JAIPURIA INSTITUTE OF MANAGEMENT
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JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

FIRST TRIMESTER (Batch 2025-27)

END TERM EXAMINATIONS, OCTOBER 2025

SET-1

Course Name	Marketing Management I (MM-I)	Course Code	**20101**
Max. Time	**2 hours**	Max. Marks	**40 MM**

INSTRUCTIONS:

a. All questions are compulsory.
b. Read the situation given in the questions carefully and answer the concept in relation with the situation given.

Caselet 1: Reliance Retail

Reliance Retail, the flagship retail venture of Reliance Industries Limited, has transformed the Indian retail landscape since its inception in 2006. As of FY25, the company reported gross revenues of ₹3,30,943 crore ($38.7 billion), maintaining the largest retail network in India 19,340 stores operating across 7,000 towns. Its customer base exceeds 349 million registered users, with 1.4 billion annual transactions. Reliance commands leadership in key retail categories: groceries (Reliance Fresh, Smart, Smart Bazaar), fashion (Trends, Azorte), consumer electronics (Reliance Digital, MyJio), and digital commerce (JioMart, Ajio).

Reliance has executed strategic expansions into tier-2 and tier-3 cities, pushing omnichannel initiatives to connect offline and online experiences. Its New Commerce partnerships have enrolled thousands of kirana stores, integrating them into digital logistics and supply chains via JioMart and WhatsApp commerce. Investments have targeted advanced supply chain solutions, flexible payment systems (including digital rupee), and tech-driven experiential formats like smart trial rooms and self-checkout kiosks.

The sector is fiercely competitive, with formidable rivals such as Amazon, Flipkart, Tata, and niche D2C brands increasing pressure. Reliance faces supply-side complexity managing a vast vendor ecosystem, while rapid scaling requires continual innovation in business processes, technology adoption, and consumer insights. The company's private labels now expand into international markets.

Reliance Retail's future is fundamentally shaped by macro-level factors: evolving government policies (FDI regulation, digital commerce), digital and social transitions (350 million middle-class households, 900 million rural consumers driving FMCG growth), changing lifestyle preferences, and sustainability pressures. Its stated goal is to achieve 20% annual CAGR revenue for the next three years, while expanding its customer and merchant base, supply chain capacity, and technology platforms.

Q1. Assess how Reliance Retail's business model enables it to respond effectively to the key micro and macro environmental challenges shaping the Indian retail sector. In your answer, highlight how both internal capabilities and external factors influence their strategic priorities. You may also choose to use either SWOT or Porter's Five Forces or the 5Cs framework to demonstrate your understanding. **(10 Marks)**

Caselet 2: Niche Play Gives Teeth to Toothpaste Sales

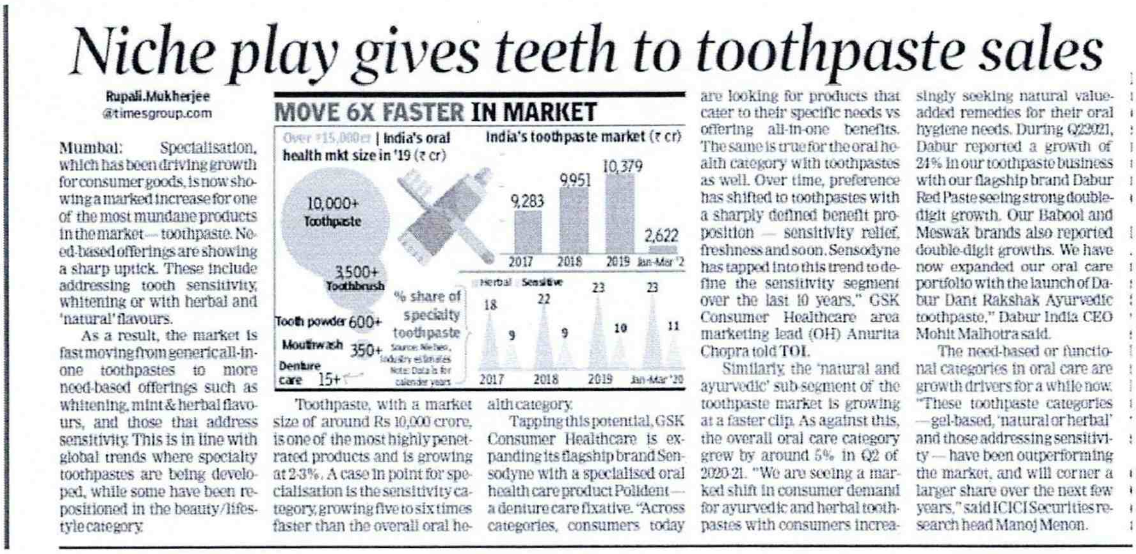
Specialisation, which has been driving growth for consumer goods, is now showing a marked increase for one of the most mundane products in the market toothpaste. Need-based offerings are showing a sharp uptick. These include addressing tooth sensitivity, whitening, or with herbal and natural flavours.

