



JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM/ PGDM (M)/ PGDM (SM)
SIXTH TRIMESTER (Batch 2020-22)
ENDTERM EXAMINATION, April 2022

Course Name	STRATEGIC MARKETING	Course Code	MKT-604
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- a. Please answer all questions.
- b. Please write in point form where ever possible

Q1. Advocates of the resource-based view argue “organizations that are in possession of unique resources have the basis for a superior performance advantage over their rivals.” Nirma is one such example that can be cited for taking advantage over deep-rooted rivals in the market.

‘Nirma’ was born when a chemist (Mr. Patel from Gujarat) manufactured a phosphate free detergent and started selling it locally. It was the time when the Pioneer of Detergents, Surf (a product of HUL) priced its product at Rs.15 per Kg. As Nirma was priced at Rs.3.5 per kg, it rapidly became popular in the rural market and acquired the status of a beloved “Low-cost value-for-money” household detergent in the minds of the consumers. In the 90s, the popularity of the brand made it attain 15% of market share in India while Surf was the undisputed champion of detergents with 65% market share and targeted premium segment. Nirma used various business strategies which made this brand “sabki pasand”.

Assume yourself as a strategic marketing consultant, you are required to critically analyze the blue ocean and red ocean strategies used by Nirma to gain a competitive advantage and how Nirma replaced Surf as the number 1 ranked brand in India in just few years. (10 Marks)

Q2. Bata became India’s household name despite being a classy international brand. Bata have entered into an agreement with US-based footwear giant Wolverine to manufacture and sell its Hush Puppies brand in the country. By opening exclusive

stores, Bata aims to offer the complete range of over 100 designs of Hush Puppies shoes and sandals. It was stated in the press conference that the company would open many more exclusive Hush Puppies stores across the country, after assessing the response from initial few stores opened in metro cities, before building a chain in this format. Driven by its expansion of Bata outlets in the country, the company expects its revenues to touch Rs. 2000 crore by this December, as compared with Rs 1800 crore last year.

If Bata wants to design marketing channel for its subsidiary Hush Puppies, what deliberations do you consider essential to the design of distribution channels? Explain your answer by citing the strategic channel management process that can be followed by Hush Puppies. (10 Marks)

Q3. Zero advertising costs!! No direct marketing!! Bootstrapped for a decade! And a staggering growth, even during Corona lockdown! This is the story of Zerodha!

Facilitating over 5M+ orders daily, Zerodha is an online brokerage platform founded by the duo Nikhil Kamath and Nithin Kamath back in 2010. The rules of the game changed when the Bengaluru-based startup made trading 'brokerage free' back in December 2015 and leveraged its technology platform to grow among young traders! Throughout the journey, Zerodha never just focused on earning revenue. They focused on earning the trust of the community of young traders through various initiatives.

Assume yourself as marketing head for Zerodha; Discuss what types of pricing strategies are available? What limitations are inherent in different types of pricing? How you might have determined the price in a practical marketing situation? (10 Marks)

Q4. 30+ years ago, Nespresso pioneered the portioned coffee segment with the idea of allowing anyone to make the perfect espresso at home. Today the company continues to be the category driver of innovation, customer experience & quality.

The coffee pods and capsules global market is predicted to record a CAGR of 7.1%, during the forecast period (2019 – 2024). The market is highly driven by increasing usage of single-serve coffee in households, especially in North American and European regions and now planning to enter India with a new product in early 2021.

You being product head for Nespresso, what design components you will monitor in a new product development process. Explain the new product development strategic process in detail by citing importance of 'stage gates' in the process.

(10 Marks)