**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**PGDM**

**FOURTH TRIMESTER (Batch 2021-23)**

**END TERM EXAMINATION, NOV-2022**

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| Course Name | **Brand Management** | Course Code | **40130** |
| Max. Time | **2 hours** | Max. Marks | **40** |

**INSTRUCTIONS:**

1. Read each question carefully and follow the instructions
2. Write answers in your own words as far as possible and refrain from copying from the textbooks/handouts/others.
3. All the questions are compulsory.
4. Quality matters, thus, focus on writing relevant content rather than being unsustainable and trying to fill extra pages.
5. All the answers must be correctly numbered as in the question paper and written in the answer sheet provided to you.

**Questions.1 (15 Marks)**

Jaquar which is one of the premium bath fittings brands has extended itself to lighting products and in an interesting move. The campaign is a set of (television commercials) TVCs basically and broadly showing: that when we hear the term Jaquar, we visualize Bath Fittings; but, actually, here Jaquar is about Light Fittings. Visualisation is quirky. Like people in a proper conference room, sitting on the toilet or getting drenched under a shower! Conceptually, however, it is deep and rich. At the core of Brand Extension is an Existing Brand; its Imagery, Values, Positioning and its Equity.

Jaquar seamlessly, brings a completely new product category into the domain of Brand Jaquar! Note that, there are no words about why & how the Bath fittings are great; nor about what’s good about the new set of products. The last and the closing frame is actually the Essence of the powerfulness of the TVCs. It simply says, Jaquar Bath+Light. No closing statements, no taglines, nothing. As it says in BEA, the TVCs with the what the TVCs conclude with, follow the key aspect for brand Extension of ‘maintaining brand standards and style’.

1. Formulate and design branding strategies for the new brand extension (Jaquar Bath+light)? (5)
2. Discuss the relevance of brand extension in the context of leveraging the value of a brand? (5)
3. Examine various challenges that the brand may face with this extension? (5)

**Questions.2 (10 Marks)**

Brands distinguish their products from competitors through various factors like a name, promise, positioning. But it is more important for them to distinguish between their own products? Create a brand hierarchy for any brand of your choice and also elaborate on different hierarchical levels.

**Questions.3 (10 Marks)**

Nokia had been the global cell phone leader in the era from the 1990’s to late 2000’s and had lived up to its promise of ‘connecting people’. However, from 2010 onwards, Smartphones had shown the highest industry growth rates amongst all types of cell phones and Nokia’s share in this segment started to decline. The result was that Samsung took over the global leadership position from Nokia followed by Apple as the runner up. In 2011, Nokia attempted to make a comeback by adopting a new operating system based on the Microsoft Windows platform and launched its ‘Nokia Lumia Series’ but couldn’t succeed. Again Nokia is trying to come back into the game with a slew of newer phones, and newer branding and this time with Android.

But the problem is that repositioning has not really worked well for the company, with some saying that the company was unable to live up to the expectations. A lot of people I spoke to felt that there is no clarity about the new Nokia models and they have not heard a lot about them. **Research and development:** Vying for space in a market filled with competitors like Samsung and Apple requires Nokia to invest considerably in the right R&D. Despite the re-launch, they have not been able to develop smartphones that are revolutionary and redefine the ongoing trend. Competition and cutting-edge technology has created barriers in the industry for newcomers as well as traditional brands deciding to make a comeback. Lack of groundwork and review of the current scenario has led to the degradation of Nokia’s quality standards.

“You have been offered the role as the brand manager to take the brand a step forward”

1. Create strategies to make the brand appeal to younger generations. (3)
2. Your sales are dropping find a way to improve them. (3)
3. You have been given the task to decide whether to stay with the current brand promise “connecting people” or to change the brand promise and bring in a new promise which is in sync with current needs. What would you do and why? (4)

**Questions.4 (5 Marks)**

Consider a brand of your choice and using the brand value chain model guide your organization through the necessary steps to enhance the value of your brand.