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**Internal Assessment Test - 2 / Set-2**  
**Solution**

Sub:	Strategic Brand Management					Code:	20MBAMM403		
Date:	19 Sep. '24	Duration:	90 mins.	Max Marks:	50	Sem:	2	Branch:	MBA

		Marks	OBE	
			CO	RBT
<b>Part A - Answer Any Two Full Questions ( 2* 20 = 40 marks)</b>				
1 (a)	<p><b>What is brand architecture? What is its significance?</b></p> <p>Brand architecture is a company's organizational structure for its brands, products, and services, and the relationships between them. It's often illustrated as a diagram. Brand architecture helps consumers understand the connection between brands and how they meet their needs. It also allows master brands to share their equity with sub-brand and helps guide brand extensions, sub-brands, and new product development.</p>	[03]	CO3	L1
(b)	<p><b>Explain the following in one line each. (a) Product Line, (b) Brand Line, (c) Product Category, (d) Product Mix, (e) Brand Mix, (f) Product Portfolio, (g) Brand Breadth Strategy and (h) Brand Depth Strategy</b></p> <p>a. Product line means a group of related products offered by a company that share similar characteristics, serve similar purposes, or target a specific market segment.</p> <p>b. A brand line is a marketing term that refers to all the products sold under a single brand name. Brand lines can include different product subtypes, special editions, or variations of a product.</p> <p>c. Product category is a broader classification that groups together products with similar characteristics, functions, or uses within a market. It encompasses a range of related products that fulfill comparable needs or serve similar purposes.</p> <p>d. product mix, also known as product assortment, refers to the complete range of products that a company offers to its customers. It encompasses all the product lines</p> <p>e. Brand mix is the collection of brands that a company manages and markets. It encompasses all the brands within a company's portfolio, including their respective product lines and variations.</p> <p>f. A product portfolio is a collection of all products and services a company offers to its customers. It encompasses a diverse range of items, each at varying stages in their lifecycle, to meet a target market's diverse needs.</p> <p>g. Brand breadth refers to a brand's reach across various product categories or market segments.</p> <p>h. Brand depth refers to expanding and enriching the range of variations within a single product line under a particular brand.</p>	[07]	CO3	L2









(c) **What is the Brand-Product Matrix? Develop Brand-Product Matrix for any of your chosen companies to comment on its branding strategies based on the matrix.**

[10] CO3 L6

It is a graphical representation of all the brands and products sold by the firm. In the brand-product matrix all products offered under different brands are represented by columns. This helps marketers understand the current brand line and explore further opportunity in expanding the product line. In the brand-product matrix all current existing brand are represented in form of rows referred to as brand portfolio. The brand portfolio analysis is essential to design and develop new marketing strategies to target a given product category.

Below is an example of the Product-Brand Matrix of HUL. Based on this, students can explain the various branding strategies.

**Brand Product Matrix of Unilever**

		Products													
		Sham poo	Soap	Con ditio ner	Dete rgent	Face wash	Cre am	Body wash	Pow der	Hand wash	Petrol jam jelly	Body lotion	Tooth paste	deod orant	Body spray
Brands		✓	✓	✓	✗	✓	✓	✗	✗	✗	✗	✓	✗	✓	✗
		✗	✓	✗	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗
		✗	✗	✗	✗	✓	✓	✗	✓	✗	✗	✓	✗	✗	✗
		✗	✓	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✗	✗
		✗	✗	✗	✗	✓	✗	✗	✗	✗	✓	✓	✗	✗	✗
		✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
		✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
		✓	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗

2 (a) **What is brand imitation? What are its forms?**

[03] CO4 L1

Brand imitation refers to the practice of creating products or branding strategies that closely mimic those of established, well-known brands. This imitation can take various forms, including:

1. Visual Imitation: Copying the look and feel of a brand's logo, packaging, or advertisement to confuse consumers or leverage the original brand's reputation.
2. Product Imitation: Creating goods that resemble popular products in terms of design, functionality, or features, often to benefit from the original product's success without investing in R&D.
3. Brand Name Imitation: Using a name that is similar to an established brand's name to capitalize on brand recognition and potentially mislead customers into thinking they are purchasing the original product.

