MATRICULATION AND SECONDARY EDUCATION CERTIFICATE EXAMINATIONS BOARD

ADVANCED MATRICULATION LEVEL
2026 FIRST SESSION

SUBJECT:	**Marketing**
PAPER NUMBER:	I
DATE:	7th May 2026
TIME:	9:00 a.m. to 12:05 p.m.

SECTION A

Answer ALL questions in this section. This section carries 50 marks.

1. Explain what is meant by customer relationship management (CRM). (4)
2. Define market share. Briefly explain **TWO** strategies a business can use to grow market share. (6)
3. What is meant by internal data in marketing information systems? Provide **ONE** example. (5)
4. Briefly explain the difference between probability and non-probability sampling. (6)
5. What is e-procurement in business buying behaviour? Mention **ONE** benefit of e-procurement for business buyers. (5)
6. State and briefly explain **TWO** requirements for effective market segmentation. (6)
7. Explain what is meant by brand equity. (4)
8. Distinguish between market-skimming pricing and market-penetration pricing. (6)
9. What is a marketing channel? (4)
10. Briefly explain **ONE** direct marketing tool. (4)

(Total: 50 marks)

SECTION B

Answer TWO questions from this section. This section carries 50 marks.
All questions carry equal marks.

11. a) Explain what is meant by technological environment and describe its role in marketing. (12)
    b) Using the example of a service-based business such as a hotel or travel agency, discuss how developments in the technological environment can lead to the creation of new services and the identification of new market opportunities. (13)

(Total: 25 marks)

12. a) Marketers can evaluate advertising effectiveness in distinct ways. Explain the difference between the communication effects and the sales and profit effects of advertising. (12)
    b) Discuss why measuring the return on advertising investment is often difficult for businesses, even when large amounts of data are available. (13)

(Total: 25 marks)

13. a) Explain what is meant by consumer action and briefly describe **TWO** forms of consumer action. (12)
    b) A group of consumers campaigns against a food and beverage company for using excessive plastic packaging and threatens to boycott its products. Discuss how this form of consumer action can influence the company's marketing practices. (13)

(Total: 25 marks)

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SUBJECT:	**Marketing**
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TIME:	9:00 a.m. to 12:05 p.m.

Answer **ALL** questions in Section A and any **TWO** questions from Section B.

SECTION A
This section carries 50 marks.

Case Study: The Magnum Ice Cream Company (MICC): Competing for the Premium Scoop in Europe

The European ice cream market, valued at approximately €23–€25 billion according to latest published figures, is a mature yet innovation-driven sector characterised by stable per-capita consumption, intense competition, and rising consumer expectations. Growth in the category is increasingly value-led rather than volume-led, driven by an increase in perceived customer value through enhanced quality and overall experience, plant-based innovation, and heightened concern for sustainability and health. Against this backdrop, the 2025 spin-off of Unilever's ice cream division into The Magnum Ice Cream Company (MICC) represents a major strategic transition for one of the world's most recognisable frozen dessert portfolios.

As an independent organisation, MICC manages a diverse multi-brand portfolio including Magnum (premium indulgence), Ben & Jerry's (ethical and lifestyle-led), Cornetto (youth-focused impulse), Wall's and Carte d'Or (mass-market family offerings), and Viennetta (nostalgic celebration desserts). This breadth enables MICC to serve multiple income levels, usage occasions, and consumption motivations across Europe's heterogeneous markets, while also allowing the company to spread risk across segments with differing growth dynamics.

Magnum remains MICC's flagship brand and primary value driver. Positioned as "everyday luxury," Magnum differentiates itself through aspirational imagery, sensual storytelling, and a strong emphasis on chocolate craftsmanship. Its communication consistently frames consumption as a moment of indulgence, self-reward, and emotional escape, rather than as a functional food choice. In contrast, Ben & Jerry's competes through a distinctive ethical and cultural positioning built on social activism, sustainability advocacy, and playful flavour innovation. This dual-brand strategy allows MICC to defend both hedonic premium segments and values-driven lifestyle segments, where consumers exhibit a higher willingness to pay for meaning, experience, and perceived authenticity.

