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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-2

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: Nykaa

Nykaa reported a 35% surge in quarterly profits in 2025, driven by rising demand for premium and luxury beauty products online (Reuters, 2025). This shows a clear shift: what was once a niche aspiration has become a mainstream purchase for urban millennials and Gen Z consumers. However, affordability and accessibility remain barriers in smaller cities.

Q1. Critically evaluate which marketing philosophy (Production, Product, Selling, Marketing, or Societal) would best enable a premium beauty brand to grow across both metros and emerging urban markets in India. Support your evaluation by explaining how this philosophy would guide specific marketing actions and adaptations of the marketing mix in diverse consumer segments. **(10 Marks)**

Caselet 2: Dove

Unilever's Dove brand has long positioned its offerings, especially soap bars and bodywashes, around the central themes of "real beauty" and gentle care. However, consumer preferences in India are undergoing a marked transformation. A new cohort of urban millennials and Gen Z is emerging, which is young, environmentally conscious, and socially aware. This segment is increasingly skeptical of mass-produced products and actively seeks options that are not only effective but also ethically sourced, sustainable, and transparent about their ingredients. Their purchase behaviour is shaped significantly by niche, artisanal brands that thrive on digital communities and influencer endorsements advocating clean beauty and zero-waste lifestyles. Against this backdrop, imagine Dove's product team is planning to introduce a premium body wash in India that is marketed as "plant-based," "microplastic-free," and offered in refillable, eco-friendly packaging.

Q2. Using this scenario, analyse the marketing dynamics of Dove's proposed product by clearly distinguishing between the core 'need', the specific 'want' and actual 'demand' of this consumer segment. Justify your answer by linking these concepts to consumer behaviour patterns and Dove's evolving product positioning. **(10 Marks)**

Caselet: Taj Hotels

Taj Hotels, a leader in the Indian luxury hospitality market, has identified a growing trend in wellness tourism. The company is considering a significant strategic move to launch a new brand vertical, "Aarambh", dedicated to ultra-premium, personalized holistic wellness experiences. This offering would be integrated into select properties and would include a curated blend of Ayurvedic treatments, digital health monitoring, personalized nutrition plans, and meditative practices. The target audience is a niche segment of high-net-worth individuals and corporate executives in India's major metro cities. Using the provided scenario, conduct a comprehensive marketing environment analysis for Taj's new "Aarambh" wellness offering.

Assume you are working for Tata Consumer Products (Tata Sampann, Tata Tea, Himalayan Water). Analyze the marketing environment (macro factors only) to identify opportunities and threats that may affect the growth of its packaged organic food business in the next 5 years. Consider factors such as health-conscious consumer trends, competition from Patanjali and ITC, government FSSAI regulations, and e-commerce distribution channels.

Q3. Identify and analyse the key forces in the environment (micro and macro) that will directly impact this new offering. **(10 marks)**

Caselet: Puma

Puma, a prominent player in India's sportswear market valued at over ₹25,000 crore in 2025, has historically targeted two primary consumer segments: high-performance athletes such as runners and cricketers, and the growing athleisure market comprising fashion-conscious casual consumers. The brand's efforts in sponsoring cricket leagues, marathons, and high-impact fitness events have solidified its reputation among specialized athletes. Simultaneously, Puma has capitalized on the athleisure trend, offering versatile and stylish apparel that appeals to urban youth blending fashion with fitness.

However, the post-pandemic fitness revolution in India has reshaped consumer preferences, creating demand within a newly defined segment known as the "hybrid athlete." According to market research by Nielsen and WGSN, approximately 35% of Indian urban fitness enthusiasts now belong to this category, which is characterized by multi-activity workouts and a holistic lifestyle approach. These consumers engage in various physical activities including hiking (21%), cycling (18%), yoga (45%), strength training (40%), and short distance running (28%), reflecting a need for sportswear that combines comfort, versatility, and style.

This segment is digitally savvy, heavily influenced by micro-influencers on platforms like Instagram and YouTube, and tends to value authenticity and sustainability alongside performance. They seek apparel and footwear adaptable from gym workouts to casual social settings, increasing demand for multi-functional sportswear.

Puma has begun tailoring product innovations and marketing communications towards these hybrid athletes, integrating eco-friendly materials and launching campaigns highlighting the versatility of their gear. The brand's challenge is to segment this evolving consumer landscape accurately, target the most profitable niche within the hybrid athletes, and position its offerings distinctly to maintain competitive advantage against global rivals like Adidas and domestic players like HRX and Decathlon.

Q 4. Analyse Puma's marketing strategy in India by applying the Segmentation, Targeting, and Positioning (STP) framework in the context of the emerging "hybrid athlete" consumer segment. Discuss how Puma can effectively segment this diverse group, select the right target market, and position its products to capitalize on this trend for sustained growth? **(10 Marks)**