**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**PGDM**

**FIFTH TRIMESTER (Batch 2020-22)**

**END TERM EXAMINATION, JAN-2022**

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| Course Name | **Brand Management** | Course Code | **MKT-504** |
| Max. Time | **2 hours** | Max. Marks | **40** |

**INSTRUCTIONS:**

Please write precise and up to the point answers

**Questions.1 (Marks 10)**

Sebamed represents one of the leading brands for medicinal skincare with a pH value 5.5 for healthy skin. All products of the Sebamed range contain high-quality active ingredients which cleanse and nourish the skin without destroying the natural acid protection mantle. More than 120 scientific studies have tested the high effectiveness and very good skin compatibility of all Sebamed products and confirmed their skin care competence for sensitive and problematic skin. Explaining the meaning of Points of Parity (POP) and Points of Differences (POD), suggest a positioning strategy, using appropriate POPs and PODs.

**Questions.2 (Marks 15)**

Considering the factors and overall guiding principles that lead to successful brand extension strategies, critically analyse the following brand extensions:

1. Titan extending into perfumes
2. Dove extending into shampoos
3. Dettol extending into sanitizers

**Case Analysis**

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| ITC’s portfolio of brands and products are supported by various research and development strategies executed by the dedicated state-of-the-art ‘ITC Life Sciences and Technology Centre’ in Bengaluru. This Centre, an integral part of ITC's future-ready capabilities, is set to drive game-changing innovations for its businesses of tomorrow. The core of this strategy is to design and provide customized superior solutions that address the unique needs of the Indian consumer. A large pool of highly qualified scientists with global exposure relentlessly drives innovation that helps create world-class winning brands and growing value for the consumer.  A slew of innovative products is already in the market and there is a continuous pipeline of such products that are being readied for launch. Such innovation finds articulation in brand variants such as Aashirvaad Atta with Multigrain which is designed as a healthier nourishment option, smooth non-sticky Sunfeast Yippee! Noodles in a unique round block and Sunfeast Yippee! Chinese Masala – a unique combination of flavours that gives the consumer tasty Chinese noodles in minutes.  This spirit of innovation is also visible in a range of products developed for the Biscuits segment. This includes Sunfeast Dream Cream Butterscotch Zing that offers an innovative combination of sweet butterscotch and tangy Zing and Sunfeast Dark Fantasy Choco Meltz– a delightful triple-layer structure of chocolate coating on the outside, a crisp cookie in the middle and luscious chocolate filling inside. Innovative products in the confectionery segment include mint-o Ultra Mintz – India's most premium, sugar-free power mints packed in a stylish black case and Candyman Crème Lacto which is made with the goodness of milk and caramel with a rich, delicious crème filling.  In the personal care products category, ITC has developed Liquid Crystal Freezing Technology for its Fiama Di Wills brand, a revolutionary method to freeze the best of shower gels in soap. Equally unique in their value propositions are the Fiama Di Wills Men Aqua Pulse De-stressing and brightening Face Wash, enriched with unique revitalizing beads, the Fiama Di Wills Men Moisture Guard Instant Foam Wash with triple skin conditioners that hydrate deeply to combat rough and dry skin, the Vivel Cell Renew skincare range that repairs and fortifies skin at a cellular level with the power of Vitamin E and Vivel Perfect Glow which is a unique multi-layer skin tone perfector that works at every layer of the skin to lighten dark spots. |
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| A conscious strategy to drive the competitiveness of value chains linked to its businesses enables ITC to make a more enduring contribution to national economic development. ITC's winning brands drive synergies to make these value chains sustainable and inclusive. At the same time, by nurturing and strengthening these value chains, ITC adds a unique source of competitive strength to its brands. A very successful example of value chain augmentation is the ITC e-Choupal initiative that empowers over 4 million farmers, while at the same time providing a significant competitive advantage in procuring raw material for ITC’s Foods business – be it for Aashirvaad atta produced from handpicked whole wheat, quality-assured Aashirvaad spices or superior chipstock potatoes for Bingo! snack foods.  ITC’s Social and Farm Forestry initiative is another example of such sustainable value chains. Renewable plantations cultivated under this initiative enable ITC to offer the greenest paper and paperboards products manifest in stationery brands such as Classmate and Papercraft. The bedrock of this initiative is the development and greening of more than 1,42,000 hectares including wastelands, which has also provided over 64 million person-days of employment to poor tribal communities and marginal farmers.  The linkage of ITC's Women Empowerment Programmes to ITC's Agarbattis Business with the brand Mangaldeep is yet another unique example of livelihood creation through competitive value chains. These programmes have also provided gainful employment to over 14,000 rural women.  ITC’s Livestock Development Programme, a CSR initiative to promote off-farm livelihood options for farmers, has been scaled up to provide animal husbandry services to more than 8,00,000 milk animals. In the future, increasing milk yields will not only provide significant livelihood opportunities but also support a competitive and sustainable dairy value chain. |

**Case Questions**

**Q3.** Draw a brand-product matrix of ITC’s product lines and brands. On the basis of this matrix, critically analyze the branding strategy of ITC considering its brand portfolio and various product lines. **(5 Marks)**

**Q4.** Using Keller’s Customer-Based Brand Equity (CBBE) model consisting of the brand building blocks developed by Keller critically comment on the brand equity of ITC’s Fiama Di Wills brand. **(10 Marks)**