

**PGDM, 2015-17**  
**Product and Brand Management**  
**DM - 535**

**Trimester v, End-Term Examination: December 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.

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>

TURN OVER

### Section A

Q1. Explain the Product Manager's role and functions within a company such as P &G. What are the pitfalls he may face and what are the attributes needed for him to be successful. ?

Q2. How many possible ways can a company enter an international market? Distinguish between the sprinkler and waterfall approach giving two examples of each and when and why each is used.

Q3 What are the different ways to achieve strengthening of product lines? Illustrate your answer with examples.

Q4. Explain the logic behind the criteria for choosing brand elements. Clearly differentiate between the offensive and defensive roles each plays in building brand equity.

Q5. Use the help of concepts learnt in the Product and Brand Management course to explain the phenomenal successes of Patanjali and Paper Boat.

### Section B

Q1. Develop Consumer Based Brand Equity models for Flipkart and Amazon India. Clearly delineate PODs and POPs between them

Q2 What are the components of the Young and Rubicam Brand Asset Valuator and in what ways is the BAV similar to the CBBE Framework? Explain the use of the Power Grid with an illustration of your choice.

Q3. Explain the concept, components and utility of the Brand Value chain. Apply this approach to analyze how brand value has been created by a major Indian player of your choice operating in the hotel industry.

### Section C

Please read the case commencing on the next page and answer both questions following the case.

## What gives Vi-John an edge over high-profile competitors

(Shamni Pande Business Today Edition: June 10, 2012)

The irony is inescapable. The third generation of a family whose Sikh faith forbids them from shaving owns Vi-John, one of the country's biggest selling shaving product brands, launched in 1960.

Bhupinder Singh Kochar recalls that as an eight-year old, he would hover around his father, the late Suchet Singh Kochar, who launched a personal care business from his home in Delhi's Chandni Chowk. Kochar remembers how excited he was when the house filled up with packages of fragrant hair oil, talcum powder and cream. Today, as Managing Director of the diversified Vi-John Group of companies, the 60-year-old Kochar is the only survivor of the second generation. "My father slogged round the clock," he says. "He used to go to Sadar Bazar to sell his products, sometimes on kerbs, even on Sundays."

The break came when Suchet Singh came up with a formulation for a shaving cream. He decided to call it Vi-John. "He felt an English-sounding name would work, as there was a craze for imported goods that sold at high prices," says Kochar.

Suchet Singh's hunch was right. Vi-John's success led him to register his enterprise as Kochar Cosmetics. He set up four factories on GT Karnal Road between 1978 and 2002, which cranked out up to 700,000 units a day. In 2004, the family shifted manufacturing to Baddi, Himachal Pradesh, and split the fast-moving consumer goods (FMCG) business into two divisions - called Maja Personal Care and Maja Healthcare. These two divisions make 15 products and 125 stock-keeping units. The Vi-John brand includes shaving cream, shaving foam and gel, hair removal cream, fairness cream, skin cream, almond hair oil, talcum powder and toothpaste. The company also makes deodorant and perfume, branded Cobra and Archies. "They have products for every need, their quality is good and they are affordable, but most importantly they market them well and give us the maximum discounts," says Virinder Kumar Garg, who manages distribution for R.K. Agencies in Rampur, Uttar Pradesh. The agency has dealt with the company for eight years, and also handles distribution for other FMCG companies such as L'Oreal, CavinKare and Emami. Many in the Vi-John distribution chain say retailers get margins of up to 25 per cent on the MRP.

Thanks to aggressive pricing, Vi-John has a turnover of Rs 250 crore. It has extended distribution from northern India to the east and some regions of the west, with 2,500 distributors covering 300,000 retail outlets. "Our target is to cover 700,000 outlets in a year, with at least 3,500 distributors, and we are making a beginning in the south as well," says Vimal Pande, CEO, Vi-John. He joined the company late last year, and has previously worked with SC Johnson, the company that markets AllOut mosquito repellent, PepsiCo India and Emami.

"With our growth, we want good people," says Director Harshit Kochar, a third-generation member of the founding family who also oversees the business, particularly marketing and sales.

The Vi-John Group recently recruited senior management talent including its National Sales Manager Jagdish Malwani, who previously worked with SC Johnson, chewing gum and candy maker Wrigley, and Marico. It also roped in Ravinder Rote as Vice President - Operations. Rote worked with Emami and Bio Veda Action Research, which owns the Biotique brand.

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All this points to a bigger game plan. "We are eager for inorganic growth and are scouting the market to acquire brands that can take us forward," says Harshit. It is not surprising, then, that private equity investors are knocking on Vi-John's door. The company is in no hurry. Harshit says: "We will consider the option only when we have firmed up our acquisition target. We are also considering an IPO in the next three years."

Harshit just read an industry report which notes that Hindustan Unilever Ltd (HUL) launched Brooke Bond Sehatmand for low-income consumers, to compete with regional tea brands such as Wagh Bakri, Gimar and Sapat. Sehatmand was specifically meant for down-trading consumers - those who shift to less expensive brands based on economic considerations - in Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh and Uttar Pradesh. HUL also launched Ruby, a tea brand specifically for the Karnataka market. It also has region-specific soap brands.

**Question 1 carries 5 marks and Question 2 carries 10 marks**

Q1. Is inorganic growth the best growth option for the company? Give reasons for your answer

Q2. Develop a branding strategy for Harshit for the next 5 years.