**Strategic Management**

**April 2024 Examination**

**1. Nalli Sarees [https:/**[**/www.nalli.com**](http://www.nalli.com)**] is a Chennai based retailer in textile and traditional silk, cotton, cotton-silk sarees, blouses, dress materials etc. Established in the year 1928, Nalli is household name for exquisite silks, with over 90 years of grace & legacy and an iconic heritage brand steeped in tradition. They have earned the trust and patronage of customers across generations, by virtue of their core values of trust and quality. They are now global with stores in USA, Canada, UAE, Singapore, UK etc. Since they are global and compete with global brands they feel their marketing in not up to the mark and they are lagging behind in style and poise compared to foreign brands. They wish to understand what could the lacuna in their marketing approach. What kind of Audit would you recommend for them and how would you suggest they go about doing this. (10 marks)**

**Ans 1.**

**Introduction:**

Nalli Sarees, a renowned Chennai-based retailer with a rich heritage dating back to 1928, has emerged as a household name, synonymous with traditional silk, cotton, and cotton-silk sarees, blouses, and dress materials. Over the course of its 90-year journey, Nalli has garnered immense trust and loyalty among customers, passing down through generations, thanks to its unwavering commitment to values of trust and quality. Today, Nalli has expanded its footprint globally, with stores in the USA, Canada, UAE, Singapore, UK, and other locations. Despite its impressive legacy, It is only half solved

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**2. Do Michael Porter’s Five Forces Analysis for Tesla coming into the Indian Automobile Market. (10 marks)**

**Ans 2.**

**Introduction:**

Michael Porter's Five Forces Analysis is a framework used to assess the competitive forces within an industry that can impact a company's profitability and competitive position. In the case of Tesla entering the Indian automobile market in April 2024, it is crucial to apply this framework to understand the dynamics at play. Tesla, the electric vehicle (EV) pioneer, has been eyeing India as a potential

**3. Please answer the following**

**a. Akasa Air a brand of SNV Aviation Private Limited is an Indian low-cost airline headquartered in Mumbai, Maharashtra, India. It was founded by Vinay Dube and Aditya Ghosh. In additional to flying it plans to offer complete holiday packages at key destinations in India like Goa, Kerala, Andaman & Nicobar Islands, Rajasthan, Ladakh & Leh. What kind of alliances and partnerships will be required by Akasa Air to enable them to offer these services to their customers? Please elaborate the same (5 marks)**

**Ans 3a.**

**Introduction:**

Akasa Air, a brand of SNV Aviation Private Limited, aims to establish itself as a low-cost airline in India, headquartered in Mumbai, Maharashtra. Apart from its core business of providing air travel services, Akasa Air intends to diversify its offerings by providing complete holiday packages at various key destinations across India. This strategic move requires the establishment of alliances and partnerships to enhance its service portfolio and meet the diverse needs of its