



STRATEGIC MARKETING MANAGEMENT

AUGUST 2023

MOCK EXAMS

Time: 5:30 PM – 8:30 PM

Date: 9th November 2023

Three hours duration

The Mock will be 3 hours in duration

The mock has **TWO** Parts.

Task 1 is worth 40% of the total marks available

Task 2 is worth 60% of the total marks available.

You are required to give your answers in the CIMG answer book provided. Do not repeat the task in your answer, but show clearly the number of the task attempted on the appropriate pages of the answer book. Please start each task on a new page.

Rough work and notes **must** be written in the answer book or on supplementary sheets and **must** be clearly identified.



PART A

CASE STUDY: ACHIAANOM & ASSOCIATES

The Achiaanom & Associates is an ambitious and growth-oriented medium-sized firm of lawyers with offices in three major cities –Accra, Kumasi and Tamale. The firm operates with 35 partners and supported by 97 other fee earners and 100 staff. The annual fee income is currently around GHC20 Million. The legal services offered include matrimonial, commercial litigation, corporate law and finance, employment law, insurance litigation, insolvency, debt recovery, licensing, intellectual property, and private client work. The fee earning potential and the firm’s capabilities in each of these areas vary significantly. Each area is the responsibility of one the senior partners. Until recently, the managing partner has taken responsibility for the marketing effort, but has found the task to be increasingly demanding and difficulty.

Because of this, the firm hired a marketing consultant to conduct a *general* review of the firm’s current marketing activities. The results of the review have been summarized for the partners and are as follows:

- Levels of clients satisfaction and client care are far lower that had been expected, with a high proportion of clients suggesting that they were not kept fully or sufficiently informed of the progress of their case.
- Existing and potential clients appear to have little awareness of the full range of the services that the firm is able to offer. This problem is compounded by the ways in which partners fiercely guard client relationships with the result that although there are often opportunities for cross-selling of services, this seldom happens.
- There is no real sense of a long-term direction for the firm or of a true competitive stance.
- There is little planning and no obvious attempt to capitalize upon the firm’s strengths.
- Although there is some advertising, there is no advertising or promotional strategy.
- Levels of client retention and new client attraction have dropped significantly over the past two years.
- Market research suggest that the firm is perceived generally to be rather staid.
- A number of the younger and more promising staff have been attracted away by competitors over the past two years.



- A number of the competitors both regionally and nationally have recently become more aggressive in their search for new business, with the result that the firm's overall share of the market is dropping.

In discussions with the partners and staff, the marketing consultant discovered that many were unclear about what is meant by marketing or indeed how it might contribute to the development of the firm. Instead, there was a culture based on 'professional approach' characterized by a lack of an explicitly commercial orientation and an aptitude which preferred to wait for business to come in rather than going out to get it. This was reflected on comments such as:

'Isn't marketing just a different name for selling'?

'Marketing is a cost and so whatever we spend we will reduce our profit for the year.'

'If I had wanted to be a salesman, I would have chosen a different career path. I became a lawyer because I want to practice law. It isn't my job to do all of this selling and marketing, is it? Don't expect me to change how I operate.'

Question 1

Given this, the consultant recommended that a marketing manager be appointed to develop and co-ordinate an external and internal marketing programme. As the person appointed to do this, you are faced with two tasks:

- a) Carry out a detailed marketing audit for the firm. As the first step in this, prepare a briefing paper for the managing partner, in which you explain the purpose, focus and components of the audit. **(20 Marks)**
- b) Against the background of your comments in (a), prepare a report for the managing partner recommending how a strategic marketing orientation might be introduced to the firm. In doing this, you must make SPECIFIC reference to the particular problems that are likely to be encountered within a professional services organization and how these problems might possibly be overcome. **(20 Marks)**

PART B: ANSWER ANY **THREE QUESTIONS** OF YOUR CHOICE

Question 2

As a newly appointed marketing manager, you have decided to evaluate your company's channel members. In a report to your marketing director, evaluate the criteria you might use to measure the efficiency of a distribution channel. **(20 Marks)**



Question 3

You have recently taken responsibility for a product which your company has marketed for several years, but which now appears to be entering the decline stage of the product life cycle. In a report to your head of marketing, identify the strategic alternatives that are open to you and the criteria that should be used in deciding between these alternatives. **(20 Marks)**

Question 4

Market leadership have often proved to be a natural target for ambitious, growth-oriented companies. In a report to managing partner (in charge of marketing), discuss how market leaders might fight off challengers. **(20 Marks)**

Question 5

Evidence suggests that many marketing programmes continue to be pursued long after their effectiveness has diminished. In a report to Head of marketing, explain why this is so and suggest how the strategic and tactical wear-out of a marketing programme might possibly be identified and avoided. **(20 Marks)**

Question 6

As the consultant and a main facilitator of the training program to Achiaanom & Associates, in a presentation to staff and management, discuss joint ventureship as a form of alliance. Evaluate the importance of this mode of alliance in terms of **two (2)** advantages and **two (2)** disadvantages to the parties involved. **(20 Marks)**

Question 7

Your managing partner of Achiaanom & Associates has returned from a seminar at which reference was made to 'relationship marketing'. Prepare a briefing paper explaining what relationship marketing entails and what the implications for the law firm. **(20 Marks)**