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Fourth Semester MBA Degree Examination, June/July 2014
Strategic Brand Management

Time: 3 hrs.

Max. Marks: 100

Note: 1. Answer any THREE full questions from Q.No.1 to 6.
2. Q.No.7 and 8 are compulsory.

1.
 - a. What is meant by brand? (03 Marks)
 - b. Explain the different types of risks where consumer perceives while buying and consuming a product. (07 Marks)
 - c. Discuss the steps involved in brand management process. (10 Marks)
2.
 - a. What is meant by customer-based brand equity? (03 Marks)
 - b. Explain the steps involved in building a brand. (07 Marks)
 - c. What is meant by brand elements? Explain the criteria for choosing brand elements. (10 Marks)
3.
 - a. What is meant by brand image? (03 Marks)
 - b. What is brand positioning? Explain the process of identifying and establishing brand positioning. (07 Marks)
 - c. Write short notes on: i) Point of parity; ii) Point of difference. (10 Marks)
4.
 - a. What is meant by internal branding? (03 Marks)
 - b. Explain the factors which reflect the brand personality with suitable diagram. (07 Marks)
 - c. Explain different qualitative research techniques for measuring sources of brand equity. (10 Marks)
5.
 - a. What is meant by brand portfolio? (03 Marks)
 - b. Explain the different sources of secondary brand knowledge with suitable diagram. (07 Marks)
 - c. What is brand extension? Explain its types, advantages and disadvantages of brand extension. (10 Marks)
6.
 - a. What is co-branding? (03 Marks)
 - b. What is brand imitation? Explain the different kinds of imitation with suitable example. (07 Marks)
 - c. Discuss in detail the free rider effect with suitable example. (10 Marks)
7.
 - a. Celebrity endorsement influences a consumer's attitude toward brand" Elucidate. (05 Marks)
 - b. A leading two wheeler manufacturer has developed a new flour wheeler. The company wants to build a strong brand and seek's your professional advice for the same. In the light of your knowledge in David Aaker's guidelines for building strong brands, advice the company as to how it can build a strong brand. (05 Marks)
 - c. Think of one of your favorite brands. Can you come up with a brand mantra to capture its positioning? (05 Marks)
 - d. "Customers have to pay unnecessarily high prices for branded products". Evaluate this statement. (05 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

Maggi is a household in the culinary products category. Maggi has various products such as instant noodles, sauces, ketchups, soups etc. In 2006 Maggi successfully launched Maggi Dal Atta noodles on the “taste bhi, health bhi” platform. Dal atta noodles have required vitamins, proteins and carbohydrates. The latest offering from Maggi is Maggi rice noodles and Maggi Cup-o-Mania.

During early 1990s Maggi’s market share fell sharply because of top Ramen noodles. To counter the falling sales Maggi changed the formulation and launched “New Maggi”. Customers did not like the taste of the new Maggi and Nestle India Limited (NIL) relaunched old Maggi in 1999. NIL experimented with Maggi pickles also, which failed in the market. In early 1990 Maggi launched sauce noodles, which did not find favor with customers and had to be withdrawn. In 1997, Maggi Macaroni was released and it was positioned as a anytime snack. But within 6 months, it was withdrawn, as brand managers at NIL felt it was competing with the master brand Maggi noodles.

By 2000 knorr had become a major competitor for Maggi soups. Maggi launched “Maggi Rich” to tackle competition from knorr. By 2001 Maggi gained 80% market share and spent 200 million US dollars on advertising for the relaunch of “Old Maggi”. Maggi packs were made available for Rs.5 and distribution channels were improved to reach rural area.

Maggi tasted great success in sauce and ketchups with creative advertising using Javed Jaffery and Pankaj Kapoor with the tag line- “its different”. Maggi is a market leader in the sauce and ketchup category. Various Indian flavor such as Tamarind flavored and ginger flavored sauces were launched.

Today Maggi faces competition from different companies in different product segments. Kissan and Heiny in sauces and ketchup category, top Ramen and Sunfeast Pasta in the noodles category and knorr in the soups category.

Questions:

- a. What is the brand extension strategy followed by Maggi? What are the reasons for the failure of Maggi’s brand extensions? (10 Marks)
- b. What are the reasons for the successful brand extensions? What strategies should NIL adopt to maintain market share in the following categories. Maggi noodles, Maggi sauces and Dal atta noodles? (10 Marks)

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