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NEW SCHEME

Fourth Semester MBA Degree Examination July 2007
Business Administration
Strategic Brand Management

Time: 3 hrs.]

[Max. Marks:100

Note : Answer any FIVE full questions including Q-No. 8 which is compulsory.

- 1 a. Define a brand. (03 Marks)
b. Discuss briefly the three components and key drivers of customer equity. (07 Marks)
c. "There are a number of potential problems with linking a celebrity endorser to brand"
Discuss such problems. (10 Marks)
- 2 a. State three main factors on which building of brand equity depends. (03 Marks)
b. Discuss briefly the consequences of brand awareness. (07 Marks)
c. Explain customer based brand equity pyramid with a diagram. (10 Marks)
- 3 a. Define brand mantra. (03 Marks)
b. Discuss briefly the guidelines for brand hierarchy decisions. (10 Marks)
c. Discuss briefly how brand extensions can be advantageous in facilitating new product acceptance. (10 Marks)
- 4 a. What is meant by brand salience? (03 Marks)
b. Discuss briefly Kap ferer's branding system. (07 Marks)
c. Discuss different criteria in choosing brand elements. (10 Marks)
- 5 a. What is meant by co branding? Give one example. (03 Marks)
b. Discuss big five factors of brand personality. (07 Marks)
c. Discuss briefly the brand value chain, with a diagram. (10 Marks)
- 6 a. What is meant by a brand hierarchy? (03 Marks)
b. What is meant by first mover advantage? Discuss briefly such advantages. (07 Marks)
c. "Many types of associations may exist at corporate level". Discuss such important corporate image associations. (10 Marks)
- 7 a. What is meant by "line extension' and 'category extension'? (03 Marks)
b. "The birth of a brand succeeds drafting of brands programme". What are the salient points of such a programme? (07 Marks)
c. "Several factors are to be assessed to determine brand strength". Discuss such factors. (10 Marks)

8 Case study (Compulsory)

It is amazing that not only the urbans are conscious about brands, but also the rurals. The only reason behind the changed pattern of their consumption due to which giants like Hindustan Lever and Nirma are fighting tooth and nail is an upward trend in the brand consciousness and disposable incomes.

It has been recently found that HLL has edged past both Nirma and Colgate Palmolive in brand awareness and penetration in rural areas with the following statistics in penetration

HLL	88%
NIRMA	56%
COLGATE PALMOLIVE	33%

The consumption pattern of the rural households has the following statistics which prove the drastic change :

Toiletries	20%
Washing powders	13%
Cosmetics	10%
Over the counter products	4%
Other consumables	9%

Such consumption patterns were earlier found in the urban households only due to which more marketing was witnessed there. The upward trend has caused the companies to land also in the rural areas, although the patterns may not be very similar in the urban and rural areas.

It is clear that there is a high possibility of the local brands being taken over by the leading ones especially in the personal care products in the rural areas.

Questions

- In the long-run, do you think that brand consciousness will come to the same level in urban as well as rural areas? (05 Marks)
- Suggest the ways through which Nirma can excel HLL? (05 Marks)
- Do you think that brand consciousness has an influence on consumption pattern? Explain. (05 Marks)
- What are the possible reasons for such a difference in brand awareness, between urban and rural market? (05 Marks)

8 CASE STUDY (Compulsory)

Since 2005, The Indian market has witnessed the launch of international luxury brands. Louis Vuitton, Christian Dior, Chanel, Jimmy Choo, Swatch – Breguet watches etc are international luxury brands now available in metro cities of India.

In 2006, 1.6 million Indian households spent an average of \$ 9000 a year on luxury goods. Product such as Jewellery, Clothing digital accessories, time wear and cosmetics are the most preferred luxury purchases.

A typical customer is a new generation affluent, CEO's, senior professionals, entrepreneurs and media professionals. Increasing gross domestic product, IT (Information Technology) revolution, growth in services sector has created the new urban professional who likes to prefer international brands to Indian brands. The prices of most luxury products start at Rs. 25000 – 50000 going as high as 50 lakhs.

The luxury brands market is worth more than 3000 crores in India and growing at 30 – 32 percent. It is expected to touch 5000 crores by 2010.

Analysts feel that the demand for luxury products in India has been hyped. There are various factors which may affect luxury brand demand such as the slowdown in the world economy with accompanied effects on Indian market decreased consumer spending on luxuries. High retail costs of maintaining luxury stores etc.

