

Internal Assessment Test - I

Sub:	Strategic Brand Management							Code:	22MBAMM403		
Date :	22-08-2025	Duration:	90 mins	Max Marks:	50	Sem:	IV	Branch :	MBA		
SET- III											
									OBE		
	Section -A							Marks		CO	RBT
	<b>1.(a) Define Strategic Brand Management</b> Strategic Brand Management is the design and implementation of marketing programs and activities to build, measure, and grow brand equity over time. It involves creating a strong, differentiated brand that drives customer loyalty, supports competitive advantage, and enhances long-term financial value.								[03]	CO1	L1
	<b>(b) Illustrate the steps of the Strategic Brand Management Process using a recent Indian start-up brand.</b>  <b>Steps in Strategic Brand Management Process</b> Position → (2) Plan → (3) Measure → (4) Grow. 1. Identifying and Establishing Brand Positioning and Values <ul style="list-style-type: none"><li>Define the brand’s mission, vision, and values.</li><li>Identify the target market.</li><li>Clarify Points of Parity (PoPs) and Points of Difference (PoDs).</li><li>Develop the brand positioning statement.</li></ul> 2. Planning and Implementing Brand Marketing Programs <ul style="list-style-type: none"><li>Design suitable brand elements (name, logo, slogan, packaging).</li><li>Develop marketing mix strategies (4Ps/7Ps).</li><li>Plan integrated marketing communications to deliver a consistent message.</li><li>Ensure experiential and emotional connections are embedded in customer touchpoints.</li></ul> 3. Measuring and Interpreting Brand Performance <ul style="list-style-type: none"><li>Brand Equity Measurement System: Ongoing brand health tracking.</li><li>Brand Audits: Comprehensive brand review (customers, competitors, positioning).</li><li>Brand Tracking Studies: Regular consumer surveys to track awareness, loyalty, associations.</li><li>Brand Equity Valuation: Financial worth of the brand.</li></ul> 4. Growing and Sustaining Brand Equity <ul style="list-style-type: none"><li>Brand Reinforcement</li><li>Brand Revitalization</li><li>Global Branding Strategy</li></ul> -Any example that covers the above points								[07]	CO1	L3
	<b>(C) Analyze the challenges faced by brand builders and strategies to overcome them.</b>								[10]	CO1	L4

	<p>1. Intense Competition &amp; Market Saturation</p> <p>Strategies:</p> <ul style="list-style-type: none"><li>○ Focus on Points of Difference (PODs) → highlight unique value.</li><li>○ Emotional Branding → connect beyond functional benefits.</li><li>○ Storytelling &amp; Purpose-driven branding → brands with a mission (e.g., Patagonia, TOMS).</li></ul> <p>2. Rapidly Changing Consumer Preferences</p> <ul style="list-style-type: none"><li>• Strategies:<ul style="list-style-type: none"><li>○ Continuous consumer research → social listening, surveys, analytics.</li><li>○ Agility in marketing → adopt new channels (TikTok, Instagram Reels, AI chatbots).</li><li>○ Co-creation with consumers → involve customers in product/brand evolution.</li></ul></li></ul> <p>3. Digital Disruption &amp; Information Overload</p> <ul style="list-style-type: none"><li>• Strategies:<ul style="list-style-type: none"><li>○ Integrated digital marketing → consistent omni-channel presence.</li><li>○ Content marketing &amp; influencer partnerships → authentic engagement.</li><li>○ Data-driven personalization → AI/ML to deliver relevant experiences.</li></ul></li></ul> <p>4. Balancing Global Consistency with Local Relevance</p> <ul style="list-style-type: none"><li>• Strategies:<ul style="list-style-type: none"><li>○ “Think global, act local” → standardize core values, localize execution.</li><li>○ Cultural intelligence → hire local brand managers who understand nuances.</li><li>○ Flexible brand architecture → endorsements, sub-brands for different markets.</li></ul></li></ul> <p>5. Maintaining Customer Trust &amp; Loyalty</p> <ul style="list-style-type: none"><li>• Strategies:<ul style="list-style-type: none"><li>○ Authenticity &amp; transparency → deliver on promises.</li><li>○ Consistent brand experience → across touchpoints (online, offline, service).</li><li>○ Loyalty programs &amp; communities → foster long-term relationships.</li></ul></li></ul>				
