**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**PGDM**

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

**END TERM IMPROVEMENT EXAMINATION, FEB-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 answer the questions that follow:

BACKGROUND

Two brands in the foods industry started their journey almost together, about 70-80 years ago. Today one [Haldiram] has achieved brand leadership, while the other [Bikano] is a much weaker brand.

Haldiram was founded about 80 years ago as a business selling traditional sweets. In the 1970’s the company started driving expansion. By 2003 it began the process of developing convenience foods for consumers. Its product range includes traditional namkeens, western snacks, Indian Sweets & namkeens, cookies, sherbets, and pickles. The company also produces [ready-to-eat food](https://en.wikipedia.org/wiki/Convenience_food) products and has a chain of multi-cuisine sit-down restaurants. In the 1990s, it imported special machinery from the USA to produce potato-based foods.Haldiram's products are marketed at various retail locations such as bakeries and confectionery stores, among others, and also on various commercial websites.

By 2014 Haldiram was ranked at 55 amongst India’s Most Trusted Brands. By 2017 it was considered amongst India’s largest snack companies . Its products are available in over 80 countries and it currently has a turnover of over Rs.7000/- crores.

Bikanervala was founded about 70 years ago. It started with manufacturing and selling traditional sweets and namkeens and launched several shops branded as Bikanervala. As the demand for western fast foods & pizzas increased, Bikanervala felt that there was a need for more indian products. It launched the BIKANO brand to sell sweets and namkeens globally. The company also entered into exclusive agreements to produce namkeens for Pepsico brand Leher, opened Bikano Chat Cafes with minimal table service, while it sold traditional Indian snacks, sweets and namkeens through Bikanervala and Angan restaurants. It currently has a turnover of Rs.1100 crores.

Discuss and elaborate on issues as follows [Use this background information as well as your own perceptions and knowledge of the two brands] :

1. You have been recruited by Bikano as Brand Manager. The Management expects an analytical report on the Bikano brand including

* Possible reasons for the wide gap between the brand equity of Haldiram and Bikano
* An activity-wise timeline of initiatives that you would like to implement.
* Use the CBBE model to provide the logic and arguments to support your plan.

1. Indicate the relative strength of Haldiram and Bikano on the 5 Health Pillars of BAV

**Questions.2 (10 Marks)**

1. Comment on the statement: “Branding creates metal structures and helps consumers organise their knowledge about products and services to help decision making and provides value to the firm".

b) Elaborate on the concepts of Brand Equity and Customer Equity. Explain the implications of focusing on Customer Equity instead of focusing on Brand Equity

**Questions.3 (10 Marks)**

1. The Brand Value Chain is a structured approach to assessing the sources and outcomes of brand equity. Elaborate on the different stages of the value chain.
2. Complete the statements relating to the BAV Model

1. New brands usually have a \_\_\_\_ value for all 5 pillars

2. Leadership brand are \_\_\_\_\_ on all 5 pillars

1. What pattern would you expect in the 5 health pillars when a brand begins to decline,