

School of Business**Bachelor of Business Administration
Semester End Examination - Jun 2024****Duration : 180 Minutes
Max Marks : 100****Sem IV - D1UA402T- BSB01T2010 - Strategic Management***General Instructions**Answer to the specific question asked**Draw neat, labelled diagrams wherever necessary**Approved data hand books are allowed subject to verification by the Invigilator*

- 1) A leading technology firm, is looking to develop a new software application to address emerging market needs. The strategic management team is tasked with overseeing the development process to ensure a successful product launch. According to the development plan, what steps will be taken to conduct thorough market research and analysis to identify customer needs, market trends, and potential competitors? K3(3)
- 2) There is a growing trend of increased collaboration among competitors . List the benefits and drawbacks of this practice . K4(4)
- 3) In the context of strategic management, how can an organization effectively utilize SWOT analysis to enhance its competitive advantage and adapt to changing market dynamics? K3(6)
- 4) Predict the potential risks and opportunities that may arise from political, economic, social, and technological factors in the external environment, and evaluate their implications for an organization's long-term sustainability and growth. K6(6)
- 5) Build a strategic roadmap for a hospitality industry conglomerate based on the findings of a PESTEL analysis. K6(6)
- 6) How can the company navigate political instability, socio-cultural trends, and economic fluctuations to capitalize on global tourism opportunities, enhance guest experiences, and ensure long-term sustainability in a rapidly evolving industry landscape? K4(8)
- 6) Pizza Galleria was India's first pizza delivery chain enjoying monopoly for several years. However, after entry of Modino and Uncle Jack it is struggling to compete. Both Modino and Uncle Jack have opened several eateries and priced the product aggressively. In last four years the chain has suffered significant losses. The

chain wishes to know whether they should go for turnaround strategy. List out components of action plan for a turnaround strategy.

- 7) Identify and explain a specific industry or scenario where a divestment strategy could be applied. Justify your choice and provide reasons for the potential benefits of divestment. K3(9)
- 8) A HDFC Bank wishes to review its marketing plans and policies in order to make them compatible with its business strategy of focused differentiation on corporate customers and high net worth individuals in urban centres of india . Identify the major elements of the marketing plans and policies the bank should consider implementing . K3(9)
- 9) Stability strategies would work only when the firm is doing well and the environment is not excessively volatile- Explain the statement. K5(10)
- 10) Reebok, once a powerhouse in the athletic footwear and apparel industry, has faced challenges in recent years, struggling to maintain its market share and relevance amidst fierce competition from rivals like Nike and Adidas. In response to declining sales and brand perception, Reebok's leadership is embarking on a strategic revitalization effort to reignite growth and reclaim its position as a leading athletic brand .Analysis: K4(12)
- Brand Identity: Reebok's historical association with fitness and lifestyle products remains a valuable asset. Leveraging this heritage, the company can refocus its brand identity on promoting an active lifestyle, wellness, and inclusivity. This approach would resonate with today's consumers, who prioritize health and self-expression.
- Product Innovation: Reebok must invest in product innovation to differentiate itself from competitors. By leveraging advanced materials, technology, and design, Reebok can develop cutting-edge footwear and apparel that not only perform well but also appeal to fashion-conscious consumers. Collaborations with athletes, celebrities, and designers can further enhance product credibility and desirability.
- Marketing Strategy: Reebok's marketing efforts should emphasize authenticity, diversity, and empowerment. Campaigns featuring real people of different backgrounds and body types engaging in fitness activities can inspire a broad audience and foster a sense of inclusivity. Social media platforms and influencer partnerships offer effective channels for reaching target demographics and driving engagement.
- Retail Experience: Enhancing the retail experience is crucial for revitalizing Reebok's brick-and-mortar presence. Reebok stores should be designed as immersive environments that reflect the brand's values and lifestyle ethos. Interactive displays, digital experiences, and personalized services can create memorable shopping experiences that encourage repeat visits and customer

loyalty. Global Expansion: While Reebok has a strong presence in certain markets, there are opportunities for expansion in emerging economies and regions with growing fitness cultures. Strategic partnerships with local retailers, gyms, and sports organizations can facilitate market penetration and brand awareness. Customized product offerings and marketing campaigns tailored to regional preferences can drive relevance and appeal. Product Development: Invest in R&D to develop innovative footwear and apparel that combine performance, style, and sustainability. Collaborate with athletes, designers, and influencers to co-create compelling products that resonate with target consumers.

Marketing Campaigns: Launch integrated marketing campaigns that celebrate diversity, empowerment, and self-expression. Utilize social media, experiential activations, and influencer partnerships to amplify brand messaging and engage with audiences on a personal level. Retail Transformation: Redesign Reebok stores to create inviting and immersive environments that showcase the brand's lifestyle ethos. Incorporate digital technologies and personalized services to enhance the shopping experience and drive foot traffic.

Global Expansion: Identify key growth markets and develop tailored strategies for market entry and expansion. Establish partnerships with local retailers, influencers, and sports organizations to build brand presence and credibility.