(b) **Discuss the factors affecting brand imitation.**

[07] CO4 L2

Factors that can affect the speed of imitation include:

Brand imitation is influenced by several factors, which can impact both the decision to imitate and the effectiveness of such strategies. These factors can be broadly categorized into structural, market, legal, and organizational considerations:

## 1. Strategic Factors

### Market Position and Goals:

- **Competitive Position:** Companies in a strong market position might imitate successful elements to maintain or enhance their position, while those in weaker positions use imitation to quickly gain market traction.
- **Business Objectives:** Imitation may align with strategic goals such as increasing share, quickly entering a new market, or capitalizing on successful trends.

### Innovation and Differentiation:

- **Innovation Focus:** Companies that prioritize innovation may choose to imitate selectively, using successful elements as a foundation for further innovation.
- **Brand Differentiation:** Effective imitation often involves differentiating the imitated elements enough to avoid being perceived as a mere copy.

## 2. Market Factors

### Consumer Preferences:

- **Trends:** Companies may imitate successful brands to align with current consumer trends and preferences.
- **Consumer Perception:** Understanding how consumers perceive imitation versus innovation can influence imitation strategies.

### Competitive Landscape:

- **Market Saturation:** In highly competitive or saturated markets, imitation may be used to quickly gain visibility and market share.
- **Competitor Actions:** The strategies of competitors, including their own imitation, can affect decisions on whether and how to imitate.

## 3. Legal Factors

### Intellectual Property Laws:

- **Trademarks and Copyrights:** Legal protections such as trademarks and copyrights restrict the extent to which a brand can imitate another's design, logo, or marketing materials.
- **Patent Protections:** Patents on specific technologies or design features can limit imitation, especially if they are enforced rigorously.

### Regulatory Compliance:

- **Advertising Regulations:** Regulations around advertising practices and comparisons influence the extent to which a brand can imitate or reference competitors.
- **Consumer Protection Laws:** Laws designed to prevent deceptive practices can influence how closely a brand can imitate others without misleading consumers.

## 4. Organizational Factors

### Brand Identity and Values:

- **Alignment with Brand Values:** Imitation must align with the brand's core values and identity to avoid confusion or negative perceptions among consumers.
- **Reputation Management:** Companies with strong reputations may be more cautious about imitation to avoid damaging their brand image.

### Resources and Capabilities:

- **Marketing Budget:** The budget available for marketing and branding can affect the scope and quality of imitation efforts.
- **Design and Development Expertise:** The ability to effectively execute imitation strategies often depends on internal capabilities in design, development, and branding.

## 5. Economic Factors

### Cost Considerations:

- **Cost of Imitation:** The financial cost of replicating elements from successful brands, including design, marketing, and production costs, can influence the decision to imitate.
- **Return on Investment (ROI):** The potential return from imitation compared to its costs can impact the feasibility and attractiveness of imitation strategies.

Pricing Strategy:

- Competitive Pricing: Imitation might be used to offer similar products at a lower point, impacting pricing strategies and market positioning.

## 6. Technological Factors

Technology and Innovation:

- Access to Technology: Availability and access to technology that supports imitation affect how effectively a brand can replicate successful elements.
- Innovation Trends: Advances in technology can enable new forms of imitation or certain imitation strategies obsolete.

## 7. Social and Cultural Factors

Cultural Trends:

- Cultural Resonance: Imitation that aligns with cultural trends or societal values can be more successful in gaining consumer acceptance.
- Ethical Considerations: Social attitudes towards imitation and originality can influence the public's reception of imitative practices.

