

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM / PGDM (M) / PGDM (SM)**  
**FIRST TRIMESTER (Batch 2024-26)**  
**END TERM EXAMINATION, OCTOBER 2024**

Course Name	Marketing Management I	Course Code	20101
Max. Time	<b>2 Hours</b>	Max. Marks	<b>40 MM</b>

**INSTRUCTIONS:** Attempt all given questions in each of the scenarios.

**Q1. Case: Tata Motors: Charting a New Course in the Indian Market**

Tata Motors, a venerable name in the Indian business landscape, has been a significant player in the country's automotive sector for decades. Known primarily for its commercial vehicles, the company has also maintained a presence in the passenger vehicle segment. In recent years, Tata Motors has seen a resurgence in its passenger vehicle division, with new model launches garnering positive reviews and sales figures showing promising growth.

The company's annual report for the fiscal year 2023-24 revealed a 45% year-on-year increase in passenger vehicle sales. This growth outpaced the industry average of 27%, indicating a gain in market share. The report highlighted strong performance in both urban and rural markets, with particular success in the SUV category. However, the company noted that profitability margins in certain product segments remained below target levels.

Tata Motors' current product portfolio includes:

- Entry-level hatchbacks: Tiago
- Premium hatchbacks: Altroz
- Compact SUVs: Nexon, Punch
- Mid-size SUVs: Harrier, Safari
- Electric vehicles: Nexon EV, Tigor EV, Punch EV

In terms of customer feedback, Tata Motors has seen improvements in perception scores related to product quality and safety features. Social media sentiment analysis shows positive trends, especially among younger demographics. However, the company's net promoter score, while improved, still lags behind some key competitors.

The broader Indian market has been experiencing shifts in consumer behavior. A recent industry-wide survey indicated growing consumer interest in technologically advanced features and increased concern for environmental sustainability. The survey also revealed significant variations in preferences and purchasing power across different regions and demographic groups.

Government policies have been evolving, with new initiatives announced to promote manufacturing and adoption of environmentally friendly technologies. These policies have implications for product development, pricing strategies, and market dynamics across various industries, including but not limited to the automotive sector.

Tata Motors' leadership recognizes that while recent performance has been encouraging, the company needs to further strengthen its market position to ensure long-term success. They believe that a refined approach to market segmentation, targeting, and positioning could be key to capitalizing on current momentum and addressing areas of underperformance.

**Question:**

Based on the information provided in the case, **develop** a comprehensive STP (Segmentation, Targeting, and Positioning) strategy for Tata Motors' consumer products division in India.

- a) A segmentation framework that Tata Motors could use to effectively divide the Indian consumer market, taking into account relevant segmentation basis.
- b) Recommendations for which market segment(s) Tata Motors should target, with justification based on the company's current performance and market opportunities.
- c) A positioning strategy that differentiates Tata Motors from competitors and resonates with the chosen target segments.

Your answer should demonstrate a thorough understanding of STP principles and their application in a competitive market environment. Use the information provided in the case to support your recommendations, and clearly explain the rationale behind your proposed strategy. **(10 marks)**

**Q2.** L'Opera India, the French Bakery house has established itself as a premier destination for gourmet pastries and artisanal bread, appealing to a refined clientele in the upscale urban market. The bakery caters specifically to discerning food enthusiasts and professionals who appreciate high-quality, handcrafted baked goods. With a focus on authenticity and traditional French baking techniques, Lopera sets itself apart by offering an array of meticulously crafted pastries and breads made from premium ingredients. Recent features in culinary magazines highlight Lopera's commitment to excellence, noting its use of classic French recipes and a dedication to perfecting each product. L'Opera made its debut in India with its first outlet opening in Mumbai in August 2022. This move capitalized on the growing demand for premium international dining experiences. The bakery's entrance was marked by high-profile events and collaborations with luxury hotels and gourmet food festivals, which helped establish its brand presence. Following its success in Mumbai, Lopera expanded into the Delhi NCR region, opening its first store in the prestigious Khan Market in Delhi in March 2023. The bakery has continued to open additional outlets in other upscale locations throughout the Delhi NCR region. These stores reflect an elegant ambiance that merges classic French aesthetics with local sophistication. The stores in Delhi NCR continue to emphasize Lopera's commitment to quality and artisanal craftsmanship, resonating with customers who seek both exceptional taste and an elevated dining experience. This strategic placement in high-end areas

reinforces L'Opera's reputation as a distinguished choice for gourmet baked goods in India's major metropolitan areas.

