

对外经济贸易大学 2002—2003 学年第二学期
《营销学原理》期末考试试卷 (A 卷) 答案
July 8, 2003

I. True or False (20 points):

FTFFT TFFTF TFTTT TTFTT

II. Multiple Choice (only one answer is correct, 20 points):

CABBD DBCBA CADBD CCDDB

III. Calculate the following (20 points):

1. \$42.67 (5 points)
2. \approx 231 units (5 points)
3. Little Swan: $\frac{7.6}{6.9}$
Duckling: 6.9
Daffodil: 7.4
Toshiba 6.6

According to the "Expectancy Value Model", Mrs Zhang is likely to favour Little Swan brand. (10 points)

IV. Answer the following questions briefly: (10 points)

1. For centuries, Chinese wine has been enjoyed by men. Now your company believes a segment of Chinese women will also drink wine. How could you determine if this is true? Could you position wine drinking for women without losing your existing male customers? (5 points)

Suggested answers:

- (1) To determine if it's true, one must
 - a. identify the women segment most interested in Chinese wine; (1 point)
 - b. confirm there's certain amount of consumption by particular women segment by carrying out some research, such as focus group discussion, and a questionnaire afterwards; (1 point)
 - c. find out the types of wine consumed most, the usage, the motivation, and use occasion of wine by the segment; (1 point)
- (2) Yes. Since female segment for wine is after all a niche market, whose consumption amount is very low as compared to the male, a winery can create a special type of lower-alcohol wine for ladies. In this case the positioning strategy for this segment is different from that for the male, which would well expand the market without any conflicts. (2point)

Criteria:

- (1) a. 1 point for the right recognition of the target market;
b. 1 point for the appropriate research methodology in testing the hypothesis

- about this market;
- c. **1 point** for recognizing the information of women's buying behaviour.
- (2) **2 points** for reasonable suggestion(s) for penetrating the women's market without conflicts to the existing male market.

2. You represent a company that makes textiles. You meet a buying delegation from Germany. What roles would you expect to see in the delegation? What would you do, first of all, to win orders from these potential customers? (5 points)

Suggested answers:

- (1) One would expect to see purchasing managers from retail chains, or retail stores, or trading companies.
- (2) The purchasing managers from this delegation largely have clear goals of what to purchase, even in terms of product specifications. So the first step they'd take would be searching for suppliers, and then soliciting proposals. When judgment is made of the proposals, they'd select the supplier(s), place the order with the chosen supplier(s) and close a deal.
- (3) To win sales for those potential customers, one must be active in identifying and meeting the needs of the potential buyers by **providing specific information and proposals**. Be as helpful and communicable to them as possible during their stay in our country.

Criteria:

- (1) **1 point** for identifying purchasing managers as the main role in the delegation;
- (2) **2 points** for identifying four steps in the purchasing process;
- (3) **2 points** for the salesperson's understanding of purchasing managers' needs for information and proposals, as well as the importance of communication skills.

V. Case Analysis: Harley Davidson (30 points):

Harley Davidson

1. The main marketing objectives of businesses could be: survival, current profit maximization, market share leadership, and product quality leadership. Which kind of marketing objective does Harley Davidson pursue according to the above case? Explain. **(10 points)**

Suggested answers:

Harley Davidson has been pursuing product quality leadership, since its products are meant to charge high price to cover high performance, high quality, high range positioning for superior product image.

Criteria:

- (1) When "product quality leadership" has been recognized as Harley Davidson's marketing objective, the answer is correct. **(5 points can be awarded)**

- (2) In elaborating “product quality leadership”, the five features expected are as follows: (**Each is worth 1 point, 5 points in total**)
- a. high quality to cover
 - b. high performance
 - c. high price
 - d. high range positioning
 - e. superior product image

2. Why do some consumers still like to buy Harley ‘s motorcycles even if they have to

pay high prices and wait for 2 years? Explain the reasons from the consumer buying behavior perspectives. **(10 points)**

Suggested answers:

Because

(1) Harley ‘s motorcycles has been **well targeted at the youth and baby boomers**,

who have **social/esteem/self-actualization needs** to be met; **(4 points)**

(2) Harley ‘s motorcycles has been **well positioned with the lifestyle** of such target markets: young, masculine, unique, individual, etc. **(3 points)**

(3) Harley ‘s succeeded in building **the brand image or personality** (i.e. America, Hollywood, masculinity) that **matches** the self-image of the targets;

(3 points)

(4) **Reference group influence** is strong for this **highly visible product**, since the targets hold **positive attitude** toward Harley. **(3 points)**

Criteria:

a. (1) and (2) are compulsory **(7 points can be awarded)**;

b. (3) and (4) are optional **(3 points can be awarded)**.

3. Honda (本田) challenged (挑战) Harley aggressively (积极地) with its small low-priced motorcycles (50cc. Engines 50 毫升发动机的小型摩托车). Is it reasonable for Harley to enter the small motorcycle market also? Back up your judgment with solid arguments. **(10 points)**

Suggested answers:

(1) It all depends on how Harley will **balance the market opportunity** it perceives **and its positioning strategy**. **(2 points)**

(2) According to the case, Harley pursues product quality leadership. If it wants to

keep up this image, it seems it should never let its brand slip down to the low-priced range, when **the market potential for the target keeps substantial**.

(4 points)

(3) But **if there appears more opportunities in the low-end market**, in the international market particularly, it may also stretch downward a bit by **creating a new model of small motorcycles** for that market. Even so, **it can keep the price relatively high in that model**, so as to maintain a

superior product image.

(4 points)

Criteria:

- (1) When the answer hits the importance of balance between **the market opportunity and Harley's positioning strategy, 2 points** should be awarded.
- (2) When Harley's high-end image is considered worth maintaining, **4 points can be granted.**
- (3) When the new market potential for small model is discussed, either positive or negative anticipation of Harley's future action, if supported by solid backup is acceptable for this question, therefore **4 points are to be awarded.**

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