

**PGDM (IB), 2020-22**  
**Integrated Marketing Communication**  
**IB-434**  
**Trimester – IV, End-Term Examination: September, 2021**

Time allowed: 2 hrs 30 min

Roll No: \_\_\_\_\_

Max Marks: 50

**Instruction:** Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	Minimum 3 question with internal choices and CILO (Course Intended Learning Outcome) covered Or Maximum 6 questions with internal choices and CILO covered (as an example)	3*10  Or 6*5	30
B	Compulsory Case Study with minimum of 2 questions	20	20
			<b>50</b>

**Section A**

**Attempt all three questions. Each question carries ten marks.**

Q1. Television commercials are often developed that rely on unusual creative tactics and have very little relevance to the product or service being advertised. Creative personnel in agencies defend the use of the strange messages by noting that they are novel and provide a way to break through the clutter. Comment. (CILO 3)

**OR**

Q1. Develop a 15 second copy for the radio ad of a 'Energy Drink' as the product recently launched for the consumers and explain the logic of the creative content used for this campaign so as to make it effective to the target segment. (CILO 3)

Q2. While most traditional forms of advertising and promotion have been experiencing a decline in expenditures, outdoor has been an exception. Ad spending in outdoor has actually seen a gain over the past few years. Discuss with an example. (CILO 2)

**OR**

Q2. As the internet continues to grow in popularity, some marketers predict that the print catalogs will cease to exist, replaced by internet catalogs. Do you agree? Explain with reasons why this situation may or may not occur. (CILO 2)

Q3. Media Planning involves a trade-off between reach and frequency. Do you agree? Illustrate using suitable examples of when reach should be emphasized over frequency and vice versa. (CILO 1)

**OR**

Q3. Discuss the various reasons sales promotion has become so important and is receiving an increasing portion of marketer's promotional budget. Illustrate the same using a suitable example from industry. (CILO 1)

### ***Section B (20 marks)***

#### ***Case study (compulsory) (Combination of CILOs)***

#### **Rebranding 'Fair & Lovely'-Opportunities or Competitive Rivalry**

Hindustan Unilever Ltd. Has renamed its best-selling 'Fair & Lovely' products as 'Glow & Lovely', days after it decided to remove nomenclature that propagated racial stereotypes. The men's range of the product will be called 'Glow & Handsome', HUL said in an exchange filing on Thursday.

That didn't sit well with peer Emami Ltd.

The company threatened legal action against HUL as it has already changed the name of its men's fairness cream to 'Emami Glow & Handsome' and launched the brand digitally last week.

"We are shocked to learn of HUL's decision to rename its en's range of Fair & Lovely as 'Glow & Handsome'. Emami, maker of 'Fair and Handsome' brand of men's grooming products is the market leader in the men's fairness cream with legal ownership of the trademarks," the company said in a statement, hours after HUL's exchange filing.

“Although shocked, we are not surprised to note HUL’s unfair business practice, which has been prevalent time & again to damage our brand image,” Emami said. “It goes to prove Fair and Handsome’s strong brand equity in the market that the competition is wary of.”

An HUL spokesperson said in an emailed statement, “We don’t wish to make any comment on the statement made by them (Emami). We are fully conscious of our rights and our position. We will protect it fully in all appropriate forums.”

On June 25, HUL said it will remove the terms “fair”, “whitening” and “lightening” from Fair & Lovely’s packaging and marketing material and feature woman of all skin tones in future advertising campaigns. The brand is also sold in Bangladesh, Indonesia, Thailand, Pakistan and elsewhere in Asia. Unilever Plc. Will continue to produce and market the cream.

The rebranding, however, will be costly, Bloomberg reported on June 26, citing Jefferies India Pvt. Ltd. HUL will probably need a large media campaign to win over consumer which poses short-term risk to its margin in that particular segment, and the brokerage was quoted as saying in the report.

“Purely from a business perspective, there will be uncertainty as consumer acceptance will hold the key,” Jefferies analysts Vivek Maheshwari and Kunal Shah wrote in a note to clients. “We recall around 2012, HUL changed the Fair& Lovely cream colour from white to pink along with a packaging change, which met with a push back from the consumer.”

Fair & Lovely, according to a Bloomberg report, garners \$500 million in the domestic market alone.

### **Impact of the Name Change**

Brand Consultant Santosh Desai sounded circumspect about Fair & Lovely’s new name, saying that “glow” has historically been a surrogate for fairness.

“I honestly don’t see a big change. I also don’t know what being inclusive about skin tones means, given the fact that promise is to go from darker skin to fairer skin,” he told Bloomberg Quint over the phone. “In that sense both skin tones were included. If the benefit that you’re offering is to change the skin tone, I don’t know what being inclusive of skin tones mean.”

That’s expected to open the door ajar for competitors in the fairness cream segment, according to Alpana Parida, Managing Director at DY Works, a brand consultancy.

“The brand’s key proposition has always been fairness. Fairness was clear, you could become a few shades lighter,” Parida said. “For the same brand to now stand for glow, there is no meaning there.

They need to be able to explain what that benefit is.”

She also said India’s addiction with fairness won’t go away.

India’s basic moisturiser market, shoes size Euro monitor International pegged at \$1.1 billion in 2019, is dominated by fairness cream even as international and home grown beauty companies introduced inclusive products.

Last year, HUL relaunched Fair & Lovely and said it has started replacing words like “fairness”, “whitening” and “skin-lightening” with “glow”, “even tone”, “skin clarity” and “radiance”. Fair & Lovely also stopped ads that shoed transformation in skin tones and shade guides.

That resulted in HUL having a “fabulous year”, according to Sanjiv Mehta, its Chairman and Managing Director. “Our penetration went up, our market share went up and these were record numbers and 2019, post the relaunch, we had one of the best year, “Mehta told shareholders at the firm’s annual general meeting on June 30.

Triggered by incidents of police brutality against Blacks, the Black Lives Matter movement has gained traction around the world and spurred companies to reassess their businesses and marketing for signs of discrimination. Johnson & said a couple of weeks ago that it would retreat from its skin-whitening business, which includes the Clean & Clear Fairness brand in India and its Neutrogena Fine Fairness line in Asia and the Middle East.

#### **Discussion Questions:**

Q1. Do you think Hindustan Unilever would see success in the long term by changing the Brand name of its most popular fairness creams?

Q2. Discuss the Promotion mix that the Company should adopt so as to reposition the Brand in the minds of its customers.

Q3. “The brand’s key proposition has always been fairness. Do you feel marketing the Brand by using ‘glow’ would have a different meaning to the consumers? What will be its impact on the overall market scenario?

Q4. How do you feel the biggest competitor Emami would react to the rebranding of ‘Fair & Lovely’?