

The exam consists out of 2 parts. Please refer to the instructions for each part. Both parts are worth 30 points. The total number of points that can be achieved is 60. Please use the specified points per question as an indication how much time you should spend on the question.

Part 1 - Multiple Choice Questions. (30 points – 1.5 points for each question)

1. Marketing should be seen as which of the following?
 - a. An organization wide function
 - b. A sales function
 - c. A marketing department function
 - d. A customer service function
2. When a company seeks to make purchasing easier for their customers by simplifying the order process they try to increase customer value by _____?
 - a. decreasing monetary sacrifice
 - b. improving relational quality
 - c. lowering time and energy to make the purchase
 - d. reducing psychological barriers to purchase
3. What is a reason when companies decide not to do marketing research?
 - a. The cost of a making a wrong decision is lower than the research cost.
 - b. They follow an innovation strategy which cannot be tested.
 - c. They believe that the results are not useful.
 - d. They have not the know-how for conducting representative surveys.
4. In Michael Porter's Five Forces model substitute product or service is?
 - a. An alternative way of meeting the same need
 - b. A less attractive way of meeting the same need
 - c. A new entrant into the industry
 - d. A competitor's product or service
5. Which of the following is the correct order of the product life cycle?
 - a. Growth, Expansion, Maturity, Decline
 - b. Expansion, Introduction, Maturity, Decline
 - c. Growth, Expansion, Decline, Maturity
 - d. Introduction, Growth, Maturity, Decline
 - e. Introduction, Growth, Decline, Maturity
6. According to the Information Processing Model, which memory store has the largest capacity but shortest duration?
 - a. Sensory Memory
 - b. Short-Term Memory
 - c. Working Memory
 - d. Long-Term Memory
7. What is an example of social forces that have implications for marketing?
 - a. changes in the demographic profile of the population
 - b. social responsibility and marketing ethics
 - c. economic cycles like the financial crisis
 - d. natural disasters, such as hurricanes, floods,...

8. The buying behavior is influenced by the buying situation, personal and social influences. Which is not an element of personal influences?
 - a. Information processing
 - b. Motivation
 - c. Beliefs and attitudes
 - d. Personality
 - e. Lifestyle
 - f. Culture
9. When Burger King targets children, teens, adults, and seniors with different ads and media, it is practicing _____ segmentation.
 - a. geographic
 - b. age and life cycle
 - c. psychographic
 - d. behavioral
 - e. usage rate
10. Colgate toothpaste offers a number of sub-brands such as Colgate Max Fresh, Cavity Protection, and Sparkling white. What type of segmentation criteria does Colgate use for their branding strategy?
 - a. Lifestyle segmentation
 - b. Benefit segmentation
 - c. Usage segmentation
 - d. Purchase behavior segmentation
11. Usage rate, brand loyalty, and readiness stage fall under which segmentation base?
 - a. Psychographic
 - b. Behavioral
 - c. Demographic
 - d. Benefit-based
12. When the researcher actively collects data through group discussions and depth interviews with respondents, this is called which of the following?
 - a. Quantitative Research
 - b. Exploratory Research
 - c. Respondent Research
 - d. Collective Research
13. When, for the development of the new Gillette Fusion razor line, P&G was observing men in their bathrooms how they were shaving P&G was employing:
 - a. ethnographic research
 - b. descriptive research
 - c. neuro scientific research
 - d. causal research

14. A retail chain wants to estimate average monthly spending of its customers. Due to time constraints, it selects customers visiting stores on weekends. The PRIMARY limitation of this sampling method is?
 - a. High cost
 - b. Sampling frame error
 - c. Lack of representativeness
 - d. Large sample size requirements
15. What is the purpose of segmentation?
 - a. To identify differences in behavior that have implications for marketing decisions
 - b. To target segments that are not targeted by competitors
 - c. To target segments which match our product/service attributes
 - d. To target and identify segments which are not catered for at all
16. Which of the following is a useful tool for determining the position of a brand in the marketplace?
 - a. Perceptual map
 - b. Mind map
 - c. Segmentation map
 - d. Psychographic map
17. A fast-food chain tests two different price levels in similar markets to study their effect on sales. This research is classified as:
 - a. Descriptive research
 - b. Exploratory research
 - c. Causal research
 - d. Observational research
18. An airline monitors competitors' prices daily and adjusts its fares accordingly to avoid losing customers. This pricing approach is best described as:
 - a. Cost-plus pricing
 - b. Value-based pricing
 - c. Competition-based pricing
 - d. Psychological pricing
19. This is a group of people in the process of diffusion who enjoy being at the leading edge of innovation and buy into new products at an early stage:
 - a. Late majority
 - b. Early adopter
 - c. Early majority
 - d. Laggards
 - e. Earlybirds
20. Which of the following is not a unique characteristic of services?
 - a. Conditionality
 - b. Intangibility
 - c. Variability
 - d. Inseparability
 - e. Perishability

