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University Examinations 2023/2024

FIRST YEAR FIRST SEMESTER EXAMINATION FOR THE DEGREE DOCTOR OF
PHILOSOPHY IN BUSINESS MANAGEMENT

BBT 6125: STRATEGIC MARKETING

DATE: APRIL 2024

TIME: 3 HOURS

INSTRUCTIONS: Answer question *one* and any other *three* questions

QUESTION ONE (24 MARKS)

Buffalo Wild Wings' 'Protect the Football' Campaign*

Football season is the busiest time of the year for Buffalo Wild Wings Grill & Bar (BWW). So the 2012-2013 football season kicked off with the 2012 National Football League (NFL), the team at BWW geared up to increase the footfalls at its restaurant locations on game days. The restaurant chain launched an integrated marketing campaign, "Protect the Football", on September 3, 2012, to capture more consumer time and drive in-store traffic. The cross-platform ad campaign was designed to get the message across to customers that BWW was the best place to view their favorite sporting event. "Football fans know that there's no better place to share in game day excitement than Buffalo Wild Wings. There's a reason this is our busiest time of year: the energy and camaraderie rivals the stadium atmosphere and together with hot wings and cold beer — it's an unbeatable combination," said Sally Smith, CEO of BWW.

BWW (popularly known as B-Dubs), a casual dining restaurant and sports bar, was owned, operated, and franchised by the Minneapolis, Minnesota, US-based Buffalo Wild Wings, Inc. Founded in 1982, the restaurant offered food items such as Buffalo-style chicken wings and beer

and live sport. Visitors frequented the restaurant for its "neighborhood atmosphere" that included a multi-media system for watching sporting events. As of end 2012, there were more than 840 BWW stores across 48 states in the US, as well as in Canada. BWW had increased its measured media spending considerably over the years and spent US\$60.7 million in the US from January through October 2011. Fallon was the restaurant chain's lead creative agency since early 2012. ...

Questions:

- a) Critically analyze the 'Protect the Football' campaign. (6 Marks)
- b) How did the online and mobile components of the campaign help in increasing the overall purchase intent? (6 Marks)
- c) Do you think that more companies will use mobile campaigns in the future? Why? (6 Marks)
- d) Discuss how organizations can manage the challenges of international marketing (6 Marks)

QUESTION TWO (12 MARKS)

- a) To be truly effective a brand strategy has to develop over time and reflect environmental conditions". Justify this statement. (6 Marks)
- b) One of the greatest challenges that organizations face is the scarcity of resources and the challenge of how best to allocate these limited resources to particular strategies and objectives. In view of this, Show how Safaricom has used the theory to maintain a strategic advantage over its competitors. (6 Marks)

QUESTION THREE (12 MARKS)

- a) Companies invest huge amount of money in research despite the fact that the role of research in influencing strategy is not clearly spelt out. As a marketing professional, discuss the role of research in strategy. (8 Marks)
- b) Technology has greatly redefined marketing strategy. Using Equity Bank as an example, justify this statement. (4 Marks)

QUESTION FOUR (12 MARKS)

a) Marketing segmentation is a key pillar of marketing strategy. Justify this statement.

(6 Marks)

b) Porters five forces model has been widely applied to inform strategies across many industries and sectors. Using the Insurance brokerage sector as a case study, assess the application of this model.

(6 Marks)

QUESTION FIVE (12 MARKS)

a) Critically assess the role of consumer behavior in formulating marketing strategies

(6 Marks)

b) Strategy for services may vary with a strategy for tangible products. Discuss this statement

(6 Marks)