

The
Management
University
of Africa



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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

MKT 314: MARKETING LOGISTICS

DATE: 31ST MARCH 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:

Kitepa Enterprises is a fast-growing retail distribution company based in Nairobi, Kenya. The company specializes in distributing fast-moving consumer goods (FMCGs) across East Africa, including Uganda, Tanzania, Rwanda, and South Sudan. Due to its aggressive market expansion strategy, Kitepa has significantly increased its product lines and geographical reach within the past two years.

Initially, the company relied on third-party logistics (3PL) providers to manage transport, warehousing, and cross-border operations. However, inconsistencies in delivery times, inaccurate order fulfillment, and growing customer dissatisfaction have raised red flags among senior management. The sales team reports that poor logistics execution is directly undermining marketing campaigns and damaging the company's brand promise of reliability and convenience.

Kitepa's logistics operations are currently fragmented. Inventory is tracked manually via spreadsheets, leading to delayed updates and limited visibility on stock levels. Regional managers have reported frequent stock-outs of key items and poor coordination between warehouses and retail outlets. Additionally, the company uses several intermediaries including clearing and forwarding agents, which further slows down its cross-border processes. In response to growing customer complaints, Kitepa has considered investing in a centralized ERP (Enterprise Resource Planning) system and establishing regional distribution hubs. However, the finance department is concerned about the capital investment and return on investment (ROI). The marketing department argues that customer loyalty will decline if the logistics experience doesn't improve immediately.

Meanwhile, the company is exploring the use of air cargo for urgent restocking and for supplying retailers in remote locations. However, senior logistics officers worry that over-reliance on air transport could inflate operational costs, especially without proper scheduling and volume planning. Some of the air freight providers have offered multimodal logistics packages, but Kitepa has not yet evaluated their viability.

Additionally, the company is under pressure to meet regional regulatory and compliance standards, particularly in customs clearance and product traceability. This has made the role of clearing agents more critical. The management is now evaluating whether to develop in-house capabilities or continue relying on external logistics service providers.

The CEO has asked each department to submit a comprehensive report on how their functions can contribute to transforming Kitepa into a competitive, logistics-driven brand. Your department has been asked to provide practical recommendations on the marketing logistics strategy, including personal selling, distribution decisions, customer service enhancement, and cost-effective transportation.

Required:

- a) Identify the major marketing logistics problems facing Kitepa Enterprises.
(5 MARKS)
- b) Apply the total cost approach to logistics to propose how Kitepa can balance service quality with cost efficiency.
(5 MARKS)
- c) Design a marketing logistics plan that includes supply chain partners, transport choices, and warehousing strategies to improve customer service.
(10 MARKS)
- d) What role can personal selling and distribution intermediaries play in improving the company's market coverage and customer satisfaction
(5 MARKS)

QUESTION TWO

- a) Explain how the interface between marketing and logistics creates competitive advantage for a company in the retail sector. **(5 MARKS)**
- b) You have been hired as a logistics advisor for a tea export company. Recommend a transportation mix that ensures freshness, cost efficiency, and timely delivery to Middle Eastern markets. Justify your choices. **(5 MARKS)**

- c) Using a real or imagined scenario, show how transport decisions directly influence the success of a marketing campaign. **(5 MARKS)**

QUESTION THREE

- a) Imagine you are launching a new smartphone brand in Kenya. Outline a distribution strategy using both direct and indirect channels. Explain your choice of channel intensity. **(5 MARKS)**
- b) Identify key supply chain management decisions a coffee exporter should make to enhance international competitiveness. **(5 MARKS)**
- c) Discuss how a business can use supply chain coordination to reduce lead times and improve customer service. Use a case or product example. **(5 MARKS)**

QUESTION FOUR

- a) As a logistics manager in a pharmaceutical company, design a customer service model that includes value-added services to retain hospitals and pharmacies as clients. **(5 MARKS)**
- b) Evaluate how inventory procedures and warehouse layout can impact service levels in an online retail business. **(5 MARKS)**
- c) Explain how logistics professionals can measure and improve the performance of customer service in a fast-paced industry like food delivery. **(5 MARKS)**

QUESTION FIVE

- a) A Kenyan exporter of textiles wants to enter the European market. Outline key UN conventions and international shipping practices they should understand. **(5 MARKS)**
- b) Describe the role of clearing and forwarding agents, brokers, and freight forwarders in ensuring seamless cross-border trade. Use examples. **(5 MARKS)**

- c) Analyze the relevance of multimodal logistics for delivering perishable goods across East African countries. **(5 MARKS)**

QUESTION SIX

- a) A flower export company is shifting to air freight to meet tight delivery windows in Europe. Recommend an air cargo system strategy, including scheduling and domestic handling. **(5 MARKS)**
- b) Compare the total cost approach to traditional cost-cutting methods in logistics management. Why is the total cost model better for long-term customer satisfaction. **(5 MARKS)**
- c) Discuss emerging trends in warehousing and inventory management (e.g., automation, smart inventory systems) and how they influence marketing logistics strategies. **(5 MARKS)**