Consumer Trust and Perception:

- Trust Building: Established brands must carefully manage imitation to ensure it does not erode consumer trust or lead to perceptions of inauthenticity.
- Perception of Authenticity: The perceived authenticity of the imitative brand can influence consumer acceptance and loyalty.

## Conclusion

Brand imitation is influenced by a complex interplay of strategic, market, legal, organizational, economic, technological, and social factors. Companies must navigate these factors carefully to ensure that their imitation strategies are effective, legally compliant, and aligned with their values and market goals. Balancing imitation with innovation and differentiation is key to maintaining a positive brand image and achieving long-term success.

- (c) **Summarize the 'First-mover strategy' and 'Late-market Entry strategy'.**  
The first-mover strategy and the late-market entry strategy are both important business strategies that can impact a company's success. The choice between the two depends on several factors, including the industry, market dynamics, and the company's resources:

### First-mover strategy

A company that's first to enter a market or industry can establish itself as the market leader. First movers can gain a competitive advantage by:

- Shaping consumer tastes and preferences
- Building brand recognition and loyalty
- Controlling resources by hiring talent, securing contracts with suppliers, and setting up in strategic locations

### Late-market entry strategy

A company that enters a market after the first mover can learn from the first mover's mistakes and improve upon their offerings. Late entrants can:

- Avoid the mistakes made by the first mover
- Benefit from informed buyers
- Incur lower costs by entering a developed market

- 3 (a) **What is Brand Equity Management System (BEMS) ? What are the three elements of BEMS?**

A brand equity management system (BEMS) is a set of research procedures that help marketers make tactical and strategic decisions. The three elements of brand equity are: brand equity charter, brand equity report and brand equity responsibilities.

[10]

CO4

L5

[03]

CO3

L1

(b) **What are projective techniques? Discuss the 3 types of projective techniques in brief.**

[07]

CO3

L2

Projective techniques are research methods that help people express their true feelings and beliefs by projecting them onto objects or others. They are often used in small group or individual interviews, and are based on the idea that people are less likely to give socially acceptable answers when they are less directly questioned.

### 1. Word Association Test

Word association tests can be applied in a variety of contexts:

- Respondents can be given a set of words or phrases in a random order, then asked to state or write the first word or phrase that comes to mind.
- Respondents are asked what word or phrase instantly comes to mind when hearing specific brand names.
- Respondents can also be questioned regarding slogans and what they imply;
- Respondents are asked to provide a “human attribute” or pair a descriptive term with an inanimate object or product to characterize it.

For example, a team of tourism experts was requested to identify personality qualities or “human characteristics” for both the villages and the towns in their region as part of developing a strategic marketing plan for their community.

The majority of the tourism sector representatives were from urban areas, and they vehemently asserted that metropolitan areas had historically been ignored in marketing initiatives.

Through these and other experiments, they realized that the rural areas were a significant aspect of the destination’s overall attractiveness and that they needed to be highlighted as essential components in any marketing strategy.

### 2. Completion Test

The sentence completion method asks responders to finish sentences that have been left unfinished. These statements are typically written in the third person and have a propensity for ambiguity.

Depending on the respondent’s personality, the following sentences, for example, would be completed in a variety of striking ways:

- “A beach getaway is...”
- “Visiting the mountains for vacation is...”
- “The purpose of golf is...”
- “The typical individual thinks of skiing...”
- “Museum visitors tend to be...”

In general, sentence completion tests are simpler to comprehend than word association tests since the offered answers are more thorough. However, the respondent can more easily tell what they’re trying to do, which can lead to less sincere answers. The tale completion test is a variation of this technique. The respondent is given a story in words or visuals and is then asked to finish it in his or her own words.

### 3. Thematic Apperception

The Thematic Apperception Test (TAT) asks participants to describe a scene, potential character dialogue, and/or how the “narrative” might develop after viewing one or more photos. The photo interpretation technique is another name for TAT because of this. TAT can be utilized in many different contexts, from eliciting characteristics of various products to forming opinions about the types of people who could use particular goods or services.