Questions :

- a. What are the reasons for the growth of luxury brands in India? (05 Marks)
- b. How is luxury brand management different from other brand managements such as FMCG or FMCD products? (05 Marks)
- c. Most luxury brands use brand ambassadors. Comment on the usage of brand ambassadors. (05 Marks)
- d. Why do you think Indian companies have not ventured into luxury markets? (05 Marks)

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Fourth Semester MBA Degree Examination, May/June 2010
Strategic Brand Management

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any FOUR full questions from Q No. 1 to Q. No. 7.
2. Question No. 8 is compulsory.

- 1 a. Define generic brand. Give one example. (03 Marks)
b. Briefly explain Kapferer's branding system. (07 Marks)
c. What are the advantages and disadvantages of global marketing programs? (10 Marks)
- 2 a. What is conjoint analysis? (03 Marks)
b. Explain how brand characters contribute to brand equity. (07 Marks)
c. Describe the strategies used by imitators. (10 Marks)
- 3 a. Define POD and POP. (03 Marks)
b. Explain how brand extensions facilitate new product acceptance. (07 Marks)
c. Describe the strategic brand management process. (10 Marks)
- 4 a. What are the different types of imitations? (03 Marks)
b. Discuss briefly the big five factors of brand personality. (07 Marks)
c. Explain the concept of brand identity prism, with a suitable example. (10 Marks)
- 5 a. What are core brand values? (03 Marks)
b. Explain the brand repositioning strategies used in Indian marketing. (07 Marks)
c. Describe the comparative method of measuring sources of brand equity. (10 Marks)
- 6 a. Define brand image. (03 Marks)
b. What are the advantages of branding to buyers? (07 Marks)
c. Give the significance of brand tracking studies. Explain how to conduct them. (10 Marks)
- 7 a. Define brand equity management system. (03 Marks)
b. What is ingredient branding? Explain the guidelines used for ingredient branding. (07 Marks)
c. Discuss in detail, David Asker's brand equity model. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

CASE STUDY

The Indian refrigerator industry had apparently reached maturity in the eighties. The introduction stage could be seen in 1962 – 66 ; growth, 1967 – 80; and maturity 1981 – 90. Between 1989 – 90 and 1990 – 91, the market grew by 12 to 12.35 lakhs units ; in 1992 – 93 it is estimated to have come down from 12 to 10.39 lakhs units. Thus the decline seems to have begun.

Presently, there are six main competitors in the refrigerator market in India. The industry seems to have a structure prevailing in monopolistic competition.

The products at present available in the market are under the brand names of Godrej, Kelvinator, Voltas, Videocon, BPL and Allwyn.

The new entrants to the market like BPL and Videocon with latest ultra modern refrigeration technology have thrown down the gauntlet to the existing leaders like Godrej and Kelvinator. A study has been conducted to find out what changes have occurred in consumer behavior due to the emergence of these new challengers, because, for all one knows; a very tough competition has recently emerged among the industrial giants due to which consumer behaviour has undergone drastic changes. The main purpose of study is to see how defectors are affecting consumer behaviour.

The specific objectives of this study are positioning of products and brands, rating of different parameters and their ranking, consumer's degree of satisfaction, estimating ideal capacity and ideal prices. Consumer's perception of price and brand, awareness of different brands and various sources of information to the consumer.

This survey leads to the conclusion, that most of the people are aware of 165-litre capacity with awareness of nearly 95%, other are less known to consumers.

The most important parameters for customers while buying a refrigerator are technology, cooling efficiency, durability, prices, capacity and after-sales service in that order.

According to the dealers, the customers consider brand name, technology, cooling efficiency, durability and after-sales service as very important. Other parameters like special gifts, price, guarantee/ warranty are just important parameters.

According to the customers, BPL, Voltas and Videocon are high-priced refrigerators ; Godrej and Kelvinator, comparatively low-priced ; and Allwyn, medium – priced.

From the dealers survey it has been found out that the ideal capacity is 165-litre, and the ideal price Rs. 7,000 – 8,000.

Question :

- a. Due to the emergence of new industrial giants like BPL and Videcon, consumer behaviour has undergone a sea-change. In what ways? (05 Marks)
- b. Does Godrej need to make any changes in its refrigerators so as not to lose its market share? (05 Marks)
- c. How should Godrej position itself to take on other brands in this battle of giants? (05 Marks)
- d. Discuss which will be the most effective strategy according to you that will make consumer brand loyal in the refrigerator industry. (05 Marks)

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