



FACULTY OF BUSINESS SCIENCES AND MANAGEMENT

DEPARTMENT OF MARKETING

---

**BACHELOR OF COMMERCE HONOURS DEGREE IN MARKETING**

FINAL EXAMINATION

**BUSINESS TO BUSINESS MARKETING [BMA2104]**

NOVEMBER 2024

DURATION: 3 HOURS

**INSTRUCTIONS**

1. Answer **ALL** QUESTIONS in Section A
2. Answer **THREE** (3) questions in Section B
3. Begin each question on a new page.

**INFORMATION**

1. Marks per question are as indicated.
2. Questions may be attempted in any order.

**ADDITIONAL MATERIALS**

**None**

*This paper consists of 4 printed pages including the cover page*

## **SECTION A:**

*Read the following extract and answer the questions that follow.*

### **Muguroz Investments – A B2B Consulting Services Company**

Muguroz Investments, founded in 2010, is a consulting firm that specializes in providing business-to-business (B2B) services to various industries across Zimbabwe and Southern Africa. The firm focuses on four core areas: strategy consulting, operational excellence, technology consulting, and financial advisory. Muguroz aims to help clients improve efficiency, scale operations, and enhance profitability. By offering tailored solutions, the company positions itself as a trusted partner for businesses navigating competitive markets.

The firm's core services include strategy consulting, where it helps businesses define long-term goals and develop actionable plans. Through operational excellence, Muguroz optimizes internal processes for clients by improving supply chain management and restructuring organizations to maximize productivity. Technology consulting plays a vital role in helping businesses integrate digital tools like ERP systems and cybersecurity frameworks, while financial advisory services assist clients in managing risks, restructuring finances, and improving financial health.

Muguroz Investments serves a wide range of industries, from manufacturing to telecommunications, primarily focusing on medium to large enterprises. The company's hands-on approach and in-depth client collaboration differentiate it from competitors. Notable clients include Glenwood Manufacturing, ZimAgro Holdings, and TransAfrica Telecoms, each of whom benefitted from Muguroz's expertise in areas such as production optimization and digital infrastructure enhancement.

Despite its success, Muguroz faces challenges in competing with multinational consulting firms entering the Zimbabwean market. The firm must continuously innovate to stay competitive while addressing internal issues such as talent retention. Retaining top consultants in the face of competition from larger firms with more lucrative compensation packages is essential for long-term success. However, Muguroz is well-positioned to capitalize on the growing demand for digital transformation services and sees potential in expanding into Zambia and Mozambique.

The firm's strategic plan focuses on geographic expansion, investing in digital transformation services like artificial intelligence and big data, and prioritizing talent development. These initiatives are designed to help Muguroz sustain growth while differentiating itself in the market. Ethical considerations, including client confidentiality and diversity in the workplace, are also integral to the company's growth strategy.

In conclusion, Muguroz Investments has established itself as a leading B2B consulting firm in Zimbabwe, offering comprehensive services that help businesses achieve operational efficiency and financial growth. With a strong focus on digitalization and regional expansion, Muguroz is well-prepared to face future challenges and seize new opportunities in the evolving consulting landscape.

### **QUESTION 1**

- i. Discuss the challenges that Muguroz Investments face in the competitive consulting industry. (10 Marks)
- ii. How can Muguroz Investments leverage emerging technologies to enhance its service offerings and gain a competitive edge in the B2B consulting market. (20 Marks)
- iii. Analyze the risks and benefits of Muguroz's planned expansion into Zambia and Mozambique. (10 Marks)

### **SECTION B**

*Answer any three questions. Each question carries 20 marks*

#### **QUESTION 2**

Citing practical examples show your understanding of the buy-grid model. (20 Marks)

#### **QUESTION 3**

“Business do not operate in a vacuum”. Appraise any five (5) roles of the government in B2B marketing. (20 Marks)

#### **QUESTION 4**

Using an organisation of your choice explain why an industrial organisation may internationalize. (20 Marks)

#### **QUESTION 5**

“Organisations do not buy but people do”. Discuss. (20 Marks)

**END OF PAPER**