

Delhi School of Business
PGDM Program
END-TERM EXAMINATION, JAN-FEB 2024
TERM – II (Batch: 2023-25)

Course Name	Marketing Management 2	Course Code	MM2
Duration	2.5 Hours	Max. Marks	40

Instructions:

1. Make reasonable assumptions wherever required and state those assumptions clearly.
2. This is a closed-book examination.
3. Be crisp and clear in answering.

- Q1.** Using instances of the movie 'Rocket Singh Salesman of the Year', explain the effective selling process with the following steps: Prospecting, Pre-approach, Presentation, Persuasion, Closing, and Servicing. Pay special attention to the prospecting methods (Cold Canvassing, Networking, Company Sources, Commercial Sources). **(20 Marks) CO2, CO4**
- Q2.** Briefly explain each stage of the ADAPT model of questioning. Create a roleplay script for the Caselet 1 ('Heartland Technology and Energy Field Services') using this model. **(10 Marks) CO3**
- Q3.** Using the Case 2 (Titan) and your experiences analyse Titan's distribution model for its various sub-brands. What channels levels of distribution is used by Titan? **(10 Marks) CO1**

Case 1: Heartland Technology and Energy Field Services

Background

Heartland Technology is a leading provider of wireless networks, telecom, and information technology and customized software applications for business organizations having 20 to 500 employees and needs for wireless communication, information processing, and digital data transmittal. The company offers a full line of services ranging from the one-time design of applications for smart phones and digital devices to the design and building out of full enterprise-wide systems.



DELHI SCHOOL OF BUSINESS

By Vivekananda Institute of Professional Studies - TC

Metro Insurance Services is an independent, preferred provider for inspection and adjusting insurance claims across the central U.S. The company provides outsource claims and adjusting services to many of the top 25 property and casualty insurance companies and has experienced rapid growth over the last five years. The company currently employs sixty-five people: fifty adjusters out in the field and spread over 8 states, ten assistants located at company headquarters in Tulsa, and five administrative and executive staff members.

As a business development specialist for Heartland Technology, you are making an initial sales call to Mark Crandall, Technology Manager for Metro Insurance Services. The purpose of this initial call is to assess Metro's current use and needs for wireless communication and data services. According to the initial information you gained from a short phone conversation with Crandall, Metro is currently using a mixed system comprised of a combination of paper-and-pencil forms for initially recording interview and field data along with mobile digital devices and off-the-shelf Excel-based software applications to digitize, manage, analyze, and report the data relative to claims.

The current applications work, but they are very static, require data to be entered twice—once on the paper forms and then transposed into the Excel application—and they are not easy to apply across different claims situations. Metro is exploring the viability of changing to custom designed applications for single-entry data collection, reporting, and evaluation designed to work across multiple mobile platforms. The customized application would enable adjusters working out in the field to complete and submit data forms complete with pictures and eliminate the added processing required in their current use of paper-based forms and records. The application would also allow for data analysis and claims assessment to be made on the spot or back at headquarters. During the phone conversation, Crandall mentioned that some of the benefits are obvious; nevertheless, they have a number of concerns about changing to custom applications and transitioning to a fully digital system.

Role Play

Location—Mark Crandall's office at Metro Insurance Services.

Action—Role play this needs discovery sales call and demonstrate how you might utilize ADAPT questioning sequences to identify the needs and concerns of the prospect.

Case 2: Titan

Titan Industries Limited, established in 1984 as Titan Watches, is a joint venture between the Tata Group and the Tamil Nadu Industrial Development Corporation (TIDCO).

In its 37 years of rich and classic legacy, Titan has positioned itself as a trusted, fashion brand, and currently stands as the fifth largest watch manufacturer in the world. The company's contemporary designs, outstanding advertisements and smart channel management have proven to be key contributors to Titan's success in building a strong brand.

