



CMR Institute of Technology Bengaluru

22MBAMM403 – VTU MBA 4th Semester-June/July 2025 Strategic Brand Management Solutions

Q.1

a. Define Brand.

A *brand* is a name, term, sign, symbol, design or a combination of these, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.

b. Product vs Brand.

Basis	Product	Brand
Meaning	Anything offered to satisfy a need/want	Product plus associations in consumer mind
Nature	Tangible/functional	Tangible + emotional, symbolic, psychological
Focus	Features, performance	Image, personality, promise, experience
Comparison	Easily copied	Harder to copy (associations, loyalty)
Time horizon	Short–medium term	Long-term asset
Value	Creates utility	Creates additional value/equity, price premium

c. Customer-Based Brand Equity (CBBE) Pyramid (Keller).

- Level 1 – Brand Identity (Who are you?) – *Brand Salience*
Awareness, recognition, recall.
- Level 2 – Brand Meaning (What are you?)
 - *Performance* – functional benefits, reliability, durability, service, style, price.
 - *Imagery* – user profiles, usage situations, personality, heritage.
- Level 3 – Brand Response (What about you?)
 - *Judgements* – quality, credibility, consideration, superiority.
 - *Feelings* – warmth, fun, excitement, security, social approval, self-respect.
- Level 4 – Brand Relationships (What about you and me?) – *Resonance*
Loyalty, attachment, community, active engagement.

Diagram: an upward pyramid with Salience at base, then Performance & Imagery, then Judgements & Feelings, and Resonance at the top.

Q.2

a. What is Brand Equity?

Brand equity is the value added to a product or service by its brand name – i.e., the *differential effect of brand knowledge on consumer response to the marketing of the brand* (Keller) / a set of assets and liabilities linked to a brand that add to or subtract from the value provided (Aaker).

b. Steps in Brand Management Process.

1. Market and consumer analysis – segments, needs, competitors.
2. Define brand vision, mission and values.

3. Decide target market and positioning (POP & POD).
 4. Choose brand elements – name, logo, slogan, etc.
 5. Design and implement marketing programs – product, price, place, promotion.
 6. Build and track brand equity – brand tracking studies, performance metrics.
 7. Manage growth and sustenance – extensions, revitalization, global branding.
- c. Brand Elements & Criteria.
- Brand elements: brand name, URL, logos and symbols, characters, mascots, slogans, jingles, packaging, signage.
 - Criteria for choosing brand elements (Keller – 6Ms):
 1. Memorable – easy to recall & recognize.
 2. Meaningful – descriptive, persuasive, suggests benefits/brand category.
 3. Likeable – fun, interesting, aesthetically appealing.
 4. Transferable – across product categories and geographical markets.
 5. Adaptable – flexible, can be updated or modified over time.
 6. Protectable – legally protectable and competitively defensible.

Q.3

a. What are Jingles?

Jingles are short, catchy musical messages used mainly in advertising to repeat the brand name or slogan and help recall.

b. Components of David Aaker's Brand Equity Model.

1. Brand Loyalty.
2. Brand Awareness.
3. Perceived Quality.
4. Brand Associations (including brand personality).
5. Other Proprietary Brand Assets – patents, trademarks, channel relationships, etc.

c. Brand Positioning & Process.

- Brand positioning: designing the company's offering and image so that it occupies a distinct and valued place in the minds of the target customers relative to competitors.
- Process of identifying & establishing positioning:
 1. Segment the market and select target segments.
 2. Identify frame of reference – product category/competition.
 3. Identify possible POP (Points of Parity) and POD (Points of Difference).
 4. Choose positioning platform – functional, symbolic, experiential.
 5. Formulate positioning statement (For [target], [brand] is the [frame of reference] that [POD] because [reasons to believe]).
 6. Design marketing mix & communication to deliver and reinforce positioning.
 7. Monitor and adjust based on feedback and competition.

Q.4

a. Define Brand Knowledge.

Brand knowledge is the set of thoughts, feelings, images, experiences and beliefs about a brand stored in consumers' memory – basically brand awareness + brand image.

b. Factors affecting Brand Imitation.