Part 2 – Short Answer Questions (60 points – 30 points for each question)

You need to answer 2 of out of the 3 questions to achieve the total amount of 60 points for this part. If you answer more than 2 questions, the first 2 will count. Clearly indicate by the question number which question you are answering.

General remark: The use of tables and graphs to structure/illustrate your answer is strongly recommended. In addition, make use of headings, subheadings and underline important points.

Question 1

Critically evaluate the usefulness of the Kano Model as a tool for understanding customer needs and informing marketing strategy. (30 points) In your answer, you should:

- a) Explain the key components of the Kano Model **(10 points)**
- b) Discuss how the model can be applied to product development and marketing decision-making **(8 points)**
- c) Use examples from real organizations or industries to support your answer **(7 points)**
- d) Identify limitations of the Kano Model in contemporary markets **(5 points)**

Question 2 (30 points)

Sunshine GmbH manufactures alternative heating systems. The company has recently secured a patent for a revolutionary heating technology developed in Scandinavia that consumes only one-fifth of the energy required by conventional systems. Management plans to introduce this innovation to the market under the brand name “**Skandisun**.” To determine the most appropriate go-to-market strategy, management must make several distribution-related decisions.

- a) Before selecting distribution channels, Sunshine GmbH must analyse the product, the company, the market, and the competitive environment. **Explain which key considerations should be taken into account in each of these four areas when choosing suitable distribution channels for Skandisun (8 points).**
- b) In designing the distribution system, Sunshine GmbH must define the **vertical** and **horizontal structure** of the sales channel. Explain what is meant by vertical and horizontal channel structure in this context **(6 points).**
- c) One option under discussion is **direct distribution**. **Explain what direct sales would involve for Skandisun and analyse the main advantages and disadvantages** of this approach for Sunshine GmbH **(6 points).**
- d) As an alternative, Sunshine GmbH is considering **indirect distribution** via intermediaries. **Discuss the advantages and disadvantages of distributing Skandisun via retailers and wholesalers (6 points).**
- e) Another option is a **multi-channel distribution system**. **Explain what a multi-channel approach would entail for Skandisun and outline its potential benefits and challenges (4 points).**

Question 3 - Product Portfolio Analysis (30 Points)

The table below shows part of the product portfolio of The Coca-Cola Company.

Product Category	Product Line	Product Variants
Cola Beverages	Coca-Cola	Original, Zero Sugar, Diet, Caffeine-Free, Vanilla, Cherry
Fruit Juices	Minute Maid	Orange, Apple, Mango, Mixed Fruit
	Simply	Simply Orange (Pulp / No Pulp), Simply Apple
Sports & Energy Drinks	Powerade	Mountain Berry Blast, Fruit Punch, Zero Sugar
	Monster Energy	Original, Ultra, Mango Loco, Zero Sugar
Bottled Water	Dasani	Still, Sparkling, Lime-Flavored
	Smartwater	Still, Alkaline, Flavored
Ready-to-Drink Tea & Coffee	Fuze Tea	Lemon, Peach, Green Tea
	Costa Coffee (RTD)	Latte, Cappuccino, Americano
Flavored & Specialty Drinks	Sprite	Original, Zero Sugar, Lemon-Lime
	Fanta	Orange, Grape, Strawberry, Pineapple

Questions

- Define product width (2 points) Identify the product width of The Coca-Cola Company. (2 points)
- Define product length. (2 points) Calculate the product length of The Coca-Cola Company. Describe your calculation. (3 points)
- Define product depth. (2 points) Using one product line from the table, explain the product depth with an example. (3 points)
- Define product mix consistency. (3 points) Evaluate the consistency of The Coca-Cola Company's product mix using evidence. (5 points)
- Identify and explain two growth opportunities for The Coca-Cola Company based on its current product portfolio. (8 points)