THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
BMSHONS IN MARKETING MANAGEMENT
MMU6403 STRATEGIC MARKETING MANAGEMENT
FINAL EXAMINATION – 2025 / 2026
DURATION – THREE (03) HOURS

DATE: 13th JUNE 2026 *TIME: 01.30 pm – 04.30 pm*

INSTRUCTIONS:

- **PART 1 consists of a Compulsory case study carrying 40 marks.**
- **PART 2 consists of 4 questions. Each question carries 20 marks. You are required to answer Any Three (3) questions (60 marks in total).**
- **Marks have been mentioned at the end of each question.**
- **Start each answer on a new page.**

PART 1: Compulsory Case Study (40 Marks)

Question 01. Case Study

Dialog Axiata PLC – Navigating Strategic Transformation in Sri Lanka's Digital Economy

Dialog Axiata PLC has long been recognized as Sri Lanka's leading telecommunications and digital services provider. Established as a subsidiary of the Malaysian conglomerate Axiata Group, Dialog has consistently demonstrated an ability to align its business model with the rapidly evolving demands of the Sri Lankan digital economy. Its strategic journey offers a compelling illustration of how contemporary organizations apply multiple dimensions of strategic marketing management to maintain a competitive edge in a highly dynamic marketplace.

Dialog's early strategy centered on aggressive network infrastructure expansion, rapidly extending its 3G and 4G LTE coverage across Sri Lanka's 25 districts. By investing in broadband infrastructure and digital connectivity, Dialog positioned itself not merely as a mobile network operator, but as a comprehensive digital services provider. This positioning is evident in its diversified portfolio encompassing Dialog Mobile, Dialog Television, Dialog Broadband Networks, and Dialog Enterprise, each targeting distinct market segments with tailored value propositions.

A defining feature of Dialog's strategic approach has been its proactive responsiveness to the external environment. When Sri Lanka's economic challenges intensified following the 2022 financial crisis, Dialog recalibrated its pricing architecture and introduced flexible data packages to sustain affordability and customer retention. The company also adapted its marketing communications to address consumer concerns while simultaneously reinforcing brand trust and long-term loyalty.

Dialog has strategically leveraged digital transformation as a core priority. The Dialog MyAccount self-service application and multiple digital touchpoints were introduced to streamline customer interactions, reduce operational costs, and enhance overall user experience. Strategic partnerships with global technology providers enabled Dialog to offer cloud solutions, Internet of Things (IoT) services, and enterprise-grade connectivity signaling a deliberate transformation from a product-centric to a solution-centric business model.

In the domain of marketing strategy, Dialog has consistently invested in customer data analytics to understand usage patterns, identify high-value segments, and tailor promotional campaigns accordingly. Its loyalty programme, Dialog Rewards, reinforces positive customer behaviour and deepens brand engagement. The company's deployment of agile marketing structures has enabled faster responses to competitive moves from rival operators, including Mobitel, SLT-MOBITEL, and Hutch.

The company has also placed strategic emphasis on sustainability and corporate social responsibility (CSR), integrating environmental and social considerations into its brand narrative. Initiatives such as e-waste recycling programmes, digital literacy projects, and rural broadband connectivity serve both as societal contributions and as brand differentiation tools in an increasingly ethically conscious consumer market.

Dialog's evolution reflects the intersection of systematic strategic planning, rigorous competitive analysis, and deeply customer-centric marketing, making it an insightful case for understanding strategic market management within the Sri Lankan context.

Case Study Sources & References

Dialog Axiata PLC (2023). *Annual Report 2023.* Colombo: Dialog Axiata PLC. Available at: https://dialog.lk/financial-report-archives#annual-reports

Axiata Group Berhad (2023). *Axiata Integrated Annual Report 2023.* Kuala Lumpur: Axiata Group Berhad. Available at: https://www.axiata.com/investors/financials/integrated-annual-reports

Telecommunications Regulatory Commission of Sri Lanka (TRCSL) (2023). *Annual Report 2022/2023.*

Note: *This case study has been developed for academic examination purposes only. Factual information has been drawn from publicly available sources.*

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i. Identify and explain two (02) macro environmental factors that have influenced Dialog Axiata's strategic marketing decisions. Support your answer with evidence from the case.

(10 marks),

ii. Examine the role of strategic marketing planning in Dialog Axiata's business transformation. Illustrate your answer using the Three Dimensions of Planning.

(15 marks)

iii. "Organizations often face challenges when entering new markets". Discuss the key factors a company should evaluate before launching a product into a new market segment.

(15 marks)

(Total 40 Marks)

PART 2: Answer Any Three (3) Questions (20 Marks Each)

Question 02

Strategic decision-making and the formulation of a coherent marketing strategy are fundamental responsibilities of senior marketing managers. Understanding how organizations make high-level decisions and translate them into actionable plans is essential for sustained competitive performance.

i. Distinguish key characteristics of strategic marketing decisions from operational level decisions. Explain your answer with appropriate examples from the business context of Sri Lanka.

(10 marks)

ii. Discuss the Ansoff Product-Market Expansion Grid as a growth strategy framework. Analyze how a Sri Lankan organization might apply each of the four (04) strategic options to achieve sustainable market growth.

(10 marks)

(Total 20 Marks)

Question 03

SWOT and the TOWS Matrix are critical instruments that enable organizations to assess their current strategic position and formulate forward-looking strategies in rapidly changing market environments.

i. Identify and explain two (02) significant limitations of a conventional SWOT analysis and propose practical measures to overcome them.

(10 marks)

ii. Discuss the TOWS Matrix as a practical strategic extension of SWOT Analysis. Explain how each of the four TOWS strategy quadrants is derived, and provide relevant examples from Sri Lanka.

(10 marks)

(Total 20 Marks)

Question 04

Many organizations invest heavily in digital marketing but fail to achieve expected results. Discuss four (04) factors that determine the success of a digital marketing strategy in today's business environment.

(Total 20 Marks)

Question 05

i. Discuss how Porter's Five Forces Analysis can be applied to assess the competitive structure and attractiveness of an industry. Illustrate with a Sri Lankan industry example.

(10 marks)

ii. Brand reputation has become a critical factor for organizational success. Discuss how organizations can strategically manage their brand image and customer relationships to achieve long-term growth.

(10 marks)

(Total 20 Marks)

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