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| 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.

Q1. Case : "Burberry: A Timeless Blend of Heritage, Innovation, and Luxury"

Burberry, a renowned British luxury fashion house, has been synonymous with elegance, craftsmanship, and British heritage since its founding in 1856 by Thomas Burberry. Over the years, the brand has successfully evolved to meet the demands of a global market while retaining its iconic status. Known for its signature trench coats, check patterns, and sophisticated designs, Burberry stands as one of the most influential names in the luxury fashion industry. The brand's ability to seamlessly combine traditional British style with modern fashion trends has been a key factor in its long-standing success.

Burberry's caters to both men and women with an emphasis on high-quality materials and timeless design. The brand is perhaps best known for its outerwear, particularly the iconic trench coat, which was originally designed for British military officers. This coat remains one of Burberry's flagship products, symbolizing the brand's enduring commitment to functionality and style. In addition to trench coats, Burberry offers a broad selection of clothing, including jackets, knitwear, dresses, shirts, skirts, and trousers. These garments blend classic elegance with contemporary fashion trends, appealing to consumers who value both tradition and innovation.

Beyond apparel, Burberry offers a range of accessories that are highly sought after in the luxury market. Scarves featuring the brand's signature check pattern, ties, belts, hats, gloves, and sunglasses are staples of the Burberry collection. These items are not only fashion statements but also represent the brand's dedication to craftsmanship. Burberry's accessories are designed to complement its apparel, creating a cohesive and luxurious wardrobe for its customers. The brand also has an extensive line of footwear, including boots, sneakers, sandals, and formal shoes, each reflecting Burberry's aesthetic of understated elegance. Its handbags, particularly the "TB" monogram bags, have become a status symbol, representing sophistication and quality. Additionally, Burberry has expanded into the fragrance and beauty sectors, with popular perfumes like "Burberry Brit" and "Burberry Her," alongside a makeup line that emphasizes natural beauty.

Burberry's target audience primarily consists of affluent consumers who are willing to invest in luxury fashion. These individuals are typically high-income earners who value the quality, craftsmanship, and exclusivity associated with Burberry products. The brand appeals to a global audience, with a strong presence in Europe, North America, and Asia. In recent years, Burberry has focused on attracting younger, fashion-conscious consumers, including Millennials and Gen Z. By embracing digital platforms and incorporating streetwear aesthetics into its collections, Burberry has successfully expanded its appeal to this younger demographic. The brand's collaborations with influencers and celebrities have helped to further solidify its connection with younger, style-savvy consumers. At the same time, Burberry continues to attract professionals and style-conscious adults, particularly those in their late twenties to forties, who appreciate the brand's timeless designs and sophisticated aesthetic.

Burberry's reflects the exclusivity, heritage, and craftsmanship of its products. The brand's high price points are justified by its use of high-quality materials, such as the gabardine fabric in its trench coats, fine leather in its bags, and cashmere in its scarves. These materials not only enhance the durability and functionality of Burberry products but also contribute to their luxurious feel. The brand's innovative designs, which blend traditional styles with modern fashion, further support its premium pricing. Burberry's charges different prices in different markets, tailored to the economic conditions and consumer expectations in regions such as China, where there is a growing demand for luxury goods.

Burberry's approach to selling its brand is rooted in innovation, digitalization, and providing a superior customer experience. The brand operates flagship stores in major cities around the world, including London, New York, Paris, and Tokyo. These stores are designed to offer an immersive brand experience, with features such as interactive mirrors and personalized services that enhance the shopping experience. Burberry was also an early adopter of e-commerce, and its website provides a seamless online shopping experience for customers around the globe. The brand's digital presence is complemented by a mobile-optimized site, ensuring that customers can easily shop from any device. In addition to its own stores and online platform, Burberry distributes its products through luxury department stores and select authorized retailers, maintaining a sense of exclusivity while reaching a broader audience.

Burberry has been a leader in leveraging digital platforms and social media to connect with its audience. The brand has a strong presence on platforms such as Instagram, YouTube, and TikTok, where it engages with younger consumers through visually stunning campaigns. Burberry frequently features top models, actors, and musicians in its campaigns, helping to maintain a contemporary image while staying true to its British roots. Celebrity endorsements have long been a key part of Burberry's marketing strategy, with personalities like Emma Watson, Cara Delevingne, and Eddie Redmayne representing the brand in the past. These collaborations not only generate publicity but also lend a sense of aspirational luxury to the brand.

Burberry also embraces traditional way of reaching out to its customer, particularly in luxury fashion magazines like *Vogue* and *Harper's Bazaar*, which cater to its affluent audience. These advertisements typically emphasize the brand's heritage, craftsmanship, and timeless appeal. Burberry also participates in high-profile events such as London Fashion Week, where it showcases its latest collections. These runway shows generate media coverage and creating buzz within the fashion industry. Burberry has also embraced influencer marketing, collaborating with fashion bloggers and social media influencers to reach younger, tech-savvy

consumers. This strategy has been instrumental in expanding the brand's reach and maintaining its relevance in the fast-paced digital world.

