

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

MKT 200: MARKETING MANAGEMENT

DATE: 2ND 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:

A CASE STUDY OF ZARA

Zara's agility in responding to fashion trends presents numerous opportunities for the brand to further enhance its market position. Let's explore some of these opportunities. Zara's high frequency of customer visits, averaging 17 times per year, demonstrates the effectiveness of its rapid delivery cycle. With the ability to create and capitalize on trends within just two to three weeks, Zara has the opportunity to further shorten these cycles, staying ahead of competitors and meeting evolving consumer preferences swiftly.

Leveraging AI technology enables Zara to gather and analyze customer data, facilitating personalized recommendations and experiences. By harnessing this technology effectively, Zara can enhance customer engagement and loyalty, ultimately driving sales and revenue growth. With a growing demand for sustainable and environmentally friendly products, particularly among Millennials and Gen Z consumers, Zara has the opportunity to address this expanding market segment. By integrating sustainable practices into its operations and offering eco-friendly product lines, Zara can attract and retain environmentally conscious consumers.

The booming resale market presents an opportunity for Zara to capitalize on the trend towards circular fashion and reduce waste. By implementing a resale platform within its existing infrastructure, Zara can cater to customers' desire for more sustainable consumption while also generating additional revenue. Influencer marketing has proven to be highly effective in promoting lifestyle brands like Zara. By partnering with influencers and leveraging social media platforms, Zara can reach a wider audience and drive engagement with its target market. Investing in influencer marketing

initiatives, such as collaborative campaigns with micro-influencers, can further enhance Zara's brand visibility and appeal.

In the final part of Zara's SWOT analysis, we'll explore some of the challenges the brand may encounter. While traditional competitors like H&M remain a significant threat, Zara now faces increasing competition from online-based rivals, adding to its concerns. Emerging players like Shein, a prominent online fast-fashion retailer based in China, pose a significant threat to Zara. Shein's rapid growth, evidenced by its 10.3 million app downloads compared to Zara's 2 million, highlights the intense competition Zara faces in the digital realm.

Zara's fast-fashion model, offering trendy clothing at affordable prices, is facing intense price competition from competitors seeking to undercut its market share. While Zara's brand loyalty is strong, pricing battles could erode its competitive edge. The global pandemic severely impacted Zara's operations, with Inditex reporting a 44% decline in revenue in the first quarter of 2020. The closure of 88% of its stores due to lockdown measures significantly contributed to the revenue downturn, highlighting the brand's vulnerability to external shocks. Zara's operations in Spain were heavily affected by government-imposed lockdowns during the pandemic. With restrictions potentially resurfacing in regions like Europe and India amid concerns of a third wave, Zara may face further disruptions to its manufacturing and distribution operations, impacting its ability to meet consumer demand

In conclusion, Zara has emerged as a dominant force in the fashion industry, with its founder ranking as the wealthiest individual in Spain. The company's success can be attributed to strategic decision-making and adaptability, which have laid a solid foundation for growth. While Zara's current strategies have proven effective, it is imperative for the company to continuously evolve in response to changing market dynamics. Introducing strategic changes and refining objectives will be essential to sustaining growth and maintaining excellence. However, it is advisable for Zara to

approach strategic changes cautiously and not implement them all at once. Instead, a phased approach, where changes are introduced gradually and responses are carefully analyzed, would be more prudent. Thorough evaluation of circumstances should precede the implementation of any decision to ensure its effectiveness

(Source: Carmen Lopez, 2009, internationalization of Spanish fashion brand Zara)

Required:

- a) From the case, highlight six factors that can influence the pricing in Zara as it goes global

(6 marks)

- b) Distinguish any four bases of market segmentation that Zara can use in the market.

(8 marks)

- c) Argue any three objectives for promotion that Zara can target in the market.

(6 marks)

- d) Describe five stages of product lifecycle that products of Zara are expected to go through in their lifetime.

(5 marks)

QUESTION TWO

- a) Identify and explain any four major marketing themes due to changes in marketing environment

(8 marks)

- b) Explain the concept of marketing research and any five forms of marketing research

(7 marks)

QUESTION THREE

- a) Explain four importance of customer satisfaction in marketing management

(9 marks)

- b) Compare and contrast Freud's Theory of Motivation from Maslow's Theory of motivation

(6 marks)

QUESTION FOUR

- a) Examine four forms of intermediaries in marketing management **(9 marks)**

- b) Identify and explain three requirements for an effective market segmentation

(6 Marks)

QUESTION FIVE

- a) Using local examples examine Four stages of environmental scanning **(8 marks)**

- b) Argue three distribution strategies. **(7 marks)**

QUESTION SIX

- a) Describe the stages involved in consumer buying process **(10 marks)**
- b) Discuss five objectives of pricing in marketing management **(5 marks)**