



# FACULTY OF MANAGEMENT

## Supplementary Examination

DEPARTMENT

Marketing Management

**MODULE** SERVICES MARKETING

**CODE** MMA8x17

**DATE** JULY 2017

**DURATION** 180 minutes

**TIME** 08:30 – 11:30

**TOTAL MARKS** 100

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**LECTURER** DR ES CONRADIE

**MODERATOR** PROF M WIESE (University of Pretoria)

**NUMBER OF PAGES** 3

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### **INSTRUCTIONS TO CANDIDATES:**

- Question papers must be handed in at the end of the exam.
- This is an open book assessment.
- This exam is based on the "The future of retail clothing: Will UNIQLO turn the world Japanese" case study, text book p439.
- **Students need to complete any 4 of the 5 questions.**
- Number your answers clearly and write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- Answers should contain 20% theory and 80% application.
- Ensure that all your personal particulars appear on all answer books.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

**This paper consists of 5 questions. Please answer any of the four (4) questions.**

**QUESTION 1**

**[25 marks]**

**SCENARIO**

You are a loyal customer of UNIQLO and have been shopping with them for over five years. As you have just completed your honours degree and are about to start working in your first job, you ordered specific clothing online. As UNIQLO usually do, they promised you that your order will be delivered the following Friday. By 20:00 Friday evening, the parcel has not arrived and on Saturday you visit the branch to hopefully collect the clothes you need for work the next Monday. Arriving at the branch, you were told that due to a strike in the courier industry your clothes are unfortunately not at the branch, but at the storage facility of the courier company.

- 1.1 As stated in the scenario, UNIQLO is providing its customers with an opportunity to order clothes online via the website. Discuss the benefits and challenges facing UNIQLO when distributing this service through an electronic channel. (10)
- 1.2 Analyse the various strategies that UNIQLO can use for effective service delivery through intermediaries. (11)
- 1.3 Taking the various strategies you analysed in question 1.2 into consideration, suggest a strategy that will be best suited for UNIQLO to develop effective service delivery through intermediaries. Motivate your answer clearly. (4)

**QUESTION 2**

**[25 marks]**

- 2.1 Servicescapes play certain strategic roles in a services environment. Describe and give examples of how UNIQLO could apply each of these roles. (20)
- 2.2 Explain how UNIQLO can use virtual servicescapes on the Internet. Include in your answer any possible weaknesses UNIQLO may experience. (5)

**QUESTION 3**

**[25 marks]**

- 3.1 It has been suggested that employees are the critical difference when providing service quality. Propose four (4) strategies that UNIQLO can use to ensure that their employees are adding the necessary competitive advantage by delivering service quality. (16)
- 3.2 Describe the difference between technical and interactive service skills. Provide examples from the UNIQLO case study. (4)

- 3.3 Why do service employees need training in both technical and interactive service skills? Use UNIQLO employees to illustrate your answer. (5)

**QUESTION 4**

**[25 marks]**

- 4.1 Define and critically assess the role of brands for UNIQLO, taking into consideration the service branding model and provide practical examples UNIQLO could use to improve its brand. (20)
- 4.2 Which form of internal marketing communication, vertical or horizontal, would you invest in if you had to select between them as the CEO of UNIQLO? Explain why. (5)

**QUESTION 5**

**[25 marks]**

You are a loyal customer of UNIQLO and have been shopping with them for over five years. As you have just completed your honours degree and are about to start working in your first job, you ordered specific clothing online. As UNIQLO usually do, they promised you that your order will be delivered the following Friday. By 20:00 Friday evening, the parcel has not arrived and on Saturday you visit the branch to hopefully collect the clothes you need for work the next Monday. Arriving at the branch, you were told that due to a strike in the courier industry your clothes are unfortunately not at the branch, but at the storage facility of the courier company. Given this scenario:

- 5.1 Discuss the importance to UNIQLO of recovering from a service failure in order to retain customers and build loyalty. (5)
- 5.2 Provide strategies that UNIQLO can implement for effective service recovery (include an explanation of how UNIQLO can implement these strategies in your answer). (20)

**TOTAL: 100 MARKS**