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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

MKT 300: MARKETING PLANNING AND CONTROL

DATE: 15TH APRIL 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

Zentech Pharmaceuticals is a mid-sized, Kenyan-based company that has built a niche in the health and wellness industry through the production of herbal-based medicines and nutritional supplements. Established in 2012, Zentech quickly gained traction in urban and peri-urban markets across East Africa by positioning itself as a natural, affordable, and locally-trusted alternative to synthetic pharmaceutical products. Its early success was rooted in a clear strategic focus: targeting health-conscious consumers and leveraging partnerships with local herbalists and traditional medicine practitioners.

In the first five years of operation, Zentech experienced double-digit growth, with a significant share of revenue coming from a flagship product line addressing lifestyle diseases like diabetes and hypertension. The company invested heavily in distribution, securing retail shelf space in major supermarkets and pharmacies, and maintained close relationships with its core customers through educational health forums. However, this momentum began to plateau as more competitors – both local startups and international pharmaceutical firms – entered the market with advanced product innovations and aggressive marketing campaigns.

Zentech's leadership realized it needed a renewed strategic marketing plan. The firm commissioned an internal team to develop a comprehensive plan that would assess current market dynamics and provide a roadmap for future growth. Unfortunately, the resulting plan lacked depth. While it detailed the company's strengths, it failed to analyze critical external factors such as evolving customer preferences, new entrants with superior packaging and digital ordering systems, and rising regulatory scrutiny. There was no structured use of SWOT or Porter's Five Forces models, and no clear strategic options were evaluated for their viability. Customer trends had also shifted. Young, urban consumers increasingly preferred brands that incorporated digital health monitoring, eco-friendly packaging, and personalized wellness journeys. Zentech's traditional one-size-fits-all approach no longer resonated with these consumers. At the same time, data analytics showed that most of Zentech's new customers were discovering brands through social media

influencers and online platforms—channels where Zentech had minimal presence. Moreover, its reliance on physical retail distribution limited its reach to emerging e-commerce markets.

Competitor analysis was another weak link. Zentech’s marketing plan did not adequately assess the strategies of new entrants, some of whom were bundling products with mobile health apps or subscription-based deliveries. The team also lacked access to real-time competitor intelligence, which could have informed pricing, promotional, and partnership decisions. Internally, the marketing and sales functions operated in silos, leading to inconsistent messaging and poor alignment with the company’s growth objectives. A marketing strategy consultant hired to review the situation noted that Zentech needed to adopt a customer-centric and data-driven approach to regain its market position. The consultant recommended conducting a thorough strategic analysis, segmenting its customer base using behavioral and demographic criteria, and formulating a differentiated value proposition. The consultant also suggested evaluating multiple strategic growth options—such as product innovation, market penetration through digital channels, or strategic alliances with telehealth providers.

The final concern highlighted in the review was Zentech’s lack of a marketing control process. While ambitious targets were set, there were no mechanisms to track implementation, measure campaign performance, or adapt to changing market signals. Without clear metrics and control loops, the company risked wasting resources on strategies that didn’t yield returns. The board demanded a revised plan, complete with market analysis, environmental scanning, competitor and customer analysis, strategic choice modeling, and a robust control framework.

Required:

- a) Explain the strategic components missing from Zentech’s initial marketing plan. **(7 MARKS)**
- b) Apply the SWOT matrix and Porter's Five Forces to analyze Zentech’s current market environment. **(9 MARKS)**
- c) Propose a strategic marketing control process Zentech can use to monitor progress and ensure accountability. **(9 MARKS)**

QUESTION TWO

- a) Explain the importance of aligning marketing plans with overall strategic business objectives. **(5 MARKS)**
- b) Describe any three components of a strategic marketing plan. **(5 MARKS)**
- c) Illustrate how marketing plays a central role in strategic planning within an organization. **(5 MARKS)**

QUESTION THREE

- a) Explain the steps involved in conducting a competitor analysis, highlighting how an organization might approach it. **(5 MARKS)**
- b) Analyze the purpose and final product of competitor intelligence. **(5 MARKS)**
- c) Discuss how competitor information influences marketing decision-making. **(5 MARKS)**

QUESTION FOUR

- a) Differentiate between customer buying criteria and purchase patterns, using examples from the wellness industry. **(5 MARKS)**
- b) Explain how demographics influence strategic marketing decisions. **(5 MARKS)**
- c) Using an organization of your choice as an example, demonstrate how behavioral analysis can be applied to segment a market. **(5 MARKS)**

QUESTION FIVE

- a) Explain the key items analyzed during a market analysis, and relate them to industry cost structure and profitability. **(5 MARKS)**
- b) Explain the concept of Key Success Factors (KSFs) and their relevance to an organization of your choice. **(5 MARKS)**
- c) Outline how distribution channels and market trends should shape a company's strategic plan. **(5 MARKS)**

QUESTION SIX

- a) Compare and contrast Porter's Generic Strategies with Innovation Strategies. **(5 MARKS)**
- b) Describe how a company establishes strategic options and evaluates them in the decision-making process. **(5 MARKS)**
- c) Outline the four steps in the marketing control process and explain how they ensure strategic accountability. **(5 MARKS)**