

Product & Brand Management

Set A (Main)

Section AEach Question carries 10 marks

Answer either A or B

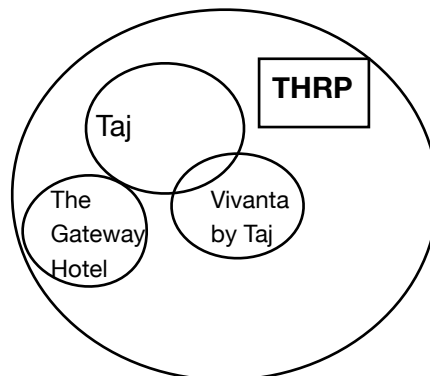
(CILO 1)

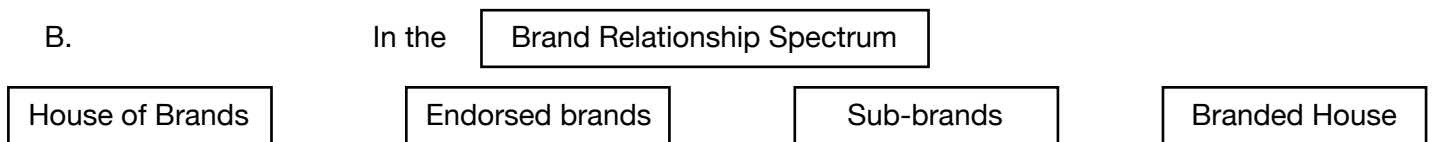
- 1.
- A. In the *build-up* case, Product Management of Netflix was defined in four dimensions, viz.,:
1. Category
 2. Product
 3. Technology as an integral part of Product
- &
4. Customers

Write one characteristic about the dimensions, choosing *two from the four* given and explain the way they interact with each other

- B. Drawing your learnings from the *build-up* case: How is Technology an integral part of the Product for Netflix? How do their Customers benefit with improvement in Technology?

- 2.
- A. In the THRP (Taj Hotels) case study, were they right in creating three different brands? What function would the three brands serve? (CILO 2)





give two key points of difference between “Branded House” and “House of Brands”. In the Mahindra “Rise”..case study which system of Brand Architecture was followed by the company? What was the reason to do so?

3.

(CLO 2)

The conventional thinking is : ‘A Global brand should have an unified image which appeals to all its consumers irrespective of their cultural background.’

But Budweiser, a Global brand, has different image in US where it is perceived to be the flagbearer of Americana while in China it has adopted the local culture. To jog your memory of the Bud case study, reproduced below is a snapshot of its Brand Meaning:

US	China
Mass market	Premium Image
Sometimes cheaper than average beer	Sold at a significant premium
Available in Supermarkets, Convenience store	Niche distribution
Symbol of Americana - hard work, rugged individualism, patriotism	Exciting, High energy, Cosmopolitan & Elite

- A. Should you worry about different brand meanings in different markets for a Global brand like Bud? Why?
- B. Reporting at the launch event in China “The Lager Review”, a leading F&B journal, wrote: ‘It would have been better had Bud launched a new brand without the baggage of its American image’. Do you agree?

Section B

Each question carries 10 marks

(CLO 2& 3)

A Piquant Problem

Is this even possible? Dark clouds of doubt hovered in the mind of the rookie Brand Manager of **Aloadac**.

Pilimil's hangover of the overnight elation of being mobbed at the alumni dinner of WIMGNOIDA has not yet subsided. After all he bagged the best offer from **Aloadac**, the most coveted company, much to the surprise of his batchmates who placed high odds of him even getting placed; given his dismal CGPA. And that too, the much coveted role of a BRAND MANAGER!! So in his first alumni dinner after graduation when he made his entrance, heads turned and admiring glances were thrown his way.

But here he is; in the midst of a challenge thrown by Ms Dorkette, the CMO. "Hey, could you go through this proposal and let me have your recommendations", tossing her iPad as she sashayed her way towards the Board Room leaving a whiff of Roja Haute Luxe in her trail. Notwithstanding his animus towards her, he can't afford to ignore her. After all she's the boss!!

As he clicked on her file, his mind began swimming in a sea of numbers, images and verbose text. After reading just once he got a grasp of the problem (not for nothing was Reading Comprehension his forte in CAT). He started dictating to his Speech Recognition app:

"**Aloadac**, a mega corporation in the food business, is looking at opportunities in the related food businesses. One of their first products was *ambel*, a food essential needed to prepare savoury dishes. White in colour with a fine grain texture it is sold in every nook and corner. Considered to be the cheapest item available, marketing it as a preferred brand is a challenge. The product is sold on the basis of purity, its free flowing nature (after processing) and a milky white colour. Some even boasted of its local origin; but they are largely small and marginal players. However, most of the consumers are unwilling to pay a premium since they do not view the packaged product as a significant value add.

Up till now **Aloadac** has been extracting and distributing *ambel* in bulk packs to the wholesale and institutional buyers.

A couple of years back few of the major players in the food business have launched *ambel* in consumer packs. Lately this category has witnessed increased price competition. With a product which is largely undifferentiated, brand building on the basis of product characteristics alone appears forbidding.

