**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 | 21% | 12% | 67% | 26700 millions$ (total market value) |

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

Calculate the sales (in millions$) of the leading company? 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) Which are the 4 dimensions of a PEST analysis? Provide a short description for each of them. 4 pt

4) Which of the following is an argument in favor of corporate social responsibility?

A. Lowers economic efficiency and profit.

B. Discourages government regulation.

C. Places responsibility on business rather than individuals.

D. Imposes unequal costs among competitors.

5) Using the Porter model, explain when SUPPLIERS are powerful and can become future competitors? (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 say if the company is developing a cost leadership strategy, a differentiation strategy, a cost focus or a differentiation focus strategy? Briefly describe the reasons of your choice. 4 pt

8) In the design of product and services, which are the six phases of the generic development process (Formal Process)? 4 pt