JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
SECOND TRIMESTER (Batch 2025-27)
END TERM EXAMINATIONS, JANUARY 2026
SET-1

Course Name	**Marketing Management - II**	Course Code	**20102**
Max. Time	**2 hours**	Max. Marks	**40 MM**

INSTRUCTIONS:
a. All questions are compulsory

Q1 Food delivery platforms like Zomato and Swiggy revolutionized urban India by using aggressive promotional pricing offering deep discounts, free delivery and cashback. This helped them to acquire users, partner restaurants and boost order frequency during early growth. As the market matured, rising costs (logistics, riders, commissions) and investor demands for profitability prompted sophisticated price adjustments like dynamic surge pricing during peaks, user-segmented pricing and psychological framing to highlight savings. While improving unit economics, these tactics sparked consumer backlash over price confusion, perceived unfairness (e.g., weekend/ weather surges) and distrust from inconsistent pricing, amplified by social media and regulatory scrutiny. Platforms now grapple with a dilemma that while continued promotions erode brand equity and encourage discount dependency, the sudden cuts may risk, churning a low-switching-cost market. Hence, sustainable strategies must responsibly balance profitability, trust and competition. This requires rethinking on pricing ethics and transparency.

a. Critically analyze how promotional pricing and segmented pricing can simultaneously enhance short-term adoption but weaken brand equity. Propose a responsible pricing framework that balances profitability, customer trust and competitive intensity. **(10 marks)**

Q2 Apple's flagship product, the iPhone, has entered a maturity stage in many developed markets, characterized by high penetration, incremental innovation, and slower unit growth. While new iPhone launches continue annually, differentiation increasingly relies on ecosystem integration, design refinements, and software-driven features rather than breakthrough hardware innovation. Price competition and longer replacement cycles have further intensified maturity pressures. At the same time, Apple has actively expanded its product line and mix to sustain growth. Services such as Apple Music, iCloud, Apple TV+, and Apple Pay are in the growth stage, generating recurring revenues and strengthening customer lock-in. Wearables like Apple Watch and AirPods represent products transitioning from growth toward maturity, while newer offerings such as spatial computing (Vision Pro) remain in the introduction stage with uncertain demand. Apple's strategic challenge lies in managing this multi-stage portfolio. Decisions around extending mature product lines through variants, bundling services, entering adjacent categories, or pruning underperforming products will determine future growth. As hardware margins come under pressure, Apple increasingly relies on product mix optimization and lifecycle management to sustain profitability and maintain innovation leadership.

Q. Elaborate using a diagram how Apple's evolving product line and product mix reflect different stages of the Product Life Cycle. What product mix decisions should Apple make to sustain growth as its core products are reaching maturity? **(10 marks)**

Q3 In 2023–24, Reliance Retail entered India's rapidly growing beauty and personal care market with the launch of Tira, an omnichannel beauty platform positioned to compete directly with incumbents such as Nykaa. Backed by Reliance's nationwide retail infrastructure, logistics capabilities, and digital ecosystem, Tira was introduced with a strategy that tightly integrates experience-driven flagship stores, mall-based outlets, mobile app shopping, and hyperlocal fulfilment. The model aims to leverage Reliance's physical store network while capturing the accelerating shift toward online beauty consumption, which is growing faster than offline formats. Tira's channel design emphasizes high control over customer experience, deep integration between online and offline touchpoints, and rapid fulfilment, while also attempting to scale nationally in a category that requires both product trial and personalized consultation. As competition intensifies and customer acquisition costs rise, the effectiveness of Tira's channel choices will play a decisive role in its ability to challenge established leaders.

Q. Design a scalable omnichannel distribution strategy for Tira that strengthens channel integration, minimizes channel conflict, and enhances fulfilment efficiency. **(10 marks)**

Q4 Exide Industries Limited is the largest battery manufacturer in India, with an extensive product portfolio spanning automotive batteries, inverter batteries, industrial UPS, and solar energy storage solutions. The company continues to adapt its go-to-market strategies to respond to evolving customer expectations, competitive dynamics, and technological shifts such as the growing emphasis on electric mobility and lithium-ion products. Exide has also introduced customer-centric initiatives such as the Exide Care App to enhance convenience for end-users, integrate warranty and purchase services, and deepen customer engagement across digital and offline channels. Simultaneously, Exide operates in a market characterized by pressure on margins due to rising raw material costs and GST changes, as well as competitive responses from other battery manufacturers and emerging electric vehicle battery suppliers. Recent news indicates slowing trade demand following GST rate cuts, with channel partners delaying purchases in anticipation of price adjustments. This highlights the importance of effective sales promotion strategies that stimulate demand without eroding profitability.

Q. Discuss various possible promotions that may help Exide increase sales and strengthen its market position. Mention sales promotion tools separately for customers and dealers. Discuss the problems that can arise from heavy use of sales promotion. **(10 marks)**