Innovation represents a central pillar of MICC's competitive strategy. Magnum's proprietary chocolate technology reinforces its premium credentials and supports sensory differentiation that is difficult for private-label competitors to replicate. Product extensions such as bite-sized formats and crackable tubs successfully transfer the brand's iconic "crack" and indulgence cues into the take-home category, supporting premiumisation beyond the impulse channel. At the same time, MICC has expanded rapidly into plant-based ice cream under both Magnum and Ben & Jerry's, responding to strong growth in vegan consumption. Sustainability-oriented product development, including responsibly sourced cocoa, cleaner ingredient labels, and reduced plastic packaging, further enhances brand credibility in a market where transparency and environmental responsibility increasingly influence purchase decisions.

Passage continues on the next page.

Consumer behaviour in Europe varies widely according to climate, culture, and demographics, shaping different consumption patterns across regions. MICC therefore targets multiple segments simultaneously: premium indulgence seekers attracted to rich flavours and sophisticated textures; value-focused families seeking trusted household brands; ethical and plant-based consumers motivated by environmental and social values; and younger, novelty-driven consumers drawn to limited editions, collaborations, and digital storytelling.

Promotion plays a critical role in reinforcing brand positioning and stimulating impulse purchases. Magnum's advertising relies on high-production visuals, celebrity endorsements, and multisensory cues designed to heighten perceived indulgence and desirability. Digital platforms amplify these effects through short-form video, creator collaborations, and interactive content that enhances engagement and shareability. Across MICC, influencer marketing and social media increasingly function as launch platforms for limited editions, generating hype cycles and accelerating trial more effectively than traditional mass advertising.

MICC benefits from Europe's advanced cold-chain infrastructure and long-standing retail relationships. Distribution spans off-trade retail (supermarkets, hypermarkets), which accounts for the majority of volume but is characterised by heavy private-label price pressure; on-trade outlets such as cafés, kiosks, and beach venues, which are highly seasonal but margin-rich; and a growing online and direct-to-consumer channel, particularly for premium bundles and gifting. Despite intense competition for freezer space, MICC's strong brand equity helps secure prominent placement in high-traffic locations.

The competitive landscape is concentrated, with major rivals including Froneri, Nestlé, Mars, Danone, and premium specialists such as Häagen-Dazs. While some competitors rely on cost leadership or confectionery-linked impulse brands, MICC's strategy is anchored in differentiation through brand storytelling, sensory experience, and sustainability rather than price competition.

As an independent company, MICC enters its next phase with significant strategic assets but also faces challenges, including private-label expansion, rising health expectations, regulatory scrutiny, and the need to sustain premium growth in a mature market. Its long-term success will depend on leveraging brand equity while continuing to invest in responsible innovation, digital engagement, and consumer-centric value creation across Europe.

Compiled and adapted from various sources including: The Magnum Ice Cream Company Sustainability and Responsibility report, 2025; Unilever plc Annual Report 2024; Euromonitor International-Ice Cream in Europe 2024; www.corporate.magnumicecream.com, and international press coverage.

Answer ALL questions

1. To compete successfully, firms must identify relevant consumer differences and create clear value propositions for specific markets.

   (a) Briefly explain what is meant by market segmentation, targeting and positioning. (6)

   (b) With examples from the case study, explain how MICC uses market segmentation, targeting and positioning in the European ice cream market. (12)

2. Focussing on Magnum and Ben & Jerry's, describe how psychological, social, and cultural factors of consumer behaviour influence purchase decisions in the European premium ice cream market. (12)

3. (a) In terms of the societal marketing concept, analyse MICC's sustainability initiatives. Support your answer with examples from the case study. (8)

   (b) To what extent do these initiatives contribute to long-term competitive advantage? (4)

4. How does MICC use integrated marketing communications to coordinate its promotional activity in a clear, consistent and compelling manner? Support your answer with examples from the case study. (8)

(Total: 50 marks)

SECTION B
Answer TWO questions from this section. This section carries 50 marks. All questions carry equal marks.

5. (a) Evaluate how a firm in a mature and highly competitive market can use pricing strategies to sustain profitability while delivering superior customer value. (16)

   (b) Briefly explain **THREE** price adjustment strategies that can be used. (9)

(Total: 25 marks)

6. Launching a new product requires structured insights to reduce risk and guide strategy.

   (a) Evaluate how a beverage company could use the stages of market research to successfully launch a plant-based smoothie. (15)

   (b) Explain the importance of the market research stages in guiding marketing decisions. (10)

(Total: 25 marks)

7. (a) Explain the components of the 'Levels of Product' and how understanding these can help firms achieve a competitive advantage. (10)

   (b) Apply the 'Levels of Product' framework to a premium electric vehicle manufacturer that is offering a new model targeted at urban professionals in a highly competitive market. (15)

(Total: 25 marks)