

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM) (G4)

SIXTH TRIMESTER (Batch 2022-24)

ENDTERM EXAMINATION, APRIL 2024

Course Name	Strategic Marketing	Course Code	20136
Max. Time	2 Hours	Max. Marks	40 MM

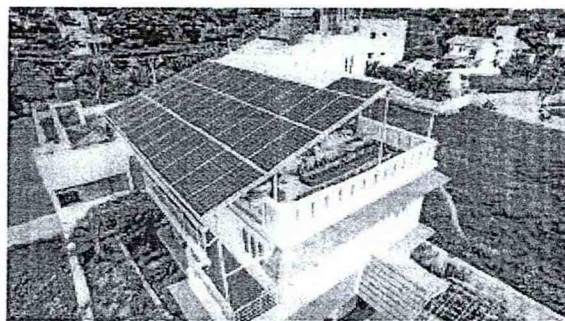
INSTRUCTIONS:

- a. This paper includes a total of four questions. All questions are mandatory.
- b. Use appropriate examples wherever relevant to amplify the concept of the point that you are discussing.
- c. Use diagrams and visual aids that may help you better explain the concept.

Case Study

Background:

E-power is in the business of offering alternate sources of power such as **Battery Invertor devices**. Recently, to drive the use of renewable sources for electricity generation, the state government announced an incentive scheme that will help residents save on their electricity power bills in case they opt to install renewable electricity energy sources such as a rooftop solar power plant.



E-Power, being an old brand in the market with a good understanding of local consumers, decided to leverage this opportunity. It quickly explored suppliers of solar panels in Vietnam and signed an incomplete deal to procure solar panels at short notice. Subsequently, It created a sales oriented marketing campaign to offer consumers this solar panel installation services before summer. As per company's management, It made perfect sense, since customers were troubled by high cost of power during summers, when air conditioner inflated monthly electricity bills. Therefore need to aggressively launch this service before competition gets in.

Consumers/Residents were becoming aware about the importance of green or renewable energy and this government scheme furthered the consideration. Residents had seen solar panels in government buildings and felt that it's really a good and reliable method of producing green electricity. This worked in favor of **E-Power** as they were ahead of competition to launch their communication.

E-Power now focused only on aggressive sales. It printed marketing brochures and launched a digital campaign highlighting the benefits of solar panels. The brochure highlighted and showed attractive

pictures of happy customers who installed solar panels. The communication focused on following parameters:

1. Solar Cells make customers happy as they save monthly electricity bills
2. They can use Air conditioners in peak summer months without any worry for bills.
3. Solar generated power could assist in running all the appliances.

E-Power also signed up a popular celebrity to endorse its product via print and TV ads. E-Power with its effective communication and sales team quickly booked several orders. They would ask for non-refundable booking advance INR 10,000 from customers to ensure that customers don't refuse later or commit to competition. Management was really happy with new orders. The company raised money from banks to invest in procurement of raw material, marketing and campaigns. The company distributed sales incentives and celebrated its success.

Challenges:

In about three months, the company could only complete handful of installations. The untrained engineers damaged products during installation, leading to reduced profit margins. In many cases, engineers found that there was no space for solar panel installation and had to refuse installation. Due to non-refundable policy, customers got into heated arguments with company's installation engineers. Some residential welfare associations and local agencies disallowed installation of solar panels citing safety concerns.

Company had not anticipated these challenges and therefore no rules or policy to refund the booking amount to customers. Customers shared their grievances on social media and some also filed a police complaint for cheating. Customers further complained that there was no toll-free number provided by the company, where they could register their grievances. Their only point of contact was the sales personal who visited them to book the order.

Now, company had multiple challenges to address. They had high customer dissatisfaction; their engineering team was not able to meet the demand as well as address customer queries. The funding to procure raw material had dried up, since consumer were cancelling their orders citing delay in installation. Due to this quick and unplanned venture in solar panels installation business, the company also lost its equity in the conventional battery powered invertors. Competition on other hand, which started slow was growing at a higher rate.

Questions

Assuming the company hired you to help them address this critical situation and regain their market leadership position, answer the following questions:

1. **Discuss** the unmet consumer needs that triggered consideration for the solar panels by conducting environmental analysis? [10 Marks]
2. **Formulate** a plan to use technology to engage consumers and enhance brand consumer relationship to avoid customer dissatisfaction? [10 Marks]
3. **Explain** the concept of Marketing Myopia? **Discuss** the factors that led to marketing myopia in context of E-Power. [5+5=10 Marks]
4. **Propose** a revised strategy by evaluating internal and external parameters to overcome the challenges experienced in their current approach. [10 Marks]