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Now HUL wonders - should they spend more on exciting new brands or protect their profitable old ones?

Questions:

- (i) Study HUL's product mix. How do new skincare brands differ from detergents in growth and market position using BCG Matrix? (9)
- (ii) Suggest BCG strategies for HUL's old vs new brands. Which brands should get priority investment? (9)

[This question paper contains 8 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 1545

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Unique Paper Code : 2922102403

Name of the Paper : Marketing Management

Name of the Course : **B.A. (Hons.) Business Economics (BBE)**

Semester : IV

Duration : 3 Hours

Maximum Marks : 90

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. The question paper has **three** sections.
3. **All** sections are **compulsory**.
4. Please pay due attention to the instructions provided at the beginning of each section.

SECTION A

*Attempt any **two** questions.*

1. (a) Explain the importance and scope of marketing in today's digital economy, highlighting how it differs from traditional selling. (9)
- (b) Compare the five company orientations toward the marketplace, giving advantages and limitations of each. (9)
2. (a) Discuss the four main bases for segmenting consumer markets, with two examples each. (9)
- (b) Define positioning and differentiate between Points of Parity (POP) and Points of Difference (POD), using an illustration of a consumer brand. (9)
3. (a) Outline the four unique characteristics of services and their marketing challenges. (9)
- (b) Discuss the components of the promotion mix and explain how Integrated Marketing Communication (IMC) coordinates them effectively. (9)

SECTION C

Case Study – Compulsory.

7. Hindustan Unilever sells products in almost every Indian home - soap, shampoo, detergent, snacks. Recently they bought some trendy skincare and wellness brands popular with young city people. These focus on natural ingredients, different from HUL's usual mass market items. By 2026, HUL reaches nearly a billion people daily but must decide where to spend money.

Their laundry detergent makes good steady profits to fund new ideas. Shampoo and facewash grow well with city customers wanting better quality. Ready meals show promise but compete with big noodle brands. The new skincare brands excite young buyers online but still small compared to established natural brands. Some old bar soaps lose sales to cheaper local options.

HUL sells daily items through neighborhood shops across India. Premium brands go through big stores and online platforms. TV ads promote regular products while Instagram influencers push the new beauty lines.

However, with the introduction of smartphones, particularly the iPhone in 2007, the demand for standalone music devices began to decline. Smartphones offered multiple functionalities, including music playback, internet access, and communication, making devices like the iPod increasingly redundant. Recognizing this shift, Apple gradually reduced its focus on the iPod and redirected its innovation efforts toward the iPhone. Eventually, the iPod was discontinued in 2022. This case highlights the strategic decision of embracing innovation and self-cannibalization rather than protecting a declining product.

Questions :

- (i) Map the iPod's journey across all PLC stages with key strategic decisions at each stage. (9)
- (ii) Critically analyze Apple's decision to cannibalize the iPod with the iPhone. Was this risky or necessary? Explain. (9)

SECTION B

*Attempt any **two** questions.*

4. Zomato has established a strong brand presence in India by adopting a unique and engaging marketing communication strategy. Unlike many competitors that rely heavily on discounts and price-based promotions, Zomato focuses on humor, relatability, and real-time engagement. Its communication mix includes witty push notifications, creative social media posts, influencer collaborations, and minimalist outdoor advertising with clever messaging.

This consistent and distinctive tone has helped Zomato build high brand recall, particularly among urban youth. By maintaining a uniform voice across different communication channels, the company has strengthened its brand personality and emotional connection with consumers. However, the use of edgy and humorous content also carries risks, such as potential backlash or misinterpretation. As the brand matures, it faces the challenge of balancing its playful communication style with the need for responsibility and sensitivity in a diverse market.

Questions :

- (i) Analyze Zomato's communication strategy using the AIDA model. (9)
 - (ii) How does consistency in tone across various platforms impact brand equity? (9)
5. When Reliance Jio entered the Indian telecom market in 2016, it disrupted an already competitive industry dominated by players such as Airtel and Vodafone Idea. Jio adopted an aggressive pricing strategy by offering free voice calls and extremely low-cost data services, including an initial period of free usage. This approach enabled the company to attract a massive number of subscribers in a very short time, crossing 100 million users within approximately six months of launch.

In addition to low pricing, Jio created a digital ecosystem by bundling services such as JioTV, JioCinema, and JioSaavn, which increased customer engagement and reduced switching behavior. While this penetration pricing strategy helped Jio rapidly gain market share and reshape consumer behavior around

mobile data usage, it also raised concerns about long-term profitability and sustainability. The company faced the challenge of transitioning from a low-price perception to a more sustainable revenue model without losing its large customer base.

Questions :

- (i) What are the different pricing strategies used by firms? Which pricing strategy did Jio use initially? (9)
 - (ii) Using Porter's Five Forces, analyze how Jio's entry changed industry dynamics? (9)
6. The iPod, introduced by Apple in 2001, revolutionized the way people consumed music by allowing users to carry thousands of songs in a compact device. It quickly moved through the introduction and growth stages of the product life cycle, becoming highly popular due to its sleek design and integration with Apple's iTunes platform. At its peak, the iPod dominated the global portable music player market and became a cultural icon associated with digital music consumption.