

**MBA – MARKETING/FINANCE/  
HR/PRODUCTION & OPERATIONS  
MANAGEMENT (MBABM)**

**Term-End Examination**

**December, 2014**

**MBME-009 : MARKETING STRATEGY**

*Time : 3 hours*

*Maximum Marks : 100*

**Note :**

- (i) *Section I is compulsory.*
- (ii) *In Section II, attempt any five questions.*
- (iii) *Assume suitable data wherever required.*
- (iv) *Draw suitable sketches wherever required.*
- (v) *Italicized figures to the right indicate maximum marks.*

**SECTION I**

1. Case Study – Answer the questions at the end of the case :

The Industrial Tapes and Adhesives division of 3M Corporation operates in a mature market and mature technology in the US with the 3M brand commanding a significant market share over rivals. Another division namely

Drug Delivery Systems operates in an emerging market in the US wherein the technology is also an emerging one. Conversely the Industrial Tapes division focuses on China which is an emerging market with practically no market presence for the brand.

**Questions :**

- (a) How would the strategy of the Industrial Tapes division differ across two geographic markets ? 5
- (b) How would the strategy of Industrial Tapes division in the US differ from that of Drug Delivery Systems in the US ? 5

**2. Case Study – Answer the questions at the end of the case :**

As the Marketing Manager of LG Electronics you are contemplating the launch of large format LED Screens in India. The principal problem here lies in the demand forecast and a consultant has suggested using Scenario Analysis for the same. This is vital from the perspective of long-term capacity planning and deciding on resource allocations for the same.

**Question :**

Construct two scenarios that capture the richness and range of the “possibilities” relevant to a decision situation. Describe all the scenarios in the same manner, i.e., one is not more “vivid” than another. 10

3. *Portakabin* designs and delivers modular buildings. It provides clients with inspiring buildings of outstanding quality. Its original market was the construction industry, with its portable buildings providing on-site storage and accommodation. In the last 40 years its portfolio of modular buildings has extended to include offices, medical centres and schools.

The two main *Portakabin* markets are both in the building sector. It produces both modular buildings and single module buildings. Modular buildings are permanent, all-steel “kits” that can be used to construct almost any size and shape of large building as required. These are made in a factory and transported to sites to be built. For example, schools, call centres and office space can all either be extended or created as a new build. Single module buildings include toilets, office space, shower blocks and storage units. These can be transported directly to the client on a lorry, extremely quickly.

*Portakabin* operates in a highly competitive market. There are now other businesses producing similar buildings. *Portakabin* needs to provide products and services that satisfy customers’ needs. *Portakabin* must also ensure that customers understand the difference between *Portakabin* products and competitors’ products in terms of quality and levels of service.

To keep its leading position and market share, *Portakabin* focuses on two areas: it seeks new customers and provides exceptional service to retain the existing ones.

***Question :***

Assuming that this is a growing market and one that sees a highly competitive environment, what are the specific consumer needs that you identify in order to differentiate the offering to the office segment so as to gain a competitive advantage ? You need not restrict differentiation to the product only.

10

## SECTION II

4. Provide a framework for the positioning of a marketing program, i.e. variables that fall under each P of the Marketing Mix. 14
  5. Elaborate on the potential interactions of a Product Manager explaining each interaction in detail. Use any seven interactions. 14
  6. Elaborate on the concept of pricing situations and pricing decisions. 14
  7. (a) What are the broad factors that would influence your distribution strategy? 7  
(b) Elaborate on the variables falling under any two factors in detail. 7
  8. (a) What are the important influences on a sales organizational design? 7  
(b) What are the questions that you may ask while deciding the above? 7
  9. What are the factors you will use in sales force deployment? 14
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