As a result, the market is fast moving from generic all-in-one toothpastes to more need-based offerings such as whitening, mint & herbal flavours, and those that address sensitivity. This is in line with global trends where specialty toothpastes have been developed, while some have been positioned in the beauty/lifestyle category. Toothpaste, with a market size of around ₹10,000 crore, is one of the most highly penetrated products and is growing at 2–3%. A case in point for specialization is the sensitivity category, growing six times faster than the overall oral health category.

Tapping this potential, GSK Consumer Healthcare is expanding its flagship brand Sensodyne with a specialized oral healthcare portfolio. "Across categories, consumers today are looking for products that cater to their specific needs vs offering all-in-one benefits. The same is true for the oral health category with toothpastes as well. Over time, preference has shifted to toothpastes with a sharply defined benefit proposition- sensitivity relief, freshness, and soon Sensodyne has tapped into this trend to define the sensitivity segment over the last 10 years," GSK Consumer Healthcare area marketing lead (OH) Anurita Chopra told TOI.

Similarly, the 'natural and ayurvedic' sub-segment of the toothpaste market is growing at a faster clip. As against this, the overall oral care category grew by around 5% in Q2 of 2020–21. "We are seeing a marked shift in consumer demand towards herbal and natural toothpastes with consumers increasingly seeking natural value-added remedies for their oral hygiene needs. During Q2 2021, Dabur reported a growth of 24% in our toothpaste business with our flagship brand Dabur Red Paste seeing strong double-digit growth. Our Babool and Meswak brands also reported double-digit growths. We have now expanded our oral care portfolio with the launch of Dabur Dant Rakshak Ayurvedic toothpaste," Dabur India CEO Mohit Malhotra said.

The need-based or functional categories in oral care are growth drivers for a while now. "These toothpaste categories- gel-based, natural or herbal and those addressing sensitivity have been outperforming the market and will corner a larger share over the next few years," said ICICI Securities research head Manoj Menon.



Niche play gives teeth to toothpaste sales

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MOVE 6X FASTER IN MARKET

Mumbai: Specialisation, which has been driving growth for consumer goods, is now showing a marked increase for one of the most mundane products in the market — toothpaste. Need-based offerings are showing a sharp uptick. These include addressing tooth sensitivity, whitening or with herbal and 'natural' flavours.

As a result, the market is fast moving from generic all-in-one toothpastes to more need-based offerings such as whitening, mint & herbal flavours, and those that address sensitivity. This is in line with global trends where specialty toothpastes are being developed, while some have been repositioned in the beauty/lifestyle category.

Toothpaste, with a market size of around Rs 10,000 crore, is one of the most highly penetrated products and is growing at 2-3%. A case in point for specialisation is the sensitivity category, growing five to six times faster than the overall oral health category.

Tapping this potential, GSK Consumer Healthcare is expanding its flagship brand Sensodyne with a specialised oral health care product Polident — a denture care fixative. "Across categories, consumers today are looking for products that cater to their specific needs vs offering all-in-one benefits. The same is true for the oral health category with toothpastes as well. Over time, preference has shifted to toothpastes with a sharply defined benefit proposition — sensitivity relief, freshness and so on. Sensodyne has tapped into this trend to define the sensitivity segment over the last 10 years," GSK Consumer Healthcare area marketing lead (OH) Anurita Chopra told TOI.

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The need-based or functional categories in oral care are growth drivers for a while now. "These toothpaste categories — gel-based, 'natural or herbal' and those addressing sensitivity — have been outperforming the market, and will corner a larger share over the next few years," said ICICI Securities research head Manoj Menon.

