**Strategic Management**

**April 2025 Examination**

**1. You are the CMO of Godrej Consumer Products, and sequentially sales are dropping every quarter – and the steepest decline (~10%) has happened in in this quarter. Naturally, the management is worried about this situation. In these circumstances. Analyze the reasons for the dropping revenue. What strategic approaches would you suggest in this situation? Give valid reasons to support your answer. (10 Marks)**

**Ans 1.**

**Introduction**

Godrej Consumer Products, a leader in the Indian FMCG market, has experienced a concerning 10% decline in quarterly sales, the steepest in recent quarters. This situation poses a significant challenge to the company, given its well-established reputation for innovative and consumer-centric products. Revenue decline in FMCG companies can stem from several internal and external factors, such as changing consumer preferences, competitive pressures, ineffective marketing strategies, or macroeconomic challenges. Addressing this issue requires a comprehensive analysis of the root causes to formulate effective strategies to reverse the

**2. Given the size of the Indian market, the NBA is keen to expand into India and they have hired your Consulting firm to advise them. Describe (at least two) tools you’d use in your analysis and why you’re choosing them. Summarize your Action Plan and a high-level timeline. (10 Marks)**

**Ans 2.**

**Introduction**

India, with its vast population, growing middle class, and increasing interest in global sports, presents a promising market for the NBA. However, the market also poses unique challenges, including a strong cultural preference for cricket and limited infrastructure for basketball. To succeed in such a diverse and dynamic environment, the NBA must develop a well-informed strategy rooted in market insights and a tailored approach. As a consulting firm, we recommend using two analytical tools—**PESTLE Analysis** and **Porter’s Five Forces**—to comprehensively evaluate the external environment and competitive landscape. These tools

**3. You are the Head - Marketing Strategy for X-India. Your business is dependent on Paid Accounts and Advertising. However, despite the large number of consumers using your app, Advertising Revenue has been flat for the past 3 quarters. In this situation…**

**a. Create a strategy to attract advertisers. Provide examples to support your answer. (5 Marks)**

**Ans 3a.**

**Introduction**

X-India, a platform with a substantial consumer base, faces the challenge of flat advertising revenue despite its large user numbers. To attract advertisers and drive growth, it is crucial to demonstrate the platform’s value, increase engagement, and create targeted opportunities for businesses. By leveraging data-driven insights and innovative advertising solutions, X-India can position itself as a high-ROI marketing channel for advertisers. The focus must be on

**b. Develop two strategies to communicate with your advertisers. (5 Marks)**

**Ans 3b.**

**Introduction**

Effective communication with advertisers is critical to maintaining long-term relationships and ensuring mutual success. X-India must adopt clear and engaging communication strategies to convey value, address concerns, and provide advertisers with insights into campaign performance. The following strategies will ensure transparent and meaningful communication with advertisers.