kandy. The CEO of the company intends to establish its third branch in Kurunegala next year. The company's primary business involves printing various types of bills, handouts, marketing brochures, and other printed materials. As the demand for digital solutions rises, Print Care (Pvt) Ltd faces challenges in maintaining its market share, particularly with the rise of e-billing systems and digital marketing platforms. The company is also considering providing eco-friendly solutions to address the increasing demand for such options. The utilization of recycled paper and plant-based inks markedly reduces waste, landfill contributions, and toxic pollution. Waste presents a significant challenge in the printing industry, and the adoption of eco-friendly methods can effectively reduce the amount of waste generated.

Recently, Print Care's management has commissioned an analysis of the macro-environment to understand the external forces shaping the industry and identify trends that might affect the business. Accordingly, they have decided to diversify their business into emerging marketing opportunities. Initially the top management of the company is planning to start flexible

packaging to serve a diverse array of products, including confectionery, milk powder, biscuits, snacks, beverages, tea, noodles, soya nuggets, processed meat products, pharmaceuticals, and detergent powder etc.

Required:

- i. **Discuss** potential opportunities and threats for Print Care (Pvt) Ltd based on the new trends in the macro environment.
(10 Marks)
 - ii. **Analyse** competitiveness of the printing industry in Sri Lanka using Porter's Five Forces model, with the purpose of developing strategies for Print Care (Pvt) Ltd in domestic market
(10 Marks)
 - iii. **Explain** the possibilities of adopting the blue ocean strategy to gain competitive advantages for the new product range of Print Care (Pvt) Ltd.
(10 Marks)
 - iv. **Recommend** the growth strategies for Print Care (Pvt) Ltd in order to fulfill the strategic planning gap during next five years with reasonable justifications.
(20 Marks)
- (Total 50 Marks)**

Question 2

G & G Ltd., founded in 1980, is a well-established fast-moving consumer goods (FMCG) company specializing in personal care and household products. G & G Ltd has consistently focused on providing high-quality products at premium price, becoming a market leader in the high-end market. However, the company's growth has recently slowed, and it faces significant challenges in its external environment. Currently, G & G Ltd is planning to introduce organic food range to the local market while maintaining high quality standard within the organic food category in the domestic market.

- i. **Explain** the current marketing philosophy adopted by G & G Ltd with giving reasonable justifications and **propose** most appropriate marketing philosophy for improving the performances the company.

(15 Marks)

- ii. **Discuss** the possible applications of Porter's 03 generic marketing strategies to the new organic food range of G & G Ltd for developing competitive advantages in the respective industry.

(10 Marks)

(Total 25 Marks)

Question 3

The Furniture Lab is a furniture manufacturer. They currently manufacture and sell household and office furniture made of plastic. Currently, the company is designing a new furniture range to match the lifestyles of the customers. Lifestyle furniture is a highly growing sector, and The Furniture Lab has secured a market challenger position in the respective market.

- i. Assuming the new product range of the company as a separate SBUs, **plot** the lifestyle furniture range in BCG matrix by giving justifications and **recommend** appropriate strategies based on current position of SBU.
- ii. **Recommend** the possible offensive strategies which can be adopted by The Furniture Lab against present market leader to improve the market position based on military analogies.

(10 Marks)

(15 Marks)

(Total 25 Marks)

Question 4

Bettons (Pvt) Ltd is a local footwear and sport accessory product manufacturing and selling company. It has a plan to enter international markets with new brands whilst maintaining their Bettons brand within the local market. In the year 2024, it introduced "CARNAGE" sport fashion brand targeting both male and female segments in Sri Lanka who expect quality outfits with good looking designs. It has opened "CARNAGE" sport fashion outlets to provide better brand experience backed by online contents as well. Currently, the senior management of the company has decided to reposition the new brand by using innovative marketing approach.

- i. **Recommend** the most appropriate market segments for "CARNAGE" with giving justifications for why this segment is more attractive and **propose** most appropriate positioning strategies for "CARNAGE".

(15 Marks)

- ii. Assuming you are the newly appointed brand manager for "CARNAGE", **discuss** the appropriate branding strategies for expanding product range of the company

(10 Marks)

(Total 25 Marks)

Question 5

Vitamalt has been a part of the Sri Lankan market since 1970s and one of the best loved adult malt drink brands within the consumer market. The brand always tends to highlight the goodness of malt, vitamin B and the essential nutrients of milk in providing refreshment and energy to its consumers through their integrated marketing communication. The company is currently planning to introduce a new product to the children's market. This is a malt and milk energy powdered drink targeted to active kids which comes as a wholesome and balanced nutritional food supplement. Milk as well as malt are the main ingredients of the product and sugar has been added to increase the flavor.

- i. Assuming you are the Marketing Manager of the new product range of Vitamalt, **recommend** the most appropriate pricing method and price adaptation strategies to the new product range

(10 Marks)

- ii. **Discuss** the appropriate promotional strategies and promotional mix for the new product range to develop the competitive advantage in the existing market

(15 Marks)

(Total 25 Marks)