

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING

MARKETING ANALYTICS

I

MMKT 505

TIME: 3 Hours

 OCT 2023

INSTRUCTIONS TO STUDENTS

1. Answer question number one and any other three.
2. Start each question on afresh page.
3. Credit will be given for the use of relevant examples.
4. No cell Phones are allowed in the Examination Room.

QUESTION ONE

R.I.M.'s BlackBerry and Apple's iPhone: The Face-Off in the Business Market

Research in Motion Ltd. (R.I.M.), the maker of the BlackBerry, is the North American leader in building smartphones, the versatile handsets that operate more like computers than phones. Consumers who want easy access to the Web and digital music and video even more than a mobile connection to their e-mail inbox now prize Smartphones. The iPhone introduction shifted the contours of the smartphone market toward consumers. An industry once dominated by technical discussions about enterprise security is now dominated by buzz around video games, sleek handset design, and mobile social networks. "That means that R.I.M., which has historically viewed big corporations and wireless carriers as its bedrock customers, needs to alter its DNA in a hurry" in order to retain its leadership position. In the first quarter of 2008, R.I.M. held 45 percent of the U.S. market for smartphones, compared with a nearly 20 percent share for Apple.⁴⁴ The breakdown in sales indicates that BlackBerry dominates the corporate market and Apple's iPhone is strong in the consumer market

New Strategy Directions

To capitalize on its strong brand and leadership position in the smartphone industry, R.I.M. introduced two phones aimed exclusively at the consumer market: the Black-Berry Pearl and the Curve. Well received by consumers, the products met R.I.M.'s performance expectations and now account for a majority of R.I.M.'s device sales. In response, Apple now includes a

software upgrade to allow iPhones to connect directly to corporate e-mail systems—a dagger aimed at the heart of R.I.M.'s strength in the business market. The upgrade also allows iPhone users to run customized applications to track inventory, record expenses, and perform other corporate tasks. Therefore, R.I.M. is trying to capture some of the consumer market with the BlackBerry and Apple is attacking R.I.M. on its home turf by driving demand for the iPhone among corporate customers.

Some experts suggest that R.I.M. offers several capabilities that Apple cannot yet match, including enhanced security and reliability for corporate users. For example, the company runs its own wireless network so it can make sure e-mails are delivered in a timely fashion.⁴⁵ Yet, Apple demonstrates deep skills in product design, innovation, and branding. Simply stated, R.I.M.'s greatest challenge in the consumer driven smartphone industry may come down to creating devices that people admire and embrace as much as the iPhone.

Source: Hutt, M.D. and Speh, T.W. (2016), *Business Marketing Management—A Strategic View of Industrial and Organizational Markets*, eleventh edition, The Dryden Press.

(a) Suggest possible strategies that Apple might adopt to strengthen the position of the iPhone in the business market. **[10 Marks]**

(b) Explain strategies that could R.I.M. adopt to strengthen the performance of the BlackBerry brand in the consumer market? **[10 Marks]**

(c) Examine using the predictive models which brand will win the battle in the business market? **[20 Marks]**

QUESTION TWO

Discuss how digital analytics can be used to optimize digital marketing strategies. **[20 Marks]**

QUESTION THREE

Develop a Customer Service Excellence Model and a Marketing Strategy for an organization you are familiar with in an increasingly networked environment **[20 Marks]**

QUESTION FOUR

Discuss how Marketing and Customer Analytics assists in Customer Segmentation. **[20 Marks]**

QUESTION FIVE

An eagerly awaited new album for Jah- Praiser has been leaked several hours before its official release. Listeners are now able to download the album for free. Examine using the predictive models how this will affect album sales? **[20 Marks]**

QUESTION SIX

'The study of Customer Life Time Value (CLV) is a waste of time.' Discuss. **[20 Marks]**

END OF PAPER