**BIRLA INSTITUTE OF TECHNOLOGY & SCIENCE, PILANI – HYDERABAD**

**I Semester 2022-2023 Course No: BITS F428 Marks: 40 Date: 31/12/22**

**Course Title: Essential of Strategic Management COMPREHENSIVE EXAM Duration: 90min**

**PART B**

**Case I**: Unilever, a European-headquartered (in both the Netherlands and the United Kingdom) consumer products company, is committed to using a sustainable environment strategy while manufacturing its large array of food and beverage products. Historically, consumer products companies, especially those from Europe, have implemented their strategy using the worldwide geographic area structure. Many consumer product companies, such as Avon, have begun to use aspects of the worldwide product structure. Unilever reorganized with global managers overseeing consumer marketing as well as product development and regional bosses controlling areas such as sales, media buying and trade marketing. In the restructuring, “Unilever sought to reduce the influence of country heads by forming a global team for some products”. For example, under new structure regional marketers in the personal care brands such as Dove, Lux, Axe report directly to Simon Clift, product director for personal care branded products who focus only on personal care products.

Moreover, its CEO, Paul Pullman, who took the job in 2009, has also suggested, “our purpose is to have a sustainable business model that is put at the service of the greater good.” Accordingly, Unilever created a manifesto in 2010 called the Sustainable Living Plan. This plan calls for Unilever to double its sales at the same time that it cuts its environmental footprint in half by 2020. One goal embedded in this plan is to source all of the firm’s agricultural products in ways that “don’t degrade the Earth.” Unilever also has a campaign promising to improve the wellbeing of one billion people by “persuading them to wash their hands or brush their teeth, or by selling them food with less salt or fat.” It seeks to realize many of these goals through cooperative strategies with other profit-seeking organizations as well as non-profit entities.

**1.1. Why have consumer product companies headquartered in Europe historically used the worldwide geographic area structure? What is the motive behind Avon adopting product structure unlike others? What strategy is adopted by Unilever? Justify your choice [5M]**

**1.2. Relate Strategy of Unilever with Society issues and comment whether the company is strategical in adopting the social issues for their competitive advantage? Explain [5M]**

**Case II**. Burger Singh, founded by Kabir Jeet Singh in 2014, is a household name in India today, with over 90+ branches in 40 cities. It is the first ‘Made-In-India’ chain to compete with well-established multinational fast food giants not only in terms of pricing but also in terms of customer satisfaction. Its quirky, youth-centric, and pocket-friendly menu has made it a household name in cities across India. The QSR brand has carved itself a name in a highly competitive space by being a perfect fit for the Indian market with its delicious Indianised Burger and ingenious product names like AmritsariMurghMakhani burger, Udta Punjab Burger, JuttPuttChicken, Chunky Paneer Pandey burger, etc. The wide range of tastes covering western to Indian flavours gives Burger Singh an edge over any other QSR brand in the country. The brand also has an international presence with 3 outlets and a food truck in London. It targets Indian living in Europe and thereby exploiting the homogenous Indian market segment with its indianised burger.  Its International counterpart in India is Mcdonald’s, a massive multinational fast food chain company that is the oldest fast food franchise in the world.

**2. What strategies did Burger Singh follow – while going global. Explain your answer? Explain whether the strategy adopted by Burger Singh was right to fight against foreign giants such as McDonald? [10M]**

**Case III.** While the Apple vs. Microsoft feud has cooled significantly in recent years, the current tech face-off of Apple vs. Google, [writes TIME](http://business.time.com/2012/10/12/why-apple-vs-google-is-the-most-important-battle-in-tech/)*,*is “a war between two fundamentally different visions for the future of computing, described in simplistic terms as closed vs. open.” In other words, critics point out that the Apple model of technology is based on the company having complete control over its hardware and software, while Google has generally invited developers and consumers to try their own hands at making better Android products—or, as *TIME* puts it, “let a thousand flowers bloom.” On the other side, Twitter owner Elon Musk has now shown interest to build his own smart phone if Apple & Google drop the social media platform from their app stores.

**3. What strategies might Musk pursue to unseat Android / IoS and establish its own operating system as the dominant technical standard in the industry? [10M]**

**Case IV**: Sony structured into three core sectors or business units –growth drivers, stable profits generators and volatility management. According to the CEO, these units have been formed to “emphasize profitability over volume, secure business unit autonomy with focus on shareholder value. Devices, game & network services, Pictures and Music, which share, transfer competencies between themselves comprise the growth drivers unit. Viewed as potentially profitable areas of growth, Sony intends to invest aggressively to support these business. Imaging products & solutions; video and sound are business areas forming stable profit generators unit. These businesses are expected to yield steady profit and positive cash flows by sharing their operational resources. Finally, TV and mobile communications formed the volatility management unit. Operating in markets with high volatility and challenging competitive conditions, the intention with this unit is to find ways to generate stable profits. For all three units, Return on Equity is the performance criterion being used to judge the success of each business that is included in one of the units. Each business is expected to achieve an annual ROE of 10%

**4. Draw the Organizational Structure of Sony, based on the information given above. [10 M]**