

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

Set 2

Course Name	Brand Management	Course Code	20130
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. Brand extension is not something new to Horlicks, the flagship brand of GlaxoSmithKline Consumer Healthcare (GSKCH). Extensions include Horlicks biscuits, Nutribar, a nutrition drink for women, ready-to-drink flavoured milk dubbed Chill Dood and Horlicks Asha, a more affordable variant of the health drink Junior Horlicks, Women's Horlicks, Mother's Horlicks, Asha, Horlicks Lite etc). That frenetic pace is a reason why Horlicks continues to have over 50 percent market share in India. In December 2009, the company entered the noodles category with Horlicks Foodles. The brand management team felt that the initiative would enable more business by leveraging Horlicks' brand equity. Some analysts and observers, however, said there was little logic for Horlicks trying its hand at launching a noodles brand, which is an unrelated diversification. Besides, many say a foray into noodles may dilute Horlicks' brand positioning as a health drink since noodle is perceived by many to be unhealthy, junk food. They believed that the extension would have a negative impact on the brand equity.  
Evaluate the advantages and disadvantages of the brand extension of Horlicks into noodles and propose a solution that would be in the business's best interest.

(10 marks)

2. Aava natural mineral water, is the brainchild of Mr Behram Mehta, Chairman of Shelpee Enterprises. The brand forayed into the Indian bottled water market as a regional player and grew as a pan-Indian brand. Lately, the majority of Aava's sales have been coming through institutional sales. The brand has now decided to enter the B2C segment. Discuss the challenges the brand will face in launching and establishing itself in the Indian B2C market. Ensure your response includes the application of awareness, recall, and positioning concepts.

(10 marks)

3. 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 students DURING the 2 years of their stay at the institute.

**(10 marks)**

4. Elaborate what you understand by the statement "Brand acts as a genetic program". Discuss three examples to explain your point of view. **(10 marks)**