Important notes for candidates regarding the pre-issued case study

The case study is designed to assess knowledge and understanding of the International Marketing Strategy syllabus in the context of the relevant case study. The examiners will be marking candidates’ scripts on the basis of the questions set. Candidates are advised to pay particular attention to the mark allocation on the examination paper and to plan their time accordingly.

Candidates should acquaint themselves thoroughly with the case study and be prepared to follow closely the instructions given to them on the examination day. Candidates are advised not to waste valuable time collecting unnecessary data. The cases are based upon real-life situations and all the information about the chosen organisation is contained within the case study.

As the case represents a real-life situation, anomalies may be found in the information you have before you. Therefore, please state any assumptions you make that are reasonable when answering the questions. Remember, you are going to be tested on your overall understanding of the case issues and your ability to answer the questions that are set in the examination.

In order to prepare for the examination, candidates will need to carry out a detailed analysis of the case material ahead of the examination. Candidates will have sufficient time during the examination to answer all the questions, but this means that detailed analysis should have taken place before commencing the examination. The examiners are looking for clear evidence that candidates have a good understanding of the case and can use the relevant course ideas from the syllabus to answer the questions.

The copying of pre-prepared ‘group’ answers, including those written by other third parties, is strictly forbidden and will be penalised. Thus, questions will demand analysis in the examination itself and individually composed answers are required in order to pass.

Candidates are only allowed to take their analysis into the examination room which should be no more than TWO pages (four sides) of A4. These notes should be attached to the script at the end of the examination and returned.

A copy of the pre-issued case study material will be available in the examination. Candidates are NOT permitted to take into the exam the downloaded case study or any other notes. Candidates should not attach any other additional information in any format to their answer script. Any attempt to introduce such additional material will result in the candidate’s paper being declared null and void.
Different approaches for different territories

- Uses franchise model in the Middle East, and concessions in department stores in Europe
- Tackling territories further afield including India, Morocco and North Africa
- Believes that it is better to choose a foreign partner with credible experience in your sector, even if they stock competing products

The Dune Group sells ‘affordable luxury’ shoes through 45 shops and 175 concessions in department stores, mainly in the UK and Europe, as well as franchised stores in the Middle East, Russia and Poland. It acquired the Bertie, Pied A Terre and Chelsea Cobbler brands in 2009.

Its international expansion began in the Middle East. The company’s initial interest in the region was sparked when it was approached by some Middle Eastern retailers who were visiting London, and expressed an interest in the Dune brand. The company then approached various potential partners to discuss the opportunity, and selected one which also ran franchises for Aldo and Nine West, having decided that this demonstrable experience in footwear retailing was more important than the fact the partner also represented competing brands. The decision paid off, and the company now has 20 franchised stores in the Middle East.

Chairman and founder Daniel Rubin explains that the company is proactive in its approach to its franchisees: it does not simply “let them get on with it”, but visits frequently to make sure the shops are looking good and that the opportunity within the market is being maximised. The other side to the company’s international business is its concessions in department stores. In the UK it is represented in stores such as House of Fraser, Selfridges and John Lewis.

Operations in overseas concessions began in 2009 when The Dune Group took over concessions in department stores in Denmark and Holland. It has recently had a successful trial in a major German department store which has been successful and further concessions are being rolled out in 2012. The company also appreciates the need for flexibility when targeting various international markets. Initially focused on the US, the focus has now shifted to building a significant presence in Germany, as well as looking at India, Morocco and North Africa. The company’s international sales have grown 56% a year, from an annualised £6.2 million in 2008 to £15 million in 2010.