- Weak trademark and legal protection.
- Simple, easy-to-copy product design or packaging.
- High popularity and strong demand for original brand.
- Large price premium of original over unbranded alternatives.
- Lack of consumer knowledge / high search or learning cost.
- Technology diffusion and availability of similar manufacturing capabilities.

- Poor enforcement by regulatory authorities and distribution channels.

c. Brand Hierarchy.

Brand hierarchy is a *structured ordering of brand entities* within a firm's portfolio. Typical levels:

1. Corporate / company brand – e.g., Tata.
2. Family brand – covers a group of related products (Tata Motors).
3. Individual brand – specific product line (Tiago, Nexon).
4. Modifier / model / variant – size, flavor, version, etc.

It helps decide how many levels to use, how brands relate, degree of linkage between corporate brand and sub-brands, and guides naming, positioning, communication and extension decisions (branded house vs house of brands).

Q.5

a. First Mover Advantage.

First mover advantage is the competitive benefit attained by the company that is first to introduce a product/brand or enter a market, allowing it to pre-empt customers, resources and mindshare and build strong brand loyalty and switching costs.

b. Barriers to Globalization of Brands.

- Cultural differences in values, symbols, colors, rituals.
- Language barriers and translation issues of brand names/slogans.
- Government regulations, tariffs, packaging & labeling rules.
- Economic disparities – income levels, price sensitivity.
- Legal restrictions on advertising (e.g., comparative, kids, alcohol etc.).
- Distribution and infrastructure limitations.
- Consumer ethnocentrism and preference for local brands.
- Risk of standardization vs need for local adaptation.

c. Steps in establishing Brand Equity Management System.

1. Create a Brand Charter (Brand Bible).
 - History, vision, mission, values, positioning, POP/POD, guidelines.
2. Develop Brand Equity Measurement System.
 - Ongoing tracking studies (brand awareness, image, loyalty, etc.).
 - Brand audits (brand inventory & exploratory).
3. Prepare Brand Equity Reports.
 - Periodic brand equity scorecards and dashboards to management.
4. Assign Brand Equity Responsibilities.
 - Appoint brand equity managers/committee; define roles, training and decision rights so every decision considers impact on brand equity.

Q.6

a. Brand Mantra with example.

A brand mantra is a short, 3–5 word internal phrase that captures the *essence or heart* of the brand's positioning – its core promise and what it should stand for.

Examples:

- Nike – “Authentic Athletic Performance”.
- Disney – “Fun Family Entertainment”.

b. Role of POP and POD in Brand Positioning.

- Points of Parity (POP):
 - Associations that are *necessary but not sufficient* for choice.
 - Ensure the brand is seen as a credible member of the category and not disadvantaged on key attributes (e.g., safety, quality, availability).

- Points of Difference (POD):
 - Strong, favorable and unique associations that provide competitive advantage (e.g., Volvo – safety, Apple – design & ecosystem).

Together, POP + POD define the frame of reference, neutralize competitors' advantages and create a differentiated and persuasive positioning.

c. Leveraging Secondary Brand Associations to build Brand Equity.

Brand meaning can be built by borrowing associations from other entities linked to the brand, such as:

- Company (corporate brand reputation).
- Country/region of origin.
- Distribution channels (prestige retailers, e-commerce platforms).
- Co-branding and ingredient branding (Intel Inside, NutriChoice + Oats).
- Celebrity endorsers & characters.
- Events & sponsorships (sports, cultural).
- Third-party endorsements/awards & reviews.

These secondary sources transfer their own associations (quality, prestige, expertise, fun, etc.) to the brand and help build awareness, image and credibility faster.

Q.7

a. What is a Global Brand?

A global brand is a brand that is marketed in many countries with *relatively standardized* name, positioning, core values and marketing program, and enjoys widespread recognition across borders.

b. Psychological phenomena in luxury purchase of brands.

