

**Birla Institute of Technology & Science, Pilani**  
**Work-Integrated Learning Programmes Division**  
**Second Semester 2020-2021**

**Comprehensive Examination**  
**(EC-3 Regular)**

Course No. : MBA ZG611  
Course Title : STRATEGIC MANAGEMENT & BUSINESS POLICY  
Nature of Exam : Open Book  
Weightage : 45%  
Duration : 2 Hours  
Date of Exam : Sunday, 02/05/2021 (FN)

No. of Pages	= 2
No. of Questions	= 7

**Note:**

1. Please follow all the *Instructions to Candidates* given on the cover page of the answer book.
2. All parts of a question should be answered consecutively. Each answer should start from a fresh page.
3. Assumptions made if any, should be stated clearly at the beginning of your answer.
4. The cases presented in numerous questions are not meant to show any inefficiency of the company. These are used as an illustration and situation.

**Read the case-let below and answer the questions that follow:**

The white goods industry (Consumer durables) in India is growing industry albeit at a slow rate. There is overcapacity in the industry and it is highly competitive with strong presence of multinationals as LG, Haier or Samsung and domestic players as Godrej and Voltas. The Indian consumer is hard-to-convince and demands value for money and is not swayed easily by the hype built around products through advertising campaigns. Whirlpool India is a part of old MNC Whirlpool Corporation, this is a global manufacturer and marketer of home appliances. As a status reached in 2006, it is claimed to be the world's largest white goods company, and had sales of \$19 billion, more than 69,000 employees, operating in 130 countries and more than 70 manufacturing and technology research centers around the globe in 2013. The initial internationalization began in 1958 when it entered Brazil, serious efforts came in the 1980s when it started an aggressive strategy to be a world-class company. India was identified as a growth market sometime in late 1980s. Entry was made into India through a joint venture with TVS Group to produce automatic washer at Pondicherry.

In 1995 Whirlpool acquired Kelvinator India Limited and marked an entry into the refrigerator market as well. The same year the company also saw acquisition of major shares in TVS joint venture and later in 1996, Kelvinator and TVS acquisitions were merged to create, Whirlpool of India Limited. This expanded the company's portfolio in the Indian subcontinent to washing machines, refrigerator, microwave ovens and air conditioners. Whirlpool of India Limited headquartered in Gurugram, is now one of the leading manufacturers and marketers of major home appliances in the country. The company owns three state-of-the-art manufacturing facilities at Faridabad, Pondicherry and Pune. Each of the manufacturing set-up features an infrastructure that is witness of Whirlpool's commitment to providing its consumer with forward looking solutions. The vision of Whirlpool India is stated as: "Best branded consumer products...in ever home around the world" and mission statement is "Create demand and earn trust everyday".

The business portfolio of the company consists of five lines: air treatment, refrigeration, laundry, kitchen, and purification. The product portfolio includes air conditioners, small domestic appliances, microwave, ovens, refrigerators, water purifiers, air purifiers, and washing machines. Whirlpool has transformed itself from an accomplished manufacture to a consummate market a process that is said to be achieved through brand building that aimed at building excellent brands and engendering customer loyalty. The company had been following the responsive approach since long by initiatives such as making Whirlpool "your partner in homemaking". It came up with innovations I products based on customer convenience and making them suitable to the Indian context. For example, its refrigerators have incorporated quick chill design, movable trays, space for large bottles, and capacity to withstand heavy loads-all features unique to the requirements of a typical household.

The period 2011-14 has been lackluster for the consumer durable industry in general and Whirlpool has faced challenges in lower revenues and profitability forcing it to adopt defensive strategies. With

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**Arturo Cuomo**



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