



**Strathmore**  
UNIVERSITY

**SCHOOL OF HUMANITIES & SOCIAL SCIENCES**  
**BACHELOR OF ARTS IN COMMUNICATION**  
**BAC 4103: BRAND AND REPUTATION MANAGEMENT**  
**END OF SEMESTER EXAM**

[Examiner S. Kihara]

**DATE: Friday 13<sup>th</sup> November 2020**

**Time: 2 Hours**

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**Instructions**

1. This examination consists of **FIVE** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.

**Question 1 is compulsory**

**Question 1:**

A Plastic surgeon contacted your PR agency seeking help in restoring her online reputation. When she searched online for her personal name and the clinic's, a single negative review was ranking #1 on Google. She admitted to you that she didn't think it was a big deal at the beginning, but when the influx of new patients started to wind down, she got worried. Her receptionist had to answer to potential customers who were asking questions about the incident. The doctor told you that the information submitted online by the alleged unhappy patient did not ring a bell. She told you that she believes a competing plastic surgeon might be behind it.

- a. Write a memo to your client explaining the possible causes of her online brand and reputation challenges. (10 Marks)
- b. Develop an online brand and reputation management strategy to restore the company's online reputation. (20 Marks)

**Section 2 – Answer any 2 questions**

**Question 2:**

“It is a mistake to entrust to a PR spin doctor the task of trying to build a better reputation. The job is so important to a company that it should be taken on board by the whole senior management of that company” (Graham Dowling, Oxford, 2000)

Assess the view of PR and reputation management expressed in this statement and give your views on the role that PR can and should play in reputation management. (15 Marks)

### **Question 3:**

#### **CSR Problems at Shell**

Shell's recent crisis over its oil reserves is not the company's only problem. It has also received a lot of criticism for failing to live up to its overall corporate brand promise in other ways. The Shell brand is built around the notions of openness and accountability; in its advertising campaign, the company highlights its position that 'Only by behaving responsibly can any company hope to operate profitably.' Hence the embarrassment, chagrin, and negative response as the company is forced to apologize for the improper behavior of some of its senior executives. In the report 'Behind the Mask' published by Christian Aid, the company was singled out for merely paying lip-service to CSR. In the report, which coincided with this year's World Economic Forum in Davos, Shell was accused of falsely claiming to be a 'good' neighbor while leaving oil spills uncared for and having largely ineffective community development programs. The press has subsequently taken Shell to task and the company has had to explain itself to shareholders, customers and other constituents. Had Shell been focused on deeds rather than words, possibly the verdict would not have been so harsh.

- a) Analyze the CSR crisis above and how it may have affected the Shell brand? (8 Marks)
- b) Recommend and justify some of the key factors Shell would have to consider in choosing a CSR program to rebuild its reputation through CSR (7 Marks)

### **Question 4:**

Assume that Tusky's Shopping Supermarket is introducing an Eatery or Food Joint within all its supermarket outlets. Develop a brand and reputation strategy for the eatery. Remember to give the eatery a name and a campaign awareness plan to create brand visibility. (15 Marks)

### **Question 5:**

*Asked what she would remember the late Safaricom CEO Bob Collymore for, Jackline Kibisu, an employee at Safaricom said her late boss made motherhood bearable.*

*When Bob Collymore, the CEO of Kenya's Safaricom, wanted to know about his poorest customers, he would catch a local bus or walk around Kenya's slums with a prominent anti-corruption activist.*

Discuss in detail the reputation elements presented in the 2 statements above, and others that may not be presented above, that have helped Safaricom to be positioned as one of the most reputable companies in the East African region. (15 Marks)