

KADI SARVA VISHWAVIDYALAYA

End-Term Examination

Subject: Product & Brand Management
Code: MS 413

Date: 15/5/2014
Time: 1.30-4.00 p.m.

Q.1(A) Explain Brand Dynamic model and brief the levels, to check the relationship consumer has with brands. (4)

Q.1(B) Highlight strategies through which brands can be managed over a times ahead. (4)

OR

Q.1(B) What are the qualitative research techniques used to capture the customer mind-set, when a firm intends to measure the sources of its brand equity? (4)

Q.2(A) Explain new product development stages in detail, also brief the importance of drop error and go error for any new product to be launched. (4)

Q.2(B) Explain in detail the components of Brand Equity Management system (4)

OR

Q.2(A) Explain in detail the components of Brand Value Chain (4)

Q.2(B) Highlight various types of brand failures, and justify the same with reasons of brand failure. Use appropriate example for each failure. (4)

Q.3(A) Explain the strategies to be applied at each level of products life stages (4)

Q.3(B) Radio Days are back, state your opinion for the statement and explain how radio can be best used for brand promotions & brand building, in the era of digitalization. (4)

OR

Q.3(A) Explain in detail the imagery component in CBBE model; support your answer with a brand using imagery concept at its best. (4)

Q.3(B) If a firm intends to conduct competitor analysis & customer analysis for its product, suggest ways to conduct both the analysis mentioned above. (4)

Q.4 (A) Choose a brand of your choice, describe various medium of communication chosen by the brand. State how effectively has the brand mixed and matched marketing communications? Has it capitalized on its strengths of different media sources? (4)

Q.4(B) List the criteria to evaluate any print Ad, in judging the effectiveness of the same (4)

OR

Q.4 (A) Besides the company that makes the product, the county of origin also becomes a link to the brand in leveraging secondary associations- explain in detail with suited examples. (4)

Q.4(B) Explain the advantages and Disadvantages of co-branding and licensing. (4)

Q. 5 Read the advertisement statistics of brands given below, comment on the reasons as to why such ads worked not only in generating sales but also coined in building the brand.

BRAND: BIG BAZAAR

The ad: To induce purchase by consumers in the north and east zones on the auspicious occasion of Akshaya Tritiya.

Year of creation: 2010

Effect: The three-day pan India campaign (supported by print) resulted in a spike of 25 per cent in the sales of gold jewellery. The average spike in the sales of gold jewellery during festivals then was not more than 5 per cent. During the same week, the next best performing category was electronics.

How long it sustained: Though just a three day campaign, the effect, in terms of sales, lasted out for close to a week.

BRAND: FLIPKART

The ad: 'No kidding. No worries' campaign speaking about advantages of shopping online.

Year of creation: 2011

Effect: The impact of the campaign lasted close to eight months as overall clicks on the website went up five times between September 2011 and April 2012. When the campaign reached its peak in February this year, business had grown 10 times.

How long it sustained: The campaign continues its mark even today given that it took up the main concerns of online shoppers head on and tried to allay fears without beating around the bush.

BRAND: HAPPYDENT WHITE

The ad: To continue accomplishing sales numbers of the brand along with global recognition.

Year of creation: 2006

Effect: The effect of the communication was such that it forced Perfetti to double the production capacity of the base product

and also launch sub-brands and flavours under the Happy dent umbrella.

How long it sustained: According to Brand Track, brand awareness scores of Happy dent reached 90 per cent (in 2005, it was 50 per cent). The spontaneous recall of the brand Happy dent had more than doubled to 16 per cent (8 per cent in 2005). Sales grew more than 55 per cent between 2006-08, making it the fastest growing brand in the portfolio.

BRAND: M-SEAL

The ad: The commercial tried to help the brand make the transition from being an industrial product to a leading consumer brand for repairing domestic water leakage.

Year of creation: 2003

Effect: The eight week-long TV campaign not only managed to induce trials but upped the sales of M-Seal by 12 per cent in the same year.

How long it sustained: The ad story of an old man dying even as his scheming son wants him to sign away a cheque (the numerical '1' gets washed away thanks to water leakage) continues to be the best in the category. The brand, which will soon be available at *kirana* stores, is taking the advertising route once again to get noticed.

BRAND: NAUKRI

The ad: Effective portrayal of an employee's amongst in a job even as he looks at a better job opportunity through an online job portal.

