**Strategic Management**

**December 2024 Examination**

**1. You have been hired as a strategic consultant for ABC Manufacturing Ltd., a mid-sized company that produces industrial machinery. The company has recently been facing significant challenges, including declining market share due to aggressive competition from overseas manufacturers who offer lower-priced alternatives. Additionally, rapid technological advancements have rendered some of ABC’s products less competitive in the current market.**

**Despite these difficulties, ABC has maintained a strong brand reputation and a loyal customer base in certain niche markets.**

**The management team is considering the following strategic option to overcome these challenges: Diversifying their product line to include more technologically advanced machinery.**

**As the consultant, your task is to analyse this option and provide a recommendation.**

**Summarize the task on hand in brief. Please explain the steps you would follow to arrive at your recommendation and the tools to be used. Highlight the salient features and advantages about the method you have proposed to the management of ABC Manufacturing Ltd. (10 Marks)**

**Ans 1.**

**Introduction**

ABC Manufacturing Ltd. is a mid-sized company known for producing industrial machinery. Despite its strong brand reputation and a loyal customer base in niche markets, the company faces challenges due to aggressive competition from overseas manufacturers offering lower-priced alternatives and rapid technological advancements, which have made some of ABC's products less competitive. To address these issues, the management is considering diversifying their product line to include technologically

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**2. As an investor, you are exploring some sizable, strategic investment in the restaurant business. One option is LokSeva Foods, which focuses on providing essential food services to a high volume of customers. From a strategic perspective, what are the key concepts of cost leadership strategy that you would need to consider? How would these factors be applied to the restaurant option? Are there any other aspects you would want to include in your decision- making process? (10 Marks)**

**Ans 2.**

**Introduction**

As an investor exploring strategic investment opportunities in the restaurant business, LokSeva Foods presents an attractive option due to its focus on serving a high volume of customers with essential food services. To ensure success in this venture, adopting a **cost leadership strategy** could be instrumental. This approach emphasizes maintaining a competitive edge by achieving the lowest operational costs in the industry, enabling the business to offer lower prices while maintaining profitability. In the restaurant industry, this could translate into streamlined operations, efficient resource management, and economies of scale. However, the implementation of such a strategy must be carefully evaluated alongside other key factors, including

**3a. ABC Electronics is a multinational company with a diverse portfolio of products in the consumer electronics market. Their product range includes smartphones, televisions, home appliances, and wearable devices. Over the past few years, the company has observed varying growth rates and market shares across these product lines. The smartphone segment is in a rapidly growing market but faces intense competition, while the television segment has a high market share in a market that is growing slowly. The home appliances segment shows moderate market share and growth, and the wearable devices segment is in a high-growth market but has a small market share.**

**Using the BCG Matrix, analyze and categorize the different product lines of ABC Electronics. How would you read the overall situation at ABC Electronics? (5 Marks)**

**Ans 3a.**

**Introduction**

The Boston Consulting Group (BCG) Matrix is a strategic tool used to categorize a company’s product portfolio based on market growth and relative market share. It helps companies identify which products to invest in, develop, or divest. ABC Electronics, a multinational company with a diverse portfolio of consumer electronics, can benefit from using the BCG Matrix to analyze its product lines—smartphones, televisions, home appliances, and wearable devices. This analysis will help ABC Electronics prioritize its investments and allocate resources efficiently

**3b. GreenFuture Tech is a startup focused on developing sustainable energy solutions. The company’s founders are passionate about making a positive impact on the environment and are dedicated to creating innovative products that reduce carbon footprints. However, as the company grows, the founders realize the need for a clear vision and mission statement to guide their long-term strategy and daily operations. They want to ensure that all employees are aligned with the company’s goals and values, and they also seek to attract investors who share their commitment to sustainability.**

**As a consultant for GreenFuture Tech, draft a vision and mission statement for the company. What challenges does one face in doing so? (5 Marks)**

**Ans 3b.**

**Introduction**

GreenFuture Tech, a startup focused on sustainable energy solutions, is driven by a passion for environmental impact and innovation. As the company expands, a well-defined vision and mission statement becomes critical to ensure that all employees are aligned with its values and goals. Additionally, a clear strategic direction can attract like-minded investors who share the company’s commitment to sustainability. Drafting an effective vision and mission statement is essential for both internal guidance and