

- 2 (a) Draw the diagram of Porter's five force model of competition. Explain different forces that shape industry environment. 9
- (b) Explain the process of organizational appraisal. 5
- 3 (a) Develop different business strategy based on the Michael Porter's model of Generic Strategy. 9
- (b) Discuss subjective factors in strategic choice. 5

OR

- 3 (a) Explain GE nine cell planning grid in detail. 9
- (b) What is stability strategy ? Discuss reasons for using stability strategy. 5
- 4 Answer any two : 14
- (a) Explain in detail resource allocation and mobilization.
- (b) Explain issues in behavioural implementation.
- (c) Barriers in strategic evaluation and control.
- 5 Case Study : 14

There are many companies that have little else but one great value proposition. Often such unique value alone is sufficient to make company successful. In India, cab and auto drivers are known and often detested for their rudeness. Neeraj Gupta, a commerce graduate from Mumbai, sensed an opportunity in this situation. As a result in relatively shorter period of time, he has been able to create V-Link group with turnover of Rs. 40 crore.

Neeraj Gupta sensed that people are willing to pay more for value-added auto maintenance services. Neeraj, with the support of his father started an auto workshop called 'Elite Class'. The aim of which was to provide high quality auto maintenance services at affordable costs. The unprecedented success of Elite Class, with corporate clients such as Tata Infotech, Blue Dart and Sony, led Gupta to start a passenger transport business under the name 'Travel Link' in 2002. The company that started off as little more than a garage, was now a fleet transport solutions provider. Within one year, Travel Link was operating 40 plus vehicles for three BPOs. The company grew bigger and bigger day by day. As a result the sales figure jumped by eight times in 2003 alone. In year 2004 the group was renamed as 'V-Link Tours and Travels'.

Neeraj Gupta observed that Radio cabs were hugely popular abroad. However, the Indian market had never seen such a service before. He foresaw a similar opportunity here in India. Therefore two years later they decided to start 'Meru' a radio taxi cab company. The company also signed MOU with the Maharashtra government to run these cabs and began its operations in April 2007, in partnership with private equity firm India Value Fund Advisors. As result this alliance Meru has received definite success in just one year.

Neeraj Gupta received the Udyog Rattan award in 2007 from The Institute of Economic Studies (IES) for the high quality of transport services offered by his company. His reaction to this accolade was – "It is a manifestation of our endeavours and we must live up to it." V-Link's services are currently available in the cities of Mumbai, Hyderabad, Bangalore and Delhi. He also plans to expand the company's reach to Chennai, Kolkata and Pune by the end of this financial year.

- (a) Identify different growth strategies pursued by Neeraj Gupta and relate it with appropriate theoretical framework of growth strategies.
