K.J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

MFM II Semester   (2018-21)

Sub: Competition and Strategy

Date : 11/04/2019   **Duration: 2 hours**   **Marks: 25**

Note :
  (i)   **Make necessary assumptions wherever you are not sure of the data**
  (ii)   **Question Q1 is compulsory- 15 Marks**
  (iii)   **Attempt Any Two from Questions Q2 to Q5 for 5 marks each**

Q1 Ababa is the leader in China in online retail, ecommerce, online banking and financial services, besides a presence in films and real estate. Ababa wants to enter the fast growing online retail business in India, which is a duopoly with two players accounting for over 75% of the market. Leader Flippy has been acquired by global organized retail leader Wally, and a close No 2 is global online retail leader Amaze. The other players are nichers in verticals like grocery, furniture, lifestyle etc. The market drivers are rising incomes, over 70 million online shoppers, and a perceptible shift towards buying fashion, food and electronics online. As the CEO of Ababa outline your strategy map for a successful India launch and to achieve a national market share of 15-20% in the next 3 years. Outline briefly the external business environment, convey in detail why the industry is attractive, why and where you would like to allocate resources, what are your corporate level and business level strategies and sources of competitive advantage.   **(Compulsory, 15 marks)**

Q2 Explain the concept of value chain analysis, and illustrate its application for a company from the Consumer Electronics sector. Benchmark the company against 2 competitors and outline the decisions taken by the company in brief.   **(5 marks)**

Q3 Explain the concept of sustainable competitive advantage for a company from the Automobile industry. Benchmark against 2 competitors, briefly explain reasons why the company has or does not have sustainable competitive advantage and its financial impact. .

                         (5 Marks)

Q4 What is the BCG framework, when is it applied, and what are the decisions it enables? Illustrate in detail with an example from the **FMCG** sector. **(5 marks)**

Q5 Explain the concept of mega and strategic M&A (mergers and acquisitions). Illustrate the strategy for the M&A with an example each, and explain briefly why the M&A succeeded or failed, with the rationale. . **(5 marks)**

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