**New Delhi Institute of Management**

**PGDM (G) / PGDM (M) / PGDM (F)**

**PGDM 2021-23 Semester-I**

**End Term Examination | January, 2022**

**PAPER 2 (SET-B)**

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**Sub.: Marketing Management Paper Code: C-105**

**Max. Marks: 20 Duration: 1.5 Hour**

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***Notes: All the 2 cases have to be attempted and all questions are compulsory***

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**Case 1 : Dabur's Odomos**

Dabur experiments with the packaging and the brand narrative of its Odomos; but can it do so without diluting the promise? The new ad has been launched only on digital media, the storyline uses children to drive home the convenience of the format and the safety of the product. How does a brand adjust, having gone from a near-generic association with its category to being one of many on the shelf? For Odomos, launched by the Balsara group three decades ago and a part of the [Dabur](https://www.business-standard.com/topic/dabur)group since 2005, the answer has been to reimagine itself in many formats and for a diverse group of users. At the same time, from being a household staple, [Dabur](https://www.business-standard.com/topic/dabur)has repositioned Odomos as a lifestyle purchase available across multiple price points. The brand is also being advertised more frequently, all in the hope of staying relevant for a new batch of consumers.

Vineet Jain, marketing head-Home Care, [Dabur](https://www.business-standard.com/topic/dabur)India, says Odomos has a three-pronged approach for driving relevance in the category. “Firstly, focusing on convenience and ease of use. Secondly, the brand has been rolling out TG specific formats like Fabric Roll-On, Bands and Patches for kids. The third plank is the ‘naturals’ variant, which has been a growth driver.”

In a recent campaign, the focus is on Odomos sprays, a format that was launched in 2008 and the ad narrative uses a rap battle to pitch the product to children who resist applying a cream or gel. Sprays are convenient and provide an easy entry into the brand, while the song and dance bring a fun association for the brand. Sprays are common to other brands addressing the category. So, does this mean that Odomos could lose its unique position in the process?

Sandeep Goyal, chairman of marketing and communication agency Mogae Media, said that the format doesn't really matter. It merely provides convenience, just as it is with medicines sold as tablets and syrups and ointments. It’s a question of offering convenience and joy in the best format,” he added. Convenience is not the only thing on the company’s mind as it plots a new path for the brand. Increasing consumer concern over the composition of personal care products is also a factor. Hence the creation of a line of ‘naturals’ that appeals to young consumers.

“We have been at the forefront of innovations, having rolled out a ‘naturals’ range a few years back and introducing new consumer friendly formats. This has helped us remain the clear market leader in the personal application mosquito repellent category with 57 per cent market share,” says Jain. Goyal says that over the years, Odomos has finetuned its association with protection from mosquitos. “It used to be just a cream, today it is available in various forms. This does not dilute the brand which is evergreen,” he adds.

Dabur operates in the Rs 200 crore-plus personal application mosquito repellent segment that is growing in double digits year-on-year. Continuous reinvention is a must in the category and has helped the brand grow nearly four times in the past decade-and-a-half, the company said.

The tone and pitch of the advertising narrative has also changed; instead of offering a functional buy-in into the brand, the focus has been on making it an aspirational purchase. One way to do that has been through cause-led campaigns, apart from its regular advertising. For instance, the *#MakingIndiaDengueFree* campaign, the distribution of Odomos during the Kumbh Mela are ways in which the brand has tried to widen its association with the category.

Jain says, “Our communication strategy has always been to highlight our out-of-home protection USP for kids, particularly when they are in school and playgrounds.” The brand is also careful about using the right media for the right message—the spray ads, for instance are on digital as it is expected to appeal to young audiences.

Digital also allows the brand to experiment with the communication, infuse fun and entertainment into the storyline without compromising the seriousness of the issue. Jain says, “Featuring only kids in the film was meant to break the clutter online and was also a reflection of society today where kids are more informed and involved in decision-making than ever.”