2.(a)	<p><b>Define internal branding &amp; state its significance.</b></p> <p>Internal branding is the process of aligning and engaging employees with the brand’s vision, values, and promises, so that they deliver a consistent brand experience to customers. It ensures that employees “live the brand” in their daily behavior, decisions, and interactions.</p>	[03]	CO2	L1	
(b)	<p><b>Critically evaluate the effectiveness of Kapferer’s Brand Identity Prism in capturing the identity of a global brand such as Starbucks. What dimensions of the prism are most relevant in today’s digital-first branding environment, and which may need rethinking?</b></p> <p>Kapferer’s Brand Identity Prism consists of six dimensions of brand identity, grouped</p>	[07]	CO2	L5	

	<p>into:</p> <ul style="list-style-type: none"> <li>• External (how brand is expressed to customers): <i>Physique, Relationship, Reflection</i></li> <li>• Internal (how brand sees itself)*: <i>Personality, Culture, Self-image</i></li> </ul> <p><b>Application to Starbucks</b></p> <ol style="list-style-type: none"> <li>1. Physique (tangible attributes) <ul style="list-style-type: none"> <li>○ Starbucks’ distinctive green logo, store design, coffee cups, and café ambience.</li> <li>○ Acts as a recognizable <i>brand signature</i> across geographies.</li> <li>○ Effectiveness: Very strong; physical identity is consistent globally.</li> </ul> </li> <li>2. Personality (brand character if it were a person) <ul style="list-style-type: none"> <li>○ Warm, welcoming, socially responsible, premium yet approachable.</li> <li>○ Communicated through barista interactions, brand storytelling, and tone of communication.</li> <li>○ Effectiveness: Effective, but in the digital-first era, personality must also extend to <i>online voice</i> (social media, mobile app).</li> </ul> </li> <li>3. Culture (brand values &amp; principles) <ul style="list-style-type: none"> <li>○ Rooted in inclusivity, sustainability, and “third place” philosophy (home–work–Starbucks).</li> <li>○ Initiatives like ethical sourcing (C.A.F.E. practices) and community engagement reinforce this.</li> <li>○ Effectiveness: Highly relevant globally; culture is central to brand strength.</li> </ul> </li> <li>4. Relationship (nature of customer-brand interaction) <ul style="list-style-type: none"> <li>○ Starbucks is not just about coffee → it’s about <i>experience</i>: personalization (name on cup), loyalty app, rewards.</li> <li>○ Effectiveness: Strong offline &amp; digital relationship management; mobile ordering &amp; rewards ecosystem have strengthened bonds.</li> </ul> </li> <li>5. Reflection (how the brand reflects its consumers) <ul style="list-style-type: none"> <li>○ Represents modern, cosmopolitan, socially conscious, aspirational consumers.</li> <li>○ In emerging markets, it signals status and modern lifestyle.</li> <li>○ Effectiveness: Effective, though risks stereotyping as “elitist” brand in some markets.</li> </ul> </li> <li>6. Self-image (how consumers see themselves using the brand) <ul style="list-style-type: none"> <li>○ Consumers view themselves as sophisticated, globally connected, socially aware.</li> <li>○ Starbucks becomes an extension of identity → “I’m part of a global café culture.”</li> <li>○ Effectiveness: Strong, but with growing scrutiny on sustainability, consumers may question whether self-image matches reality (greenwashing concerns).