JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

SECOND TRIMESTER (Batch 2025-27)

END TERM EXAMINATIONS, JANUARY 2026

SET-2

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

INSTRUCTIONS:

a. All questions are compulsory

Q1 Apple has carved a premium niche in India's price-sensitive smartphone market through superior brand equity, design, privacy focus and ecosystem integration. It commands high prices for iPhones and even higher-margin accessories like AirPods, AppleCare+, iCloud and App Store services that drive lock-in and lifetime value. However, Android rivals such as Samsung, OnePlus and Xiaomi are intensifying competition with value-packed bundles (i.e. pairing smartphones with earbuds, warranties, cloud storage, and subscriptions) at attractive prices, thus appealing to aspirational consumers seeking convenience without steep upfront costs. This evolution pressures Apple to expand its installed base while safeguarding its prestige. This is because aggressive discounting or bundling could erode brand equity and habituate users to deals, whereas sticking to premium add-ons risks stunted growth in a dynamic market. Consequently, Apple India's leadership faces a strategic dilemma of adapting product mix pricing to counter bundling or else undermine profitability, prestige or customer loyalty.

a) Critically evaluate the strategic trade-offs between the 'Optional-product pricing' and 'Product bundle pricing' for a premium brand like Apple in an emerging market. Recommend a product mix pricing architecture that aligns with Apple's premium positioning while responding to competitive pressures. **(10 marks)**

Q2 Hindustan Unilever Limited (HUL) operates one of India's most diversified FMCG portfolios, spanning home care, personal care, foods, and refreshments. Several of its legacy brands, such as Surf Excel, Lux, Lifebuoy, and Rin, enjoy dominant market shares in mature categories, generating stable cash flows. These products face limited category growth but benefit from strong brand loyalty and extensive distribution. In contrast, HUL's newer categories such as health-focused foods, premium personal care, and ayurvedic or natural product lines (e.g., Indulekha, Ayush) operate in high-growth but intensely competitive segments. These offerings require sustained marketing investment and innovation to scale profitably. At the same time, certain mass food products and niche SKUs struggle to gain traction due to private-label competition and changing consumer preferences. HUL has also invested in digital-first brands, direct-to-consumer experiments, and e-commerce partnerships, which remain uncertain in terms of long-term profitability but are critical for future relevance. Management faces the strategic challenge of balancing investments between established cash-generating brands and high-growth but risky new initiatives, while rationalizing underperforming products to maintain portfolio efficiency.

(Reference: https://www.hul.co.in/our-company/)

a) Classify HUL's major offerings using the BCG Matrix (Star, Cash Cow, Question Mark, or Pet) as applicable. **Discuss** how HUL should allocate resources across these categories. **(10 marks)**

Q3 India's electric two-wheeler market has grown at over 30% annually in the last three years. Brands like Ola Electric, Ather, and TVS iQube initially attracted early adopters with innovative features, smart dashboards, and sustainability positioning. However, increasing competition, price reductions, government subsidy changes, and frequent new model launches have intensified the market. Consumers are now focusing more on reliability, service network, and resale value rather than novelty alone. Several companies have started offering upgraded models and extended warranties to retain customers.

a) Identify the current stage of the Product Life Cycle (PLC) for electric two-wheelers in India. Explain how product decisions (product modification, branding, packaging, and services) should differ at this PLC stage compared to the introduction stage. **(10 marks)**

Q4 Direct-to-Consumer (D2C) brands in India are increasingly challenging established FMCG players by offering personalized products, transparent pricing, faster delivery, and strong digital engagement. While traditional companies enjoy economies of scale and wide distribution networks, D2C brands leverage data analytics, influencer marketing, and customer feedback to quickly adapt products. As competition intensifies, price wars alone are proving unsustainable, forcing firms to rethink their long-term strategic positioning.

a) Explain how cost leadership and differentiation strategies are being used by firms in this market. Which competitive advantage is more sustainable in the long run for FMCG companies in India? Support your answer with examples. **(10 marks)**