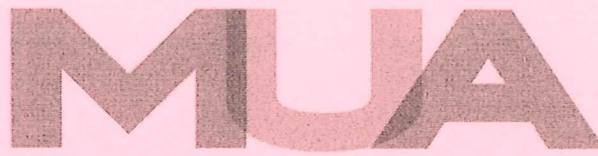


The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

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

MKT 402: INTERNATIONAL MARKETING

DATE: 4TH APRIL 2025

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:

VOTED THE BEST

In early 2004, Monta Hospital (Monta) was named the 'Best Small Company,' by the Nation magazine. Over many years, Monta adopted several innovative practices to emerge as the best privately managed hospital the region. The significant increase in the number of domestic patients in its care over the years led to many fold increase in its revenues. In January 1997, Monta shifted to its new facility located at the centre of Monta Island. Constructed at an estimated cost of \$110 Million (\$60 Million raised through offshore loans), the 12-floor building had 554 beds and 21 operation theatres. In the late 1990s, Monta participated in an international road show organized by the export promotion department of Thailand commerce ministry. It was around this time that Thailand began promoting medical tourism as an 'export' product - one which could earn valuable foreign currency for the country. Soon, Monta opened representative offices in Vietnam, Burma, Bangladesh and Cambodia. The offices provided assistance to foreigners, helping them to procure visas and make travel arrangements, and providing cost estimates to patients intending to get treated. They even coordinated arrangements for picking up and dropping off patients at Bangkok airport with the Monta hospital staff.

Sales representatives were sent to other Asian countries to create awareness and promote Monta. Monta had a western-style ambience in the hospital to woo foreign patients from the west. The lobby of the hospital resembled a five-star hotel, with a ceiling as high as two floors, teak pillars and plush sofas and armchairs. Attractive oriental carpets covered the marble floors, while flowering trees and shrubs were tastefully arranged around. Well-planned pricing was a major contributor to Monta's success. The healthcare costs at Monta were significantly cheaper than those at similar medical facilities at Hong Kong, Singapore and the US. By 1999, foreign patients accounted for 28% of its total customers compared to 11% before. In February 2003, Monta opened an outpatient pediatric centre, called Kids' Village. Constructed at an estimated cost of 20 mn Baht, the centre was the largest children's medical care center in Thailand. The center offered several medical services in a kid-

friendly environment as it was painted with blue skies, clouds, etc. and had colorful treatment rooms and an entrance center, to make kids feel relaxed. Having achieved this remarkable growth in its business resulting in significantly improved financial performance over the past five years, Monta's main challenge was to sustain this growth in future, especially in the light of tough competition from local players.

Required:

- a) Evaluate any five current global environment trends that could have influenced Monta's internationalization strategy. **(10 Marks)**
- b) Discuss any seven suitable strategies for Monta to enter foreign markets. **(7 Marks)**
- c) Examine both internal and external expansion strategies employed by Monta in achieving its remarkable growth **(8 Marks)**

QUESTION TWO

- a) Differentiate international trade from international marketing. **(8 Marks)**
- b) Evaluate how religion affect international marketing activities **(7 Marks)**

QUESTION THREE

- a) Discuss the problematic tasks of international marketing research. **(10 Marks)**
- b) Evaluate any 5 main factors which may cause an organization to modify its products when venturing abroad. **(5 Marks)**

QUESTION FOUR

- a) Multinationals find it more convenient to use intermediaries in foreign markets. Argue for and against the use of intermediaries in international marketing **(6 Marks)**
- b) Analyze the three levels of international marketing planning and the determinants of global market segmentation **(6 Marks)**
- c) Highlight the reasons why marketing planning may sometimes fail in international business **(3 Marks)**

QUESTION FIVE

- a) Evaluate the importance of Export Marketing to a country. (5 Marks)
- b) Discuss the various factors that affect international pricing decisions. (10 Marks)

QUESTION SIX

- a) Discuss how the changes in international markets may affect the nature of a multinational organization structure over time (7 Marks)
- b) Assess how any four main elements of promotional mix impact on the international marketing strategy (8 Marks)