



**COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF CONSUMER INTELLIGENCE AND INFORMATION  
SYSTEMS**

**DEPARTMENT OF MARKETING MANAGEMENT**

**EXAM ASSIGNMENT**

**SUBJECT:** Contemporary Retailing

**CODE:** COR21B1

**DATE:** November 2019

**TOTAL MARKS:** 120

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**MODERATOR:** Ms M. Bogaards (IIE MSA)

**NUMBER OF PAGES:** 4

# EXAM ASSIGNMENT 2019



## International retailers entering South Africa

### The task:

As a group, earlier in the semester, you identified an International retailer that is currently operating in South Africa. For your exam assignment, you need to use the background research that you conducted during the course of the semester and further extend on this work in order to develop a strategic retailing plan for your chosen international retailer that is competing in the South African environment.

*Use the provided template on uLink to compile the assignment in and be sure that all members sign the plagiarism declaration.*

Due date: November 2019 (date TBC). Submit hard copy in the indicated exam venue and sign the register.

### Your strategic retailing plan should include the following:

1. An executive summary (1/2 – 1 page) briefly explaining the contents of the document.

*This is completed at the end of the document.*

2. Provide a brief background on this retailer.

*Name of the retailer and brief background/history about the retailer.*

*How did they enter South Africa? Review international market entry strategies and elaborate on the pros and cons of this entry strategy.*

*How long have they been in South Africa and how do they seem to be performing?*

3. An analysis and description of the present situation in the market:

*Consulting credible sources, do a thorough situation analysis for the identified international retailer. (5 pages)*  
*Situation analysis*

- *Macro environment (PESTLE factors)*
- *Market environment (market structure, competitors, customers)*
- *Internal analysis (focus on strengths and weaknesses of the organization itself – make reasonable assumptions by researching as much as possible about the company and their performance in South Africa thus far)*

4. A SWOT analysis detailing the most relevant strengths, weaknesses, opportunities and threats as identified from the above analysis. (1 page).

5. A summary of the key issues that the plan should address – detail the critical issues flowing from the SWOT analysis above (1 page).

6. Formulate and outline specific retailing goals and objectives that clearly demonstrates the leveraging of the opportunities identified and mitigating the threats outlined in both the SWOT (section 3) and the critical issues (section 4). (1 page)

*Your goals are the main aspects that you want to achieve, while your objectives are the specific and measurable aspects outlining what needs to be done, in order to have something to go back to, to measure success at the end of the execution of the plan AND to guide you to achieve the identified goals. If preferred, 2 – 3 main goals can be stated, followed by objectives (which act as sub-goals) for each goal. EXAMPLE ONLY: Goal: "Increase sales", Objective: "Increase sales amongst x segment by 10% by mid 2019.."*

7. Market strategy – statement of the overall strategic approach to be used to meet the plan's goals and objectives (what will be the competitive/differential advantage AND core strategy/ies for this retailer) (1 page)

*Tip: You can review different competitive strategies online and decide which strategy would be most fitting to pursue for this retailer to compete successfully in the SA market and to achieve the goals and objectives you've outlined. Remember the difference between market and marketing strategies.*

8. Formulate a relevant marketing strategy that will help this retailer to achieve the objectives outlined and that would deliver and communicate value to the identified target market/s. (4 - 5 pages)

*Tip: The focus here is on identifying potential market segments, explaining which of these segments will become the eventual target market/s (develop 3 – 5 final personas that clearly represents the target market –you can place these in an appendix section if you are short of page numbers for this section), then explain how this retailer should position itself in order to appeal to the target market (positioning is particularly import in this instance, as it should appeal to the identified SA target market, BUT should also remain relevant and aligned with its international brand and image in the global market). Once this has been established, move on to the operational aspects, namely the marketing and retailing value mix (the P's) and explain where the retailer should be located, how and where it should advertise, it's service approach, pricing, products to stock etc.*

9. Action plans for each retail strategy. What will be done, who will be responsible, when will it be done? (1 – 2 pages)

*You can look up a project plan/activity schedule/ Gannt chart online to help you to compile this section in as much detail as possible.*

10. Detailed budget – provide estimates of what each activity and initiative will cost. (1 page)

*You can look up marketing budget templates online that you may use for this section. You need to put in a proper effort to obtain realistic prices of what your proposed initiatives will cost.*

*Review the mark allocation below as an indication of how much time to spend/effort to put in for each section.*

## MARK ALLOCATION

Concept	Maximum mark allocation
Executive summary	5
Brief background on the retailer	5
Situational analysis	20
SWOT Analysis	15
Issues to be addressed	10
Retailing goals and objectives	10
Market strategy	5
Marketing and retailing strategy	20
Action plans	10
Budget	10
Technical care and referencing	10
<b>Total</b>	<b>120</b>

**END OF EXAMINATION ASSIGNMENT**