

1871

ENM

NORMANDIE
BUSINESS SCHOOL

Winning a Hyper-Competitive Budget Smartphone Market (Case Study)

Name of the author: Dr. Sunaina Kapoor

Email: Skapoor@em-normandie.fr

Research Profile:

<https://scholar.google.com/citations?user=SJxi4cwAAAAJ&hl=en&oi=ao>

ORCID:0000-0002-3738-8120

Conference Details: IIM Nagpur Case and Research Conference
2026



Research Background

- Budget-Conscious Consumers: low brand loyalty, high switching intention
- Competitor Brands: using price wars, flash discounts, bundled freebies
- Marketplace: E-commerce vs Physical Retail



Research Objectives

Research Questions:

- To identify whether the brand abandon physical retail entirely and focus exclusively on e-commerce marketplaces?

To investigate what communication strategies can create brand differentiation when products are specification-driven?

- To identify how to design marketplace touchpoints that move consumers from consideration to purchase?



Theoretical Framework

- 4P Marketing Strategy framework application (Product, Price, Place, and Promotion)
- Customer journey mapping from awareness to conversion
- Brand differentiation in hypercompetitive environments.



Research Methodology

- **Research Design:** Exploratory
- **Case Selection:** Smartphone Industry
- **Case Protagonist:** E-commerce Manager
- **Data Sources:**
 - **Primary-** Semi-Structured In-depth Interview
 - **Secondary-** Industry Reports, Company Reports, Market Trend Reports, News Articles, Academic Articles
- **Data Collection Method:** Simultaneous Interviews and confirmatory external sources to build a dilemma orientation in the case study



Key Findings

Readers will engage in critical thinking about:

- company's approach in hypercompetitive market
- marketplace utilization in competitive landscape
- resource allocation and optimization strategies
- Map strategies from consideration to conversion



Academic Contribution

- access a company's marketing strategy
- discuss the budgeting tactics
- understand how an e-commerce marketplace can be leveraged in a competitive market
- understand the concept of branding and its impact on the 4Ps (product, price, place, and promotion) in a hypercompetitive market.
- Extrapolate the brand's journey from awareness to sales.