

VPM's
DR VN BRIMS, Thane
Programme: PGDM (2018-20)
PGDM Trimester V Examination January 2020

Subject	Marketing Strategy		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages		Date	03-01-2020

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)

Byju's Growth Strategy

Founded in the year 2015 by 37-year-old teacher-turned-entrepreneur Byju Raveendran, education technology startup Byju's has raised \$540 million in a funding round led by South Africa's Naspers Ventures to fuel its expansion plans, according to a company statement. In June, the company, along with the Walt Disney Co, jointly rolled out a new learning app targeted at children aged 6-8 years.

Though most unicorns are still suffering from the problem of cash burn with no sight of profits, Bengaluru-based edtech startup unicorn Byju's has announced that it has returned a profit in the financial year 2019. The company increased its net revenue from INR 490 Cr in FY 17-18 to INR 1341 Cr with a net profit of INR 20 Cr. The gross revenues increased from INR 520 Cr to INR 1480 Cr. Moreover, in the current fiscal, the company is planning to nearly double its revenue to INR 3000 Cr in FY20.

Over the past year, the edtech company has reached over 40 Mn registered users and 2.8 Mn paid subscribers. It claims that the average number of minutes a student spends on the app has increased from 64 minutes to 71 minutes per day in the past year and the annual renewal rates are as high as 85%.

The company will be launching new products as it hopes to get to that mark in the new year. "With 60% of our students based outside the metros, the aspiration and need for quality learning has never been higher. In the current financial year, we are on track to double our revenue to INR 3000 Cr. We will also be launching BYJU'S Online Tutoring which will further accelerate growth and profitability in the coming year," Byju's COO Mrinal Mohit said in a press statement. For Byju's, deeper penetration across the country and an increase in the overall number of paid users played a key role in turning itself profitable. "We are also planning to reach out to deeper parts of India by launching programs in vernacular languages," Mohit added.

In January 2019, BYJU'S also forayed into the US with the acquisition of Osmo, a US-based learning platform. Over the last year, the company's fundraising has focused on international expansion. The expansion to the Middle East, the US, the UK, South Africa, and other African and Commonwealth market have been on the cards. Recently, Byju's has also tied up with Disney to launch its edutech services for kids in classes 1st to 3rd. BYJU'S Early Learn app for young children aged between 6 to 8 years old with Disney's stories and characters from Disney Princess, Frozen, Cars, Toy Story franchises and more.

In the next year, the company is also planning to launch Byju's Online Tutoring which will further help the company to accelerate its growth and profitability.

Answer the following questions: (5 marks each)

- 1. Analyse the different growth market strategies followed by Byju's.**
- 2. Create STPD profile of Byju's and suggest opportunities ahead for the company.**
- 3. How does role of marketing communication strategy play a vital role for Byju's success?**
- 4. Evaluate any emerging trend in marketing which can be used by Byju's to increase target market penetration.**

Q2) Attempt Any FIVE from the Remaining TEN Questions (8 Marks each)

- a) Develop a flowchart for opportunity analysis to offer any product or service in BOP (bottom of the pyramid) market and explain course of action in each step.**
 - b) Evaluate different market entry strategies ways through which Pioneers and Followers can enter the market, with an example for each.**
 - c) Samsung is global market leader in smartphone category. What are different growth market strategic options for Samsung as a leader? Explain.**
 - d) Vivo has emerged as a potential challenger in smartphone market. What are different growth market strategies for Vivo mobiles as a challenger? Explain.**
 - e) Conduct product portfolio analysis for any business organization of your choice through BCG matrix specifying future course of action for each quadrant.**
 - f) Design GE Mc Kinsey matrix for any product or service of your choice and Illustrate how do you plot different SBUs on GE Mc Kinsey matrix?**
 - g) Differentiate between various methods of integrated marketing communications and compare them on basis of media, cost, advantage and disadvantages.**
 - h) Differentiate between five types of innovation strategies based on variation in degree of newness to market with an example for each.**
 - i) Unilever implements various product-mix pricing strategies. Analyse all the types of product-mix pricing strategies used with a relevant example for each.**
 - j) Design Integrated marketing communication strategy for upcoming Annual Research Conference of a business school on theme "Edu-Future for sustainable world economic order".**
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