For example, after viewing a sample logo, respondents were questioned about the nature of the destination that would use it and what a tourist might find there. Among the remarks were:

- That reminds me of the garden.
- It is undeniably the largest city in the nation.
- The Empire State Building right there gives it a New York vibe.
- Soothing, unwinding. It has a regional focus because a tree blocks your view of the countryside, and you can see the city and buildings in the backdrop.

#### 4. Expression Techniques

The expression technique is more frequently employed than any other projective technique to obtain respondents' deeply held beliefs and attitudes that can be interpreted as reflecting poorly on the person. People often identify themselves as "virtues" that they perceive in others as "vices."

For example, when asked why someone would decide to take an Alaskan cruise, the answer may be due to the high quality of the scenery, the chance to connect with intriguing people, or the chance to experience a new culture.

But when the same question about why a neighbor may take such a cruise is posed, the answer may very well be because of "brag appeal" or to brag.

Respondents can discuss opinions they might not necessarily admit to holding for themselves when given a chance to talk about someone else, such as a neighbor, a relative, or a friend.

The third-person approach can be more dynamic by including role-playing or practice. In this scenario, the respondent is instructed to mimic the actions or voice the feelings of a third party. This strategy can be quite beneficial, especially when working with kids who "know" how others would behave but may not always be able to articulate it verbally.

(c) **Indian 4-wheeler manufacturer Mahindra & Mahindra wants to expand its business to global countries. Suggest whether the company should choose standardization or customization strategy for its new brand of SUV with justification.**

[10]

CO4

L5

Brand standardization involves creating a uniform brand identity and product offering across different markets. The goal is to maintain consistency in messaging, design, and customer experience.

Brand customization involves adapting products, services, and marketing strategies to fit the unique preferences and cultural nuances of different markets or customer segments.

Choosing between a standardization or customization strategy for a new SUV brand depends on several factors, including target market, brand positioning, and competitive landscape. Here's a breakdown of each approach:

#### Standardization Strategy

- Pros:
  - Cost Efficiency: Producing a uniform product can lower production costs and streamline supply chains.
  - Brand Consistency: A standardized product can enhance brand recognition and create a uniform customer experience.
  - Faster Market Entry: Fewer variations can speed up the development and launch process.
- Cons:
  - Limited Market Appeal: A one-size-fits-all approach may not meet diverse consumer preferences, particularly in varied markets.

- Less Flexibility: Harder to adapt to specific regional needs or trends.
- Customization Strategy**
- Pros:
    - Meeting Diverse Needs: Tailoring features and options can attract a broader range of consumers and create a more personalized experience.
    - Higher Customer Loyalty: Consumers may feel more connected to a brand that offers choices that fit their lifestyle and preferences.
    - Premium Pricing Potential: Customized options can justify higher price points, boosting margins.
  - Cons:
    - Increased Costs: Customization can complicate production processes and increase costs.
    - Longer Time to Market: More variations can slow down development and launch timelines.

**Recommendation**

If the target market for the SUV is diverse and includes varying consumer preferences (e.g., off-road enthusiasts vs. urban drivers), a customization strategy might be more effective. This approach allows the brand to cater to specific needs and build a loyal customer base.

However, if the focus is on a specific segment with less variability or if cost leadership is a priority, a standardization strategy could be more advantageous. Ultimately, conducting market research to understand consumer preferences and analyzing competitive offerings will guide the best choice for your brand's SUV strategy.

**Part B - Compulsory (01\*10=10 marks) – CASE STUDY**

4 Flipkart is one of India’s largest e-commerce platforms. It was founded in 2007 and has grown rapidly, competing with global giants like Amazon. Flipkart’s "Big Billion Days" sale is one of its flagship marketing events, offering deep discounts and exclusive deals during the festive season. Flipkart faced intense competition from Amazon, Snapdeal, and other players. It needed to attract more consumers, boost sales, and improve customer loyalty. The challenge was to offer compelling discounts without compromising profitability. However, with some effective strategies, Flipkart’s The "Big Billion Days" sale has become an annual event eagerly awaited by millions of consumers. It helps Flipkart boost its sales exponentially during the festive season and improves brand loyalty. In this regard, answer the following questions.

