**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**PGDM**

**FIFTH TRIMESTER (Batch 2019-21)**

**END TERM EXAMINATION, JAN-2021**

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| Course Name | **Brand Management** | Course Code | **MKT 501** |
| Max. Time | **2 hours** | Max. Marks | **40** |

**INSTRUCTIONS:**

Answer all questions.

**Questions.1 (20 Marks)**

**Read the background information given here and discuss the questions at the end of the case.**

**BACKGROUND**

Sebamed is a German brand name of Sebapharma GmbH & Co. KG, which manufactures medicinal skin care products. Sebamed products are proved to be safe for baby's skin as they maintain healthy skin's pH of 5.5 which is important to maintain the soft and sensitive skin for the babies. Sebamed products are developed by dermatologists and are ideal for all skin types. Sebamed product ranges include Classic, Clear Face, Baby Sebamed, Anti-Aging, Anti-Dry, Sun Care and Visio and have a pH level of 5.5.

The over 50-year-old German skincare brand was introduced in India in 2007 as an OTC (over-the-counter) medication by Mumbai-based pharma company USV.

Until around a couple of years back, Sebamed found mention only in the prescriptions of dermatologists. Around 2018-19, the company realised that there was a rather large opportunity in the over Rs 20,000 crore Indian soap market and decided to test the waters with smaller influencer led marketing initiatives.

Sebamed started 2021 with a rather loud bang, ambushing its would be rivals Dove, Pears, Santoor and Lux, in its 360 degree ad campaign #SebamedScienceKiSuno. The brand’s ad films highlight that most beauty soaps have high pH levels, which are harmful for the skin. They go on to mention that Sebamed maintains a ‘perfect’ pH level of 5.5. With this, the brand also hopped out of its niche OTC/medicare/prescription category and into the mainstream FMCG bucket. Gaur mentions that the shift ties back to Sebamed’s business objective of driving business growth in the coming years.

Marketing Director Konark Gaur says “Scientific studies suggest that healthy human skin has a pH (potential of hydrogen) range of 5.4-5.9. Soaps with high pH cause an increase in skin pH levels, which in turn dehydrates skin, causes irritations and infections”.

[Explanation of pH: Human skin has a natural hydro lipid barrier, known as an [acid mantle](https://en.wikipedia.org/wiki/Acid_mantle), which works to retain moisture and lipids while simultaneously blocking germs, toxins, bacteria and other outside factors. The acid mantle has a pH of 5.5. Problematic skin conditions, such as [eczema](https://en.wikipedia.org/wiki/Eczema), [psoriasis](https://en.wikipedia.org/wiki/Psoriasis), [dermatitis](https://en.wikipedia.org/wiki/Dermatitis), and [rosacea](https://en.wikipedia.org/wiki/Rosacea), have impaired barrier functions and can have a [pH](https://en.wikipedia.org/wiki/PH) different than 5.5. The acid mantle serves as a natural skin barrier and protects the skin from dehydration and environmental damage. The pH of the acid mantle is 5.5, and traditional soap, which has a pH greater than 9, can strip this protective barrier].

**Questions**

As a young Brand Manager, the Marketing Director has asked you for your assessment and recommendations.Using the background information above, attempt the following questions:

1. What could be the objective of the ‘controversial’ pH campaign launched by the company. Discuss your expert opinion on this move by SUPRAMED to challenge HUL. **(5 Marks)**
2. Create a plan to strengthen the brand SEBAMED and create strong consumer pull. [Use the CBBE model or the Brand Identity Prism to support your plan. **(10 Marks)**
3. If you were the brand manager for LUX at HUL, would you be worried by the SUPRAMED campaign? What steps would you take to protect the brand equity of LUX. **(5 Marks)**

**Questions.2 (10 Marks)**

a) Explain the concept of Brand Equity

b) Choose any 3 brands of your choice from the same product category e.g. soaps, refrigerators, cold drinks or any other…..and rank them in order of brand strength as you perceive it.

Explain the possible causes for the difference in brand equity between the 3 brands.

c) Choose any one brand and specify a few initiatives that you would undertake to strengthen its brand equity further. Explain the theoretical logic for the initiative(s)

**Questions.3 (5 Marks)**

Brands that endure, require, amongst others

i) Customer focus and vision

ii) RR2CC

iii) Innovation driven product revitalisation

iv) Consistency & staying close to DNA

Elaborate on each with examples

**Questions.4 (5 Marks)**

1. Elaborate on the 'VALUE stages' and the 'MULTIPLIERS' in the Brand value Chain.
2. What does the following indicate about a brand : “When the Future Value of the brand is low and the Past Performance is high , the brand would be in the 4th Quadrant of the BAV[Brand asset Valuator] Power Grid.