In recent years, sustainability has become a core part of Burberry's identity. The brand has made significant strides in reducing its environmental footprint by using more sustainable materials and improving transparency within its supply chain. This commitment to sustainability resonates with a growing audience that values eco-consciousness, and it has become an integral part of Burberry's modern branding strategy. As Burberry continues to evolve, it remains committed to staying at the forefront of fashion while upholding the values that have made it an iconic brand for over a century. (Source : Burberry's official website, fashion industry reports)

Analyze how Burberry, a renowned luxury fashion brand, leverages the four elements of the marketing mix—product, pricing, place, and promotion—to maintain its market position and appeal to its target audience. (10 marks)

Q2. Case : Greetings to notes

The notebook business was a logical progression for the pulp major, ITC, when paper greeting cards were going out of fashion. Gupta goes down memory lane. "We had to pivot from the greeting card business, because the world had changed and nobody was sending physical greeting cards," he says. Using the in-house expertise in design and paper production, the company got into notebooks in 2003, using its inherent strengths of brand building and distribution to its hilt. "In this case, we had design capability. We understood people's emotions and we, of course, had the paper capability. So we found convergence of all this into a notebook business," says Gupta. In the first few years, ITC banked upon the claim of having the whitest and the brightest paper, compared to the rest of the competition. That differentiation lasted for nearly a decade before everybody acquired new technology. Around 2012-14 most of the competition got access to new technologies.

Therefore, the paper based differentiation was blurring. "It was no longer as big a differentiation as we would have liked. So we moved on to cover design as a differentiator," says Gupta. Competition moved into that space after a couple of years. That's when ITC started value-adding to its notebooks by putting up a trivia page and puzzle games. "Traditionally, others take anywhere between three-four years to catch up. That is more than enough for us to actually find the next edge of innovation," says Gupta. The next leg of innovations for ITC was in the do-it-yourself (DIY) space. "We said, let's foster tech integration. So immersion, gamification, technology, were not only buzzwords for our TG to get immersed into. We also decided to gamify the entire thing," says Gupta. Initially, the notebook business introduced Origami pages with printed instructions and later on through video tutorials. The other initiative was in gamification based on the insight that customers want to fiddle around with their notebooks. So, ITC introduced a superhero series and started giving its customers collectibles in a manner that allows them to play with it and also enjoy the process of learning. It also started offering educational games in the notebooks ranging from quizzes to Sudoku puzzles.

Soon tech integration happened. “We started with various tools, particularly the AR tool. The QR code in the notebook, would make the offline product interactive by offering geography lessons to any extent that students wanted to explore. So to say, sky's the limit,” says Gupta. Within the curricular space to make the kids enjoy and study, the brand introduced an app that promotes studies through gamification. For instance, one could play Temple Run while learning numeric reasoning, speed math or factors. “Therefore, it's unlikely to have objections coming from parents or teachers unless they are in the class,” says Gupta. It also introduced a property called All Rounder to help each kid discover the all-rounder within them. With a large digital play, personalization could not be far behind. Through its e-commerce venture, ITC Classmate helps students or even their parents capture precious moments and memories in a notebook, by offering a service to personalize the notebook and make it a collector’s item. On its website, customers can create designs using AI, embed videos with a QR code in the notebook, upload photo albums from birthday parties and gift it to their children or their friends as return gifts. “We also embedded AI into our D2C efforts, which is a hyper-personalization strategy. It is an element of blending physical and digital. And that also talks about that overall ethos that Classmate has been doing, from the app to AR, to personalization and GenAI,” says Gupta.

Is this a competitor-centered company or customer-centered company or market-centered company? **Justify** your answer. **Recommend** the most suited marketing philosophy for the firm. **(10 marks)**

Q3. GreenGrove, an organic food company founded in 2010, has established itself as a trusted brand in the health food sector, known for its range of organic fruits, vegetables, and value-added products like jams and sauces. The company has seen steady growth in its home market, a mid-sized European country, but now faces increasing competition from both local organic brands and large multinational corporations entering the organic food space.

To maintain its growth trajectory, GreenGrove's management has decided to pursue two strategic initiatives:

1. Expand its product line to include organic snacks and ready-to-eat meals, catering to the growing demand for convenient, healthy food options.
2. Enter new markets in neighboring countries where organic food consumption is on the rise.

However, GreenGrove faces several challenges in implementing these initiatives:

- Limited knowledge about consumer preferences for organic snacks and ready-meals in their target markets.
- Uncertainty about the competitive landscape and distribution channels in potential new markets.
- Concerns about maintaining product quality and organic certification standards while scaling up production.
- Limited budget for market research and expansion, requiring efficient use of resources.

The company's CEO, Maria Lundgren, believes that leveraging their marketing information ecosystem effectively is crucial for making informed decisions about these expansion plans. She wants to ensure that GreenGrove collects, analyzes, and utilizes the right information to guide their strategy.

As a marketing consultant hired by GreenGrove, you have been asked to help the company understand how to best utilize their marketing information ecosystem for these expansion initiatives.

Describe the four main components of a marketing information ecosystem and explain how GreenGrove could use each component to gather valuable information for their product line expansion and market entry plans. (10 marks)

Q4. As consumer concerns about climate change grow, companies like Unilever and Nestlé have adapted by positioning their products with sustainability claims. Consumers increasingly expect brands to act responsibly, yet many still perceive eco-friendly products as more expensive. This perception poses a challenge for businesses, especially during times of economic stress like inflation. In developed markets, buyers see sustainable living as costly, while in emerging markets, consumers often believe it can save them money. However, some businesses struggle with balancing genuine eco-efforts and the marketing of those efforts, which leads to a complex consumer behavior dilemma. While eco-friendly products are gaining loyalty, they must compete with traditional offerings that are often perceived as cheaper or more accessible. This ongoing shift highlights the need for companies to innovate in sustainable practices while addressing the cost concerns of consumers, making it a strategic dilemma that impacts long-term brand loyalty and differentiation.

Discuss the factors affecting above mentioned consumer behavior. **Propose** a plan to address this dilemma. **(10 marks)**

(Source : Compiled from Business news websites like Economic Times, Business Standard, or Financial Express)