

VPM's
DR VN BRIMS, Thane
Programme: MMS (2017-19) (Mktg.)
Third Semester Examination October 2018

Subject	Product and Brand Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	29.1.2018

Q1) 20 Marks (Compulsory) Read the following caselet and answer the following questions:

Harley Davidson: Development of a cult brand

Personality driven brand Harley-Davidson is soon going to celebrated it's 115th anniversary and can also celebrate the fact that the most popular tattoo in the United States is the Harley-Davidson symbol. How did Harley- Davidson become more than a motorcycle? How did it become an experience, an attitude and a lifestyle? The answer? The brand has personality. Throughout the world, Harley-Davidson unites people deeply, passionately and authentically. The [brand awareness](#) that belongs to Harley Davidson has been earned through decades of hard work, and determination. Though this company has teetered on the brink of bankruptcy, struggled with marketing mishaps, and risked everything more than once, it continues to be one of the most powerful brands in history.

In the first quarter of 2018, with the net income of \$174.8 million—Harley-Davidson (Harley) is the leading motorcycle manufacturer in the US with over 50% market share. Hailed as the classic example of a cult brand, Harley depends on innovative product, premium pricing, unique retail environment and experiential and relationship marketing to maintain its status as a cult brand. It enjoys huge brand loyalty. Deeply connected to American culture and values, Harley has become a symbol of rugged individualism, freedom and rebellion. Harley has cultivated its image and relationships over a long period of time and effectively wrapped itself around its customers using multiple marketing techniques. Every touch point--the product itself, its distribution channels, sales, customer service, design, communications and brand extensions has been harnessed to enhance the company's brand identity. Harley has historically controlled the demand - supply gap of its products to create a scarcity value for the brand.

Today, the [Harley Davidson brand values](#) that drive the company forward are:

Freedom: Harley promises its customers a lifestyle that ensures they can go anywhere, any time they want to – without restrictions.

Heritage: Harley Davidson is distinctly American, they rally the American flag in their marketing, and appeal to their long-standing history in the USA.

Community: The Harley Davidson brand relies on customer loyalty to thrive. [Word of mouth marketing](#) and a cult-like community of followers gives their business strength.

Quality: Though the business had a few quality hiccups along the way, customers can now rest assured that if they buy a Harley, they're getting an incredible ride.

1. Create Brand Anatomy model for Harley Davidson, with its various components.

2. Analyze the sources of brand identity for Harley Davidson through Kapferer's Prism model of brand identity.
3. What is brand personality? Evaluate brand personality of Harley Davidson as per the dimensions of David Aaker's model.
4. Discuss the challenges company may face in managing an age old brand with 115 years of history.

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Britannia has a big portfolio of bakery products and extended its brand to dairy category as well. Analyze the role and functions of a product manager for Britannia.
- b) What are various commercial and developmental activities in the process of product management? Analyze product management model w.r.t these activities.
- c) Illustrate the five product levels through its application to any product/service of your choice.

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Analyze product hierarchy for any chosen product line of Unilever limited.
- b) Differentiate between functions of inbound and outbound product management with example of apparel industry.
- c) Coca cola has 450 different brands across the globe. Discuss challenges of product management for the Coca cola company.

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Evaluate Porter's generic strategies for market leadership for ITC limited.
- b) What is a product portfolio? Illustrate its various components through example of any FMCG company.
- c) Create product portfolio through BCG matrix for any organization of your choice.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain various steps to construct GE McKinsey 9-cell matrix and illustrate how to plot SBU information in it.
- b) Analyze various limitations of BCG and GE matrix used for product portfolio analysis.
- c) Discuss strategic relevance of various financial decisions during different stages of product lifecycle.

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks.

- a) Analyze different growth market strategies for share leaders in mobile smartphone industry in Indian context.
- b) Explain various types of brand architectures through examples of various conglomerates in India.
- c) How does various growth strategies applies to challenger brands in market. Discuss each strategy with examples in Indian context.

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What is brand equity? Discuss CBBE model of its evaluation, and apply this model to brand of your choice in India.
- b) Analyze advantages and disadvantages of brand extension with suitable examples in Indian context.

c) Illustrate steps in new product development process and explain various types of new products depending on their degree of newness to the market and the company in Indian context.
