

develop as a value proposition, and what value should you communicate to the buying center. The survey was carried out to help decisions in this regard. The attempt was to get back to loyal corporations who had once been large buyers of the B brand, and they formed the majority of those surveyed. The corporations had agreed to B's request to make a pitch as a cellphone vendor, and survey the end users, and purchase managers for this purpose. The share of those who preferred A brand as their cellphone, came out to be around 43%, and the S brand came out to be 38%. B brand managers know that getting back share requires a competitive package that is superior to the others by at least 10% value overall, as the decision is usually taken by most purchase managers on a users' and technology managers' rating of cellphones, in the key corporations which they had surveyed. These were very large corporations, which globally purchased tens of thousand of phones, and also were key influencers in the market. Their adoption would be a signal to other companies, and created a significant on brand trust amongst corporate buyers in their industry, going by past experience.

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I SEMESTER

**MBA-BUSINESS ANALYTICS**

**END SEMESTER EXAMINATION Nov/Dec-2019**

**PAPER CODE MB 102**

**TITLE OF PAPER Marketing Management**

*Time: 3:00 Hours*

*Max. Marks : 60*

**Note :** All questions are to be answered in context of the case. Further, evidence of theory must be present in each answer. Answer all questions. Some questions have internal choice. All questions carry equal marks. Assume suitable missing data, if any and state your assumptions.

Q.1[a] The case situation represents a brand which has lost market share as it no longer offers updated features. Is a perceptual mapping or value mapping, a reasonable method to study the same, in terms of STP? Explain in detail.

OR

[b] What is the positioning of the brand B currently? Analyse the brand's competitive strengths and weaknesses, and identify potential points of parity and differentiation that are critical to the brand, given the theory behind such value mapping.

Q.2[a] What should be the brand B's positioning? Provide a detailed map and justification, giving an analysis of the way in which this would appeal to customers using some theory that is suitable.

OR

[b] What are the new product development options that emerge from the above analysis? Generally what would be alternatives available

for a company which has become a bit obsolete, in terms of product strategy? Elaborate on the basis of theory related to product strategy.

Q.3 What would be the marketing mix strategy to communicate and deliver the new value positioning of B that you have suggested above on basis of attributes, to the target segment (which is B2B). Make assumptions about attributes and mix elements as required, and state assumptions.

Case Study: Repositioning Brand B in the cellphone market

Manufacturers of brand B cellphones, have been operating in many countries across the globe and have been a leading cellphone manufacturer for the last decade. They used cutting edge technologies, and initially positioned as a premium phone for business users. It became very popular with corporations, and the target group of customers cut across individual buyers as well corporates. Corporations adopted the phone due to high acceptance amongst executives for business support as well as its image and style. They provided their executives with the B, which even worked as a motivator for executive positions.

After some years however, brand A put together a highly successful package in their smart phones, using touch screens having great ease of use, providing large number of applications, and with high ratings on style and image. Manufacturers of brand S cellphones also caught up recently on this positioning, and now have the largest market share in many leading markets across the world. In the face of these competitive brands' value packages, B lost a lot of ground. Their market share eroded drastically. Their existing user base also eroded as cell phone replacement by customers had a short cycle of 2-3 years.

B is undergoing a major exercise in revamping their value package. They have tried to reposition the brand as relevant to the new target segment, the youth segment. This has only achieved lukewarm success. They are

rethinking their entire value proposition again. The comparative attribute performance and importance of attributes is given below.

Attributes	Mean Ratings				Mean Importance of Attribute
	A	S	B	N	
Brand Image	4.7	3.9	3.5	2.8	4.1
Ease of Use	4.3	4.3	3.7	3.8	4.6
Business Support (Email Client, Calendar)	4.1	4.2	4.6	3.4	4.6
Style	4.8	4.4	3.4	3.2	4.2
Wifi/3G connectivity	4.5	4.5	3.9	3.7	4.7
Camera	4.5	4.4	3.2	3.8	3.8
Audio-Visual Quality	4.6	4.4	3.5	3.7	4.3
Screen Size/Resolution	4.6	4.7	3.1	3.6	4.4
Qwerty keypad	3.7	3.8	4.2	3.5	3.6
Overall Performance	4.6	4.3	3.8	3.6	4.7
Availability of Applications	4.5	4.7	3.1	3.3	4.3
Security	4.5	4.1	4.3	3.6	4.2
Price	3.9	4.1	3.3	3.5	4.0
Product Innovation	4.7	4.3	3.2	3.1	4.3
Customer Support	4.0	4.1	3.6	3.9	4.1

The survey was done in their earlier target segment of corporate users and decision makers. If B were to focus on corporate segment, they would typically find Chief Technical officers, user groups, purchase managers and finance managers in the buying center for the purchase of cellphones, going by their past experience. The thinking has revolved to ensuring quick results in getting back market share by focussing on the most loyal segment, of corporate buyers. The challenge is to decide what they should