Refer to the newspaper article above

Source: (*https://timesofindia.indiatimes.com/business/india-business/niche-play-gives-teeth-to-toothpaste-sales/articleshow/79500338.cms*)

Q 2. Analyse how toothpaste brands in India strategically implement Segmentation, Targeting, and Positioning (STP) to develop niche markets for specialized offerings like sensitivity relief, whitening, and herbal toothpastes. Discuss how each stage of STP contributes to differentiating these products and driving growth into a highly competitive and evolving market landscape. **(10 Marks)**

Caselet 3: Myntra

Myntra, India's leading fashion e-commerce platform with over 60 million active users as of 2025, launched the "Sustainable Edit" in 2024 to promote fashion products created with eco-friendly materials, ethical manufacturing, and fair labor practices. This section features over 2,500 SKUs from 150+ brands committed to sustainability, targeting a rapidly growing segment of urban millennials and Gen Z consumers. Research indicates that 46% of Indian urban consumers aged 18–35 now consider sustainability important in their purchase decisions, with this segment growing at a compounded annual growth rate (CAGR) of 22% compared to 8% in traditional fashion categories.

While the campaign has attracted high social media engagement with over 3 million views and 500,000 product "likes" across Instagram and Facebook in the first six months the conversion rate lags behind, at approximately 1.6%, versus 3.5% in the broader fashion categories. Key barriers include higher average item prices (20–30% premium), limited size and style variety, and mixed consumer trust in certifications and claims. A Nielsen study reports that 28% of Indian sustainable fashion buyers hesitate due to concerns over the authenticity of "green" claims. Myntra's market strategy includes influencer collaborations, sustainability awareness content, and exclusive deals to bridge the gap between intention and purchase. Despite these efforts, challenges persist related to entrenched fast-fashion habits, aspirational style preferences, and price sensitivity in Tier-1 and emerging metro consumers who form the core demographic of these offerings. Understanding the detailed consumer buying behaviour from initial awareness through to post-purchase attitudes is critical for Myntra to optimize marketing communications and product offerings for sustainable fashion.

Q3. Map the five stages of the buyer decision process relevant to this scenario, and for each stage, identify the factor influencing this decision-making journey with potential challenges or barriers faced by the consumer, supported by data from the caselet. **(10 Marks)**

Caselet 4: Hindustan Unilever Ltd. (HUL)

Hindustan Unilever Limited (HUL) is India's largest fast-moving consumer goods (FMCG) company, reporting a turnover of ₹60,680 crore in FY 2024-25 and impacting over 350 million households across rural and urban India. HUL's portfolio exceeds 50 brands and spans categories such as personal care (Dove, Lux, Lifebuoy, Ponds, Lakmé, Sunsilk); home care (Surf Excel, Rin, Wheel, Vim, Domex); foods and beverages (Kissan, Knorr, Bru, Brooke Bond, Lipton, Kwality Walls, Horlicks, Boost); health drinks; and water purifiers (Pureit). The product mix is vast: more than 13 distinct product lines, 38+ variants (length), and multiple depths in flavors, packaging sizes, and formulations. Portfolio consistency remains high where distribution channels unify, but varies in end-use appeal (beauty, nutrition, cleaning, wellness). Premiumization and innovations, like Boost milkshake (ready-to-drink) and Horlicks Plus (adult nutrition), exemplify HUL's push into new consumption occasions. Several brands command category leadership, with market shares reaching up to 60% in personal care.

Digitally enabled distribution (e-commerce, modern trade, Project Shakti) reaches over 7 million retail outlets. Recently, HUL faces increasing pressure from startups targeting organic, ayurvedic, and eco-friendly segments especially among urban Gen-Z and millennial shoppers. These trends raise urgent questions on product mix agility, portfolio optimization, and strategic adaptation to changing consumer behaviors and sustainability demands.

Q4. Critically explain the concept of product mix adopted by HUL to maintain leadership in India's FMCG sector amid competitive disruptions from niche startups focusing on organic, wellness, and eco-friendly categories. In your answer, you may choose to use the concepts of product line, width, length, depth, consistency, extension, and pruning, that could be leveraged to strengthen HUL's market leadership while addressing evolving consumer preferences and sustainability trends.

(10 Marks)