The Management University of Africa

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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

MKT 501: MARKETING COMMUNICATION

DATE: 30TH JULY 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory.**
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 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:

UNILEVER KENYA LTD

Unilever Kenya Ltd, a subsidiary of the global consumer goods giant Unilever PLC, has long been known for its dominance in the Kenyan home-care and personal-care markets. With flagship detergent brands such as OMO and Sunlight, the company has historically captured significant market share. However, growing concerns around environmental sustainability, climate change, and consumer health awareness are reshaping consumer expectations. Shoppers are becoming more conscious of the environmental impact of the products they buy, and multinational corporations are under increasing pressure to demonstrate corporate responsibility.

In response, Unilever Kenya is preparing to launch a new eco-friendly detergent brand called “GreenWash.” Unlike conventional detergents, GreenWash is formulated from biodegradable ingredients, free from harsh chemicals, and designed to be safe for both users and the environment.

Its packaging will be made from 100% recyclable materials, with minimal use of plastics. The pricing strategy positions GreenWash competitively to appeal to both the middle-income segment and the growing niche of environmentally conscious consumers. Despite its strong reputation, Unilever faces significant challenges with this launch. The detergent market in Kenya is already highly saturated with powerful competitors such as Ariel (Procter & Gamble), Sunlight, and OMO (Unilever’s own brand). These brands enjoy deep-rooted customer loyalty, strong distribution networks, and consistent brand recall through aggressive advertising. Consumers are familiar with these brands and may be reluctant to switch to a new product, even if it is marketed as eco-friendly.

Another critical challenge lies in consumer awareness and perception. While environmental sustainability is an emerging global concern, many Kenyan consumers still prioritize price, cleaning efficiency, and convenience over eco-friendly attributes. There is also a general skepticism towards multinational corporations engaging in what is often perceived as “greenwashing”—the practice of marketing products as environmentally friendly without genuine commitment to sustainability. Overcoming these perceptions is essential for GreenWash to gain acceptance. To address these barriers, Unilever’s marketing team has proposed a comprehensive Integrated Marketing Communications (IMC) strategy.

The campaign will use a combination of traditional and digital media to ensure message consistency and broad reach. Social media advertising will target younger, urban consumers who are increasingly active online and more receptive to eco-conscious messaging. Television commercials will reinforce the brand’s cleaning efficiency and environmental promise to mass audiences. The company will also sponsor community clean-up events and partner with environmental NGOs, thereby enhancing brand credibility and demonstrating tangible commitment to sustainability. Additionally, point-of-sale promotions and experiential marketing campaigns in supermarkets will allow consumers to engage with the product directly.

However, marketing clutter in Kenya poses another challenge. With numerous brands advertising aggressively across television, radio, and social media, it is easy for messages to be lost in the noise. Consumers are constantly bombarded with promotional content, leading to short attention spans and reduced ad effectiveness. The marketing team must therefore craft a creative, distinctive, and authentic communication strategy to cut through this clutter and establish GreenWash as both an effective detergent and a responsible brand.

Required:

a) Evaluate using examples, the functions of marketing communications that Unilever should prioritize in the GreenWash campaign**.**

(7 Marks)

b) Examine critical the steps in developing effective communication that the company should follow to launch the new brand. **(8 Marks)**

c) Analyze how Integrated Marketing Communications (IMC) can help Unilever overcome communication barriers and build GreenWash into a strong brand.

(10 Marks)

d) Discuss any five possible barriers to communication in this campaign and suggest strategies to overcome them. **(5 Marks)**

QUESTION TWO

a) "Integrated Marketing Communication (IMC) is built on the principle of delivering a consistent message across all marketing channels. In today's fragmented media environment, customers are exposed to thousands of messages daily. To be effective, organizations must integrate traditional media, digital platforms, and experiential marketing into a single, coherent brand voice."

Based on this comprehension, discuss four reasons why a consistent IMC message is important for a brand. **(8 Marks)**

b) Using examples, explain how digital platforms have transformed marketing communication strategies. **(7 Marks)**

QUESTION THREE

a) Critically analyze the role of segmentation, targeting, and positioning (STP) in developing a marketing communication strategy.
(9 Marks)

b) Evaluate the impact of message appeals (emotional vs. rational) in marketing communications.
(6 Marks)

QUESTION FOUR

a) Identify and briefly explain five key elements of a creative strategy in marketing communications.
(5 Marks)

b) Suggest five strategies organizations can use to evaluate the effectiveness of their marketing communication campaigns.
(5 Marks)

c) Critically evaluate the ethical challenges organizations face in marketing communications and suggest practical strategies to address them. Use examples to support your answer.
(5 Marks)