

PART B — (5 × 13 = 65 marks)

11. (a) What is web development? Explain the key pre-planning activities for web development.

Or

- (b) Describe the step by step by process of effective content marketing.
12. (a) Discuss the key areas which form a part of on-page and off-page optimization and brief how they impact SEO activities.

Or

- (b) What is the difference between PPC and SEM? Explain how search engine works.
13. (a) State the significance of E-Mail marketing in current scenario and the measures to maximize the effectiveness of email campaigning.

Or

- (b) Explain the role of mobile marketing in reaching the customers personally and brief the future of mobile commerce.
14. (a) Describe how social media channels are used by brands for leveraging brand conversations and buzz with suitable examples.

Or

- (b) How can mobile apps, social CRM, and gamification help you engage your customers?
15. (a) Digital transformation is more about strategy and new ways of thinking- Explain how it is happening with suitable examples.

Or

- (b) Discuss on the recent trends in digital marketing in India based on your experience as a young customer.

PART C — (1 × 15 = 15 marks)

16. (a) Make My Trip: Profiting from experiences

MakeMyTrip, one of the few and the strongest examples of a successful model in travel booking space and extends beyond travel-based services to hotel reservations, holiday package bookings, etc. But even with a 40 percent market share in the hotels and packages segment, it is facing strong competition from emerging entrants like Cioibibo.com which are playing aggressively on the pricing plank. Although net revenues increased by 3.6 percent, the company saw its twelfth straight loss-making quarter with Q2-FY16 losses nearly doubling to \$12.22Mn from the previous quarter.

MakeMyTrip was evangelized by Deep Kalra in 2000 who wanted to fuel his entrepreneurial spirit post his successful banking stint. Launched in the US primarily to serve US-India travel, the website differentiated itself by offering support through web chat and a call center. The venture was listed in Nasdaq but in mid-2011 was hit by a triple whammy – the dotcom meltdown, exit of venture capitals from India, and the 9/11 attacks. It survived and was able to grow because of its NRI focus. With the introduction of low-cost carriers in India and with IRCTC's success, Deep felt it was good time to target the Indian market which was looking for easier alternatives to agent-based bookings and set shop in India in 2005 with the infusion of private equity from SAIF Partners of India.

There were many frontiers to conquer while making a mark in India. India's internet penetration still was one of the lowest in the world and customers did not trust online transaction fulfillment. Also, with airline commissions being quite low, the firm needed to add more profitable categories to its portfolio like hotel bookings and vacation packages businesses. One of the key leanings for MakeMyTrip was to understand the differences in consumer behavior between hotel and airline booking. While air booking was standard, hotels had the added element of service attached to them which was harder to standardize and manage. MakeMyTrip also had to face a backlash with customers at one time angrily renaming it as 'RuinMyTrip.' These happenings still did not deter Deep to move ahead and invest a lot more in their back-end checks and systems using technology. MakeMyTrip also started acquiring hotel aggregators and travel tech outfits to stand out in their game. To provide an integrated experience and make customers gather more trust towards online buying, MakeMyTrip set up three physical storefronts in 2008 which by 2013 had expanded to 59 stores, some franchised at faraway locations. Customers, typically, first checkout the physical store, try calling the customer center the second time and, by the third time, are ready to buy online.

Online travel brands like MakeMyTrip, across the journey, have also struggled continuously with the telecom infrastructure not only due to its unclear policies but also owing to corruption scandals. A big issue has been the penetration of credit cards in India which stands at less than 2 percent. On the technology side, MakeMyTrip has been quite proactive in including technology for both forward and backward integration. Key examples have been the launch of dedicated B2B platforms to strengthen agent relationships; designing 'Trip Assistant' for travelers to secure their wallet and smartphone data against loss or theft; tie-up with 'Verified by VISA' and 'MasterSecure' payment gateways which provide additional security for transactions via the Indian website, and so on.

With Hotels and Packaging' business contributing around 40 percent of MakeMyTrip's net revenues in Q1, 2016, this segment is becoming increasingly important for the firm as it competes with emerging hotel aggregators like OYO Rooms, ZO, Fab Hotels, Wudstay and Tribo. To boost its hotel business in the international market, MakeMyTrip has

made four acquisitions and one stake buy since 2012. These include Hoteltravel.com (which provided an inventory of more than 2 lakh hotels); Luxury Tours and Travels and ITC Group providing coverage in the Singapore market; and Easy to book being a technology company in the hotel space. They have tied up with HolidayIQ which is a competitor to TripAdvisor, for reviews. Another innovative idea has been to offer users non-hotel alternatives such as dharmshalas, homestays, bed-and-breakfast establishments, even tents and also launched Value+, a separate category for budget hotels.

With MakeMyTrip also venturing into railway tickets and cab services, the firm is entering both entrenched and emerging business models in the travel space. In August 2015, it launched an android app which lets users book round-trip train tickets in English, Hindi, Gujarati, Tamil, Malayalam and Telugu, and followed it up with revamping its loyalty program in the subsequent month. With Deep Karla never having veered from his intense focus on being in travel-related businesses only, this strategy should pay rich dividends, considering the immense action and growth potential this relatively unpenetrated sector has to offer in the near future

Questions:

- (i) With such a strong brand name and services entrenchment, why is MakeMyTrip in a loss-making phase?
- (ii) How did they make it to the top of their segment in the first place?
- (iii) What are the challenges faced by Make My Trip and list their major learnings?
- (iv) What are the strategies adopted to beat the competition?
- (v) What is the role of digital media in the success of Make My Trip?

Or

- (b) Think of launching a new product digitally in any category of your liking and explain how you would develop the four digital media planning elements

- (i) market research,
- (ii) website development,
- (iii) online advertising and
- (iv) social media marketing for launching the new product.