



# MACHAKOS UNIVERSITY

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## SCHOOL OF BUSINESS, ECONOMICS, HOSPITALITY AND TOURISM MANAGEMENT UNIVERSITY EXAMINATIONS

**BBA 404: INNOVATION AND NEW PRODUCT MANAGEMENT SEP-DEC, 2022 SEMESTER**

**Instructions:** Answer Question ONE and any other TWO Questions.

**Time:** 2 Hours

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Read the following case study carefully and answer QUESTION ONE that follows.

### The Nirma Story

In the early 1970s, when Nirma washing powder was introduced in the low-income market, Hindustan Lever Limited (HLL) reacted in a way typical of many multinational companies. Senior executives were dismissive of the new product: "That is not our market", "We need not be concerned." But very soon, Nirma's success in the detergents market convinced HLL that it really needed to take a closer look at the low-income market.

Starting as a one-product one-man outfit in 1969, Nirma became a Rs. 17 billion company within three decades. The company had multi-locational manufacturing facilities, and a broad product portfolio under an umbrella brand – Nirma. The company's mission to provide, "Better Products, Better Value, Better Living" contributed a great deal to its success. Nirma successfully countered competition from HLL and carved a niche for itself in the lower-end of the detergents and toilet soap market.

The brand name became almost synonymous with low-priced detergents and toilet soaps. However, Nirma realized that it would have to launch products for the upper end of the market to retain its middle class consumers who would graduate to the upper end.

#### Question 1

- (a) Evaluate any five strategic platform decisions that Hindustan Lever Limited (HLL) faced when launching Nirma as a new product. [10 Marks]
- (b) Assume that Nirma was not successful when it was launched in the market. Describe five reasons that could have led to its failure. [10 marks]

- (c) Explain any five principles of universal design that were considered in developing Nirma as a new product [10 Marks]

**Question 2**

- (a) Creativity brings about innovation which is anchored to new product development. Evaluate any five barriers to creativity in organizations. [10 Marks]
- (b) Lulu is planning an evaluation system but she is not sure on the concepts that she should put into consideration. Describe to her these concepts. [10 Marks]

**Question 3**

- (a) Most marketers find it difficult to carry out a financial analysis for a new product. Explain why this is so with any five reasons. [10 Marks]
- (b) Describe any five contents of a product protocol [10 Marks]

**Question 4**

- (a) Explain the risks that are involved with a rollout in market testing. [10 Marks]
- (b) The CEO of Raphtech Company has been very adamant in embracing innovation in the running of the company. He has recently started embracing innovation in the firm's operations. Discuss any five drivers to his sudden change of his position. [10 marks]

**Question 5**

- (a) Product protocols are used in the development of a new product because of the purposes that they serve. Explain any five purposes. [10 Marks]
- (b) Describe any five participants in the product management process. [10 Mark]