Year of creation: 2006

Effect: This was when the job market was warming to online job portals like Monster, Jobs ahead and Naukri. The underlying humour of the commercial clicked with job seekers and employers equally. There was a controversy, too,

when some sections of people objected to the name 'Hari Sadu' in the ad.

How long it sustained: The traffic share on Naukri went up 15-20 per cent in the first month of the TVC going on air. Even today, Naukri hasn't phased it out completely and brings it back on air on and off.

Kadi Sarva VishwaVidyalaya, Gandhinagar**MBA – Semester – IV – May 2015 Examination****Product and brand Management (MS413)****Date: 06 /05/2015****Weightage: 40%****Duration: 2½ Hours****Instructions:**

- 1 Make assumptions wherever necessary and state them clearly
- 2 Working notes must form part of your answers
3. Figures to the right indicate weightage

Q-1	(A)	Portray Ansoff's growth vector matrix and summarize the nature of strategic options defined by it. Is it appropriate to define the matrix as suggestive strategis for diversification?-Comment	4%
	(B)	Define the term 'Product' and discuss levels of product. Take hypothetical product or service and explain how it reaches to the different level of product or service.	
OR			
Q-2	(B)	Discuss seven stages of product life cycle and managerial implications. Also write criticism of PLC.	4%
Q-2	(A)	Discuss Portfolio Models in detail. Do you think that portfolio models are the indicative of resource allocation for the firm involved in multiple business Units?-Comment	4%
	(B)	Summarize the success factors in NPD and choose and justify those you feel are the most important.	
OR			
Q-2	(A)	Elaborate on product dominant entities and service dominant entities.- How will you define this continuum of product-service?	4%
	(B)	Discuss pros and cons of real vs simulated test marketing	
Q-3	(A)	Explain major types of idea screening. Do you think 'Attribute Analysis' and 'Morphological Analysis' help in the process of idea screening?-Comment	4%
	(B)	Explain the significance of Branding. Do you think that everything can be branded-Comment	
OR			
Q-3	(A)	Do you think that social media helps in idea screening process?- Justify the answer with suitable examples	4%
	(B)	How can you describe breadth and depth in awareness of a brand?	
Q-4	(A)	How do you rate "Perceived Quality" in brand equity measures? Also	4%

		explain other measures of brand equity in brief.	
	(B)	Discuss brand elements in detail. As a product manager of sunscreen lotion, which brand elements will you weigh most?	4%
		OR	
Q-4	(A)	"Standardization or Customization is a dilemma for managers embarking on global landscape." – Do you think brand sort the issue to much extent- Comment	4%
	(B)	Do you think that multiple celebrity endorsement reduce the risk to brand? Explain the pros and cons of single vs. Multiple celebrity endorsement done by marketer of different products and services.	4%
Q-5		<p>Read the given case of HUL's tea brands and answer the questions:</p> <p>HUL- race of refreshing...Tea Brands and Strategy ahead.....</p> <p>Last year Harish Manwani, Chairman, Hindustan Unilever Ltd (HUL), said he believed in value creation and was consolidating the company's tea portfolio by developing value leadership. After dominating the premium end of the tea market, HUL is now changing tack. Not content with being a value leader (with a 23 per cent share), it now wants to dominate in terms of volume as well and has decided to enter the economy segment, test-marketing a new brand, Brooke Bond Sehatmand. As its name suggests, the brand is positioned on the health and wellness plank and is expected to fulfil the vitamin need gaps in the lower strata of society. With this, HUL believes it would have a presence in the entire tea market.</p> <p>"All these years we operated in just 33 per cent of the tea market. Considering 70 per cent of the category exists in the lower end, we would be now be operating in 100 per cent of the market," says Vikram Grover, Category Head (Beverages), HUL. Pitting its brand against Tata Tea's Agni, Brooke Bond Sehatmand is going to be the volume driver in HUL's tea portfolio. "There is a large segment of the target group which is deficient in vitamins and we have launched in States such as Madhya Pradesh and Bihar where the opportunities lie. There is still no brand with a health proposition at the bottom of the market," claims Grover, who believes that differentiation will be the key to this brand's success.</p> <p>The company claims that three cups of the tea guarantees delivery of 50 per cent of the recommended dietary allowance of added B Vitamins required by a person. It has also roped in Indian Institute of Development Management (IIDM) to launch <i>Sehatmand Parivar – Sehatmand Bharat Abhiyaan</i>, a movement with a mission to empower people to combat micronutrient deficiency through education in health and nutrition. Along with IIDM, <i>Gram Panchayats</i> and various governmental and non-governmental bodies are organising campaigns to build awareness on the importance and sources of nutrition, health and vitamins across villages in Madhya Pradesh.</p>	8%

Second foray -The cup that cheers ... and nourishes..