As a newly hired consultant for this bakery, you are tasked with **analyzing** the factors that will influence consumer behavior towards the brand as it begins operations in India. **Discuss** specific factors that influence consumer behavior deeply, and thus L'Opera should take them into account. **(10 marks)**

**Q3.** Arun & Bhuvan are both Software Engineers working in the same office situated in Connaught Place, Delhi. They both reside near Anand Vihar which is exactly 15 km from their office. Every Saturday, they go out to shopping malls, cinemas, parties, restaurants etc which might be situated 15 km away from their home. Now, Arun & Bhuvan want to find a solution for their commuting purposes. With these requirements & budget in mind, and after a lot of thought, Arun finally decides to buy a car. He loved Renault Duster, but found it to be out of his budget. He did lot of research on all the available car models in the price range upto 6 lakhs - Maruti Swift. Rs. 5.14 - 8.89 lakh, Maruti Wagon R. Rs. 4.34 - 5.91 lakh, Maruti Baleno. Rs. 5.59 - 8.90 lakh, Hyundai Elite i20. Rs. 5.50 - 9.32 lakh, Hyundai Grand i10. Rs. 4.98 - 7.59 lakh. He consulted with his friends, family members, etc, and narrows down on Maruti Suzuki Swift, a wonderful car, costing around Rs 6 lakh for the basic petrol model. Now, let's turn our attention to Bhuvan. Just like Arun, even Bhuvan had decided to allocate the same amount of Rs 15 k per month for commuting purpose. While Arun went ahead and bought a car, Bhuvan, after lot of deliberation, decided to prefer other modes like public transport, online cab aggregators as he found them to be value for money.

**Discuss** need, want and demand in the light of above scenario. How this information can be applied by marketers? **(10 marks)**

**Q4.** Read the following caselet carefully, and answer the question based on the situation given in the caselet: 'Flipkart: Navigating the Evolving Indian E-commerce Landscape'

Flipkart, founded in 2007, has been a pioneering force in India's e-commerce sector. From its humble beginnings as an online bookstore, it has grown into a diverse marketplace offering everything from electronics to fashion. In 2018, Walmart acquired a majority stake in Flipkart, marking a significant milestone in the company's journey.

Recent financial reports show Flipkart's gross merchandise value (GMV) grew by 40% year-over-year in 2022, outpacing the overall e-commerce market growth of 30%. However, the company's net loss widened by 15% during the same period, attributed to increased investments in logistics and technology infrastructure.

Flipkart's annual customer satisfaction survey revealed improvements in delivery speed and product quality ratings. However, customer service response times and the resolution of return requests showed a slight decline in satisfaction scores compared to the previous year. The

company's workforce has grown by 25% over the past two years, with a particular focus on expanding its technology and data science teams. Employee engagement surveys indicate overall satisfaction, though concerns about work-life balance have emerged, especially in the logistics and customer service departments.

Recent market research reports highlight shifting consumer behaviors in India. There's a growing trend towards "conscious consumption," with customers increasingly considering factors such as environmental impact and ethical sourcing in their purchasing decisions. The reports also note a surge in online shopping adoption in tier-2 and tier-3 cities, attributed partly to improved internet connectivity and smartphone penetration. Government policies have been evolving, with new e-commerce regulations proposed to ensure fair competition and protect consumer interests. These regulations could potentially impact various aspects of online retail operations, from data usage to logistics partnerships. The broader Indian economy has shown resilience, with GDP growth projected at 6.5% for the coming fiscal year. However, inflationary pressures have led to fluctuations in consumer spending patterns, particularly affecting discretionary purchases. Technology trends indicate growing interest in augmented reality for virtual product try-ons, voice-assisted shopping, and AI-driven personalization. Meanwhile, concerns about data privacy and cybersecurity have gained prominence in public discourse. Flipkart's leadership recognizes that while the company has maintained its position as a leading e-commerce player, the rapidly evolving market landscape presents both opportunities and challenges. They believe that a thorough understanding of the current business environment is crucial for shaping future strategies and maintaining competitive advantage.

**Question:**

Drawing upon the information presented in the case, conduct a comprehensive environmental analysis of Flipkart's position in the Indian e-commerce market. Critically **evaluate** the internal and external factors shaping Flipkart's business landscape, synthesizing your findings to construct a holistic view of the company's strategic position. Ensure your answer demonstrates depth of analysis, logical coherence, and innovative thinking in addressing Flipkart's complex business environment. **(10 marks)**