

Horlicks remained largely a family drink till the 1990's. The company then recognised that there was a specific need for toddlers in the one to three years age group and launched junior horlick in 1995.

Again the company found that women were an ignored segment as there was no specific product addressing their specific need. This led to the launch of women's Horlicks in 2008. Latest extensions like Horlicks Promind and Horlicks Gold are yet to establish themselves, though they have shown promising offtake in their test markets in the south.

According to the Ace Equity database, Horlicks and its brand variants have helped the company accelerate its revenues and profits in the last five years. Taller, stronger, sharper indeed !

- (i) Discuss the reasons for the success of Horlicks range of products across the country. 7
- (ii) Comment on the Brand Extension strategies of Horlicks. 7

M.B.A. (Semester – III) Examination

BRAND MANAGEMENT(New)

Paper-3205

Time—Three Hours]

[Maximum Marks—70

N.B. :— (1) ALL questions are compulsory.

(2) Figures to the right indicate full marks.

SECTION—A

1. (a) Define Brand. How the term brand has evolved ?
Discuss various tangible and intangible characteristics of brand. 14

OR

- (b) What do you mean by "Brand Identity ?" State and explain the brand identity levels and prism. Quote suitable examples. 14

SECTION—B

2. (a) Explain the emotion centered and human centered aspect of brand personality. 7

- (b) "Why should boys have all the fun" is the tagline used by famous actresses in the advertisements of Hero-Pleasure bike for girls. It is a way to showcase Brand as a personality through the bike. Do you agree ? Justify your answer. 7

OR

- (c) Explain the concept of "Brand Positioning." Why is it necessary to position a brand ? 7
- (d) Brand equity can be calculated on the basis of customer based method. A deodorant has following attributes :

- (i) Freshness
- (ii) Long lasting effect
- (iii) Fragrance
- (iv) Desirability

Justify the importance of rating method to calculate brand equity of Brand 'Eva' deodorant. 7

3. (a) Discuss the concept of 'brand elimination' in brief. 7
- (b) Certain companies have their growth on acquiring and building rich Brand portfolio. Discuss in brief the Brand Portfolio of:
- (i) Pepsico India
 - (ii) Sony Electronics 7

OR

- (c) What is brand product relationship ? Quote some examples in brief. 7

- (d) Discuss the revitalisation strategy adopted by the brand 'Dettol' and Lifebuoy'. 7

4. (a) Explain the concept of Industrial Branding. State its advantages. 7

- (b) Manpower is the most important aspect of service brands. Explain Domino's Pizza as a service brand. 7

OR

- (c) Explain the advantages of retail branding. 7

- (d) Explain the reasons behind popularity of brand 'Chate's coaching' all over Maharashtra for secondary and higher secondary classes in education service sector. 7

SECTION—C

5. Brands and Products tend to age over the years if not nurtured properly. Horlicks has learnt to defy age. By successfully launching variants at different points in time, it has strengthened its core brand values.