</li> </ul> </li> </ol> <p><b>Most Relevant Dimensions in Today’s Digital-First Branding</b></p> <ul style="list-style-type: none"> <li>• Relationship → Digital engagement through apps, rewards, personalization is crucial.</li> <li>• Personality → Social media voice, storytelling, brand activism define perceptions.</li> <li>• Culture → Transparency, ethical sourcing, and sustainability resonate with digital-savvy consumers.</li> </ul> <p><b>Dimensions That May Need Rethinking</b></p> <ul style="list-style-type: none"> <li>• Physique → Still important, but Starbucks’ <i>digital interface</i> (mobile app, delivery, digital wallets) is now part of its physique – not just physical stores/cups.</li> <li>• Reflection → Needs careful handling to avoid elitist image; must adapt to</li> </ul>			
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	<p>inclusivity and accessibility in diverse markets.</p> <ul style="list-style-type: none"> <li>Self-image → With sustainability concerns and “conscious consumerism,” Starbucks must ensure consumers’ self-image of being ethical/socially aware is supported by <i>real action</i>.</li> </ul>			
(c)	<p>Analyze how the different building blocks of Keller’s CBBE model (salience, performance, imagery, judgments, feelings, resonance) interact to shape consumer perceptions of a digital-first brand like Nykaa or Mamaearth.</p> <p>Keller’s CBBE Model &amp; Nykaa: Building Brand Equity in a Digital-First Context</p> <p>Keller’s model shows how brands build equity step by step: Salience → Performance → Imagery → Judgments → Feelings → Resonance</p> <p>1. Brand Salience (Awareness &amp; Recall)</p> <ul style="list-style-type: none"> <li>Nykaa’s Strategy: <ul style="list-style-type: none"> <li>Strong digital presence (website, mobile app, social media campaigns).</li> <li>Influencer collaborations &amp; YouTube tutorials create top-of-mind awareness.</li> <li>Seasonal campaigns like “<i>Pink Friday Sale</i>” boost recall.</li> </ul> </li> <li>Impact on Consumers: <ul style="list-style-type: none"> <li>Nykaa is among the <i>first recalled</i> brand names for online beauty and wellness in India.</li> </ul> </li> </ul> <p>2. Brand Performance (Functional Deliverables)</p> <ul style="list-style-type: none"> <li>Nykaa’s Strategy: <ul style="list-style-type: none"> <li>Wide product portfolio (beauty, personal care, luxury, wellness).</li> <li>Authenticity guarantee → combats counterfeit issues.</li> <li>Smooth digital experience (app UX, recommendations, payment, fast delivery).</li> <li>Omnichannel expansion → offline Nykaa Luxe &amp; On-Trend stores.</li> </ul> </li> <li>Impact on Consumers: <ul style="list-style-type: none"> <li>Perceived as reliable, trustworthy, and convenient for beauty shopping.</li> </ul> </li> </ul> <p>3. Brand Imagery (Psychological &amp; Symbolic Associations)</p> <ul style="list-style-type: none"> <li>Nykaa’s Strategy: <ul style="list-style-type: none"> <li>Projects itself as <i>aspirational yet accessible</i>.</li> <li>Celebrity endorsements (Katrina Kaif, Janhvi Kapoor) reinforce glamour appeal.</li> <li>Strong association with empowerment → tagline “<i>Your Beauty. Your Choice.</i>”</li> </ul> </li> <li>Impact on Consumers: <ul style="list-style-type: none"> <li>Consumers (esp. millennials &amp; Gen Z) see Nykaa as stylish, inclusive, modern, and aspirational.</li> </ul> </li> </ul> <p>4. Brand Judgments (Consumer Opinions &amp; Evaluations)</p> <ul style="list-style-type: none"> <li>Nykaa’s Strategy: <ul style="list-style-type: none"> <li>Quality judgment → “authentic products, wide range.”</li> <li>Credibility judgment → backed by influencers, reviews, and transparent policies.</li> <li>Superiority judgment → Nykaa differentiates via curated collections &amp; exclusive launches.</li> </ul> </li> <li>Impact on Consumers:</li> </ul>	[10]	CO2	L4

