



# ICM

SEPTEMBER 2015

INTERNATIONAL MARKETING STRATEGY

**Instructions to candidates:**

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
  - b) This examination consists of THREE compulsory questions
  - c) Candidates are required to answer ALL questions
  - d) Marks awarded are shown in [ ]
  - e) The questions relate to the pre-issued case study
  - f) **You are allowed to bring into the examination up to two pages (four sides) of A4 notes. These notes should be handed in and securely attached to your examination script at the end of the examination period**
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- 1. Explain and evaluate where you believe Tesco went wrong with its market entry strategy. [35]
  - 2. As the article states:  
"The retail market is fragmented and there are many strong regional players, often family-owned," said Rothwell. "Convenience stores dominate, particularly in the city centres, and a culture of 'immediacy' supports large numbers of vending machines."  
Discuss and analyse where Tesco made mistakes in its market research and ultimately its application of segmentation. [35]
  - 3. Discuss how the issues of standardisation and adaptation appear to have impacted on Tesco's ultimate withdrawal from this market. [30]

