

Enrollment No./Seat No.:

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA - SEMESTER - II EXAMINATION - WINTER 2025**

**Subject Code: N2529305**

**Date: 21-01-2026**

**Subject Name: Marketing for Managers**

**Time: 02:30 PM TO 05:30 PM**

**Total Marks: 70**

**Instructions**

- 1. Attempt all questions.**
- 2. Make suitable assumptions wherever necessary.**
- 3. Figures to the right indicate full marks.**
- 4. USE of SIMPLE calculators AND non-programmable scientific calculators are permitted.**

	<b>Marks</b>
<b>Q.1</b> ALL 7 Questions must be Compulsory.	<b>14</b>
(a) CLV	
(b) Value Proposition	
(c) Marketing Myopia	
(d) Product Depth v/s Product Breadth	
(e) Packaging v/s Labeling	
(f) Franchising	
(g) Social v/s Societal Marketing	
<b>Q.2 (a)</b> Explain the concept of marketing. Discuss the evolution of marketing concepts with different orientation with suitable examples.	<b>07</b>
(b) An online food delivery platform is losing customers to competitors. Apply the customer value delivery process to suggest strategies for improving customer retention.	<b>07</b>
<b>OR</b>	
(b) A smartphone brand is affected by government regulations, rising competition, and changing consumer preferences. Analyze the impact of micro and macro environmental forces on its marketing decisions.	<b>07</b>
<b>Q.3 (a)</b> Explain the concept of positioning. How does one-to-one marketing help firms to survive in competitive markets?	<b>07</b>
(b) A retail chain collects large volumes of customer data but fails to convert it into insights. Explain how this data can be used to gain customer insights.	<b>07</b>
<b>OR</b>	
(a) Explain the consumer buying decision process. How does business buyer behavior differ from consumer buyer behavior?	<b>07</b>
(b) A fitness brand wants to launch a premium wearable product. Apply segmentation bases and targeting strategies to identify the most suitable target market.	<b>07</b>

- Q.4 (a)** Discuss how product items, product lines, and product mix decisions influence branding strategy in highly competitive industries. **07**
- (b)** A traditional retail chain is facing intense competition from e-commerce platforms. Analyze different types of retail operations (store & non-store) and design an effective retail marketing strategy to remain competitive. **07**

**OR**

- (a)** Explain the concept of pricing based on customer value. Analyze advanced pricing strategies and additional pricing considerations firms must evaluate in global and digital markets. **07**
- (b)** A FMCG company is launching a premium organic product through modern retail and online channels. Design an IMC plan **07**

**Q.5**

ZeptoFresh Private Limited operates in India's rapidly growing quick-commerce sector, offering grocery and daily essentials delivery within 10–15 minutes through a dense network of dark stores. Founded in 2020, the company expanded aggressively and by March 2025 was operational in 12 major Indian cities with around 620 dark stores. The firm processes close to 1.8 million orders every month, with an average order value of ₹480. Its annual gross merchandise value is estimated at nearly ₹865 crore. Despite strong growth, ZeptoFresh continues to face profitability pressures due to high last-mile delivery costs, intense competition, and rising customer acquisition expenses.

Consumer analytics reveal that a significant proportion of ZeptoFresh's users are young urban professionals between the ages of 22 and 35. Most orders are placed through mobile applications during evening hours, particularly between 6 PM and 11 PM. The company has observed that nearly 41 percent of customers stop using the platform within 90 days if they do not receive personalized communication or loyalty incentives. Research indicates that speed of delivery is the most important value driver for customers, followed by price sensitivity and product assortment.

To improve margins and reduce dependence on national brands, ZeptoFresh plans to introduce private-label products across staples, ready-to-cook foods, and personal care categories. Currently, private labels contribute only 8 percent of total revenue but generate significantly higher margins than branded products. Management is concerned about designing the right product mix, developing a credible brand identity, and selecting packaging solutions that are cost-efficient yet environmentally responsible. Packaging expenses already account for nearly 6 to 7 percent of order value, raising questions around sustainable and green marketing practices.

Pricing remains another strategic concern. ZeptoFresh has largely relied on penetration pricing and heavy discounting to drive customer acquisition. Discounts account for approximately 14 percent of gross merchandise value, and while they temporarily increase order frequency, they also negatively affect profitability. The company is evaluating value-based pricing models, dynamic pricing during peak demand periods, and a subscription-based loyalty program priced at ₹199 per month to improve customer lifetime value and relationship marketing outcomes.

From a channel perspective, ZeptoFresh sources a majority of its inventory directly from manufacturers while the rest is procured through regional wholesalers. Direct sourcing improves margins but increases inventory risk, especially for perishables, where wastage levels reach nearly 9 percent. Dark-store rentals and logistics costs further strain operational efficiency. At the same time, the firm is under pressure from consumers and policymakers to adopt socially responsible practices such as fair trade sourcing, waste reduction, and eco-friendly operations, particularly as it expands into semi-urban and emerging rural markets.

ZeptoFresh spends close to 9 percent of its annual revenue on marketing communications, largely focused on digital advertising, influencer campaigns, and sales promotions. However, brand differentiation remains weak and the company's Net Promoter Score of +21 is well below the industry leader. Management believes that a more integrated marketing communication strategy, aligned with relationship marketing and social marketing objectives, is necessary to build trust, loyalty, and long-term brand equity.

The board has appointed you as a marketing consultant to develop a comprehensive strategy that balances customer value creation, profitability, sustainability, and inclusive growth while addressing emerging frontiers of marketing.

- (a)** Critically analyze ZeptoFresh's current marketing orientation using the customer value delivery framework. How can relationship marketing and services marketing principles be applied to improve customer retention and lifetime value? **07**
- (b)** Evaluate the proposed private-label initiative from a product strategy perspective. Discuss product mix decisions, branding, and packaging while incorporating sustainable and green marketing considerations. **07**

**OR**

- (a)** Assess ZeptoFresh's pricing and channel strategy in the context of rising costs and competitive pressure. How can value-based pricing and wholesaling decisions support long-term profitability without eroding customer trust? **07**
- (b)** Design an integrated marketing communication strategy for ZeptoFresh that supports social marketing objectives and prepares the brand for expansion into semi-urban and rural markets. Explain how this strategy can be aligned with different stages of the product life cycle **07**

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