

Strategic Management

September 2024 Examination

Q1. You are the CEO of a bank which has a profitable consumer banking division. Do you think the bank should sell out a profitable business like this? What according to you could be the reasons for a retrenchment strategy? If you were the strategy advisor to the bank, would you advise the bank for such a move? (10 Marks)

Ans 1.

Introduction

As the CEO of a bank with a profitable consumer banking division, the decision to sell this thriving segment is not to be taken lightly. A profitable business unit is often viewed as a cornerstone of stability and a key revenue generator, providing both financial returns and strategic advantages such as market share and customer loyalty. However, retrenchment strategies, including divestitures, can sometimes be justified under specific circumstances. This decision involves a complex assessment of the bank's overall strategic objectives, financial health, market conditions, and long-term vision. The aim is to weigh the immediate benefits against

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Q2. The ISL is India's leading football league but lately, it is struggling with issues such as sponsorship and viewership. What could be the reasons for this lack of interest in sponsors, according to you? What strategies would you recommend to the league management to increase consumer engagement, if you were its strategy consultant? (10 Marks)

Ans 2.

Introduction

The Indian Super League (ISL) has emerged as a significant platform for football in India, aiming to elevate the sport's profile and engage a broad audience. Despite its initial success and

widespread enthusiasm, the league has recently faced challenges related to sponsorship and viewership. This decline in interest from sponsors and viewers is a critical concern, as it directly impacts the league's financial health and long-term viability. Understanding the underlying causes of this downturn is essential for developing effective strategies to revive and sustain interest in the ISL. Factors such

Q3. WPP became a global advertising behemoth because of its relentless acquisition strategy. This has led to its global dominance. In such a scenario:

a. If you were the owner of a small full-service advertising agency then what strategies would you adopt to compete with the big players like WPP. (5 Marks)

Ans 3.

Introduction

As the owner of a small full-service advertising agency, competing with industry giants like WPP requires innovative and strategic approaches. While WPP leverages its scale and resources, smaller agencies can focus on agility, personalized services, and niche expertise to carve out a competitive edge. By leveraging unique strengths and strategically positioning the agency, it is possible to attract clients who seek more tailored and flexible advertising solutions that larger firms may