Beginning with watches positioned as fashion accessories, Titan has emerged a leading player in multiple segments with frontrunner brands-Titan for watches, Tanishq, Mia and Carat Lane for jewellery, Titan Eye+ for eyewear. The company also expanded its product portfolio by launching 'SKINN'- a perfume brand and 'Fast track' fancy watches and eyewear for the youth. Quality products and innovative design backed by strong branding, retailing and service support have been key factors in making Titan a lifestyle major.

Since its inception, Titan adopted an aggressive production and distribution strategy, revolving around its strong value system, and to build that classic image the company followed a tailor-made marketing approach. Its product portfolio consists of a vast variety of contemporary products, exclusively designed to fit the requirements of its target segments. To reach out to its multi-segment target audience, Titan established a very extensive distribution network, designed to complement its product and positioning strategy. Titan's channel management strategy sets itself a class apart. Aligned with the value system of the company as well as with its products, the company adopted a multi-layered distribution system designed to cater to the high-volume market. Titan set up exclusive showrooms titled 'The World of Titan' designed to create a premium shopping experience for its customers. It expanded its channel with franchisee operated exclusive outlets replicating the 'The World of Titan' feel with complete control over major functions such as store design, location, recruitment, and training of the staff. Titan introduced other channel members in its network while expanding through multi-brand watch outlets and department stores for further market penetration. To reach out to other newly added markets in semi-urban areas and small towns, the company Added Titan shops and Titan distributors, while opting for digital channels to capture the millennials.

Titan manages one of the largest retail networks in India through its well-crafted distribution network. It has products for all, and therefore, the channel member and distribution strategy are designed accordingly. 'The World of Titan' and 'Tanishq' are designed for its high-end customers looking for elegant fashion wear accessories and jewelry. The company ensures quality services, product differentiation, standard pricing, and value proposition in both categories of outlets viz. company-owned and franchisee-owned showrooms. In the beginning, Titan preferred company-owned showrooms over franchisees to establish the retailing concept while exercising greater control over its distribution. Today the number of franchisee- owned showrooms have outnumbered the company-owned showroom. All its showrooms exclusively retail Titan brands.



DELHI SCHOOL OF BUSINESS

By Vivekananda Institute of Professional Studies - TC

For the price-sensitive and quality-conscious market, Titan introduced the 'Titan Shops'. This category is now known as 'Titan Time Zone'. It is a semi-exclusive distribution category, which focuses mainly on Titan brands. Over 70 per cent of the products are Titan brands and while the remaining nearly 30 per cent products belong to competing brands. These outlets attract customers who want to compare Titan with other brands before buying a watch. Multi-brand stores draw the price-sensitive middle-class customers in the semi-urban markets.

The third category of Titan's multi-mode distribution includes 'Titan dealers'. Two categories of dealers help the company reach out to its expanded market segments. First, the traditional dealers carry Titan brands along with competing brands to capture the low-end segments. Second, the non-traditional dealers that serve the high-end customers through restaurants, gift shops and boutiques, and carry exclusive products.

Titan has strengthened its online presence to cater to the millennials. The company supports its omnichannel presence amongst youth with brands like Fast track and Mia. Titan has come up with facilities like selling through video calls during the Covid-19 pandemic. The entire distribution network has been refurbished looking at the changing needs of its customers. It has also started offering the home delivery option to ensure seamless availability of its products.

Today, Titan is among the country's largest retailers with 1,078 stores and 1.5 million sq ft of retail space, operating through multi-mode distribution. Its franchisee-led model has helped the business to be very asset light. The very 'face' of the company - The World of Titan showrooms - remains an integral part of the Titan family and every care is taken to ensure that similar "customer bonding" takes place with these franchisee-owners as the company's valuable primary customers. The partnership approach with franchisees has brought significant success to Titan, which has continued to enjoy rapid growth in sales and profitability. From fun-filled annual business meets to a rewards system for target achievement, this relationship although different, also helps sustain a long-term mutually profitable association. Every aspect of this relationship is reviewed and appraised in a systematic manner through processes designed for only that purpose. Like Nikhil Vora of Sixth Sense Ventures comments on Titan, "They really are the masters of 2,000 sq ft retail,