

PGDM (IB), 2015 - 17
INTERNATIONAL BRAND MANAGEMENT
IB - 434
Trimester – IV, End-Term Examination: September 2016

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.

Section A

Attempt any 3 questions. All questions carry 5 marks each.

1. Critically analyze **Cadbury's** line extensions in terms of the success & failure of these products.
2. Using the Market Share Equalization method, calculate the brand equity of the following brands of soap:

Brand	Market Share (%)	Price (100 g)
A	40	15
B	25	20
C	25	20
D	10	18

3. How would you rejuvenate a declining brand like **Cinthol**? Explain with examples.
4. Analyze the **Kansai Nerolac** name change and transfer with strategic arguments.
5. How is **Quaker Oats** positioned in the Indian market? Explain citing logical arguments.

Section B

Answer any 2 questions. *each* questions carry 10 marks each.

1. "Tata has straddled the entire brand architecture in terms of brand, mother brand, umbrella brand and corporate brand". Elaborate citing relevant examples.
2. How has **Windows** used co-branding strategically, to take on competition? Explain, citing relevant examples?
3. Explain the "griffe" concept, using **Hermes** as an example.

Section C

Answer the following questions based on the case study.

CASE STUDY

Jyoti Products has been market leaders in the blades business for 20 years. The company started 30 years ago in Calcutta, with the launch of their popular brand Azad, which was an instant hit. This was followed by other launches like Sword, Dagger, Ruby, Macho, Slick etc. – most succeeded in carving out a niche for themselves. Jyoti ended up with 83% of the total market share in year 2000, with Ruby enjoying market leadership with 30%.

Buoyed by the success of their blade brands, they decided to diversify into the talcum powder segment. This category was dominated by players like Madness, Frenzy, Ecstasy etc. which belonged to multinational giants and together cornered 70% of the market.

The market share split is given below:

Unorganized sector: 12%

Madness: 34% (lavender) Frenzy: 20% Ecstasy: 14% Others: 20%

The management at Jyoti felt that they should launch a lavender variant for the following reasons:

1. There is a lot of competition in brands, other than lavender.
2. The market leader was lavender variant.

Pricing would be competitive, since most brands were priced in the 60-80 band.

Jyoti's Dilemma

The main problem faced by the management was the brand name of the product, since the other strategies like positioning etc would follow from the name. The marketing head Luther called a meeting of various executives to seek their advice, regarding the branding of their new product. The questions facing the management revolved around the following suggestions:

1. Should the talcum powder brand be named after one of their existing blade brands or should it be given a different name altogether?
2. Which name should be chosen, if the management decided to go with an existing blade brand?

The following suggestions were received:

Marketing Manager: Ruby is best suited for this purpose sine it is the market leader.

Sales Manager: Slick is a better option; since it is a recent launch which people are more likely to relate to.

Advertising Manager: It is better to go with a new name, since extension is likely to hamper brand image of talcum powder. It may mean more advertising spend, but this will be more than compensated through increased market share.

CEO: Do not forget that the blade brands are largely male products while talcum powder is largely female. Don't you think that this could backfire and end up compromising our talcum powder brand?

The management could not decide and you have been hired as a consultant to suggest a suitable strategy. You have to decide based on the following points:

Questions

1. What are the reasons for branding a new product? (7)
2. What should be the strategy followed in naming the talcum powder brand, based on your knowledge of the subject? (8)