


3. Which of the following is NOT a benefit of segmentation: 
(1.5 Points)

- ☐ Risk hedging
- ☒ Fragmentation of advertising and promotion costs
- ☐ Higher control over marketing actions
- ☐ Greater focus of company resources and professionals

4. Which of the following alternatives best describes the "core" of a business plan for a startup company?
(1.5 Points)

- ☐ Operating plan
- ☐ Financial Plan
- ☐ Strategic Plan
- ☐ Product & Services Section

5. A Blue Ocean Strategy is based on:
(1.5 Points)

- ☐ The search of one or more profitable segments of customers within existing markets already fully targeted by incumbents
- ☐ The search for target customers different from those currently addressed by incumbents in a given segment

5. A Blue Ocean Strategy is based on: 
(1.5 Points)

- ☐ The search of one or more profitable segments of customers within existing markets already fully targeted by incumbents
- ☐ The search for target customers different from those currently addressed by incumbents in a given segment
- ☐ The search for new market segments not yet targeted by incumbents, because in a stage of development close to early emergence.

6. Why do successful companies often fail or strongly downsize after their period of success?
(1.5 Points)

- ☐ Successful companies attempt to enter unknown business areas and this leads to failure
- ☐ Successful companies attempt to achieve too ambitious objectives and this leads to failure
- ☐ Successful companies tend to replicate their business model and this leads to failure

7. How are digitally-based disruptive innovations adopted compared to traditional innovations?
(1.5 Points)

- ☐ Their adoption is much quicker than traditional ones
- ☐ Their adoption is much quicker than traditional ones, as long as trial users are the majority
- ☐ Their adoption is quicker than traditional innovations, but slower than other disruptive innovations

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8. Which of the following statements about startups' investors is WRONG? 
(1.5 Points)

- ☐ Business Angels may offer managerial support
- ☐ Venture Capitalists are professional and formal investors
- ☐ Venture Capitalists have a strict due diligence process before investing
- ☐ None of the options above

9. Minimum Viable Products:
(1.5 Points)

- ☐ Should not be used in B2B settings
- ☐ Concretize falsifiable hypotheses
- ☐ Can be replaced by market research
- ☐ Are good to test physical products only

10. A sustainable competitive advantage:
(1.5 Points)

- ☐ A hard-to-imitate, efficient business model that delivers the most value to customers

- ☐ Can be replaced by market research
- ☐ Are good to test physical products only

Talking: Nicolo' Ferrari

10. A sustainable competitive advantage: 
(1.5 Points)

- ☐ Is based on a differentiation advantage that can be hardly overcome by competing companies
- ☐ Reflects a favourable foreseen external context where the stability of conditions makes the competitive advantage achieved by the company stable over time
- ☐ Has to be continuously nurtured by the company for supporting its presence in the long term

11. Which of the following is not a common business plan fallacy?
(1.5 Points)

- ☐ Business plans can perfectly predict the future
- ☐ Business plans shall be based on rigorous multidisciplinary methodologies
- ☐ Business plans should not change when applied to incumbents or startup
- ☐ Business plans are reliable irrespectively of the data they are based on

12. How can value be created inside a company?
(1.5 Points)

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12. How can value be created inside a company? 
(1.5 Points)


- ☐ Market-driven approach
- ☐ Technology-driven approach
- ☐ Customers as co-creators
- ☐ All of the above

13. Which of the following statements about startups' valuation is CORRECT?
(1.5 Points)

- ☐ Post-money valuation refers to the approximate market value given to a startup after a round of financing
- ☐ Post-money valuation refers to the approximate market value given to a startup after founders' exit the company
- ☐ Pre-money valuation refers to the approximate market value given to a startup after a round of financing
- ☐ None of the above

☐ None of the above

Talking:

14. Which of the following is NOT a benefit of e-commerce strategy? 
(1.5 Points)

- ☐ Possibility to create market for niche products
- ☐ Direct control of the final market
- ☐ Possibility to reach new customers
- ☐ Greater role of intermediaries


15. A customer journey is:
(1.5 Points)

- ☐ The set of activities to target users with relevant content based on user data
- ☐ The set of activities the company needs to perform to meet customer expectations at each touchpoint
- ☐ A way to connect with people who previously interacted with your website or digital property
- ☐ The path the customers go through in engaging with a company

16. The three key steps for assessing a cost leadership advantage are:
(1.5 Points)

 The path the customers go through in engaging with a company

Talking:

16. The three key steps for assessing a cost leadership advantage are: 
(1.5 Points)

- ☐ Identify the activities generating the most "relevant" costs, identify the specific cost drivers for each activity, identify opportunities for cost reduction
- ☐ Identify the most important products/services in terms of revenues, rank the products/services based on the weight of fixed costs, identify opportunities for cost reduction by removing those products/services with the lowest fixed costs
- ☐ Identify the costs generating the lowest value for customers, identify activities for each cost, externalize those activities to external suppliers

17. Which of the following statements about the Strategic Business Unit (SBU) is WRONG:
(1.5 Points)

- ☐ An SBU must carry out a defined group of products, which are aimed at a specific group of customers
- ☐ An SBU has its own competitors
- ☐ An SBU must have distinct and divergent objectives compared to those of the company

18. In Porter's 5 forces framework, the suppliers' bargaining power depends on:
(1.5 Points)

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(1.5 Points)

- ☐ The legal requirements needed to operate in a given industry or market
- ☐ A technological innovation registered in an international patent office
- ☒ None of the above

19. Which of the following is NOT a positioning critical success factor: 
(1.5 Points)


- ☐ Directed to a specific customer segment
- ☐ Broad and comprehensive
- ☐ Delimited and defined
- ☐ Simple and clear

20. According to the Resource Based View, a firm's ability to sustain a competitive advantage over time depends primarily on:
(1.5 Points)

- ☐ The availability of tangible or intangible resources, as long as they are rare and valuable
- ☐ The availability of intangible resources
- ☐ The availability of tangible or intangible resources, as long as they are hard to imitate or substitute

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Talking:

21. In a multidomestic model of international expansion 
(1.5 Points)

- ☐ The relevance of local responsiveness is at its highest due to the strength of local competitors
- ☐ The relevance of local responsiveness is greater than the relevance of competition coming from multinational and global players
- ☐ The relevance of local responsiveness is greater than the need for duplicating activities in each country

22. In communication, which of the following statements about "earned media" is CORRECT?
(1.5 Points)

- ☐ The company creates its own media to advertise
- ☐ Consumers create and share content related to a company
- ☐ The company pays third parties to acquire media space
- ☐ Third parties purchase space on the company media

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