

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

00483

Term-End Examination

June, 2015

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.

CISCO Systems is a world leader in the switches and routers market commanding over 75% volume of internet traffic globally. It however faces a formidable competitor in China named

Huawei which offers similar products at a price 40% less than CISCO. CISCO's strategy has always focused on innovation while Huawei focuses on imitation and low cost. Huawei's low cost strategy may not work in the developed markets of Europe however.

Questions :

- (a) Should CISCO alter its strategy for the Chinese market at the cost of brand perceptions getting affected because of price ? 5
- (b) Should Huawei continue with its low cost strategy in Europe or follow one similar to CISCO at the expense of formidable competitors like Alcatel Lucent and CISCO ? 5

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

Apex Electronic Corporation is a multi-product organization whose business position can be understood by analysing the attached data on its products (Page 5).

Question :

Do a portfolio analysis and give the strategic decisions required of you as a marketer. 10

See the attachment at the end of the paper for the data to be analysed.

3. Case Study – Answer the questions at the end of the case.

Premium brands capture the public imagination when they stand out from the rest. Obvious examples are Earl Grey tea which connoisseurs recognise for its distinctive name, flavour and taste, Rolls-Royce for its pedigree of no-expense-spared luxury and Parker pens for their stylishness coupled with functionality. Another premium brand that is widely respected in this country is Singapore Airlines (SIA) which is particularly well known for the quality of its product offering and excellence of service standards. Singapore Airlines' customer service standards are symbolised by the distinctive uniform of its flight stewardess, a sarong kebaya in batik material designed by Parisian couturier Pierre Balmain, reflecting its Asian heritage.

In the modern service economy, it is frequently customer service that differentiates one product from another. A prime example is the airline business, where passengers may be travelling for many hours. During these periods people want to relax in comfort, knowing that their individual needs are being catered for. SIA aims to provide the best product for its passengers, plus the best customer service available.

After operating as Malaysian Airways and then as Malaysia-Singapore Airlines, SIA was officially launched in 1972. Today SIA's network reaches out to 93 destinations in 42 countries, serving Asia, Europe, North America, the Middle East, the South West Pacific and Africa. Its regional airline subsidiary Silk Air serves 21 destinations in 8 countries. SIA has also created a number of strategic alliances with other major world airlines to serve other markets jointly.

Remarkably for the airline industry SIA owns all its aircraft, unlike many other airlines who lease a substantial part of their fleet. It also has one of the youngest fleets of any major airline, with an average age of just over five years.

Questions :

- (a) Identify the key opportunities and threats in the environment. 5
- (b) What are the value added services that SIA can offer ? 5

SECTION II

4. Elaborate on the response measures to a proposed marketing program and as to how one can measure positioning effectiveness. 14
 5. (a) Elaborate on a planning model for the Product Life Cycle analysis. 7
(b) How does this planning model work? 7
 6. Describe a Red Ocean Strategy and a Blue Ocean Strategy with suitable examples. 14
 7. Elaborate on the objectives of your pricing strategy for the launch of an FMCG product making reasonable assumptions to support the same. 14
 8. Elaborate on performance objectives and the measures to monitor the performance of a distribution strategy. 14
 9. Elaborate on units of analysis and measures of performance in sales force evaluation and control. 14
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Data for Question No. 2

Product	Sales SBU ₹/Mn	Market Share %	Leaders/Followers MS%	Profit Contribution % of Sales	Mkt Growth Rate	Relative Market Share
Personal Computers	500	30	40	1.73	18	0.75
Electronic Typewriters	200	20	35	2.89	10	0.57
Colour TV's	150	40	25	11.6	15	1.60
VCR's	180	25	30	8.7	12	0.83
Scanners	300	15	60	10.4	03	0.25
Stereo's and Amplifiers	190	68	17	4.04	19	4.0
Tape Recorders	30	60	20	17.3	08	3.0
Digital Clocks	110	35	50	11	05	0.7
Calculators	70	80	10	6.3	20	0.8
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