(a) **Analyze how Flipkart can ensure a seamless customer experience during the high-demand "Big Billion Days" sale?**

[5]

To ensure a seamless customer experience during the high-demand "Big Billion Days" sale, Flipkart can implement several strategies:

**1. Robust Infrastructure**

- Scalable Servers: Invest in cloud-based infrastructure to handle increased traffic and ensure the website/app can accommodate high user volumes without crashes.
- Load Testing: Conduct rigorous load testing ahead of the sale to identify potential bottlenecks and optimize performance.

**2. Effective Inventory Management**

- Real-Time Stock Updates: Implement a real-time inventory tracking system to provide accurate product availability and avoid customer frustration from out-of-stock items.
- Dynamic Pricing: Use algorithms to adjust prices based on demand and stock levels, ensuring competitive pricing throughout the sale.

CO3

L4

### 3. Enhanced User Experience

- Personalized Recommendations: Utilize AI to offer personalized product recommendations based on user behavior and preferences, helping customers find relevant items quickly.
- Simplified Navigation: Optimize the website/app layout for easy navigation, highlighting deals and popular categories prominently.

### 4. Efficient Checkout Process

- One-Click Checkout: Streamline the checkout process by allowing customers to save payment and shipping details for a faster transaction.
- Multiple Payment Options: Offer a wide range of payment methods, including UPI, wallets, and EMI options, to cater to diverse customer preferences.

### 5. Robust Customer Support

- 24/7 Support Availability: Ensure customer support is available around the clock via chat, phone, and social media to assist with inquiries and issues.
- Chatbots and FAQs: Implement AI-driven chatbots for immediate assistance and maintain an updated FAQ section to address common queries.

### 6. Effective Communication

- Pre-Sale Marketing: Build anticipation with targeted marketing campaigns, notifying customers about upcoming deals, exclusive offers, and new arrivals.
- Real-Time Updates: Use push notifications and emails to keep customers informed about flash sales, restocks, and order status.

### 7. Logistics and Delivery Optimization

- Increased Warehousing Capacity: Prepare warehouses and distribution centers in advance to handle increased order volumes.
- Last-Mile Delivery Enhancements: Collaborate with local logistics partners to ensure timely delivery, especially in high-demand areas.

### 8. Feedback and Improvement

- Post-Sale Surveys: Collect customer feedback after the sale to identify areas for improvement and make necessary adjustments for future events.
- Data Analytics: Analyze sales data and customer behavior to better understand trends and optimize strategies for subsequent sales.

By implementing these strategies, Flipkart can enhance customer satisfaction, reduce cart abandonment, and ultimately drive higher sales during the "Big Billion Days" sale.

(b) **In e-commerce market where quality of products sold and trust are paramount, outline strategies for Flipkart in building and maintaining its brand loyalty among consumers?**

[5]

CO3

L4

Building and maintaining brand loyalty in the e-commerce market, particularly where product quality and trust are paramount, requires a multifaceted approach. Here are several strategies Flipkart can implement:

#### 1. Quality Assurance

- Vetting Sellers: Establish stringent criteria for onboarding sellers, ensuring they meet quality standards. Regular audits can help maintain these standards.
- Product Quality Checks: Implement quality checks for products, especially for high-value items, to ensure they meet customer expectations before they are listed.

#### 2. Transparent Reviews and Ratings

- Authentic Customer Reviews: Encourage verified customers to leave honest reviews and ratings, fostering transparency and trust.
- Highlight Positive Experiences: Showcase high-rated products prominently, emphasizing customer satisfaction.