	<ul style="list-style-type: none"><li>Builds trust and perceived leadership in online beauty retail.</li></ul> <p>5. Brand Feelings (Emotional Responses)</p> <ul style="list-style-type: none"><li>Nykaa's Strategy:<ul style="list-style-type: none"><li>Joy &amp; excitement → flash sales, unboxing experiences, loyalty points.</li><li>Self-esteem &amp; confidence → campaigns around body positivity, diversity, inclusivity.</li><li>Sense of community → user-generated reviews, influencer-led tutorials.</li></ul></li><li>Impact on Consumers:<ul style="list-style-type: none"><li>Emotional connect → shopping at Nykaa makes consumers feel <i>stylish, confident, and part of a beauty community</i>.</li></ul></li></ul> <p>6. Brand Resonance (Deep Relationship &amp; Loyalty)</p> <ul style="list-style-type: none"><li>Nykaa's Strategy:<ul style="list-style-type: none"><li>Nykaa Prive loyalty program → rewards, exclusives.</li><li>Social media engagement → Instagram Lives, influencer collabs, app community.</li><li>Cross-category expansion (fashion via Nykaa Fashion) → deepens relationship.</li></ul></li><li>Impact on Consumers:<ul style="list-style-type: none"><li>High repeat purchase rates, app stickiness, advocacy via word of mouth.</li><li>Consumers feel <i>bonded</i> with Nykaa as their go-to beauty destination.</li></ul></li></ul> <p>Interaction of the Building Blocks</p> <ul style="list-style-type: none"><li>Salience + Performance → Consumers know Nykaa exists and trust it for authentic products.</li><li>Imagery + Judgments → Builds both <i>aspiration</i> and <i>credibility</i>.</li><li>Feelings + Resonance → Creates emotional loyalty → converts customers into <i>brand advocates</i>.</li></ul>																					
3.(a)	<p>Differentiate Brand Knowledge and Brand Equity.</p> <table><tr><th>Aspect</th><th>Brand Knowledge</th><th>Brand Equity</th></tr><tr><td>Definition</td><td>Consumer awareness &amp; associations about a brand</td><td>Value derived from consumer response to the brand</td></tr><tr><td>Nature</td><td>Cognitive / Perceptual</td><td>Strategic / Value-driven</td></tr><tr><td>Focus</td><td>"What consumers know/think about the brand"</td><td>"How that knowledge translates into business value"</td></tr><tr><td>Measurement</td><td>Surveys, brand recall tests, association mapping</td><td>Brand valuation, loyalty, price premium, market share</td></tr><tr><td>Outcome</td><td>Creates a <i>mental representation</i></td><td>Creates <i>competitive advantage &amp; financial value</i></td></tr></table>	Aspect	Brand Knowledge	Brand Equity	Definition	Consumer awareness & associations about a brand	Value derived from consumer response to the brand	Nature	Cognitive / Perceptual	Strategic / Value-driven	Focus	"What consumers know/think about the brand"	"How that knowledge translates into business value"	Measurement	Surveys, brand recall tests, association mapping	Brand valuation, loyalty, price premium, market share	Outcome	Creates a <i>mental representation</i>	Creates <i>competitive advantage &amp; financial value</i>	[03]	CO2	L2
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(b)	<p><b>Illustrate how the slogan of Nike "Just Do It" fits the Keller's criteria of brand elements.</b></p> <p>Keller's Six Criteria for Choosing Brand Elements (Brand elements = brand names, logos, slogans, jingles, packaging, symbols, etc.)</p> <p>Nike's slogan "Just Do It" is a classic case.</p> <p>1. Memorability</p> <ul style="list-style-type: none"><li>Criterion: Easy to recognize and recall.</li><li>Nike Fit: "Just Do It" is short, punchy, and instantly recognizable across the globe.</li><li>Impact: Consumers recall it even without seeing the logo.</li></ul> <p>2. Meaningfulness</p> <ul style="list-style-type: none"><li>Criterion: Suggestive of category/benefits; conveys something about</li></ul>	[07]	CO2	L4																		