Under Dabur, Odomos also benefits from its distribution reach. The company says the product is available in nearly seven lakh outlets across India and Jain says, “We are also undertaking local level activation to drive distribution at chemists and modern trade outlets.”30-year-old product; but can it do so without diluting the promise?

***Questions:***

1. Comment upon the Odomos strategy of various formats. How far do you think it has been successful?   
    **(5 Marks)**
2. What is the role of Product as an element of Marketing mix in the success of any company? **(5 Marks)**

***Case 2 : Tata Tea Gold***

***Using Amazon Prime Video's release Shakuntala Devi as the vehicle, the brand is driving its key proposition ‘Dil Ki Suno’ across digital and TV...***

Tata Tea Gold partners with Amazon. In one of the first-ever tie-ups, [Tata Tea Gold](https://brandequity.economictimes.indiatimes.com/tag/tata+tea+gold) has announced that it is partnering with Amazon in a multi-platform collaboration that brings together the online [streaming](https://brandequity.economictimes.indiatimes.com/tag/streaming) and e-commerce channel. The partnership is for the movie [Shakuntala Devi](https://brandequity.economictimes.indiatimes.com/tag/shakuntala+devi) that is being released on [Amazon Prime Video](https://brandequity.economictimes.indiatimes.com/tag/amazon+prime+video). Tata Tea Gold was the exclusive beverage partner of the film, released on July 31 on Prime Video. The brand drives its key proposition ‘Dil Ki Suno’ through relevant partnerships like Shakuntala Devi – a quirky young woman’s life journey where she opted to follow her passion and love for mathematics.

Puneet Das, vice president marketing, beverages India, [Tata Consumer Products](https://brandequity.economictimes.indiatimes.com/tag/tata+consumer+products), said, "This partnership has been due to a fantastic collaborative effort of Tata Consumer Products, Wavemaker India and Amazon Prime Video Team." He added that for these kinds of tie-ups, the relevant measure to evaluate is ROO viz Return on Objective. Considering the relevance of the movie with the brands communication objective and the current consumer trend of increase in the online streaming of movie watching, this partnership seems to be in the right direction.

Tata Tea Gold will kick-off the campaign with co-branded creatives on Amazon.in, before launching a 360° media campaign on TV, [digital](https://brandequity.economictimes.indiatimes.com/news/digital) and social media across all key markets. On the process of the association with an OTT platform different from traditional films, Das added that releasing films on OTT seems to be the new normal for the world of entertainment.

"OTT/ Online Streaming platforms like Amazon Prime Video can help content reach millions of potential consumers at the fraction of the cost of a formal release. It’s the same as how we would tie-up with traditional films, but it’s just that in the current environment, this seems like the most relevant medium for new movie releases. One should not think of OTT/streaming platform as a replacement to traditional films but as an extension, an ally," he said.

Moreover, earlier in the year, Tata Tea Gold had launched one of the first-ever web series in partnership with [TVF](https://brandequity.economictimes.indiatimes.com/tag/tvf)’s Girliyapa channel, on bringing alive Tata Tea Gold’ proposition - ‘Dil ko naa kahoge to pacchtaoge’ with a series of ‘Dil Ki Suno’ stories. "We wanted to further build on the ‘Dil Ki Suno’ positioning through pop culture stories of people who have listened to their hearts and pursued their own passion.

With this movie partnership, we got a chance to associate with a real-life inspirational story of Shakuntala Devi, who chose to listen to her heart, breaking traditional stereotypes, and eventually becoming a household name by pursuing her unique talent. The movie will bring alive her journey to the audience and her story will not only help in propagating the proposition of ‘Dil ki Suno’ but will hopefully inspire several others to tap into their inner voice and follow their own calling. Hence, the association with Amazon Prime’s Shakuntala Devi very much echoes the brand’s positioning," he added.

***Questions:***

1. How does this type of brand association with a movie help a brand? CO2 **(5 Marks)**
2. What is positioning and how does it shape all the elements of Marketing mix? CO3 **(5 Marks)**