THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
BMSHONS IN MARKETING MANAGEMENT
MMU6406- INTERNATIONAL MARKETING
ACADEMIC YEAR – 2024/2025
FINAL EXAMINATION
DURATION – THREE (03) HOURS

23 NOV 2025
Galle Study Centre

**DATE:23.11.2025** **Total Marks:100** **TIME: 9.30 A.M. – 12.30 P.M**

- Answer Question 01 in **Section A** and **Any 3 questions** from **Section B.**
- All questions carry equal marks.
- Each question should be started on a new page.

## Section A- Compulsory

**Q01: Read the following Case and answer the questions given at the end of the case.**

Spa Ceylon, started in 2009 by brothers Shiwantha Dias and Shalin Balasuriya, is now the world's largest luxury Ayurveda wellness brand, with more than 140 stores in 33 countries. The brand mixes traditional Ayurvedic knowledge with the beauty of old Ceylon, offering spa products and treatments that refresh the body, mind, and soul. Spa Ceylon is known for ethical sourcing, cruelty-free products, and sustainable practices, which has helped it become a respected Sri Lankan brand worldwide. In 2025, the company planned to expand into the United Arab Emirates (UAE) and China, aiming at fast-growing luxury wellness markets. The UAE has a strong market for alternative medicine and wellness tourism, supported by a diverse population and government programs. In China, Spa Ceylon plans to use a digital-first strategy through the online platform T-Mall, reaching many tech-savvy consumers while also offering offline experiences.

A big part of Spa Ceylon's success comes from its ethical and community-focused approach. For example, the company supports local families in Kalpitiya through aloe vera farming, giving women income opportunities and helping communities grow. Entering new markets is not easy, as the company must adapt to different cultures, face competition, follow local rules, and adjust its digital marketing. However, by combining Sri Lankan heritage, ethical practices, and creative marketing, Spa Ceylon is strong in the international luxury wellness market. Its expansion into the UAE and China shows how a Sri Lankan brand can mix traditional values with modern strategies, using sustainability, digital innovation, and cultural authenticity to build a strong global reputation.

*Source: https://www.lankatalks.com/post/spa-ceylon-clinches-coveted-global-win-in-the-uk. https://www.dailymirror.lk/business-news/Spa-Ceylon-to-enter-lucrative-UAE-Chinese-markets-next-month/273-311127.*



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a. Suggest a suitable segmentation, targeting and positioning strategy for Spa Ceylon to attract customers in UAE and China, using examples? (10 Marks)

b. Explain how cultural differences and consumer habits in different countries may affect Spa Ceylon's marketing strategies and brand communication?

(15 Marks)

**(25 Marks)**

## Section B

**Select and Answer 3 Questions from Section B**

**Q02:**

(a). Discuss the differences between standardization and adaptation strategies in international marketing. (10 Marks)

(b). King-COCO is planning to introduce a new King coconut product in an international market. The Marketing Manager has asked the research unit to conduct a study before the launch. Discuss the importance of conducting market research before entering an international market and support your answer with suitable examples.

(15 Marks)

**(25 Marks)**

**Q03:**

(a). Identify three (3) Managerial Issues in Global Pricing (09 Marks)

(b). Franchising is one of the entry modes into international markets. Explain the roles of the franchiser and the franchisee and support your answer with suitable examples.

(16 Marks)

**(25 Marks)**

**Q04:** Identify and explain **five global product and promotion strategies,** supporting your answer with real-world examples.

**(25 Marks)**



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**Q05: Write short notes on the following (5 marks each).**

a. Letter of Credit (L/C)

b. Certificate of Origin (COO)

c. Economic Environment

d. Multi-National Corporations (MNC)

e. International Monetary Fund (IMF)

**(25 Marks)**

**(Total 100 Marks)**

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