	<p>the brand.</p> <ul style="list-style-type: none"> <li>• Nike Fit: Evokes action, determination, achievement → core values of sports and fitness.</li> <li>• Impact: Conveys Nike's brand promise: empowerment through sport.</li> </ul> <p>3. Likability</p> <ul style="list-style-type: none"> <li>• Criterion: Aesthetically appealing, fun, or interesting.</li> <li>• Nike Fit: Motivational, universal, and inspiring → resonates emotionally with athletes and everyday consumers alike.</li> <li>• Impact: People internalize it as a personal motto, not just an ad line.</li> </ul> <p>4. Transferability</p> <ul style="list-style-type: none"> <li>• Criterion: Applicable across products, markets, and cultures.</li> <li>• Nike Fit: Works equally well for running shoes, basketball gear, fitness apparel, and global campaigns.</li> <li>• Impact: Slogan transcends categories and languages (translated/adapted worldwide).</li> </ul> <p>5. Adaptability</p> <ul style="list-style-type: none"> <li>• Criterion: Flexible enough to remain relevant over time.</li> <li>• Nike Fit: Launched in 1988 → still powerful today, adaptable to new contexts (e.g., women empowerment campaigns, inclusive sports, sustainability).</li> <li>• Impact: Maintains freshness through evolving advertising themes.</li> </ul> <p>6. Protectability</p> <ul style="list-style-type: none"> <li>• Criterion: Legally protectable and defensible against imitation.</li> <li>• Nike Fit: Trademarked slogan → legally protected as Nike's property.</li> <li>• Impact: Prevents dilution and unauthorized usage.</li> </ul>			
(c)	<p><b>Evaluate the effectiveness of leveraging secondary brand knowledge through brand endorsements by sports celebrities.</b></p> <ul style="list-style-type: none"> <li>• According to Keller, brands can build equity not only through direct consumer experiences but also by leveraging secondary brand associations (e.g., people, places, events, channels, other brands).</li> <li>• Sports celebrities are a powerful source of such associations, as they transfer their credibility, performance, and aspirational qualities to the endorsed brand.</li> </ul> <p>Effectiveness – Advantages</p> <ol style="list-style-type: none"> <li>1. Enhanced Credibility &amp; Trust <ul style="list-style-type: none"> <li>○ Athletes are often seen as authentic and high-performing.</li> <li>○ Endorsements transfer these qualities to the brand (e.g., Federer–Rolex, Virat Kohli–Puma).</li> </ul> </li> <li>2. Instant Awareness &amp; Recognition <ul style="list-style-type: none"> <li>○ Celebrities attract attention in cluttered markets.</li> <li>○ For new product launches, association with a sports icon accelerates brand salience.</li> </ul> </li> <li>3. Emotional &amp; Aspirational Connect <ul style="list-style-type: none"> <li>○ Fans admire and idolize athletes; buying endorsed products fulfills aspirational desires (e.g., Air Jordan with Michael Jordan).</li> </ul> </li> <li>4. Global Appeal <ul style="list-style-type: none"> <li>○ Sports icons transcend borders, helping brands scale globally (e.g., Cristiano Ronaldo for Nike).</li> </ul> </li> <li>5. Differentiation <ul style="list-style-type: none"> <li>○ In categories with parity products (e.g., sports apparel, energy drinks), endorsements create a unique identity.</li> </ul> </li> </ol>	[10]	CO2	L5

