

PGDM-(RM), 2012-14

RETAIL BRANDING

RM-403

Trimester – IV, End-Term Examination: September 2013

Time allowed: 2 hrs. 30 min.

Max Marks: 50

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

**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**. In case of rough work please use answer sheet.

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	3*5 = 15
B	2 out of 3 (Long Questions)	10 Marks each	2*10 = 20
C	Compulsory Case Study	15 Marks	15
		<b>Total Marks</b>	<b>50</b>

### SECTION A

Answer any three out of the following :

[ 3\*5]

Q1. "The new competition is not between what companies produce in their factories but between what they add to their factory output." - Harvard's Ted Levitt . Justify the statement.

Q2. Can a place be branded ? Support your answer with an example.

Q3. "The core identity is most likely to remain constant as the brand travels to new markets and products." Give your view point.

Q4. What points should be kept in mind while identifying and establishing brand positioning ?

Q5. What are strategic brands ? Explain with example.

### SECTION B

Answer any two out of the following :

[ 2\*10]

Q1. What is the difference between Brand Equity Ten method and Interbrand's Top Brand method of measuring the brand equity ?

Q2. Explain the elements of brands with examples.

P.T.O.

Q3. Define and explain brand architecture with suitable examples.

## SECTION C

Study the case and answer the question given at the end of the case :

[15]

Tata Nano- The People's Car by Krishna Palepu, Bharat Anand, RachnaTahiliani

In March 2009, Tata Motors, India's largest automobile company by sales launched the world's cheapest car the Tata Nano in India priced at Rs. One Lakh.(\$ 2,198). Through this launch, the company realized Tata Group Chairman's vision of making a "people's car" – a safe affordable car which was within everyone's reach. Ratan Tata's overarching ambition was to build innovative products for the masses. He explained, "the aim is to create products for that larger segment- good and robust product that we are able to produce innovatively and get to the market place at lower costs. The next cheapest car available in the world was the Chinese QQ3 at \$5000, manufactured by Chery Automobile.

By targeting the two –wheeled vehicle owners, Nano created a new segment –the ultralow cost (ULC) segment priced between two wheeled vehicles and the maruti 800, the next cheapest car in India. The Nano was a resounding success and by may 2009. Tata Motors was producing nano from their interim facility that had an annual capacity of 50,000. This new plant which would start commercial production by April 2010, would have at best annual capacity of 3,50,000.

Ravi Kant, Vice Chairman of Tata Motors, wondered what would be the optimal capacity commitment for the Nano suggested that the company's internal estimates for the market demand for Nano – like vehicles in India was close to a million units per year. He was aware that, in the wake of Nano's success, global auto-makers such as Renault, Nissan and Chrysler had announced plans to target the ULC segment. Moreover, Indian automaker Maruti Suzuki was expected to launch the Maruti Cervo in May 2010 priced between \$3,200 and \$ 4,400 ?knowing that Nano would face competition in the near future, should Tata Motors be conservative in its capacity commitment, and stick to its current planned annual capacity of 350,000 ? Alternatively, should the company cement its first movers advantage by making an aggressive capacity commitment? If so how much annual capacity should the company commit to ?

Q1. As the brand manager of the company how would you promote Nano?

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