**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 |
| Market share | 25% | 10% | 65% | 25700 millions |

Calculate the relative marketing share of Pepsic Colla. (2 pt)

Calculate the sales (in billion$) of Pepsic Colla? Write your calculus (2 pt)

2) The 2 upstream activities of the value chain are the following (provide a short description for each of them): 4 pt

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

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3) What is a stakeholder map? Provide a description. 4 pt

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

A. its shareholders.

B. its customers.

C. its board of Directors.

D. its community.

E. All the above stakeholders

5) Using the Porter model, explain when the threat of potential entrants is high (pt.4)

6) What is the difference between the mission and the vision? ( 4 pt)

7) Consider one of the companies presented in class (Generali, Illy, Wartsila). Can you describe in which way the company is creating value, using the value chain model? 4 pt

8) Can you describe the difference between a direct and an indirect channel of distribution? 4 pt