

Product & Brand Management Q.P. Code : 795302

(3 Hours)

Total Marks : 60

- Note : 1) Question number One is compulsory and carries 20 marks.  
2) Answer any Four out of the remaining Six Questions. Each carry 10 marks.

Q. 1. Read the following case extract and answer the questions given below the case:

**SAFFOLA: Brand positioning and packaging through innovation**

One of Marico's flagship brands, Saffola was launched around 1965 on the platform of heart health, a concept which was extremely niche about 50 years back. However, over the last 50 years, it has been Saffola's mission to take care of India's heart, and the brand is committed to introduce products and initiatives, which will help reduce the risk of heart problems and other lifestyle related risks in our country. In line with brand's belief and mission, Saffola has strong consumer outreach programs, some of which are highlighted below:

- 1) The annual Saffola Life- State- of- the- heart study- A pan India study on India's heart, which is released on every World Heart Day.
- 2) The Saffola life- World Heart Day initiative- An Initiative that is annual (during World Heart Day) where the brand reaches out to over 90 cities in the country and extends free lipid profile tests, so that people can detect their risk levels and take corrective action.
- 3) The Saffola life- Healing Hearts Program- A free cardiac and diet management workshop for people who have been detected with a heart ailment.
- 4) Saffola life- Dial a Dietician- A toll free number where people can call for free and take advice with reference to diet.

This consistent focus over the last 50 years has ensured that Saffola is considered to be one of India's foremost heart/health equities and is well placed to take advantage of the well ness trend sweeping India.

While today Saffola is successfully extending itself across a range of health foods like oats, low GI rice, low sodium salt, and even functional foods. Saffola owes its genesis and foundation to its cooking oil portfolio, which has made saffola a household brand across the country. Its products have consistently won the hearts of consumers and influencers alike as the products were subjected to rigorous scientific research and validation before launch and constant product innovation

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ensures that the most efficacious products are available for consumers always. Saffola is also a good example of a brand, which has looked at the packaging format as a critical part of its communication strategy. The pack is designed in the shape of a heart to convey the product's health benefits. The heart-shaped Saffola pack further amplifies the brand's building a compelling presence and identity at the retail level.

This consistent focus on reinforcing the brand's positioning across all consumer touch points has led to a significant impact on business as well. Saffola's five-year CAGR in turnover stands at 19% and 27% in profits. In essence, understanding consumer motivations, combining it with packaging innovations-functionally and aesthetically, knowing how retailers view packaging, understanding the changing Indian retail environment, and the importance packaging plays in the changed consumer-buying context, have all combined to ensure Saffola as the defining brand in Heart/Health

Marico: Established in 1990, Marico is one of India's fastest growing consumer products and services group, in the global beauty and wellness domain. During 2009-2010, the company generated a turnover of Rs 26.6 billion ( about USD 600 million). Today, One out of every four Indians is a Marico consumer. Marico's brands occupy leadership positions and significant market shares in their respective categories. Marico's focus on sustainable profitable growth is manifested through its consistent financial performance. A five year CAGR of 21% in turnover and 27% in profits.

ET (Sep 21, 2016A) reports that stock holding limits for pulses, edible oils and oilseeds have been further extended for a period of one year upto September 30, 2017 based on a Union Cabinet meeting. The decision is likely to impact prices of oil seeds in the market as the country is mainly dependent on imports as domestic production is lower than the demand. All edible oil companies will have to essentially factor this update into their future marketing plans

Questions:-

- a) What is the primary strategy of Saffola in building its brand? How the brand had executed it at the time when the product was launched.
- b) What is Brand Positioning? How did Safola carry out the Brand Positioning strategy?

Suggest a Marketing plan for Saffola for the next three years?

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- d) What was the Innovation the brand Safola adopted and how has this innovation helped in reaching the masses?
- Q2. Pick your brand in physical goods category or services and discuss why these brands are preferred by you? Analyse the brand anatomy
- Q3. Do you agree that product management is very important for any successful business organization? What are the factors that affect Product management decisions? Share examples.
- Q4. What is the role of a Product Manager in the new product development? State the reasons for failure of new products.
- Q5. Explain the CBBE (Customer Based Brand Equity) model, also state the steps in building brands by using the CBBE model
- Q6. What is an NPD process? Explain the process based on a specific product idea.
- Q7. Write short notes on **any two** of the following.
- a) Importance of marketing mix
  - b) Product portfolio management
  - c) Brand Personality
  - d) Phases of product life cycle

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