



JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FOURTH TRIMESTER (Batch 2024-26)
END TERM EXAMINATIONS, October 2025-SET 1

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

Instructions:

- a. Attempt all questions.**
- b. Access to physical books/ printed/written notes only is allowed.**

1. Nike often evokes feelings of inspiration, drive, and empowerment, especially through the iconic slogan that fuels self-belief. Consumers strongly associate it with sports icons like Michael Jordan, Serena Williams, and Cristiano Ronaldo, which builds judgments around credibility and performance leadership. Many view Nike as a brand with high expertise in innovation and product excellence, judging it as both reliable and trend-setting in the sportswear industry. Positive judgments of superiority emerge from its cutting-edge technologies like Air and Flyknit, while its consistent messaging reinforces trustworthiness and thought leadership. At the same time, some groups critically judge its premium pricing, sparking debates about affordability and accessibility. Many link Nike not just to shoes or apparel, but to a larger lifestyle of athleticism and innovation. Visual elements like the swoosh create salience by instantly triggering recall, while design and stylish comfort strengthen perceived quality. Emotional loyalty often emerges as users identify with Nike's community-oriented campaigns such as "Just Do It" and sustainability initiatives which create deeper cultural resonance. For some, wearing Nike contributes to their self-image as achievers and change-makers. These brand associations extend across competitive sports, leisure wear, and even social advocacy, turning Nike into more than just a product provider—it becomes a cultural symbol tied to motivation, resilience, and athletic excellence.

What makes Nike a strong brand and how do you build a strong brand? To help answer both of these questions, we may employ Customer-Based Brand Equity Model.

Discuss Keller's CBBE Pyramid by incorporating the various brand building blocks. Mention alongside the relevant 'stages of brand development' for Nike. You may incorporate more assumptions and content, if required.

(12 marks)

2. Starbucks has emerged as one of the most recognizable global brands by cultivating a strong identity that goes beyond just selling coffee. What sets Starbucks apart is its ability to turn an everyday product into an experience—creating a “third place” between home and work where customers feel a sense of belonging. Its warm store ambience, consistent logo, and emphasis on personalization through customer names on cups all reinforce its identity. Starbucks also aligns closely with consumer values such as ethical sourcing, community engagement, and sustainability. This makes it an ideal example to study through Kapferer’s Brand Identity Prism.

By taking the example of Starbucks, discuss brand identity prism and explain the six aspects of Kapferer’s Brand Identity Prism.. (10 marks)

3. Coca-Cola created its first brand extension after nearly a century of existence. Diet Coke was born - a sugar-free version of its flagship product, launching in the US in August, 1982 and created using sweeteners aspartame and saccharin. Diet Coke’s advertising uses slogans that include its most famous, "Just for the taste of it!", with TV ads featuring the "Diet Coke hunk". After 1982, several Diet Coke variants are rolled out, including lime, cherry and vanilla flavour.

Colgate-the undisputed leader of Indian oral market, till recently, is still fighting cavities. Just that there are more cavities in its marketing strategy. Ask any Indian woman what Colgate is and she would have jumped up and said – “protection”. And, then what happens? Colgate is extended to so many products- Colgate Toothbrush, Colgate Toothpowder, Colgate Total, Colgate this and Colgate that. Any extended rubber band snaps after a point. That’s what happened and Colgate started stagnating since it was diffusing its basic brand image in the mind of the Indian women – ‘What’s Colgate now?’ Everything or may be nothing. And that’s when something else happened. Hindustan Lever launched Pepsodent. Pepsodent targeted the mothers – Colgate style. Pepsodent appealed to the mother’s instincts taking the kids route – Colgate style. Pepsodent stood on protection – Colgate style again. Me too’s don’t work in marketing and Pepsodent should have bombed. It didn’t, simply because Colgate was losing its specialty appeal and Pepsodent walked in to occupy that slot, without a fight. The Indian woman started lapping it up and Pepsodent climbed up the stairs too fast for Colgate’s comfort and started breathing down its neck.

Brand extensions can thus become game changers for a company, provided they are well thought out and strategic. While it is about entering a new market, competing with the existing players, the successful examples have one common characteristic, integrating the existing brand experience with the extended portfolio.

a. Explain the concepts of line extension and brand extension. (6 marks)

b. Coca-Cola successfully launched Diet Coke as its first brand extension nearly a century after its inception, while Colgate faced challenges with multiple extensions in India. Critically evaluate the factors influencing the success or failure of brand extensions. (6 marks)

c Brand extensions can either strengthen or dilute a parent brand’s equity. With reference to the Colgate case, analyze how over-extension risks diffusing core brand associations. (6 marks)