

0021

THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/
PUBLIC ADMINISTRATION
LEVEL: 9
MMP9408 MARKETING MANAGEMENT
FINAL EXAMINATION 2024/2025
DURATION THREE (03) HOURS



DATE: 23.02.2025

TOTAL MARKS: 100

TIME: 09.30AM -12 .30PM

Important Instructions

- Section A is compulsory.
 - Select and answer Three (3) questions from Section B
 - In total, students must answer Four (4) questions
 - Marks for each question are indicated at the end.
 - All the workings should be shown clearly.
 - Begin each answer on a new page.
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Section A: Compulsory

Q 01: Read the case study below and answer the questions that follow

Dilmah's Journey: Reinventing Ceylon Tea for the Modern Consumer

Dilmah, one of Sri Lanka's most iconic tea brands, has built its reputation on quality, authenticity, and ethical tea production. Founded by Merrill J. Fernando, Dilmah introduced the concept of "Single Origin Tea," differentiating itself from multinational competitors who blend teas from multiple countries. Over the decades, Dilmah has successfully positioned itself as a premium tea brand with a strong commitment to sustainability and ethical sourcing.

Despite its success, the global tea market is evolving. Consumers, particularly the younger generations, are shifting their preferences toward health-focused beverages, specialty teas, and convenient ready-to-drink (RTD) options. Additionally, the rise of coffee culture and alternative beverages poses a challenge to traditional tea consumption patterns.

To maintain relevance in a dynamic market, Dilmah has undertaken several strategic initiatives. The company has expanded its product portfolio to include herbal infusions, wellness teas, and innovative blends that cater to health-conscious consumers. Furthermore,

Dilmah has embraced digital transformation, leveraging e-commerce, social media marketing, and direct-to-consumer strategies to engage with modern tea drinkers.

However, Dilmah faces several key challenges. Competing with multinational brands that have larger marketing budgets and global distribution networks remains a significant hurdle. Additionally, shifting consumer preferences require continuous innovation in product development and branding. The brand must also navigate the complexities of sustainability commitments while maintaining profitability.

Given these challenges and opportunities, how should Dilmah refine its segmentation, targeting, and positioning strategies to sustain growth? Should it focus on premiumization, mass-market expansion, or niche health-oriented segments? How can it further differentiate itself in an increasingly competitive landscape?

(Reference: Industry Reports on Sri Lankan Tea Market, 2023)

Case Questions:

a) Analyze Dilmah's segmentation strategy. What consumer groups is it targeting, and how effective is this strategy? Explain.

(10 Marks)

b) Evaluate Dilmah's position in the market. How does it differentiate itself from competitors? Explain.

(10 Marks)

c) What are the key challenges Dilmah faces in sustaining its market growth? Suggest strategic solutions with proper justification/s.

(10 Marks)

d) Propose three innovative marketing strategies that Dilmah can implement to expand its customer base in Sri Lanka and internationally. Justify your recommendations.

(10 Marks)

(Total 40 Marks)

Section B

Select and Answer Three (3) Questions from Section B

Q 02:

The marketing environment refers to the factors and forces that influence a company's ability to develop and maintain successful relationships with its target customers. In Sri Lanka, businesses must navigate various elements within the marketing environment, including cultural, economic, political, and technological factors, to adapt their strategies effectively. Understanding the marketing environment helps companies create strategies that respond to external opportunities and threats while leveraging internal strengths.

- a) Explain three key factors that influence consumer behavior in Sri Lanka today, with an example from a leading fashion brand. (10 Marks)
- b) Suggest how a company can adjust its marketing strategies to align with these behavioral changes. (10 Marks)

(Total 20 Marks)

Q 03.

Marketing analytics and information enables businesses to make data-driven decisions, optimize marketing performance, and improve customer satisfaction. In Sri Lanka, businesses leverage analytics to gain insights into consumer behavior, market trends, and campaign effectiveness.

- a) Discuss the significance of marketing analytics and how businesses can use it to drive strategic decision-making. (10 Marks)
- b) Provide an example of a Sri Lankan company successfully utilizing marketing analytics and explain its impact. (10 Marks)

(Total 20 Marks)

Q 04.

Consumer behavior is continuously evolving due to economic conditions, technological advancements, and shifting cultural influences. Businesses must adapt their marketing strategies to meet changing consumer expectations and preferences.

- a) Explain three key factors that influence consumer behavior in Sri Lanka today, with an example from a leading fashion brand. (10 Marks)
- b) Suggest how a company can adjust its marketing strategies to align with these behavioral changes. (10 Marks)

(Total 20 Marks)

Q 05.

Sustainability has become a crucial aspect of modern business strategies. Sri Lankan companies are increasingly incorporating sustainable marketing practices to enhance brand reputation and meet consumer expectations.

- a) Define sustainable marketing and its importance in today's business environment. (10 Marks)
- b) Provide examples of Sri Lankan companies implementing sustainable marketing practices and analyze their effectiveness. (10 Marks)

(Total 20 Marks)

-All Right Reserved-