



**MANICALAND STATE UNIVERSITY  
OF  
APPLIED SCIENCES**

**FACULTY OF AGRIBUSINESS AND COMMERCE**

**Department of Business Management**

**BRAND MANAGEMENT**

**MODULE CODE: HMM 227**

**SESSIONAL EXAMINATIONS**

**SEPT/OCT 2021**

**DURATION: 3 HOURS**

**EXAMINER: MR F MAKUDZA**

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***INSTRUCTIONS***

- 1. Answer all questions in Section A and any three questions in Section B.*
- 2. Section A carries 40 marks whilst Section B carries 60 marks.*
- 3. Total marks 100.*
- 4. Credit will be given for appropriate use of examples.*

## SECTION A: COMPULSORY

*(Answer all questions in this section. Section A carries 40 marks)*

### Question 1:

#### **CASE STUDY: Brand proliferation in the smart phone industry**

The Gtel Zimbabwe brand has been affected negatively by intense and aggressive competition in the industry. This problem is mainly attributed to globalization and international branding which has seen international brands such as Nokia, Samsung, Sony, LG, Apple, Huawei and Blackberry gaining brand preference. More recently, Itel and Techno brands have over taken the Zimbabwean and African mobile market share by a storm.

These days it seems everywhere you go you will come across someone holding an Itel phone in Zimbabwe. The Techno brand, while big in other African countries is not nearly as ubiquitous as Itel in Zimbabwe but both brands are now bigger than Samsung which used to be the market leader of smartphones in most African countries including Zimbabwe. If the trend continues Itel will become a bigger brand as big as Nokia was during the pre-smartphone era. Everyone had a Nokia phone. Itel positions itself as a high-quality product for the lower-end of the market.

This fierce competition has seen Gtel losing market share and sales due to customers switching to other brands. The internal company journal shows that customer database used to increase annually but the past four years have recorded a downfall with 2020 recording the worst figure, showing that there were a few new customers and an insignificant number of repeat purchases to boost overall sales of Gtel brands. The company has a daily target for each branch to sell 10 phones on

credit and 5 phones on cash basis but these targets have hardly been met.

Gtel has put several measures to curb its brand degradation and continual loss in market share. Amongst these measures is sales promotions courtesy of network providers such as Telecel and Netone. They also do swap and top method to retain customers who have damaged phones they have no spares for but all these strategies are yielding insignificant results.

***Source: Adapted from Muzadzi (2021) and Technozim (2021)***

**Required;**

- a) In relation to the case study, demonstrate your understanding of the following branding terms:
- i) Brand proliferation (3 Marks)
  - ii) Brand preference (3 Marks)
  - iii) Brand degradation (3 Marks)
- b) To what extent do you think that Itel's brand positioning strategy was effective to gain entry into an already flooded market of smartphone brands? (6 Marks)
- c) Advise Gtel, on branding strategies it could apply to hedge against competition from newly introduced brands in Zimbabwe? (10 Marks)
- d) As a consultant in branding, suggest steps to reposition the Gtel brand in Zimbabwe. (15 Marks)

**[Total 40 Marks]**

## SECTION B

*(Answer any 3 questions from this section. Each question carries 20 marks)*

### Question 2

- a) Advise a young aspiring politician on the key guidelines for managing his person brand. (10 Marks)
- b) Further to that, inform him on the branding challenges that he is likely to face as he manages his person brand as a politician. (10 Marks)

**[Total 20 Marks]**

### Question 3

In a meeting, a junior sales officer argues that the company was wasting a lot of money in brand awareness campaigns. He argues that customers prefer a quality product. Therefore, instead of investing in general brand awareness campaigns, the company should focus on improving the quality of its products.

Your director looks at you, as the brand manager, to offer a satisfying response. Relate your response to the arguments raised by the junior sales officer.

**[20 Marks]**

### Question 4

XYZ is a newly introduced brand of soft drinks. The owners of the product know very well that the product is averageness in quality yet they are confident that with a good branding strategy the product will compete against high quality soft drinks in the high-end market. They are self-assured that branding of XYZ will help them to gain high levels of brand equity in no time. The company contracts you to act as the brand manager for the product.

a) Discuss the notion that for as long as XYZ is well branded, averageness in quality does not affect its competitiveness in the high-end market.

(5 Marks)

b) With the aid of any one (1) brand equity model, discuss how XYZ may be branded to augment brand equity.

(15 Marks)

**[20 Marks]**

### **Question 5**

With reference to a brand of your own choice, discuss the applicability of the Kapferers' brand identity prism.

**[20 Marks]**

### **Question 6**

Tonderai wants to open his fast-food restaurant business in Mutare town. He has all the resources to start his business, but lacks the branding knowledge to develop a strong, attractive and professional brand. He approaches you for help.

a) Using logical justifications, advise Tonderai on the brand elements that he may use for his fast-food restaurant.

(15 Marks)

b) Further to that, apply the marketing colour psychology to the brand of Tonderai through the suggestion and justification of a perfect blend of colours for his brand.

(5 Marks)

**[Total 20 Marks]**

**END OF EXAM**