

**MBA Degree (FT) III Semester End Semester Examination- December, 2022**  
**21-371-0330: Strategic Marketing**  
 (Regular)

Time: 3 Hours

Max. Marks: 50

**Course Outcomes:** On completion of the course, the student will be able to:-

CO1	Recall the basic concepts and terms related to Strategic Marketing like SBUs, product differentiation; brand positioning, market challenger and niche strategies.
CO2	Understand comprehensively the concepts delivered at the remembrance level and their relationship to strategic marketing decision making process
CO3	Develop application skills in strategic marketing based on the understanding of the different case studies and exercises.
CO4	Analyse the real- life strategic marketing problems and opportunities encountered by marketing managers, with the help of data and tools drawn from secondary data and field studies.
CO5	Evaluate the impact of strategic marketing decisions and its implication on meeting the long term and short term objectives of the firm.
CO6	Generate innovative ideas in the domain of developing sustainable competitive advantage based on marketing function.

**BL – Bloom’s Taxonomy :**(L1- Remember , L2 - Understand, L3 – Apply, L4-Analyse, L5-Evaluate, L6-Create)

**PART A***(Answer ALL questions. Each question carries 2 marks)*

Q No.	Questions	Marks	BL	CO
1	Define a Strategic Business Unit with the help of an example.	2	2	1
2	Highlight the industry forces impacting the Indian telecom sector.	2	1	2
3	Distinguish between strategic and tactical elements in a marketing plan.	2	2	1
4	State the purpose behind the creation of product portfolios by firms.	2	2	3
5	Specify how cross elasticity differs for complementary and substitute products using examples.	2	2	3

**(5X2=10 marks)**

**PART B**

*(Answer ANY FIVE Questions. Each question carries 4 marks)*

Q No.	Questions	Marks	BL	CO
6	'Where there is no vision, there is no hope.' Examine this statement with an example from the corporate world.	4	3	1
7	Suggest how a company can systematically frame its customer orientation strategy.	4	4	4
8	Outline the manner in which Ansoff's matrix helps in strategy formulation.	4	3	2
9	Explain how a balanced score card facilitates streamlining of business processes.	4	3	3
10	Examine the sources of sustainable competitive advantage for a well-known corporate brand.	4	4	4
11	Analyse how pricing mechanism can be aligned for profitability across the product life cycle.	4	4	4
12	Represent how a prominent Indian corporate group manages its business portfolio using the BCG matrix.	4	4	4

**(5X4=20 marks)**

**PART C**

*(Answer ANY TWO questions. Each question carries 10 marks)*

Q No.	Questions	Marks	BL	CO
13	Illustrate the relevance of message and media decisions in the advertising process.	10	5	5
14	Elaborate on the modes of competitive warfare adopted in various business scenarios.	10	5	5
15	The successful evolution of McDonalds in India from being a mere burger selling outlet to an established quick service restaurant over a 25-year period is attributed to the adoption of different strategies. Environmental factors like rising income, growing urbanisation, proliferation of nuclear families and mobile ordering platforms due to internet penetration beyond major cities favoured the brand's growth. McDonalds was able to increase store count from 161 stores and 165 million footfalls per year (2012 – 2013) to 258 stores with 200 million footfalls per year in 2016-2017. The brand achieved break even within 10 years since commencing operations and revenues grew substantially making the brand a key player in the Quick Service Restaurant (QSR)			

segment which includes fast food and coffee joints. Overtime, the competition started heating up with many multinational food chains such as Dominos, KFC, Burger King and Pizza Hut entering the fray. Rivalry posed by coffee chains like Starbucks, CCD and the like which had transitioned from coffee shops to 'food cafes' could not be ignored either. A new form of competition was emerging in the form of online food aggregators who acted as online market places for lesser-known brands. Additionally, the high inflation in input prices started affecting the retailer's footfalls and store sales. In tackling challenges, the firm forged an efficient 'farm-to-fork' model to ensure a supply chain of fresh produce and buns regularly. Its philosophy of 'Think Global, Act Local' gradually paid off. A dedicated menu development team focused on menu enhancements that customised food to Indian tastes across broad price points. Recognising Indian customer sentiments, the brand refrained from serving beef or pork products and also introduced innovative vegetarian options. The brand's positioning as a family restaurant was driven through launch of 'Happy meals' - a kids meal with a Disney toy- a strategy that made it a favoured venue for children's theme parties. Research indicated that Indians eat out only 3 times a month, so McDonalds launched a Value-for-Money product menu aimed at increasing the frequency of eating out to 7 times. To retain market leadership in the QSR space, the firm realised there was a need to provide more occasions to visit the restaurant and a brand new daypart was created with the launch of breakfast menu from 7am to 11am. The company decided to extend its core brand by launching McCafé outlets and McDessert kiosks in select zones to drive impulse purchase during non-meal times. As a brand in its maturity stage, McDonald's presently focuses on targeting health-conscious consumers by including healthy soups, salads and grilled offerings with reduced sodium, oil and sugar content in its menu. In a bid to reduce the cost of opening and operating new stores by 20-30 per cent, the brand adopts a standardised design across all stores and also invests in AI-enabled Restaurant Operating Systems to optimise the quickness of service and cash flow. The aim is to provide service excellence and a quicker service experience by investing in self-ordering kiosks, drive-through format stores and mini outlets.

15 (a) Critically evaluate McDonalds strategic objectives. Using a suitable framework, analyse the brand's marketing strategy over time.	6	5	5
15 (b) Determine how McDonalds is using industry segmentation to create competitive advantage today.	4	5	5

**(2x10=20 marks)**

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