	<p><b>Limitations &amp; Risks</b></p> <ol style="list-style-type: none"><li>1. <b>Celebrity–Brand Misfit</b><ul style="list-style-type: none"><li>o If the celebrity’s image doesn’t align with the brand (e.g., luxury vs. mass-market positioning), effectiveness diminishes.</li></ul></li><li>2. <b>Overexposure</b><ul style="list-style-type: none"><li>o Many athletes endorse multiple brands, leading to diluted associations (e.g., Dhoni endorsing too many brands at once).</li></ul></li><li>3. <b>Celebrity Risk / Scandals</b><ul style="list-style-type: none"><li>o Negative publicity (doping, controversies) transfers to the brand (e.g., Tiger Woods’ scandals affecting endorsements).</li></ul></li><li>4. <b>High Cost vs. ROI</b><ul style="list-style-type: none"><li>o Contracts with top athletes are expensive; not always justified by increased sales.</li></ul></li><li>5. <b>Short-lived Impact</b><ul style="list-style-type: none"><li>o Endorsements may drive awareness but not always long-term loyalty if the brand promise is weak.</li></ul></li></ol> <p><b>Strategies to Maximize Effectiveness</b></p> <ul style="list-style-type: none"><li>• <b>Careful Fit Analysis:</b> Align celebrity’s values, personality, and sport with brand essence.</li><li>• <b>Long-term Partnerships:</b> Build sustained association (e.g., Nike–Jordan, Pepsi–Sachin Tendulkar in the 1990s).</li><li>• <b>Integrated Storytelling:</b> Move beyond ads → embed the athlete into brand narratives (e.g., Adidas creating Messi-centric campaigns).</li><li>• <b>Risk Diversification:</b> Endorse multiple athletes across sports to reduce dependency.</li><li>• <b>Leverage Digital Platforms:</b> Use athletes’ massive social media reach to co-create brand content.</li></ul> <p><b>Evaluation in Today’s Digital-First Branding</b></p> <ul style="list-style-type: none"><li>• <b>Effective when:</b> The athlete’s personal brand is authentic, socially relevant, and resonates with younger digital audiences.Used in interactive campaigns (Instagram Lives, co-created YouTube content, TikTok challenges) → deeper engagement than traditional ads.</li><li>• <b>Less effective when:</b> The brand relies solely on the athlete’s fame without reinforcing product quality or consumer experience.Risk of consumers following the <i>celebrity</i> but not transferring loyalty to the <i>brand</i>.</li></ul>																		
4	<p><b>Using David Aaker’s Brand Equity Model, develop a brand strategy for a new electric two-wheeler competing with Ola Electric. Explain how you would build awareness, strengthen brand associations, ensure perceived quality, and foster brand loyalty.</b></p> <table><tr><th>Aaker’s Pillar</th><th>Strategic Focus</th><th>Example Actions</th></tr><tr><td>Brand Awareness</td><td>Visibility &amp; recall</td><td>Test-ride events, digital campaigns, PR</td></tr><tr><td>Brand Associations</td><td>Unique, positive links</td><td>Sustainability + premium lifestyle + tech innovation</td></tr><tr><td>Perceived Quality</td><td>Trust in performance</td><td>Superior battery, fast charging, warranty, transparent service</td></tr><tr><td>Brand Loyalty</td><td>Long-term engagement</td><td>Rider clubs, loyalty points, advocacy programs</td></tr></table> <p>By applying <b>Aaker’s Brand Equity Model</b>, the new EV brand can position itself not just as <i>another electric scooter</i>, but as a <b>premium, eco-conscious lifestyle choice</b>.</p> <ul style="list-style-type: none"><li>• Awareness creates recall.</li><li>• Associations shape differentiation.</li></ul>	Aaker’s Pillar	Strategic Focus	Example Actions	Brand Awareness	Visibility & recall	Test-ride events, digital campaigns, PR	Brand Associations	Unique, positive links	Sustainability + premium lifestyle + tech innovation	Perceived Quality	Trust in performance	Superior battery, fast charging, warranty, transparent service	Brand Loyalty	Long-term engagement	Rider clubs, loyalty points, advocacy programs	[10]	CO4	L6
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	<ul style="list-style-type: none"> <li>• Perceived quality builds trust.</li> <li>• Loyalty ensures long-term equity and competitive advantage over Ola Electric.</li> </ul>			
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