

SVKM's NMIMS
NMIMS – GLOBAL ACCESS SCHOOL FOR CONTINUING EDUCATION

Programme: DMM/PGDMM

Examination: June 2015
Subject: Marketing Strategy

Semester: II
Course : New
Marks : 70
Time: 11.00 a.m. to 2.00 p.m.

Date: 23.06.2015

Instructions:

1. Answer to each new question to be started on a fresh page.
2. Figures in bracket indicate full marks.

Q.1) Write short notes on any 2 out of 4.

(Marks: 2X5=10)

- a) Macro Environment
- b) Characteristics of a good mission statement
- c) Ansoff's Product/Market Matrix
- d) Steps followed in Value-Chain Analysis process

Q.2) Write Short Notes on any 2 out of 5.

(Marks: 2X5=10)

- a) VALS-2 Segmentation
- b) Cost Leadership Strategy
- c) Penetration pricing versus Skimming pricing
- d) PIMS Model
- e) Differentiate between concentric and conglomerate diversification

Q.3) Attempt any 3 out of 5.

(Marks 3X10=30)

- a) An analysis of entry barriers and expected retaliation is crucial for any company contemplating entry into a new industry. What are these 'entry barriers' and 'expected retaliations'?
- b) Discuss the various generic branding strategies, each with its own pros and cons.
- c) How are 'cash cows' different from 'stars' in BCG approach?
- d) What strategies should a firm follow in each of 'Emerging' and 'Growth' stages of its industry life cycle?
- e) How can a company categorize segments on their present and future attractiveness, while deciding about Targeting?

Q.4) CASE STUDY

MEN® range

The NIVEA® brand is one of the most recognised skin and beauty care brands in the world. NIVEA creme was first introduced in 1911 and the NIVEA brand now extends to 14 product ranges worldwide from suncare to facial moisturisers, deodorant and shower products.

In 1980 when Beiersdorf, the international company that owns NIVEA, launched its NIVEA FOR MEN® range internationally, it broke new ground with its aftershave balm product. It was the first balm on the market that did not contain alcohol, which can irritate the skin. It proved to be very popular with consumers.

In 1993, NIVEA FOR MEN developed a fuller range of male skincare products. This reflected the growing social acceptance of these products with male consumers. The brand was able to exploit its knowledge of the skincare market. The company's research showed men mainly wanted skincare products that protected the face after shaving. Men were willing to buy products that helped calm and soothe irritated skin caused by shaving.

Sales of male skincare products have grown steadily since the launch of NIVEA FOR MEN and the market in 2008 was worth over £117 million with male facial products worth £49 million. NIVEA FOR MEN wanted to increase its share of the male skincare market.

(Source: www.thetimes100.co.uk)

Attempt both the questions

(Marks:2X10=20)

- a) Perform a SWOT analysis for MEN® range in India.
- b) Prepare TWO alternative segmentation plans for MEN® range in India, i.e. one with application of 'Geo-Demographic' variables and second with Behaviouristic variables. Compare and contrast the two segmentation plans.
