

CBCS SCHEME



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16/17MBAMM404

Fourth Semester MBA Degree Examination, Aug./Sept.2020 Strategic Brand Management

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.**

- 1 a. What do you mean by brand? (02 Marks)
b. Discuss the methods of measuring brand equity. (06 Marks)
c. What is leveraging brand knowledge? Explain the dimensions of brand knowledge. (08 Marks)
- 2 a. What is brand equity? (02 Marks)
b. Briefly discuss the challenges and opportunities of branding. (06 Marks)
c. Discuss the steps in strategic brand management process. (08 Marks)
- 3 a. What is brand loyalty? (02 Marks)
b. Explain the criteria for choosing brand elements. (06 Marks)
c. Discuss the consumer based brand equity pyramid. (08 Marks)
- 4 a. What are the functions of brand to consumers? (02 Marks)
b. What is co-branding? What are its advantages and disadvantages? (06 Marks)
c. What is brand extension? What are its advantages? Give suitable examples. (08 Marks)
- 5 a. What is brand imagery? (02 Marks)
b. Explain the brand product matrix with an example. (06 Marks)
c. Which are the value stages in the brand value chain? Explain. (08 Marks)
- 6 a. Define brand positioning. (02 Marks)
b. Explain the strategies for establishing a category. (06 Marks)
c. Explain the advantages and disadvantages of Global marketing programs. (08 Marks)
- 7 a. What is first mover advantage? (02 Marks)
b. Define brand imitation? Explain different types of brand imitations with suitable examples. (06 Marks)
c. Explain the ten commandments of global branding. (08 Marks)

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Case Study:

Kellogg's Positioning Strategy in India

Kellogg's entered Indian market in September 1994 with an initial offering of Cornflakes, Wheat flakes and Basmati rice flakes.

Kellogg offered good quality products and was supported by its parent, the world's leading producer of cereals and convenience foods. But its products failed in the Indian market. Even a high-profile launch backed by hectic media activity failed to make an impact in the market place. But it had not taken into account the fact that Indians always boiled their milk, the hot milk made the flakes soggy, the sugar added does not dissolve easily.



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According to analysts, a major reason for local food replacement failure was that its products did not suit Indian breakfast habit. Kellogg failure was that the “taste of its products”. However Kellogg sources were quick to assert that the company was not trying to change these habits; the idea was only to launch its products on the health platform and make consumers see the benefits of this “healthier alternative”.

The company’s advertisements and promotions initially focused only on health aspects of the product. In doing this, Kellogg moved away from the successful ‘fun and taste’ positioning, it adopted in the U.S. Disappointed with the poor performance, Kellogg decided to launch two of its highly successful brands – Chocos (1996) and Frosties (1997).

The success of Chocos and Frosties took even Kellogg by surprise and sales picked up significantly. This was followed by the launch of Chocos Breakfast Cereal Biscuits and Mazza series (three local flavors – mango elichi, coconut kesar and rose).

Kellogg’s also began working towards a better positioning plank for its products. The company’s research showed that the average Indian consumer did not attach much importance to the level of iron and vitamin intake, and looked at the quantity, rather than quality, of the food consumed. Therefore Kellogg’s thus worked towards changing the positioning of Chocos and Frosties – projected them as “fun-filled’ brands.

In 1995, Kellogg’s has 53% share of the Rs.150 million breakfast cereal market, which had been growing 4-5% p.a. till then. By 2000, the market size was Rs.600 million and Kellogg’s share had increased to 65%.

Questions:

- a. Summarize the case. (04 Marks)
- b. What were the reasons behind the poor performance of Kellogg in the initial stage? (04 Marks)
- c. What was the problem faced by the company? (04 Marks)
- d. Is the company’s repositioning of its products on the nutrition/fun platform a step in the right direction? (04 Marks)

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