#### 3. Customer Service Excellence

- Responsive Support: Offer 24/7 customer support through multiple channels (chat, phone, email) to address concerns and queries promptly.
- Easy Returns and Refunds: Implement a hassle-free return and refund policy to build confidence in purchasing decisions.



#### 4. Loyalty Programs

- Rewards for Repeat Purchases: Create a loyalty program that offers points or discounts for repeat purchases, incentivizing customers to choose Flipkart over competitors.
- Exclusive Access: Provide loyal customers early access to sales, exclusive products, or special events.

#### 5. Personalized Shopping Experience

- AI-Driven Recommendations: Use algorithms to offer personalized product recommendations based on customer behavior and preferences.
- Customized Marketing: Send tailored emails and notifications about relevant offers or products that match individual customer interests.

#### 6. Community Engagement

- Social Media Interaction: Actively engage with customers on social media platforms, responding to comments and concerns to build a community around the brand.
- User-Generated Content: Encourage customers to share their experiences and photos using Flipkart products, enhancing authenticity and connection.

#### 7. Content and Education

- Informative Content: Create blogs, videos, and guides that educate customers about products, usage, and maintenance, positioning Flipkart as a trusted resource.
- Product Comparison Tools: Provide tools for customers to compare products easily, helping them make informed decisions.

#### 8. Regular Feedback Loops

- Surveys and Polls: Regularly solicit feedback through surveys to understand customer needs and areas for improvement.
- Act on Feedback: Show customers that their feedback is valued by implementing changes based on their suggestions and communicating those changes.

#### 9. Building Trust Through Transparency

- Clear Product Descriptions: Ensure that product listings are detailed and accurate, including specifications, dimensions, and high-quality images.
- Ethical Practices: Promote ethical sourcing and sustainability efforts to align with consumers' values and build trust.

#### 10. Consistent Engagement

- Regular Communication: Maintain regular communication through newsletters, providing updates on new products, promotions, and company initiatives.
- Celebrating Milestones: Acknowledge customer anniversaries or birthdays with special discounts or messages, fostering a personal connection.

By implementing these strategies, Flipkart can effectively build and maintain brand loyalty among consumers, ensuring that quality and trust remain at the forefront of their customer relationships.

Course Outcomes (COs)		P O 1	P O 2	P O 3	P O 4	P O 5	P S O 1	P S O 2	P S O 3	P S O 4
CO1:	Comprehend & correlate all the management functions to brand creation									
CO2:	Ability to develop the branding strategies									
CO3:	Demonstrate their acumen in applying managerial and behavioral concepts in creating brand equity	1a, 3a	1b, 3b	1c			1a 3a	1b, 3b	1c	
CO4:	Ability to analyze the global brands and their SWOT.	2a	2b, 2c				2a	2b, 2c		

<b>Cognitive level</b>	<b>KEYWORDS</b>
L1 - Remember	list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, who, when, where, etc.
L2 - Understand	describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate interpret, discuss
L3 - Apply	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify
L4 - Analyze	classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select
L5 - Evaluate	asses, decide, choose, rank, grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate
L6 - Create	design, formulate, build, invent, create, compose, generate, derive, modify, develop, integrate

**PO1–Theoretical Knowledge; PO2–Foster Analytical and Critical Thinking Abilities for data based decision making; PO3– Develop Value Based Leadership; PO4 –Ability to Understand and communicate various business aspects to global; PO5 – Ability to lead themselves and others in the achievement of organizational goals contributing effectively to a team environment;**

**PSO1- Comprehend Contemporary features of Business Management Science and its administration**

**PSO2- Analyze and interpret the dynamic situations for making Business Management strategies**

**PSO3- Handle responsibility with the ethical values for all actions undertaken by them**

**PSO4- Adapt and focus on achieving the organizational goal and objectives with complete zeal and commitment.**

**CI**

**CCI**

**HOD**