The current market position of the *ambel* brands:

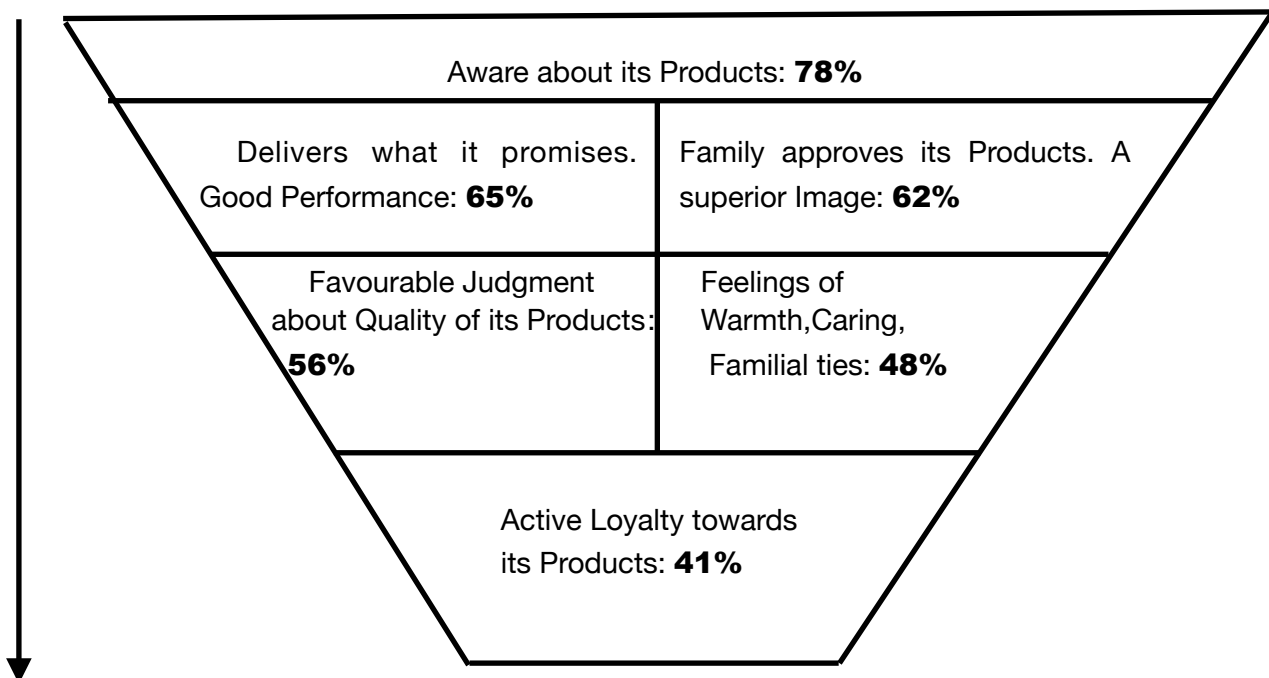
Brands	Market Share %	Revenue Growth%	Indexed Price growth*	Positioning platform
APinchOf	36	3	94	Purity
Brackish	29	-1	96	Free flowing
NaClo	15	-2	98	Whitest
Regional Players	20	5	89	Local
Ambel Category		3	93	

[* Compared to prices 3 years back. For example, if 3 years back the price of *APinchOf* was Rs15 (Indexed as 100), the current year's price will be Rs 14.25]

All these players sold packaged *ambel* through Kirana stores, Supermarkets and E-commerce websites.

The task is to ideate a brand concept for **Aloadae's** packaged consumer offering of *ambel*. All the credible basis of positioning has already been taken by the existing players. **Aloadae's** objective is to be the leader in whichever category it launches its products..." With his mind occupied on solving this seemingly intractable problem, Pilimil's voice turned to an incoherent mumble.

The french windows provided a sweeping view of the promenade running alongside the Arabian Sea. He remembered how, as a student he would cycle past the office of **Aloadae**, an imposing building, thinking wistfully as to what would it take to work for this company. This structure has been the landmark, not only in this town, but in the entire country and even abroad, a mecca of sorts, a symbol so as to say, of the resilience of the Indian food business standing strong against the challenges posed by the change in consumer tastes as well as the competition from the MNCs. This structure symbolised the lasting legacy of the founders who challenged the then prevailing social conventions, built a business with integrity, donated generously and marketed brands which they themselves believed in. While the founders preferred to stay in the background, the business they built spoke eloquently about the strength of their character. Recently, Les Echos, a leading Global business fortnightly, polled on the top food business corporations of the globe on the following parameters. The approval percentages for **Aloadae** among the respondents:



'Here is a corporate entity which is widely known, well differentiated, respected and above all has a loyalty of 41%! None of the other players has either the Brand Stature or the Brand Strength of **Aloadae**' thought Pilimil.

He suddenly had a flash of inspiration about the Brand Concept. Perhaps it is possible after all to position the brand with distinct Points of Difference. He let himself a half smile.

Q1. How should **Aloadae** position its *ambel* brand? And what should be the positioning of the corporate brand of **Aloadae**?

Q2. What flash of inspiration did Pilimil have about the Brand Concept of *ambel*? Do you agree with him? Why?

< Please write in bullet points. Knowledge is reflected by content, not by the length of your answers.>