



Institute of Management
JK Lakshmipat University, Jaipur
END TERM EXAMINATION
(October, 2019)

Pinnacle MBA
Term- IV
MM: 40 Marks

Course: Product and Brand Management
Time: 2 Hours
Subject Code: MA2211

Instructions:

Please answer all the questions.

Q1. You have been hired by Maruti-Suzuki as a Product Manager. Within the first few weeks you are assigned to the team that will create a new launch strategy for an entry into the premium segment. This is the third attempt that Maruti is making to build a meaningful market share in the premium segment where profit margins are higher and competition is severe. The Maruti brand has been highly successful with first time and entry level households. The iconic Maruti 800 has come to symbolise the brand and it seems that this strong image of a small car cannot be shaken off.

Your role requires you to craft the Marketing Strategy and your first step is to map the current equity of the Maruti brand. To help you the Market Research Agency has shared the following list of associations that consumers have with the Maruti brand.

Well known; Family Car; Fuel Efficient; Dependable; Affordable; Wide service network; Durable; Reliable; Modern Looking; Smooth drive; Good Value for Money; A good friend; down to earth; First car; High quality; Japanese engineering; Expert in cars (For the Suzuki company); Trust worthy; Product designed to fit family needs; Right price; A car that I love; Will recommend the brand with confidence; My friends think of me as sensible (Since I own a Maruti); A brand that I relate to; Security; Self- respect; My next car will be a Maruti; The only brand for me; I would pay a little extra for this brand; Brings back childhood memories; I would miss the brand if it was discontinued; Maruti is like family to me; Maruti owners are sensible; I always tell stories about my Maruti car; I feel good about myself telling others I own a Maruti

i) Using the information above, construct the Brand Pyramid (Kevin Lane Keller Brand Equity model or Resonance Model) for the Maruti brand as it stands today. Clearly write the correct headings in each quadrant of the brand pyramid before you fill the quadrants with the data from the focus groups. **(10 marks)**

ii) Based on the above, analyse the strengths of the brand which will prove valuable when a premium segment entry is undertaken. Similarly evaluate the weaknesses which will become barriers to success in the premium launch being proposed. **(10 marks)**

Q2. Fair & Lovely (FAL) has been a growth story for more than four decades. The brand offers consumers a fairly wide portfolio of products including FAL Cream and lotion with multiple SKU's and variants at different price points targeting distinct consumer segments. The product portfolio has expanded over time and there are also some SKUs that internally compete with other Lever Brands. In recent years the brand's sales growth rate has been sluggish as more and more women turn to imported high end brands.

In India a new, rapidly growing category is Naturals. Unilever's R&D department has already developed a range of Naturals based fairness products for introduction. In many cases the Naturals products are clearly superior to the base FAL lineup. However on branding and marketing the teams are divided internally. One group believes that the Naturals Fairness range should be launched as a new brand with no connection to Fair and Lovely. Another group feels strongly that the Naturals Fairness lineup should be a line extension to the FAL brand e.g.

NEW

Fair and Lovely

Naturals

You have been asked to make the business case for the branding decision and present your logic to the two groups who are unable to agree on the Brand strategy.

YOUR TASK:

Which strategy from the two being proposed do you support? Why? Present the argument in a logical and concise note. **(10 marks)**

Q3. (i) Please describe a standard 5 stage Stage-Gate process. Clearly mention what gets done at each stage, and what are the criteria that are examined in each gate. **(10 marks)**