Q-1 Examine the effectiveness of a company's diversification strategy in expanding its product portfolio and mitigating risks. (6 Marks)

Q-2 Analyze the strategic decisions made by a company in response to emerging market trends. (6 Marks)

11)

Toyota, one of the world's largest automobile manufacturers, has long been revered for its commitment to quality, innovation, and operational excellence. Since its founding in 1937, Toyota has established itself as a global leader in the automotive industry, producing a wide range of vehicles renowned for their reliability, fuel efficiency, and technological advancements. However, despite its storied history of success, Toyota faces a myriad of strategic challenges as it navigates the complexities of a rapidly evolving industry and a shifting competitive landscape. One key imperative for Toyota is to adapt to the changing dynamics of the automotive market, driven by technological disruptions, regulatory changes, and shifting consumer preferences. With the rise of electric vehicles, autonomous driving technology, and ride-sharing platforms, Toyota must invest in research and development to innovate its product offerings and stay ahead of the curve. This includes developing electric and hybrid vehicles, integrating advanced safety features and connectivity solutions, and exploring partnerships with technology companies to accelerate innovation.

K6(12)

Furthermore, Toyota faces strategic challenges related to sustainability and environmental responsibility in its operations and supply chain. As concerns about climate change and resource depletion continue to mount, Toyota is under increasing pressure to reduce its carbon footprint, minimize waste, and promote sustainable practices throughout its value chain. This includes investing in renewable energy sources, optimizing manufacturing processes for energy efficiency, and sourcing materials responsibly to reduce environmental impact. Additionally, Toyota must address strategic considerations related to globalization and market expansion to maintain its competitive edge in an increasingly interconnected world. With operations spanning multiple continents and markets, Toyota must navigate geopolitical uncertainties, trade tensions, and cultural nuances to effectively penetrate new markets and capitalize on emerging opportunities. This includes tailoring its product offerings and marketing strategies to suit local preferences, adapting its business models to regulatory requirements, and building strong partnerships with local stakeholders. Moreover, Toyota faces strategic challenges related to organizational culture, talent management, and strategic alignment. Fostering a culture of continuous improvement, teamwork, and innovation is essential to drive organizational agility and adaptability in the face of constant change. Moreover, attracting and retaining top talent across various functions, from engineering to marketing, is critical to executing strategic initiatives effectively and driving long-term growth and competitiveness.

Questions:

Q-1 Explain the strategic challenges does Toyota face in adapting to the evolving automotive market, and how are they impacting the company's long-term success?(6 Marks)

Q-2 What strategies should Toyota pursue to successfully navigate globalization and market expansion, ensuring sustained competitiveness across diverse regions and markets? (6 Marks)

- 12) Coffee Cavana, a burgeoning coffee chain, has rapidly expanded its presence across multiple cities, positioning itself as a favorite destination for coffee enthusiasts seeking a cozy ambiance and premium coffee offerings. Founded by a group of passionate entrepreneurs, Coffee Cavana embarked on its journey with a mission to redefine the coffee experience and cultivate a vibrant community of coffee aficionados. As Coffee Cavana continues to grow, it faces a myriad of strategic challenges and opportunities that require careful consideration and proactive management. One key imperative for the company is to maintain its brand differentiation and competitive edge in an increasingly saturated market. With the proliferation of coffee chains and independent

K5(15)

cafes, Coffee Cavana must continuously innovate and elevate its offerings to stand out amidst the competition. In response to shifting consumer preferences towards sustainability and ethical sourcing, Coffee Cavana has made strategic commitments to prioritize environmental sustainability and social responsibility throughout its supply chain. This includes sourcing ethically sourced coffee beans, implementing eco-friendly packaging solutions, and engaging in community initiatives to support coffee-growing communities. However, integrating sustainability into its operations requires strategic investments, partnerships, and stakeholder engagement to ensure long-term impact and alignment with its brand values. Furthermore, Coffee Cavana faces strategic challenges related to its expansion strategy and market positioning. As it explores new markets and regions, the company must conduct thorough market analysis and feasibility studies to identify viable growth opportunities while mitigating risks associated with market saturation, competition, and changing consumer trends. Additionally, Coffee Cavana must tailor its offerings and marketing strategies to cater to diverse consumer preferences and cultural nuances in different regions. Moreover, Coffee Cavana must navigate strategic considerations related to technology adoption and digital transformation to enhance customer engagement, operational efficiency, and data-driven decision-making. Embracing digital platforms for online ordering, loyalty programs, and customer feedback mechanisms can deepen customer relationships and drive sales growth. However, implementing these technological innovations requires strategic planning, infrastructure investment, and organizational change management to ensure seamless integration and adoption across the company. In addition to external challenges, Coffee Cavana must also focus on internal strategic considerations related to organizational culture, talent management, and innovation. Fostering a culture of creativity, collaboration, and continuous improvement is essential to driving innovation and maintaining employee morale and motivation. Moreover, attracting and retaining top talent across various functions is critical to executing strategic initiatives effectively and driving operational excellence.

Questions:

Q-1 Explain how Coffee Cavana's commitment to sustainability and ethical sourcing aligns with its brand values and competitive positioning within the coffee industry. (8 Marks)

Q-2 Evaluate the effectiveness of its sustainability initiatives in driving brand differentiation and consumer loyalty, considering factors such as supply chain transparency, community engagement, and environmental impact. (7 Marks)