- Need for status and prestige – social recognition, signaling success.
- Conspicuous consumption / Veblen effect – desire for high-priced goods to show wealth.
- Bandwagon effect – buying popular luxury brands to belong to aspirational group.
- Snob/uniqueness effect – desire for exclusivity and rarity.
- Self-concept & identity expression – using luxury brands to express who they are or want to be.
- Hedonic motivation – pleasure, sensory gratification, indulgence.
- Perceived quality and risk reduction – belief that luxury brands are superior and more reliable.

c. International Luxury Markets – Discussion.

- Major segments: fashion & leather goods, watches & jewelry, perfumes & cosmetics, wines & spirits, luxury hotels and services.
- Traditional hubs: Europe (France, Italy, Switzerland, UK) – heritage brands; North America – large affluent market; Japan.
- High-growth regions: China & Asia-Pacific, Middle East, Eastern Europe – rising incomes, younger aspirational consumers.
- Trends:
 - Growth of *affordable luxury* and entry-level products.
 - Increasing role of *tourism*, duty-free and airport retail.
 - Strong shift to *online and omnichannel* luxury retail.
 - Focus on *storytelling, heritage and craftsmanship*.
 - Emergence of *sustainability*, ethical sourcing and circular fashion as new drivers of luxury brand positioning.

Q.8 – Case Study: Titan

a. If you are a consultant, how do you research the image?

- Define research objectives – understand current brand image of Titan, Sonata, Fastrack, Dash across segments and price bands.
- Qualitative research:
 - Focus groups and in-depth interviews with existing & potential users (urban, semi-urban, youth, children, premium buyers).
 - Projective techniques (brand personality collage, brand association mapping).
- Quantitative research:
 - Structured surveys measuring awareness, associations, perceived quality, value, fashionability, prestige, satisfaction, loyalty.
 - Image ratings using semantic differential scales vs competitors (Swatch, Timex, Chinese imports etc.).
- Market and retail audit:
 - Observation in stores, dealer interviews, merchandising checks.
- Secondary data & social listening:
 - Online reviews, social media sentiment, competitor communications.
- Prepare brand image maps & gap analysis vs desired positioning.

b. What sort of image should the brand have?

- Titan (corporate/master brand):
 - Contemporary, aspirational *yet* trustworthy Indian brand with international standards; design-driven, innovative, emotionally warm.
- Sonata:
 - “Value for money, reliable everyday watch for the mass and semi-urban consumer.”
- Fastrack:
 - Bold, irreverent, youth-centric, trendy fashion accessory brand, not just a watch.
- Dash & kids range:
 - Fun, playful, colorful, safe and affordable for children.

Overall: clear, differentiated *yet related* images – avoid diffusion; Titan house should stand for *quality, design and trust* with sub-brands owning distinct spaces by segment and price.

c. How will you give the brand image a face-lift?

- Reposition and sharpen communication:
 - Develop new positioning statements and creative campaigns for each sub-brand.
 - Use high-impact TV/digital campaigns, influencers and brand stories.
- Revamp product design portfolio:
 - Strengthen fashion and premium range (> Rs. 2000) with collaborations and limited editions.
 - Ensure Sonata has fresh, durable designs at low price points.
- Retail and experience:
 - Modernize exclusive stores, window displays, lighting, in-store branding.
 - Create experience zones, try-on counters, smart mirrors, good service.
- Digital & youth engagement:
 - Strong social media presence, contests, user-generated content, college events for Fastrack.
- Price and portfolio strategy:
 - Clear price ladders – avoid overlap between Sonata, Fastrack, Titan.
- Public relations:

- CSR, brand heritage stories, “Made in India” pride, collaborations with designers.

d. Outline to maintaining brand identity.

1. Develop a clear brand identity system (brand essence, core values, personality, visual identity) for Titan and each sub-brand.
2. Prepare brand guidelines – logo usage, colors, typography, tone of voice, co-branding rules, store design templates.
3. Internal branding: train employees and channel partners so their behaviour and service reflect brand identity.
4. Consistent integrated communication across media, markets and time, with permissible level of localization.
5. Continuous monitoring: regular brand audits, tracking awareness, image, NPS, market share; correct deviations quickly.
6. Manage extensions carefully: ensure new products, endorsements, alliances are consistent with core identity.
7. Long-term investment: sustained advertising, innovation and customer relationship programs to reinforce identity.