

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

FIRST TRIMESTER (Batch 2023-25)

END TERM EXAMINATION, OCTOBER 2023

Course Name	Marketing Management I	Course Code	20101
Max. Time	2 Hours	Max. Marks	40 MM

INSTRUCTIONS:

Attempt all given questions in each of the scenarios.

Scenario 1

In the dynamic landscape of the soft drink industry, Reliance Industries' FMCG business has embarked on a strategic journey by acquiring Campa Cola, a brand with a rich heritage in India. The acquisition took place in August 2022, with Reliance acquiring Campa Cola from the Pure Drinks Group for an estimated Rs 22 crore. In March 2023, Reliance Consumer Products relaunched Campa Cola with three new variants. The brand initially entered the market in Andhra Pradesh and Telangana and is gradually being introduced nationwide. As Reliance seeks to reposition and revitalize Campa Cola, its management team faces a pivotal decision: which marketing philosophy should they adopt? They find themselves at a crossroads between the traditional production concept and the contemporary marketing concept.

Q1 Your task is to describe and justify which marketing philosophy (production concept or marketing concept) you would recommend for this newly acquired soft drink company. Explain how your chosen philosophy aligns with the company's long-term goals and why it would be the most effective approach in this context. (10 marks)

Scenario 2

The Heart Attack Grill® is a hospital themed restaurant in downtown Las Vegas. It has become internationally famous for embracing and promoting an unhealthy diet of incredibly large hamburgers. Customers are referred to as "patients," orders as "prescriptions," and the waitresses as "nurses." All those who weigh over 350 pounds are invited to unlimited free food provided they weigh themselves on an electronic cattle scale affront a cheering restaurant crowd. The menu includes the Single Bypass Burger®, Double Bypass Burger®, Triple Bypass Burger®, Quadruple Bypass Burger®, Quintuple Bypass Burger™, Sextuple Bypass Burger™, Septuple Bypass Burger™, and the Octuple Bypass Burger™. These dishes range in weight from half a pound to four pounds of beef. Also on the menu are Flatliner Fries® (cooked in pure lard) and the Coronary Dog™, Lucky Strike no filter cigarettes, alcohol, Butterfat Milkshakes™, full sugar Coca-Cola, and candy cigarettes for the kids! "Patients" who are unable to finish their meals are subjected to brutal spankings publicly delivered by one of the Heart Attack Grill's attractive nursing staff. These spankings have been the subject of significant publicity. Thought of as being an erotic gimmick, Dr Jon refers to them as "Pain Management Therapy" and insists they are a very necessary part of the healing process only from which true growth can emerge. The menu names imply coronary artery bypass surgery, and refer to the danger of developing atherosclerosis from the food's high proportion of saturated fat and excessive caloric content. The Quadruple Bypass Burger® has been awarded the title of World's Most Calorific Burger by GUINNESS WORLD RECORDS® who quoted the caloric content to be 9,983 calories! Guinness officials have yet to evaluate the larger more "invasive" burgers, Quintuple through Octuple, which were officially added to the menu in December 2012.

Q2 You have been hired as a consultant by this restaurant chain for initiating its operations in India. They want you to analyze and discuss the possible factors which will influence consumer behavior towards this brand in India. (10 marks)

Scenario 3

Imagine you are the manager of a food and beverage company 'Vadilal Enterprises Ltd', which is into the business of ice-creams, flavored milk and processed food like readymade chapattis etc. The company is very strong in West and South India. It is now planning to expand into North India. The north India region has a growing middle class, high urbanization rate, and a relatively stable political environment.

Q3 Analysis macro and micro environmental forces which must be studied for Vadilal Enterprises.
(10 marks)

Scenario 4

BIRA 91: The Sparkling Indian Star

"We need to redefine the world of beer." Ankur Jain, founder and chief executive officer, Cerana Beverages. In February 2015, Ankur Jain, founder and chief executive officer (CEO) of Cerana Beverages Pvt. Ltd. (Cerana Beverages), launched Bira 91 (Bira), India's first handcrafted beer. Craft beers, including those produced in microbreweries, accounted for only 1 per cent of the market share. Bira 91 was introduced to "fill the gap in the market for a trendy, unorthodox, fun and smart brand of beer that could be positioned between Indian brands and expensive imported beers."⁴

Bira and other variations of the word meant "brother" in north India and other parts of the country. The Bira 91 logo used a reversed B, which reflected the spirit of rebelling against tradition, and a 91, which signified India's country code. Its mascot was a monkey, which was symbolic of the monkey inside many of us. Jain described Bira as follows:

The most pristine, earthy water, the sturdiest and choicest barley and wheat, flavoured with a blast from the most delicate hops and restless, manic yeast. There are the secret ingredients of spirit, mystery, mythology, passion, and a turbulent chaos full of vitality, energy and creativity. India has these secret ingredients in abundance. Craft beers were typically produced in small volumes with emphasis on flavour, quality, and traditional brewing methods. They had lately become highly popular in microbreweries located in select Indian cities. Specifically, microbreweries did not produce beer in the "product format," implying that the beer was brewed and distributed on site. Cerana Beverages thus led the way in India by deciding to sell both draft and bottled Bira.

By the end of 2017, there were five product variants of Bira: Bira 91 White Ale; Bira 91 Blonde Lager; Bira 91 Light; Bira 91 Strong; and Bira the Indian Pale Ale. Bira 91 White was a wheat beer with low bitterness. Bira 91 Blonde, an extra hoppy craft lager, was a more traditional wheat-barley brew. Bira 91 Light was one of the first low-calorie beers to hit the Indian market. It was positioned as a "lunchtime lager." Jain described it as follows: Bira 91 Light is the lowest calorie option for any alcoholic beverage in the bar. It is lower than a glass of champagne, much lower than Breezers, wine, or cocktails. It is even lower than a glass of milk or orange juice. Most things that are healthy have a reputation of tasting awful. We wanted to make a beer that was not just healthy but also delicious. Bira 91 Light will hopefully give non-beer drinkers another reason to consider beers when they are looking for a refreshment.

Recognizing the hold of strong beers in the Indian market, Cerana Beverages launched its first strong wheat beer (Bira Strong) with a 7 per cent alcohol content. Further, Bira the Indian Pale Ale was believed to have spurred a beer revolution in India. Bira targeted millennial and urban populations, emphasizing taste. About Bira's segmentation and targeting strategy, Jain said, "The alcohol content barely matters for the urban millennial who is looking to have a good time with friends. What matters is that the beer that they are drinking should be new age."

In Western countries, beer was often perceived as a refreshment drink. In India, however, it was consumed for intoxication. In 2016, strong beers accounted for 80 per cent of the total beer sales, indicating the Indian preference for strong beers.¹⁸ Each of the three major players—United Breweries Holdings Limited (United Breweries), Carlsberg India Pvt. Ltd. (Carlsberg), and Anheuser-Busch InBev India Ltd. (AB InBev) recorded major sales for their respective strong beer brands: Kingfisher Strong, Elephant, and Knockout. In India, mild beer was perceived as a premium experience, linked to a certain lifestyle, especially among the urban population. This enabled beer companies to diversify their offerings into mainstream and premium segments. The Indian beer market was dominated by three players: United Breweries, Carlsberg, and Anheuser-Busch InBev. To cater to the Indian customer base, each of the major players developed a varied product portfolio that covered all segments—from mass to super-premium.

Q4 Is Cerana Beverages a competitor centered company, customer centered company or market centered company? Explain your answer. (5 marks)

Q5 Assess the effectiveness of Bira 91s segmentation and positioning strategy with that of traditional Indian beer brands. (5 marks)