

EASTERN UNIVERSITY, SRI LANKAFACULTY OF COMMERCE AND MANAGEMENTSPECIAL EXAMINATION FOR SECOND YEAR FIRST SEMESTER EXAMINATION INBACHELOR OF BUSINESS ADMINISTRATIONMKT 2013 - MARKETING MANAGEMENT

Answer All Questions

Time : Three Hours

## 01. RIVERDANCE

The 39<sup>th</sup> annual Eurovision Song contest held at the point theatre, Ireland, in 1994 saw the birth of a music and dance sequence that has taken the world by storm. Although it was just seven minutes long and was intended only to fill the time until the judges made their minds up about the songs in the contest itself, the Riverdance sequence stole the show and had far more impact than any other act featured that night.

The initial briefing to Bill Whelan, the composer of Riverdance, was to produce a musical piece that would not only demonstrate Irish culture to an international television audience of 300 million, but also offer high entertainment value. Given Dublin's location by river and sea, an aquatic theme was thought appropriate. The Riverdance sequence involved a troupe of 20 dancers with the lead duo of Jean Butler and Michael Flatley, soon to become household names. Media comments after the show were largely very positive.

Corr (1994), for example, said:

*'combined with Bill Whelan's music, the machine gun feet of Michael Flatley and Jean Butler conjured up visions of a mystic and proud nationality, and reawakened a Celtic revival, providing a fast, sexy link between our dissolving heritage and the genius of a pop movement. So, Riverdance has taken its place in Irish folk history, with a rush of national pride-up there with U2 who conquered the globe in the eighties.'*

The combination of ballet, tap, flamenco and traditional Irish dancing was a big hit. The platform offered by Eurovision, both literally and from a promotional perspective, led to wide public acclaim. A single and a video were produced, and immediately on its release, Riverdance became the best selling single in Ireland for 18 weeks.

After Royal Command performance premiere in London at the beginning of 1995, it rose to seventeenth position in the UK singles chart. It was also broadcast on top of the pops on BBC television on 12 January 1995. At that time all proceeds from the video sales were donated to the Irish Rwanda Relief Fund.

By this time, however, not all commentators were prepared to give unreserved acclaim to Riverdance as a piece that should make a long-term impact on the Irish arts and culture scene. By the cultural purists, it was regarded as 'Broadway with a dash Irish dancing', a highly professional, clever dance routine designed to have commercial appeal to a wide audience.

Although there could be no market research or pre-testing because it was a gala performance at a television mega event, the large, captive audience, along with the 'halo effect' of being associate with the Eurovision Song Contest, created high consumer interest. People wanted to learn more about the artists and to acquire Riverdance on sound or video. Riverdance then developed into theatrical production in its own right. Riverdance: the show has run across, Europe. And also on Broadway. The show first gave 20 performances in Dublin, to which sponsors and critics were invited, and from that came the subsequent tours that sometimes involved parallel productions. Flatley saw no bounds to success at that time:

*'I believe that there is room in the market place for an artists' show like Riverdance. I'm absolutely certain with the number of people involved the hard work and the expertise that we have, that we can bring Riverdance to the top. We're certainly considering an awful lot of things, even Riverdance: the movie.... We want to take what we've done to another level and showcase a new flavour of what this particular form of Irish art has.'*

The problem for Riverdance all along has been how best to capitalize on the initial impact created and how far to develop or diversify the 'core product'. This would make a grate deal of difference to its positioning as either piece of high culture or piece of popular entertainment. This is run has implications for the marketing communication strategy adopted.

**Questions**

(i) Is the Riverdance phenomenon more of a 'push' or a 'pull' strategy? **(04 Marks)**

(ii) Outline the promotional mix likely to have been used to sell the video of the show. **(07 Marks)**

(iii) What are the particular problems of marketing communication for a stage show and what kind of promotional mix is this likely to indicate? **(08 Marks)**

(iv) "There has been much debate as to whether Riverdance is a showbiz fad or a serious piece of culture". What difference would it make to the communications planning flow if it was thought to be culture rather than showbiz? **(09 Marks)**

**(Total 28 Marks)**

02. (i) What is the 'Marketing concept'? Comment on its relationship to other business orientations. **(05 Marks)**

(ii) What is "derived Demand"? Why it is important factor in industrial marketing decisions? **(06 Marks)**

(iii) 'A firm cannot be considered to be genuinely marketing orientated unless it has thorough understanding of its markets, the customers and their problems' Discuss this statement. **(07 marks)**

**(Total 18 Marks)**

03. (i) What is marketing research, why does it play an important role in the marketing functions? (05 Marks)

(ii) Describe how marketing strategies change during the product's life cycle. (06 Marks)

(ii) "Planning ahead is as much as a waste of time for my business as it is for me, I live and worked for today". Comment on this statement. (07 Marks)

(Total 18 Marks)

04. (i) What is "culture"? Why is it an important determinant of purchase behavior? (06 Marks)

(ii) Explain how companies select and evaluate channel members. (05 Marks)

(iii) Highly specialized companies are highly risky companies" Comment on this statement. (07 Marks)

(Total 18 Marks)

05. (i) Explain the main characteristics of services. (06 Marks)

(ii) "Often companies adjust their prices to take into account different types of customers and situation". Discuss this statement. (06 Marks)

(iii) Choose service business and analyze its marketing offering in terms of 7Ps. (06 Marks)

(Total 18 Marks)