

**SVKM's NMIMS**  
**School of Distance Learning**

Programme: DMM/PGDMM

Academic Year: 2011-2012

Subject: Marketing Strategy

Date: 5.1.2012

Semester

II

Course

New

Marks:

70

Time:

11.00 a.m to 2.00 p.m

**Time : 3 hours**

**Instructions:** Candidates should read carefully the instructions printed on the question paper and on the cover of the answer book which is provided for their use.

**NB:**

1. This question paper contains in all four questions.
2. Answer to each new question to be started on a fresh page
3. Support your answers with examples and illustrations where required'
4. Figures in the brackets indicate full marks.

**Question 1: Answer in brief any 2 out of 4 questions**

(10)

- a. Differentiate between Vision and Mission.
- b. What are the 4 A's of Marketing?
- c. Explain in brief the Market Follower Strategies.
- d. What are the causes and effects of poor Strategic Planning?

**Question 2: Write short notes on any 2 out of 6**

(10)

- a. Mc Kinsey's 7.S model
- b. SWOT Analysis
- c. Pricing Strategies
- d. Psychographic Segmentation
- e. Brand Name Selection
- f. Forward and backward Integration

**Question 3: Answer in detail any 3 out of 5 questions**

(30)

- a. You are the owner of a fast food restaurant "Sab Kuch" in a suburb of a metro city. Your restaurant has been making good sales and revenue since inception i.e. from last 15 years. However, the sales and revenue of "Sab Kuch" are getting affected due to growing penetration

of organized chain of fast food restaurants like Mc Donalds, Pizza Hut and Sub Way along with coffee shops like Café Coffee Day and Barista in the suburb.

What will be your marketing strategy for protecting your business and growth of your business in the given situation? You may make necessary assumptions.

- b. Explain in detail the BCG matrix. What are the different marketing strategies that business houses use for their different SBUs falling under the quadrants of the BCG matrix?  
You may give relevant industry examples to support your answer.
- c. All companies aspire to build brands that eventually get carved in the culture of the society and become cultural icons. However, very few companies are able to achieve this iconic status. Explain this statement in context to the concepts of "Brand Equity" and "Brand Image" giving relevant examples.
- d. What is product positioning? What are the bases of product positioning? Design a perceptual map for a few brands of any FMCG product of your choice and explain the components of your perceptual mapping.
- e. Select an industry of your choice. Analyze the attractiveness of the industry using Porter's Five Forces Model. Also outline the dynamics within each force and their impact on the other forces and the industry.

**Question 4:** Read the Case Study and answer the questions that follow

(20)

On April 24, 2008, one of India's oldest retail chains Shopper's Stop Ltd. (Shopper's Stop) unveiled its new logo as a part of its rebranding strategy. The chain undertook the rebranding exercise in a bid to reposition itself as a 'bridge to luxury' store as opposed to its earlier image of a premium retailer. Commenting on the change, B.S. Nagesh, Customer Care Associate and Managing Director, Shopper's Stop, said, "Change is essential. Our consumers are changing, their preferences are constantly evolving. They are getting younger."

Shopper's Stop was founded by K Raheja Corp. in October 1991 with its first store in Mumbai. From being men's ready to wear store it soon evolved into a complete family lifestyle store. As of 2008, Shopper's Stop had 1.3 million sq. feet. of retail space spread across 24 stores in 11 cities in India with a retail turnover of over Rs. 12.07 billion. According to analysts, in the mid-2000s, Shopper's Stop started to lose its market value as it failed to keep pace with changing customer preferences. It faced competition from several retailers such as Globus, Westside, Lifestyle, etc., who were catering to the same segment of customers.

As a part of the rebranding efforts, Shopper's Stop introduced a new rectangular logo. Though the logo was changed, the black & white color scheme was retained.

Govind Shrikhande, Customer Care Associate and CEO, Shopper's Stop, said, "Black and white gives us a strong brand recall value." The tagline was also changed from 'Shopping. And Beyond' to 'Start Something New' which implied that customers should try out something new and different, and upgrade themselves according to the demands of the changing world.

As a part of its new philosophy of providing the customers with a new shopping experience, Shopper's Stop came up with several initiatives - it planned to increase per store area from around 40,000-45,000 sq. feet to 75,000-85,000 sq. feet. It also started a new concept in the retail industry by setting up trial rooms with day and night lighting options so that consumers could check how garments would look during the day and in the night.

The other initiatives included a new dress code in black and white for the employees and training sessions for the employees to help them tackle demanding customers with varied tastes. Shopper's Stop also introduced a company anthem for the staffers penned by renowned lyricist Gulzar and sung by popular Indian playback singer Sonu Nigam. It was played every morning across all outlets in the country as a song of celebration. Shopper's Stop brought out collectible shopping bags with the different & attractive themes like "fashion for the ages."

To make shopping an enjoyable experience for its customers, it launched an in-store radio in association with Blue Frog Media Pvt. Ltd which aired music across all its stores in India while radio jockeys offered tips on fashion and wellness. It also planned to start its online portal by the end of 2008 to enable customers to shop online. In addition to these initiatives, Shopper's Stop also started an environmental awareness campaign called 'Think Green'. As part of this initiative, it planted more than 500 trees and distributed 1,500,000 seed sachets among its customers. Besides, a series of print and television commercials in black and white with an environmental message conveying Shopper's Stop's repositioning strategy were launched effectively by the company.

Shopper's Stop planned to invest around Rs 15 billion to increase the number of outlets to 48 by 2011. It had earmarked Rs.200 million for the rebranding and repositioning exercise. But customers said that from their point of view, there was no major change in terms of price or special offers. Some analysts were of the view that the new logo had nothing unique to offer except for a change in shape. Some even wondered why the retailer had decided to rebrand itself considering that it was doing reasonably well and had just completed a successful year.

### Questions:

- a. Identify the problem & steps taken to resolve it by the company.
- b. Was repositioning the correct strategy of the company to regain its lost market share? If not then suggest your own strategy to be worked out by the company.

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