

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: MMS (2023-25)**  
**Third Semester Regular Examination December 2024**

<b>Course Name:</b>	<b>Product and Brand Management</b>	<b>Course Code</b>	<b>M – 308</b>
<b>Roll No.</b>		<b>Marks</b>	<b>60</b>
<b>Total No. of Questions</b>	<b>6</b>	<b>Duration</b>	<b>3 Hours</b>
<b>Total No. of printed pages</b>	<b>3</b>	<b>Date</b>	<b>09-12-2024</b>

**Course Outcome Statements:**

**CO1:** Recall the concepts in the area of Product and Brand Management.

**CO2:** Explain Product management roles, functions, product portfolio analysis tools, brand equity concept.

**CO3:** Apply Branding concepts for Brand Portfolio development and Management.

**CO4:** Analyse Product portfolio, product mix and SBU strategies.

**CO5:** Decision making for PLC stages and branding decisions like line extension and category extensions.

<b>Instructions: -</b>			<b>Marks</b>	<b>BL</b>	<b>CO</b>
<b>Q. No 1</b> (All Questions are Compulsory)					
<b>Q. No.</b>		<b>Questions</b>			
<b>Q. 1</b>		<b>Case/Case-let Study</b>			

Zara, a fashion brand and chain of stores founded in 1975 by the Spanish group Inditex under Amancio Ortega's ownership, has experienced remarkable growth over the past two decades. With its headquarters in A Coruña, Spain. Zara offers a range of products including men's, women's, and children's clothing (Zara Kids), all of which are tailored to reflect current consumer trends. The brand operates a highly responsive supply chain, delivering new products to stores twice a week. From design to delivery, the process takes about ten to fifteen days, with all clothing passing through the distribution center in Spain. At the distribution center, new items undergo inspection, sorting, tagging, and loading onto trucks for delivery. Zara boasts 3000 in-house designers who annually craft over 40,000 items, of which only 10,000 are selected for production. Zara's agile approach to New Product Development in fashion industry is evident in its rapid design turnover—every two weeks on average—compared to its competitors, who typically change designs every two to three months. This results in a diverse range of about 11,000 distinct items per year across its thousands of stores worldwide, a stark contrast to competitors' offerings of 2,000 to 4,000 items annually. Zara's ability to design and deliver new products within four to five weeks, and modify existing items in as little as two weeks, shortens the product life cycle and enhances its responsiveness to consumer preferences. If a design fails to perform well within a week, Zara swiftly withdraws it from stores, cancels further orders, and pursues new designs. By closely monitoring fashion trends, Zara encourages repeat visits from its customer base. Central to Zara's business success is its highly responsive supply chain, anchored by the automated distribution center known as "The Cube." Zara targets women aged 24 to 35 by strategically

		<p>locating stores in town centers and areas with high concentrations of this demographic. Short production runs create scarcity, driving a sense of urgency among customers to purchase quickly before items sell out. Consequently, Zara maintains minimal excess inventory and avoids significant markdowns on its clothing items. With 12 inventory turns per year compared to competitors' 3 to 4, Zara's stores place orders twice a week, driving precise factory scheduling and accurate forecasts.</p> <p>Zara prices its clothing items based on market demand rather than manufacturing costs, and its short lead times for delivery combined with limited production runs enable a wide variety of styles and choices while creating a sense of urgency to buy. Zara sells 85% of its items at full price, significantly higher than the industry average of 60%. Additionally, Zara experiences only a 10% inventory unsold annually, contrasting with industry averages of 17 to 20%.</p> <p>The concept of Fast Fashion revolves around the swift manufacturing of affordable clothing that reflects current fashion trends. It prioritizes efficient supply chain practices and quick production cycles, allowing retailers such as Zara to introduce new collections multiple times per year, often on a weekly basis. This approach stands in stark contrast to traditional fashion industry norms, which typically involve lengthy production timelines, limited collections, and higher price points.</p> <p>In conclusion, Zara has emerged as a dominant force in the fashion industry, with its founder ranking as the wealthiest individual in Spain. The company's success can be attributed to its strategic product and brand management and adaptability, which have laid a solid foundation for growth.</p>			
	a.	<b>Analyze</b> the various unique aspects and steps in New Product Development approach of Zara, as per the case.	6	Level 4	CO4
	b.	<b>Justify</b> the product strategy decisions of Zara across different stages of PLC (Product Life Cycle) in the growth market for fashion Industry.	6	Level 5	CO5
<b>Q. 2</b>		Answer <b>Any one</b> from the following.			
	a.	<b>Classify</b> various types of brand architecture and explain with relevant examples for each type of architecture.	6	Level 5	CO5
	b.	In 2023, Apple became the global smartphone market leader by volume, unseating Samsung. In the first half of 2024, Apple became India's most valuable smartphone brand, surpassing Samsung. Apple's market share in India was 25.9% in the first half of 2024, up from 23.6% in the second half of 2023. <b>Evaluate</b> the various strategic alternatives to Apple as a market leader.	6	Level 5	CO5
<b>Q. 3</b>		Answer <b>Any one</b> from the following.			
	a.	<b>Analyze</b> various strategic alternatives of market challenger for Samsung in the context of Q.2.b.	6	Level 4	CO4
	b.	<b>Compare</b> the features of following Brand Identity capturing models: I. Young and Rubicam's Brand Asset Valuator II. Milward Brown's Brand Dynamics	6	Level 4	CO4

<b>Q. 4</b>		Answer <b>Any two</b> from the following.			
	<b>a.</b>	<b>Make use of</b> Brand Anatomy concept to outline the brand anatomy of E-Commerce giant Amazon.	<b>6</b>	<b>Level 3</b>	<b>CO3</b>
	<b>b.</b>	Amul a leading food brand in as it has many products such as Amul Butter, Amul Milk Powder, Amul Ghee, Amul spray, Amul Cheese, Amul Chocolates, Amul Shrikhand, Amul Ice cream, Nutramul, Amul Milk and Amulya. Amul, created a new brand in the category of organic foods. <b>Apply</b> suitable strategies of Leader in growth market for this scenario.	<b>6</b>	<b>Level 3</b>	<b>CO3</b>
	<b>c.</b>	<b>Apply</b> the Kapferer's brand Prism model to any of the Indian FMCG brand of your choice.	<b>6</b>	<b>Level 3</b>	<b>CO3</b>
<b>Q. 5</b>		Answer <b>Any two</b> from the following.			
	<b>a.</b>	<b>Contrast</b> the various market entry strategies for products with their advantages and disadvantages in the marketplace.	<b>6</b>	<b>Level 2</b>	<b>CO2</b>
	<b>b.</b>	<b>Explain</b> the concepts of Product line, Product mix length and Product mix width with relevant examples.	<b>6</b>	<b>Level 2</b>	<b>CO2</b>
	<b>c.</b>	<b>Outline</b> the various Product Portfolio strategies at Product line and Product mix levels.	<b>6</b>	<b>Level 2</b>	<b>CO2</b>
<b>Q. 6</b>		Answer <b>Any two</b> from the following.			
	<b>a.</b>	<b>What</b> are the differences between a Product and a Brand?	<b>6</b>	<b>Level 1</b>	<b>CO1</b>
	<b>b.</b>	<b>List</b> the various roles and functions of a product manager.	<b>6</b>	<b>Level 1</b>	<b>CO1</b>
	<b>c.</b>	<b>Define</b> Product portfolio, brand equity and brand architecture.	<b>6</b>	<b>Level 1</b>	<b>CO1</b>