

**K.J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES & RESEARCH**

**PGDM (IB) 2017 – 19 – IV TRIM**

**Business in Emerging Markets**

**Marks : 25**

**Date : 20/09/2018**

**Time : 2 Hours**

**Q1. Frontier market framework**

- Plot the Frontier market matrix. 2
- Plot industries of the three companies in the case in this matrix? Give reasons for plotting the companies in the selected position in the matrix. 3
- What generic strategies would you recommend for each of the three companies from the perspective of Frontier market framework, if they were to operate in Ethiopia? 3

**Q2 Institutional Voids**

Based on the information available in the case, identify institutional voids from the following contexts:

- Macro context 3
  - Political and Social context
  - Openness context
- Product market context 2
- Labor market context 2
- Capital market context 2

**Q3. Entry Strategy**

What entry strategy would you recommend for each of the three companies listed in the case? Give justification for the chosen entry strategy for each of the three companies. 8