

Jagan Institute of Management Studies
End-Term Examination, September, 2016
Trimester IV – PGDM (IB) 2015-17

Brand Management
ET_IB_BM_2809

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q8 which are compulsory.

- Q 1** Attempt any of the **FIVE** statements.
- a) How is Brand Rejuvenation relevant for even a successful brand?
 - b) Citibank uses the slogan ‘Citi never sleeps’. How does it benefit Citibank?
 - c) For a brand of your choice, explain the difference between brand recall and recognition.
 - d) What are the benefits of corporate branding?
 - e) Analyze the disadvantages of brand extensions.
 - f) Analyze briefly the challenges in taking a brand in the global arena. **15**
- Q 2** The Brand manager of Maggi says that brand management is becoming more difficult than ever before. Recent developments have posed further challenges for brand managers. What could these challenges be? Elaborate the same in light of Brand positioning strategy by Nestle. **12**
- Q 3** ‘Packaging just protects the main product and adds very little to build brand equity.’ Analyze whether you agree or disagree to this statement in light of dimensions of brand equity. Give reasons for the same with the help of an example. **12**
- Q 4** Dabur India Ltd forayed into the packaged milk shake market with the launch of RÉAL Fruit Shakes under the brand Réal. This also marks brand Réal extending its fruit expertise into milk-based drinks. Dabur has always been at the forefront of innovation. With the growing level of health awareness in India, there has been a spurt in demand for healthy functional foods. With the launch of Réal Fruit Shakes, Dabur not only extended brand Réal to give consumers more choices but also make the experience of having milk more enjoyable and nutritious for kids. Give your opinion on the extension done by Dabur Real. Elaborate on the other types of extensions done by Dabur and analyze their success and failure. **12**

- Q 5** Developing the brand elements for the Brand is one of the important roles of any marketer. Elucidate the statement with the help of examples. **12**
- Q 6** Endorsement of Celebrity is always beneficial for building strong brand equity. Take the example of Pepsi and one can see the results. Do you agree or disagree with this statement? Give reasons for the same? **12**
- Q 7** What is Customer based brand equity (CBBE)? Elaborate various methods to arrive at the equity of a brand. **12**

Q 8 [Read the case and answer the questions given at the end.](#)

The Manza is struggling to keep pace with rivals in its segment, fuelling the possibility that Tata Motors may put its only mid-sized sedan on the backburner.

In the first six months of the year, the Mumbai-based automobile company has managed to sell only 776 units of the Manza, a drop of 26 per cent from 1,054 in the same period last year. The average monthly sales volume for the Manza this year has been 130 units. By comparison, the Honda City, the bestseller in the segment, sold an average 5,841 units a month and reported an almost 200 per cent annual sales growth in the first six months. While the City controls 45 per cent of the market in the segment, the Manza's share is only one per cent.

According to a senior Tata Motors official, the company is taking aggressive steps to correct its product portfolio, with a more "cleverly defined and targeted strategy". It recently phased out the first-generation Nanos from the market to make way for the upgraded Nano Twist and NanoEMax variants.

The Manza also faces stiff competition from foreign brands - Hyundai's Verna, Skoda's Rapid and Volkswagen's Vento clock much higher sales. A senior executive at Tata Motors' Ranjangaon plant in Pune, where the Manza is manufactured, said: "Production of the Manza has gone down significantly. It is produced intermittently, with little demand from dealers. Though production has not fully stopped, it is moving in that direction and a further output drop is expected."

A Mumbai-based Tata dealer said, "There is no demand for the Manza at present. Discounts on the car had to be increased. New inventory will bring more pressure on us to liquidate those if the model is phased out anytime soon," Launched in 2009 as the Indigo Manza, the car was built on an entirely new Rs 2,000-crore platforms that also served the Vista hatchback. Tata Motors dropped the Indigo moniker

two years later, after a minor facelift to the sedan.

The Manza was positioned as a more expensive elder sibling of the Indigo and Indigo XL sedans, with petrol and diesel engines

MID-SIZED SEDAN SALES

Model	April-Sep 2013-14	April-Sep 2014-15	% Growth
Honda City	11,898	35,047	195
Hyundai Verna	24,918	17,857	-29
Skoda Rapid	6,753	5,493	-19
Volkswagen Vento	10,566	5,762	-45
Chevrolet Sail	8,405	3,202	-62
Ford Classic	2,725	3,194	17
Nissan Sunny	4,881	2,739	-44
Maruti Ciaz	0	1,375	-
Tata Manza	1,054	776	26

purchased from the Tata-Fiat manufacturing joint venture. Sources said the company was now putting its focus behind the Zest sedan, which has been received well in the market.

This model is the latest from Tata Motors, which is struggling to arrest a slide in its share of the passenger vehicle market.

Motors' immediate focus, however, is to streamline production of the Zest, as its customers currently have to wait for up to six months to receive the car. The automated manual transmission (AMT) version of the car, sold with a diesel engine, has an extended waiting period because of problems in procurement of AMT kits.

A spokesperson for Tata Motors said: "The Manza and the Zest address two completely different segments. At present, we do not have any announcement for phase-out of any product." Tata Motors has only Manza in a segment that has Toyota Etios, Chevrolet Sail and the Ford Classic.

Based on the J300 platform that also housed the shell of the Indica Vista, the Indigo Manza (as it was known earlier) was larger and wider than the earlier Indigo. The regular Indigo went out of production with the launch of the Manza, with only the CS (sub four meter compact sedan) kept in production. Tata Motors progressively phased out the station wagon Indigo Marina.

The Manza was a level above the all the cars offered by Tata Motors offering much better quality than the outgoing Indigo. In addition to being the most spacious, the Manza had better quality materials, fit and finish.

In 2012, the company introduced a premium version of the Manza naming it Club Class Manza offering features like automatic climate control and leather upholstery, a first in the segment. That's not

all. The company upped the ante providing dedicated professionals and space in showrooms to offer a sense of exclusivity to the customer.

The Club Class Manza was also one of the few models and the first to be launched by Tata Motors' late managing director Karl Slym.

Questions:

- a) Develop a suitable brand line extension for TATA Manza? **5**
- b) Discuss the brand Identity prism for TATA Manza and compare it with any of its competitors? **6**
- c) If you were hired, recommend what steps you would take to improve the brand Equity of Tata Manza. **8**
