



JK LAKSHMIPAT UNIVERSITY, JAIPUR
INSTITUTE OF MANAGEMENT
END TERM EXAMINATION (MAY 2026)
SEMESTER BBA IV & B Tech VI, 2025-26

Time: 2.5 Hours
MM: 40 Marks

Course: Idea to Business Model
Course Code: ED1102

Instruction: It is compulsory to attempt all questions.

- Q.1 A) A college student wants to organize a campus event but has limited funds. Instead of waiting for full sponsorship, the student begins with available resources such as personal savings, help from friends, and access to college facilities. The student keeps track of daily expenses, registrations, and cash inflows from ticket sales to ensure the event remains financially manageable. As challenges arise, the student collaborates with new partners and modifies plans accordingly. Analyze and explain which effectuation principles are applied in this situation. **Marks (4+4) (LO 1)**
- B) Explains the concept of Design Thinking in detail and discuss how the Double Diamond Model helps in effective problem-solving. Illustrate your answer by relating each stage of the model to a real-life experience from your student life where you identified a problem, explored solutions, and implemented an outcome.
- Q.2 The Indian food-tech industry is dominated by platforms such as Zomato and Swiggy, which compete intensely on factors like price discounts, delivery speed, restaurant variety, and user experience. Despite their strong presence, many customers in tier-2 and tier-3 cities report issues such as inconsistent food quality, limited healthy options, high delivery charges during peak hours, and lack of personalized services. A new food-tech startup wants to enter a highly competitive market. Instead of competing directly with existing companies, how can the founders study their competitors and use the Blue Ocean Strategy (Four Actions Framework) to find new opportunities and build a strong competitive advantage? Explain in detail. **Marks (8) (LO 4)**
- Q.3 JK Lakshmipat University aims to enhance student admissions and overall learning experience in an increasingly competitive higher education environment. Using the Value Proposition Canvas, analyze how the university can better align its offerings with student needs. Identify the customer segments (students), their jobs, pains, and gains, and propose suitable value propositions (products/services, pain relievers, and gain creators). Illustrate your answer with practical examples relevant to the university context. **Marks (4+4) (LO 3)**
- Q.4 Discuss the following case-study **Marks (8+5+3) (LO 5,7)**
- Case Study: SilverNest – Rethinking Old Age Living in Modern India**
- In recent years, India has witnessed a significant transformation in its social and family structures. Rapid urbanization, increasing career mobility, and the shift from joint families to nuclear families have resulted in many elderly individuals living alone. In many cases, their children are settled in different cities or even

abroad, making it difficult to provide daily care and emotional support. While traditional old age homes do exist, they are often viewed as basic facilities that focus only on physical care, with limited attention to emotional well-being, independence, and lifestyle needs.

Recognizing this gap, two young entrepreneurs, Riya and Arjun, conceptualized SilverNest, a modern senior living facility aimed at redefining the idea of old age homes in India. Their vision was to create a space where elderly individuals could lead a dignified, independent, and fulfilling life while still having access to professional care and support when needed. They wanted to shift the perception from “care homes” to “community living spaces” for senior citizens.

SilverNest is designed to offer a combination of comfort, safety, and engagement. The facility includes well-furnished private and shared living spaces, 24/7 medical assistance, regular health check-ups, emergency response systems, and trained caregivers. In addition to these essential services, SilverNest provides nutritious and customized meal plans, housekeeping, laundry services, and transportation support.

What differentiates SilverNest from traditional old age homes is its strong focus on holistic well-being. The founders have introduced a range of recreational and social activities such as yoga sessions, hobby clubs, cultural events, group outings, and skill-based workshops. Mental wellness is also prioritized through counselling sessions, meditation programs, and peer interaction activities. To ensure that residents stay connected with their families, SilverNest integrates digital solutions such as video calling facilities, mobile apps for updates, and virtual participation in family events.

The startup aims to position itself as a premium yet accessible senior living solution, primarily targeting middle and upper-middle-class families. It particularly focuses on customers whose children live away due to work or education and are willing to pay for quality care and peace of mind. The founders believe that as awareness grows, senior living will gradually become an accepted and even preferred option in urban India.

However, the journey of building SilverNest comes with multiple challenges. One of the biggest barriers is social stigma. In Indian society, sending parents to an old age home is often associated with neglect or lack of responsibility, which makes families hesitant to adopt such services. Building trust and changing this perception is a critical task for the founders. They need to communicate that SilverNest is not a place of abandonment but a space for active and comfortable living.

Another major challenge is the high cost of setting up and operating the facility. SilverNest requires an initial investment of approximately ₹80 lakhs, which includes infrastructure development, furniture, medical equipment, and marketing expenses. The monthly operational cost is estimated at ₹8 lakhs covering staff salaries, maintenance, and other administrative expenses. Variable cost per

resident is ₹4,000 for food, utilities, daily services and other expenses. Recruiting and retaining skilled staff such as nurses, caregivers, and support personnel is also a key concern, as service quality directly impacts customer satisfaction.

The facility has the capacity to accommodate 50 residents, with a monthly fee of ₹25,000 per resident. At full occupancy, the business has the potential to generate stable revenue. However, achieving and maintaining a high occupancy rate is crucial for covering costs and ensuring profitability. During the initial stages, low occupancy can create financial pressure, making it important for the founders to carefully plan their pricing, marketing, and expansion strategies.

SilverNest operates in a competitive environment that includes traditional old age homes, assisted living facilities, and emerging home-care service providers. To stand out, the startup must clearly differentiate itself through its value proposition, service quality, and customer experience. The founders are actively exploring partnerships with hospitals for medical support, digital platforms for customer engagement, and community organizations for outreach and trust-building.

Marketing also plays a crucial role in the success of SilverNest. The founders are considering multiple channels such as social media campaigns, collaborations with doctors and hospitals, referrals from existing customers, and awareness programs to educate families about the benefits of senior living communities. Building a strong and trustworthy brand will be essential in attracting customers in a sensitive and relationship-driven market.

As SilverNest moves forward, the founders face several strategic questions. They need to decide how to balance affordability with premium services, how to scale the model to other cities, and how to maintain consistent service quality across locations.

The success of SilverNest will depend on its ability to combine social impact with financial sustainability. It is not just a business venture but also an attempt to address an important societal issue—ensuring dignity, care, and happiness for the elderly in a rapidly changing world.

Discussion Questions:

- Q1. Design a Lean Business Model for SilverNest.
- Q2. Discuss the heads of start-up cost, fixed cost and variable cost of SilverNest and calculate breakeven point to assess business viability.
- Q3. Suggest strategies to increase occupancy and revenue.

