

MM 01**Marketing Management**

Roll No.

Total No. of Printed Pages: 3

Total No. of Questions : 7

Maximum Marks : 60

Duration (hrs.) : 3 Hours

Note : The Case Study is compulsory. Answer any four out of the remaining seven questions.

Few Companies have been able to connect with a specific audience as well as Disney has. Originally founded by brothers Walt Disney and Roy Disney in 1923, the Disney brand has always been known for quality entertainment for the entire family. Beginning with simple black-and-white animated cartoons, the company grew into the global phenomenon that today includes theme parks, feature films, television networks, theatre productions, consumer products and a growing online presence.

In its first two decades, Walt Disney Productions was a struggling cartoon studio that introduced to the world its most famous character Mickey Mouse. Few believed in Disney's vision at that time. But it achieved success with cartoons with sound and the first-ever full-length animated film, Snow White and the Seven Dwarfs. It went on to make other animated classics like Cinderella and live action films like Mary Poppins.

When Walt Disney died in 1966, he was considered the best-known person in the world. By then the company had expanded the Disney brand into film, television, consumer products and Disneyland, its theme park where families could experience the magic of Disney in real life. By the time of Roy's death in 1971, the two brothers had created a brand that stood for trust, fun and entertainment that connects with children, families and adults through some of the most moving and iconic characters, stories and memories of all time.

Today Disney has five business segments:

- 1) The Walt Disney Studios, which creates films, recording labels and theatrical performances
- 2) Parks and Resorts, which focuses on Disney's theme parks, cruise lines and other travel related products
- 3) Disney Consumer Products, which sells all Disney branded products
- 4) Media Networks, which includes Disney's television networks such as ESPN, SBC, the Disney Channel, UTV
- 5) Interactive Media

Disney's greatest challenge today is to keep a 90-year old brand relevant and current to its core audience while staying true to its heritage and core brand values. Disney's CEO Bob

Iger explained, "As a brand that people seek out and trust, it opens doors to new platforms and markets and hence to new consumers. When you deal with a company that has a great legacy, you deal with decisions and conflicts that arise from the clash of heritage versus innovation versus relevance. I am a big believer in respect for heritage, but I'm also a big believer in the need to innovate and the need to balance that respect for heritage with a need to be relevant."

Internationally Disney has focused on the 'Disney Difference' –creating value based on high standards of quality and recognition that sets Disney apart from its competitors. Disney also uses emerging technologies to connect with its consumers in innovative ways. It was one of the first companies to begin regular podcasts of its television shows and to release ongoing news about its products and interviews with Disney's employees, staff and park officials. Disney's website provides insight into movie trailers, television clips, theatre shows, virtual theme park experiences and much more. In the 'Best Global Brands' Study conducted by Interbrand in 2013, Disney was ranked 14.

The Walt Disney Company has adopted a different approach of 'localisation' in India. "Our approach here in India is primarily focused on media and entertainment, because that's where we see the greatest potential for Disney. Not only because the industry here is poised to take a great leap forward, but because of the rapidly rising middle class consumers with their traditional focus on the family," says Walt Disney's International Chairman Andy Bird.

"We are here to build an Indian Walt Disney Company. We bank on the three pillars of reach, relevance and experience, as we work towards building Disney as a family entertainment brand in India," says Walt Disney India Company MD Mahesh Sawant.

"Reach: We are constantly exploring and entering new distribution channels to extend our reach. While Disney television networks reach over 71 million households, through the terrestrial network, we entertain over 145 million households. Last year, we had over 300 movie titles available to Indian households across various mediums. Our three websites bring in a monthly traffic of 3.5 lakh fans. Hungama TV was launched in Tamil and Telugu. Relevance: Our franchise (characters) focus remains a key priority as we continue to bring many of our characters and stories which the Indian kids and families can relate to. Our local shows like *Kya Mast Hai Life* are household names and we have gone on floor for season II", adds Mahesh.

In India, Disney considers the age group 8-12 years or the tweens as their target group, even though kids between 4-14 years watch our channels. Various studies done by the company show that the target 8-12 age group has an opinion and influence their parents considerably. Disney is focusing more on reality and live action content instead of animation. They are also focusing on local content and adding more regional language feeds to its channels.

Analyse the above case with reference to the following areas: (20 marks)

- A) How has Disney positioned itself internationally? Is the 90 year old brand relevant to consumers even today?
- B) What does Disney do best to connect with its core consumers in India?

Attempt any Four from the seven Questions given below:

- Q. 2 (a) Mission statements are critical to a successful marketing organisation. Explain. (5 marks)
(b) Harvard's Michael Porter developed the 'five forces analysis'. Explain with the help of an example how you will use the concept in your marketing plan. (5 marks)
(c) What are the broad changes in marketing? Can you relate this to the changes taking place in society? (5 marks)

Answer any Two from (a) or (b) or (c) (5x2) = 10 marks

- Q. 3 (a) Which is the best type of marketing research – qualitative research or quantitative research? (5 marks)
(b) How different is Business-to-business (B-to-B) marketing from business-to-consumer (B-to-C) marketing? (5 marks)
(c) Which are the brands that successfully target your age group? Why do you say so? (5 marks)

Answer any Two from (a) or (b) or (c) (5x2) = 10 marks

- Q. 4 (a) Explain the five stage model of the consumer buying decision making process. (5 marks)
(b) What are the various personal factors that affect consumer behavior? Give examples. (5 marks)
(c) Explain any one of the following bases for segmenting consumer markets with the help of examples. i) Demographic segmentation ii) Psychographic segmentation (5 marks)

Answer any Two from (a) or (b) or (c) (5x2) = 10 marks

- Q. 5 (a) How is service marketing different from product marketing? (5 marks)
(b) Explain with the help of examples the various stages in developing and establishing a brand positioning. (5 marks)
(c) Explain 'five product levels' OR 'product mix' with the help of examples. (5 marks)

Answer any Two from (a) or (b) or (c) (5x2) = 10 marks

- Q. 6 (a) What are the various pricing objectives that a company can adopt? (5 marks)
(b) What are the various steps involved in designing a marketing channel? (5 marks)
(c) What are the different types of retailers? Give examples

Answer any Two from (a) or (b) or (c) (5x2) = 10 marks

- Q. 7 (a) Explain any two of the following tools of the marketing communications mix:
i) Advertising ii) Personal Selling iii) Public Relations
iv) Sales Promotion (5 marks)
(b) Explain any two out of the following concepts: i) Value Proposition ii) Depth of a product mix iii) Co-branding iv) Marketing Intelligence System (5 marks)
(c) It is being argued that television advertising has lost its power. Do you agree? (5 marks)

Answer any Two from (a) or (b) or (c) (5x2) = 10 marks