



Entry Exam

October 5th, 2010

First & Last Name (in capitals)	Student Identification Number
<input type="checkbox"/> Bachelor Student	<input type="checkbox"/> Magister Student
Do you have practical experience from abroad? (e.g. exchange semester, internship, language studies)	
<input type="checkbox"/> Yes, (please specify) _____	
<input type="checkbox"/> No	

You have 60 minutes time to complete the exam.

Part I

This section contains questions based on marketing basics. The section has a maximum of 40 points.

Part II

This section contains questions based on the articles in the reader. The section has a maximum of 60 points.

Maximum points: Indicated separately for each question.

Please take effort to **use appropriate business terminology** and **make your answers readable**.

Good luck!



Part I

1. Brands vary in the amount of power and value in the marketplace. Some brands are not known by most buyers, others have e.g. a fairly high degree of brand awareness.
 - a) What is brand equity? Define the term briefly and distinguish it from a similar concept: brand valuation. (6 points)

- b) List four competitive advantages that brand equity can provide and give one example for each advantage. (4 points)



2. One of the price-adaptation strategies is product-mix pricing. Name and provide a description of five situations involving product-mix pricing and a business-life example for each of these situations. (10 points)

<i>Price-adaptation strategy</i>	<i>Description</i>	<i>An example</i>
1.		
2.		
3.		
4.		
5.		



3. a) After production, goods still have to reach the target consumer. What are marketing channels? Provide a definition and give two real-life examples. (2 points)

- b) In managing its intermediaries a firm must decide whether to choose push or pull marketing. What do these strategies mean (briefly explain) and under which circumstances are they most appropriate? (8 points)



4. a) Marketing communications are the means by which firms attempt to inform, persuade and remind consumers about the products and brands that they sell. Name the six communication tools used in the marketing communications mix. For four of them indicate one unique characteristic. (5 points)

b) Sales promotion is a key ingredient in marketing campaigns and offers an incentive to buy. Name five consumer promotion tools and give a brief explanation of each of them. (5 Points)



Part II

5. a) Which are the three convergences according to Brugmann and Prahalad (2007) that Corporate Social Responsibility created in its early (be-responsible) stage between nongovernmental organizations (NGOs) and companies? List them and describe them briefly. (6 points)

- b) Based on Brugmann and Prahalad (2007), list two challenges and two innovative responses of both corporations and NGOs in finding a common ground for social responsibility. (4 points)



6. In the past decade Global Account Management (GAM) programs have proliferated. Yip & Bink (2007) suggest that if conditions are appropriate, instituting such a program is a necessity for suppliers.

a) Describe briefly the term GAM as defined by Yip & Bink (2007) and the driving force behind it. (2 points)

b) List the four criteria companies can use in order to determine if GAM is appropriate for them. Describe briefly each criterion. (8 points)



7. Hamel (2006) has listed guidelines for becoming a management innovator, the advantages it may bring and described the elements required.

a) How does he define management innovation? List six important innovations that shaped modern management mentioned in the article. (5 points)

b) Hamel (2006) has listed four core elements of management innovation, which must be included in a systematic process for producing bold management breakthroughs. “Deconstruction of management orthodoxies” is one of these steps. Explain how this can be done and how Google has carried out this step (mentioned in the article). (5 points)



8. Arnold (2000) has suggested seven rules of international distribution.

- a) Explain these seven steps of the recommended multinational-distributor partnership strategy. Please use the abbreviation MNC for Multinational Corporation. (7 points)**

- b) Which 3 issues usually come up when managers of multinationals are asked what went wrong regarding the multinational-distributor partnership? (3 points)**



9. Briefly explain the 3 different positioning strategies described by Moon (2005). They can be used either to rescue products foundering in the maturity phase of their life cycles and return them to the growth phase, or to introduce them to the market. Indicate the categories that are best suited for the discussed positioning strategies and explain why. (10 points)

<i>Positioning Strategy</i>	<i>Description</i>	<i>Best suited category</i>	<i>Explanation</i>
1.			
2.			
3.			



10. a) Awareness of the five forces can help a company understand the structure of its industry and stake out a position that is more profitable and less vulnerable to attack. Briefly name and explain the five forces described by Porter (2008). (7,5 points)

- b) Explain in one sentence what entry barriers are (in the context of Porter's competitive Forces (2008)) and list three major sources of entry barriers. (2,5 points)