

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FOURTH TRIMESTER (Batch 2023-25)
END TERM EXAMINATIONS, SEPTEMBER 2024

Set 1

Course Name	Brand Management	Course Code	20130 (109)
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- a. Attempt all of the following questions.
- b. Access to physical books or printed/written notes only is allowed

1. Kingfisher was a dominant brand in the beer category in India. The Kingfisher beer was a popularly priced beer (not premium priced). The brand used to be recognized by the phrase –“King of the good times”. However, the beer could not be officially advertised as Indian laws do not permit the advertising of alcoholic products.

A few years ago Kingfisher extended into the airline industry. The Kingfisher Airline was the most luxurious airline in India. They had the most glamorous staff and in-flight hospitality, especially for the business class passengers. Many senior corporate executives shifted to Kingfisher from Jet and Indian Airlines because of the superior experience. The move was widely cheered and the airline established new benchmarks in customer delight. Because of the airline, the brand Kingfisher started acquiring the image of a premium brand.

Subsequently, Kingfisher bought Air Deccan, which was a low-cost carrier (LCC). Air Deccan was renamed as Kingfisher Red. They had the same dress code for the staff as for the Kingfisher Airline, but they could not afford to give the same quality of in-flight service. Most travelers felt dissatisfied with their experience of flying Kingfisher Red. In the process, Kingfisher’s image as a premium brand started getting diluted. Also, the profitability of the airline business suffered because the management could not create 2 separate successful business models for the two sister airlines carrying the same name.

Eventually, Kingfisher Airlines landed in a financial mess. The airline was unable to pay its dues to the fuel companies, the airports, the banks, and even its employees. Some experts believe that Kingfisher landed in this mess because of unethical financial management. However, some other experts feel that expanding into the airline business was wrong from the “Brand perspective”; that is why the airline failed.

Evaluate Kingfisher’s extension into air travel. What all was right from the brand point-of-view and what all was wrong? Give a suitable explanation for your opinion.

(10 marks)

2. Elaborate on the six dimensions of the Brand Prism for the brand Maruti Suzuki (you do not need to draw the hexagon shape). Based on the prism, can you propose an explanation for the brand's lackluster performance in the premium car segment in India?

Maruti Suzuki wants to become a significant player in the Indian premium car market also. Propose the changes would you suggest to any 2 of the 6 dimensions of the Brand Identity prism. Discuss whether the changes suggested by you would lead to the loss of Maruti Suzuki's dominance in the small and mid-sized car segments.

(6+4 marks)

3. Branding can be analyzed as comprising 3 components:
- Cues (Brand elements) – the set of elements that help identify a brand (color, smells, sounds, advertising, celebrities, price, etc.)
 - Meaning – the meanings that can be derived from all the cues taken together
 - Performance – whether the performance of products and services is consistent with the projected cues and meaning

From the following set, **choose any 2 brands**, compare them on the parameters of Cues and Meaning, and discuss how these work to create a preference among their respective target segments.

- Dove
- Liril
- Lifebuoy

(10 marks)

4. A brand comes alive by offering Functional satisfaction, Experiential enchantment, and Aspirational fulfillment to its customers before purchase, after purchase (to stimulate repeat buying), and over the long-term engagement. Propose various activities/initiatives that a Management Institute, like JIM, can undertake to cater to these 3 aspects for the prospective students BEFORE they take admission.

(10 marks)