**THE FIRST TWO QUESTIONS ARE COMPULSORY**

1. Let’s consider the following brands and their characteristics in the German market in 2014:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Coxa Colla | Pespic Colla | Other brands (sum of different market shares) | Total |
| N° of target consumers | 30 millions | 20 millions | 15 millions | 65 millions |
| N° of stores | 2000 | 1500 | 1200 | 4700 |
| Liters (millions) | 500 | 400 | 1700 | 2600 |
| Sales (millions $) | 5000 | 3600 | 17100 | 25700 |
| Marketing investments | 10% of revenues | 8% of revenues | - | - |

Calculate the market share in value of the leading company? Write your calculus (2 pt)

Calculate the relative marketing share of the leading company (2 pt)

2) The 4 dimensions of a PEST analysis are the following (provide a short description for each of them) 4 pt

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b) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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c) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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d) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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3) A firm subscribing to the ownership theory of the firm would mainly be concerned with providing value for its: (2pt)

A. Shareholders.

B. Customers.

C. Board of Directors.

D. Community.

4) Using the Porter model, explain when suppliers can be very powerful and influence the degree of competition (pt.4)

5) What is the difference between Operations and Supply Chain Processes? Give me some examples ( 4 pt)

6) Consider one of the companies presented in class (Generali, Illy, Wartsila). Can you develop a SWOT analysis for one of the company on your choice? 4 pt

7) What is a channel of distribution? 4 pt

8) Which are the stages of the value chain? Briefly describe each stage. (pt 4)