2020

Group Assignment — Total Marks: 100

The module does not have a traditional group assignment because it is a non-exam module. However, the group assignment mark consists of four separate group activities in the form of case studies. These case studies must be handed in for grading (4 X 25 marks = 100 marks) as indicated in the work programme.

Potchefstroom and Vanderbijlpark students: The four case studies are scheduled during class sessions for discussion and submission. *(Failure to submit as per schedule will lead to a zero mark for the case study. Do not be late!)*

Mafikeng students: E-mail your case studies to the lecturer Christo.bisschoff@nwu.ac.za on or before the dates specified on the work programme. *(Failure to submit as per schedule will lead to a zero mark for the case study. Do not be late!)*

Submission dates

Case study	Potchefstroom	Vanderbijlpark	Mafikeng
1. NWU Business School Corporate identity	15 Aug	17 Aug	17 Aug
2. Consumer trends in a C-19 environment	5 Sep	7 Sep	7 Sep
3. Marketing unusual – the new normal	12 Sep	14 Sep	14 Sep
4. Somchem propellant	3 Okt	5 Okt	5 Okt

- **Potchefstroom and Vanderbijlpark groups submit during class sessions.**
- **Mafikeng students e-mail assignments to Christo.bisschof@nwu.ac.za.**

Note that you are required to do proper research on the Internet and elsewhere and then answer the questions about each case study. Each case study should consist of a proper introduction to the company, the answers to the questions and a conclusion. You are welcome to make use of graphs, pictures and other material to better state your case.

The details of the case studies can be found on the module's eFundi site – see the "Case studies" heading.

Case study 1: NWU Business School

The NWU Business School, after years of negotiation with university management, has just succeeded to obtain a significant degree of operational independence from the university. This means that the school's management can now act more swiftly on managerial decision-making and capitalise on business opportunities. The business school predominantly operates in two markets, namely the 1st income stream (this is degree and diploma courses where the state pays a subsidy in addition to student tuition fees), and the so-called 3rd money stream income where the business school provides contract management education to individuals and companies. Typical examples are the middle or advanced management certificates, the project management certificate and a wide array of other registered certificate courses. (These are also known as short courses albeit some may be 1-year programmes).

Part of the negotiations with the university also included the establishment of a new corporate identity for the business school. The director of the school requests you to provide him with a new corporate identity roll-out plan. This plan is to rebrand and re-establish the NWU Business School's image in the market. Note that your plan is not required to do marketing for specific programmes (thus **not to** market for student numbers on MBA for example). A new logo has also been developed and approved - so no need to develop a logo.

The school, having international accreditations from AMBA and ABS (African Business School Association) now also seeks the accreditation from the prestigious American accreditation body AACSB. The school has been one of five schools on the continent to earn the AMBA accreditation (and the fourth school in South Africa to be awarded the accreditation), but since then the competitors successfully played the catch-up game. The NWU business School aims to re-establish their position as a Top-5 business school in South Africa in the next 3 years.

1. Perform a competitor analysis of the Top-5 business schools in South Africa and determine which of these schools indeed compete with the NWU Business School.

2. Develop an advertising tag-line (message for advertising) for the business school to use in establishing their new corporate identity (CI) that dovetails well with the new vision and mission of the school.

3. Investigate competitive business schools and determine the degree of differentiation. Also note if any of these schools have a distinct USP based on differentiation.

4. Determine a Unique Selling Proposition for the NWU Business School in the South African market.

5. Identify the market segments where the new CI of the business school should be rolled out.

6. Develop the roll-out plan to re-establish the new CI in the business school market. You have a budget of R1,5 mil. to do so. Provide a practical plan with realistic costs attached to each action step.

