

**Birla Institute of Technology & Science, Pilani**  
**First Semester 2023-2024**

**Comprehensive Examination**  
**( Regular )**

Course No. : BITS F324  
Course Title : Strategy for Entrepreneurs  
Nature of Exam : Closed Book  
Weightage : 40%  
Duration : 3 Hours  
Date of Exam : 06/12/23

No. of Pages	= 2
No. of Questions	= 6

Note to Students:

All parts of a question should be answered consecutively. Each answer should start from a fresh page.

**Q1.** Consider yourself to be an entrepreneur planning to launch a new line of premium fitness supplements. The health and wellness industry is competitive, and you want to develop a market segmentation strategy to maximize your product's sales. Answer the following questions:

(i) Identify and explain three primary segments within the fitness and wellness market that could be potential targets for your premium supplements. **[2\*3=6]**

(ii) Choose one of the identified segments and outline a targeting strategy. **[2]**

**Q2.** The roots of the Aditya Birla Group can be traced back to 1857 in the tiny village of Pilani, Rajasthan, when Seth Shiv Narayan Birla ventured into cotton trading. A few select milestones of Aditya Birla Group are highlighted as following:

1857: Mr. Shiv Narayan Birla starts trading cotton in Pilani, Rajasthan.

1919: Mr. GD Birla, grandson of Mr. Shiv Narayan Birla, sets up the first Birla jute mill, marking the Group's entry into the manufacturing sector, in Calcutta (now Kolkata), Bengal.

1920: Birla Cotton Spinning and Weaving Mill Ltd. is founded in Delhi.

1921: Jiyajeerao Cotton Mills is established in Gwalior, Madhya Pradesh.

1924: Mr. GD Birla acquires Kesoram Cotton Mills in Calcutta, Bengal.

1931: Bharat Sugar Mills and New Swadeshi Sugar Mills are set up in Saran, Bihar.

1936: GD Birla sets up Orient Paper Mills.

1938: GD Birla establishes Sirpur Paper Mills.

1945: Jay Shree Tea and Industries is incorporated.

1977: Pan Century Edible Oils is incorporated in Malaysia.

1995: Aditya Birla Group enters the telecommunications sector.

1978: Thai Carbon Black is incorporated. It marks the inception of Birla Carbon Thailand.

2011: Birla Carbon acquires Columbian Chemicals Company in Atlanta, USA.

Identify at least three different types of growth strategies being used by Aditya Birla Group with specific evidence(s) for each from the above milestones given. Discuss **[2\*3=6]**

**Q3.** What is Blue Ocean strategy? Use an example to explain it. Create a strategy canvas and ERRC (Eliminate-Reduce-Raise-Create) grid for discussing the above example in the context of Blue Ocean Strategy. **[2+2+2= 6]**

**Q4.** Once upon a time in the bustling city of Innovation ville, there lived a visionary entrepreneur, Pranav. He had a ground-breaking startup called Tech Harbor, a company that aimed to revolutionize renewable energy solutions. Pranav's dream was big, but he knew he needed the right partners to turn his vision into reality. As the news of TechHarbor's innovative solutions spread, two potential investors emerged from the shadows: Venture Vanguard, a prestigious venture capital firm known for backing tech disruptors, and Angel Allies, a network of seasoned entrepreneurs turned angel investors.

Venture Vanguard was led by the sharp-witted Olivia Venture, a seasoned investor with a track record of turning startups into industry leaders. They had a strong focus on cutting-edge technology, aligning with TechHarbor's mission to create sustainable energy solutions and their extensive network could open doors to global partnerships and market expansion. Angel Allies, on the other hand, had Lily Angel, an empathetic angel investor who believed in supporting socially impactful ventures. Her values resonated with Pranav's passion for social impact, emphasizing the potential positive influence on communities. Additionally, Lily Angel's mentorship and hands-on approach could bring a unique perspective to the table, guiding TechHarbor's growth with a personal touch.

Pranav, recognizing the strengths of both investors, found himself at a crossroads. Although Venture Vanguard was willing to offer a larger sum compared to Angel Allies but they were giving it at a higher valuation. To Pranav, Venture Vanguard symbolized rapid growth and scalability, while Angel Allies embodied a supportive ecosystem fostering both profit and purpose.

Consider yourself to be in Pranav's position and discuss his strategic choice of the two investors. What factors will influence his choice. Also, recommend any other possible source of funds to Pranav for his venture. **[4+2=6]**

**Q5. (i)** Considering you are an entrepreneur, what are the characteristics of your existing team members for your start-up. Elaborate on the division of roles and responsibilities. **[2+1=3]**

**(ii)** How do you plan to expand your team. What are some of the traits you will observe in a potential employee for your venture. **[2+3=5]**

**Q6.** What are the exit strategies available at the discourse of an entrepreneur. Why is it important to have an exit plan ready from the start? **[4+2=6]**