However, this is not the first time that HUL is entering the economy segment. Its A1 Tea brand was sold mainly through the wholesale channel but discontinued to bring in a new offering in the same space. In fact, apart from Tata Agni, there are other regional brands such as Mili (from the Gujarat-based Wagh Bakri Tea Group) already present in this space. According to Parag Desai, Director, Gujarat Processors & Packers, Wagh Bakri Tea Group, "The chances of HUL succeeding in the economy segment are remote as it had to withdraw its A1 brand in the past due to quality issues. This is not the first time that HUL has tried to enter the economy segment. Even Taaza was a mass tea brand until the time it was brought under the Brooke Bond umbrella." However, HUL denies having withdrawn its A1 tea brand completely from the market. "We continue to sell A1 in certain parts of the country although we have stopped supporting it under Brooke Bond," states Grover.

But having spent sufficiently on brand building, HUL has been in a position to raise prices and upgrade its tea brands with new positioning to justify its price points. The hierarchy of price points goes from Brooke Bond Sehatmand at the bottom (at Rs 160 a kg) followed by Brooke Bond Taaza (at Rs 230 a kg) and Brooke Bond Red Label, Brooke Bond Taj Mahal and Lipton at the premium end of the market. "Today we have a product mix which is differentiated and we are leveraging our branding, which is going to be the formula for success," elaborates Grover.

Analysts, however, claim that with tea prices rising globally, operating margins have been under pressure and that it is natural for HUL to tap into the economy segment at this point in time. However, Grover claims that HUL is well insulated from the vagaries of the global markets as its brands have been straddling every segment and price point. "As we have invested in our brands we have been able to move prices. This has led to both top line and bottom line growth for our brands," he adds.

Competition from both local brands and Tata Tea has been threatening its volume shares for a while and it is high time it moved away to focus at the bottom of the market. But succeeding at the bottom end is not going to be easy with mostly regional brands dominating this space. "It would be tough for Levers to enter the economy segment as local brands will have an advantage in terms of operational costs," states a brand manager of a regional tea brand.

However, the tea category has been growing at 12 per cent and the growth is faster at the lower end of the market today than the premium end today.

New focus

While in the past, HUL has been growing its premium tea portfolio with

	<p>products such as speciality teas under Lipton and dessert teas under Brooke Bond, today such initiatives have been dropped in favour of growing the tea bag category. Its new commercial for Brooke Bond shows its brand ambassador Saif Ali Khan describing the different strength of tea bags (light, medium, dark). "We believe we are stronger in the segments of tomorrow than in the segments of today. Our share on the tea bag segment is in excess of 40 per cent today and is a segment of the future," explains Grover. Investing in new categories and channels, HUL believes that modern trade and the out-of-home market will be the two channels which will drive future growth for the category. "Even modern trade is a channel of the future where we have a 40 per cent share today and through Lipton we dominate the OOH market today," claims Grover.</p> <p>HUL continues to rejuvenate its brands on the health and wellness platform. Recently, it re-launched its Lipton Yellow Label brand, emphasising the presence of thiamine, an amino acid present in tea which improves mental alertness. In the past its Brooke Bond Red Label brand was also re-positioned as a natural care brand.</p> <p>But just getting on to the wellness bandwagon is not going to be enough. Tata Tea is also seeking the same platform for its brands and has declared that it wants to build a health- and wellness-based portfolio. However, HUL is betting on the future drivers of growth such as modern trade and the OOH market, as it continues to test launch new tea offerings with an attempt to straddle the entire tea category.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. Justify HUL's Brand portfolio in tea segment with appropriate reasons 2. Do you think the concept of brand Stretching is properly executed by HUL 3. How brand equity of HUL passes to stand alone brands of tea segment?-Justify 	
--	--	--

=====X=====X=====X=====X=====X=====