

MBA Degree (FT/PT) III/V Semester University End Semester Examination- November, 2023
21-371-0330/ 21-372--0530: Strategic Marketing
 (Regular and Supplementary)

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. Nos.	Questions	Marks	BL	CO
1	Identify the scope of marketing strategy within the business strategy framework.	2	1	1
2	Determine the role of switching costs in competition for customers.	2	2	2
3	Distinguish between flank attack and bypass attack.	2	2	1
4	'Vision without action is a daydream. Action without vision is a nightmare'. Comment.	2	2	3
5	Describe 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. Nos.	Questions	Marks	BL	CO
6	Examine ways to determine the stage of the lifecycle that a particular industry is in.	4	3	2
7	Analyse why firms need to have a balanced product/service portfolio for long term survival.	4	4	4
8	Titan 'Raga' range of watches symbolises true feminine elegance, style and power. Recommend a suitable message strategy for advertising the brand 'Raga' and justify your choice.	4	3	2
9	Interpret how a balanced score card facilitates streamlining of business processes.	4	3	3
10	You are a farm equipment manufacturer with Indian operations. Over the past two years, the agricultural industry growth has flattened out by 30% in volume terms. Suggest strategies for your company in this industry stage.	4	4	4
11	Classify the key sources of competitor intelligence.	4	2	2
12	The grooming market for the metrosexual segment – male consumers who are concerned about personal grooming and body image – is growing at a whopping rate of 30% in India. While sports, cars and gadgets have been on men's choice list till recently, fashion and cosmetics have become an integral element now. Examine the forces in the external environment that have triggered this shift in male grooming.	4	4	4

(5X4=20 marks)

PART C

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

Q. Nos.	Questions	Marks	BL	CO
13	Amazon grew from being a sellers' market place to a cloud computing firm with <i>Amazon Web Services (AWS)</i> . It ventured into digital streaming with <i>Amazon Prime</i> platform, into artificial intelligence domain with <i>Alexa</i> and recently online advertising through <i>Amazon Ads</i>	5	5	5
	(i) Classify these extensions within Ansoff's matrix. (ii) Evaluate the portfolio using BCG matrix.	5	5	4

14	You own a coffee shop where two coffee brands are sold- Regular coffee and Speciality coffee. Presently 20000 units of regular coffee is sold at Rs.150 per cup and 3000 units of speciality coffee at Rs.180 per cup. The variable costs per unit are Rs.70 and Rs.90 respectively. You want to raise the price of one variant by 10%. Justify your choice.		10	5	5
		Volume change in regular	Volume change in speciality		
	Price change in regular	-2	0.4		
	Price change in speciality	0.2	-0.8		

Zara – owned by the Spanish business tycoon Amancio Ortega, is one of the world’s leading fast fashion brands that designs, manufactures and sells clothing worldwide through its many retail stores. Its competitors include *H&M*, *Gap*, *Benetton* and *Mango*. Normally, the retail sector requires three months lead time to develop a new seasonal collection. Predicting consumer tastes ahead of time is challenging, and the risk of ending up with unsold inventory remains very high. In order to contain costs, these players outsource production to low-cost manufacturers in Asia, resulting in issues of longer lead times and less flexibility. *Zara* was born from this ‘gap’ in the fashion industry. In order to be faster to the market and more responsive to customers, Ortega knew he needed to have more control over the design and distribution of clothes and hence *Zara* adopted a vertical integration system with local outsourcing of production only. To create colours on the spot as per market demand, *Zara* invested in a state-of-the-art facility for dyeing, cutting and garment finishing. Additionally, a computerised inventory management system was installed that linked stores to factories, bringing down the lead time to 15 days. Customer sentiments were collected upfront at the store by employees and shared with the team of in-house designers and pattern makers at headquarters, who developed clothes based on popular trend. Designers were trained to limit the number of reviews, so as to speed up the product development process and stick to minimal number of samples. From a marketing perspective, the stores successfully generated repeat customer footfall by created a ‘climate of scarcity among consumers’. Consumers kept coming back knowing that what they see today may not be there tomorrow.

15	(a) Formulate suitable ways in which <i>Zara</i> can			
	(i) differentiate itself at various levels	3	5	5
	(ii) accomplish competitive positioning.	3		
(b) (i) Interpret if the <i>Zara</i> business model presents a sustainable competitive advantage.	2			
(ii) Profile the strengths and weakness of <i>Zara</i> against one competitor using relevant critical success factors for the industry.	2	6	5	

(2x10=20 marks)