Case study 2: Changing consumer trends in a Corona business environment

The year 2020 has probably the worst economic figures and forecast since the great depression in the beginning of the previous century. However, come hell or high water, companies must do all they can to survive this severe economic downfall. All the well-known consumer behavioural attributes abruptly changed, and what business used to do to attract customers and realise sales, now seems obsolete. Their consumer knowledge slate is now wiped clean. All of a sudden business are faced with a situation where their competitive advantage of "know you customer" is now largely eradicated. A new way to business is surely the only way to survive, but what is that "new" way. The words "new normal" is common business language, yet nobody seems to really know what they are actually speaking about when uttering these words. One way to try and determine a business course of action is to determine just that - what is the "new normal". Also, surely this "new normal" does not equally apply to all industries. Study the reports uploaded on efundi as a point of departure and then consult other sources to solve this new business dilemma.

1. Study the changes in consumer behaviour and determine what new tends are developing in the consumer market.

2. Select three different industries and contrast the differential consumer behaviour between these industries. Show clearly how the consumers in these industries are behaving differently. Also point out if there are generic similarities of similar behaviour across industries.

3. Choose one of the selected industries in your answer in 2, and provide this industry with a plan of action to improve their sales in this difficult Covid market

4. Identify at least 3 new business opportunities that developed as a result of the pesty virus, and render a verdict if each of these opportunities are worthy to take.

Case study 3: Marketing unusual – the “New normal”

Marketing, consisting of the so-called 4P's (or the marketing mix) has been one of the business functions most affected by the virus. In your previous case study, you analysed the effect of the virus on the market, now it is time to consider the effect thereof on the marketing mix.

1. Consider each of the marketing mix elements and describe how the onslaught of the Covit-19 virus effected the specific marketing mix element. Also use real-life examples to support your argument in each element's discussion.

2. Did you discover some new marketing mix applications where businesses re-strategize and adapt their marketing. Support your answer with a by discussing it in context of a real-life example.

3. Consider the extended marketing mix for services (where people, performance and physical evidence are added). Analyse the differentiation strategies a service business or industry can implement to overcome the Covid market constraints. Once again, use a real-life example to support your reasoning.

4. Considering the marketing mix (including the extended marketing mix), which element would you say had to be adjusted and re-applied the most to overcome the market constraints. Motivate your answer by once again tying in your answer to a practical case.

Case study 4: Somchem propellant (Gunpowder)

Rooted in the historical development of a super-heated South African arms industry, some of the arm's manufacturers from the days of the South African border war were able to retread or develop new markets for their specialized war machines and weapons factories. One such factory is the propellant (gunpowder) factory Somchem located in Somerset West who successfully developed a private market for their propellant (gunpowder). The access production capacity of propellant has been applied to produce a number of different types of propellant (from slow- to fast-burning propellant) for reloading ammunition for guns and also handguns or even shotguns. In addition, Somchem provides information on how to use and very importantly, what type of propellant to use for which calibre rifle, and also how much). This is known as the Somchem reloading tables. Also, specialized personnel provide technical customer service to eager reloaders. Somchem enjoyed a significant market share in South Africa, Namibia and even in countries like Zambia and Botswana. The company supplied propellant and enjoyed a happy and loyal client base. However, this fairy story is no longer true! Somchem propellant is majorly in short supply and many hunters, home reloaders and competition shooters are literally up in arms!

1. Analyse the market for propellant in South Africa and identify at least three (max five) market segments of Somchem propellant. Properly define each of these market segments and explain each segments' characteristics.

2. Determine why Somchem propellants are in short supply and estimate, from the literature, when they should be up-and-running at full capacity (if ever)

3. Do a competitor analysis of Somchem propellant products. Restrict your analysis to the rifle propellant products named S365 (a slow-burning propellant), S355 (medium-burning propellant) and S321 (Fast-burning propellant). Draft a table to show the Somchem propellant, its prices, at least two of its competitors in the market, the respective comparative prices of the competitor products. What do you derive from this table?

4. Do some research on reloading propellant and discover why a reloader cannot just simply switch between different propellants at will.

5. Somchem succeeds to regain full production by end 2020. As astute MBA group - advise Somchem on how they should go about to regain their lost market share (Note: take your findings from in Question 4 into account here). Do you think they will be able to regain (or at least a significant part thereof) their market share?