

Name:

Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

**End Semester Examination, December 2019**

**Course: Managing Brands [MKTG 8004]**

**SET-B**

**Semester: III**

**Programme: MBA – Gen [Spl in Marketing]**

**Time: 03 hrs.**

**Max. Marks: 100**

**Instructions: Section – D requires Case. Ascertain that appropriate case is attached with this paper.**

**SECTION A : Attempt all Questions [20 Marks]**

Q 1		Marks	CO
i	In BRANDZ model, active familiarity based on past trial, or knowledge of brand promise is classified as- a) Presence b) Relevance c) Performance d) Advantage	2	CO1, CO2
ii	Using any existing brand to introduce a new product that targets a new market segment with in a product category is known as- a) Line extension b) Category extension c) Parent brand d) Product extension	2	CO1, CO2
iii	_____ are those descriptive features that characterize a product or service- a) Brand benefits b) Brand extensions c) Brand values d) Brand attributes	2	CO1, CO2
iv	Basic principles of designing a brand portfolio include- a) Minimize brand overlap b) Maximize market share c) Product extension d) Brand development	2	CO1
v	The brands positioned with respect to the competitors' brands so that the flagship or more important brands are protected, are termed as - a) Co-brands b) Flanker brands c) Low-end entry level brands d) High-end prestige brands	2	CO1, CO2

vi	_____ is a unique set of associations in the minds of the customers concerning what a brand stands for and the implied promises the brand makes- a) Brand image b) Brand identity c) Brand positioning d) Brand associations	2	CO1, CO2
vii	Estimation of total brand value in financial terms are classified as- a) Brand audit b) Brand tracking c) Brand valuation d) Liabilities evaluation	2	CO1, CO2
viii	In Kapferer's brand identity prism, salient objective features that gives the brand its identity are classified as- a) Personality b) Physique c) Customer reflection d) Self image	2	CO1, CO2
ix	It occurs when two or more brand appear together- a) Multi-branding b) Co-branding c) Brand extension d) Brand identification	2	CO1, CO2
x	It is the act of designing the company's offer and image so that it occupies a distinct and valued place in the target customer's minds- a) Brand positioning b) Brand differentiation c) Brand association d) Brand rejuvenation	2	CO1, CO2

**SECTION B : Attempt any 4 Questions [4x5 = 20 Marks]**

Q 2	What do you understand with the brand personality concept? Discuss the five dimensions of brand personality with relevant examples.	5	CO1, CO2
Q3	Chose a car brand of your choice and explain its positioning strategy. Also, share your view regarding the positioning strategy of the car brand.	5	CO1, CO2, CO3
Q4	Share your opinion towards "How to build a strong brand?" Also, discuss any two brand equity models of your choice.	5	CO2, CO3
Q5	Discuss the strategic brand management process to develop the brands? Support your answer with relevant examples at each stage of the process?	5	CO2, CO3, CO5
Q6	Discuss Kapferer's brand identity prism with relevant examples	5	CO1, CO2

<b>SECTION-C: Attempt any 2 Questions [2x15 = 30 Marks]</b>			
Q 7	Reference to the Case ‘You Tube for Brands’, the case examines the changes that You tube Implemented to make the popular video Sharing Platform more attractive to brands. As a brand marketer, what recent You Tube Initiatives are you excited about and dislike the most? Would you feel comfortable spending marketing Dollars on You Tube?	15	C02, C03, C04
Q8	Reference to the Case ‘ Coca-Cola on Face Book’, this case explores social media marketing characterized by unprecedented consumer power and a marketing environment in which the companies often has to negotiate their way into the message stream, rather than control it. Do you think that ‘Coca-Cola on Face Book’, story is a description of Starbucks’ equally successful but strategically different approach for using Product Page on FB: Coke’s is an expressive strategy whereas Starbucks is an instrumental?	15	C02, C03, C04, C05
Q9	Reference to the case ‘Hilton Hotel’, what do you think Hilton Leadership do after Blackstone acquisition? Should they further invest in CRM process? What aspects of Hilton’s CRM should be strengthen if any, how?	15	
<b>SECTION-D: Analytical / Situational / Case based Attempt all the questions [30 Marks]</b>			
Q10	<p><b>CASE</b></p> <p>American Express is one of the world’s most respected brands, known globally for its charge cards, travel services, and financial services. American Express began as a 19th-century express shipping company, grew into a travel services company, and eventually evolved into a global payments company associated with brand images such as prestige, trust, security, customer service, international acceptability, and integrity.</p> <p>American Express created the first internationally accepted “Travelers Cheque” in 1891, which used the same signature security system and exchange rate guarantees employed today. American Express issued its first charge card in 1958 but collected a higher annual fee than its competitors to create the feeling of prestige and membership. A charge card requires that customers pay off outstanding balances, unlike the revolving debt possible with credit cards. By 1967, onethird of the company’s total profit came from its charge card businesses, and the American Express card surpassed the Travelers Cheque to become the company’s most visible symbol.</p> <p>In the 1960s and 1970s, American Express stepped up its marketing efforts in response to strong competition from Master Charge (now MasterCard) and BankAmericard (later to become Visa). Ad agency Ogilvy &amp; Mather created the now-famous “Don’t Leave Home Without It” in the early 1970s as a “synergy” tagline. In 1974, the now-familiar blue-box logo first appeared, with the words American Express printed in white outline over a square blue background.</p> <p>Many perceived American Express cards as a status symbol signifying success and achievement. The company called its cardholders “card members” and printed the year they became members on their cards,</p>		

suggesting membership in a club. It maintained this elusive image through its advertising, impeccable customer service, and elite promotions and events.

During the 1980s, American Express expanded into a variety of financial categories, including brokerage services, banking, and insurance, by acquiring a number of companies such as Lehman Brothers Kuhn Loeb Inc. and E. F. Hutton & Co. It encountered difficulty integrating these broad financial offerings, however, and it divested many of its financial holdings in the early 1990s. The new, leaner company focused on its core competencies: charge and credit cards, Travelers Cheques, travel services, and select banking and financial services. In addition, American Express increased the number of merchants that accepted its cards, adding Walmart, and developed new card offerings, including co-branded cards. To communicate the transformation that had taken place during the 1990s, the company launched a corporate ad campaign called, “Do More.”

American Express also responded to Visa and MasterCard’s increased pressure in the mid-1990s by rebranding its Small Business Services division as “OPEN: The Small Business Network” and adding benefits such as flexible payments as well as special offers, partnerships, and resources for small businesses. John Hayes, chief marketing officer for American Express, explained the rationale behind developing a separate small business brand, “Small business owners are fundamentally different from people who work for large companies. They’re characterized by a shared mindset; they live and breathe the business they’re in. We think it’s important for this area to have its own identity.”

At the turn of the century, American Express introduced two revolutionary new credit cards, Blue and Centurion Black. Blue contained a chip that enhanced Internet security and targeted younger, tech-savvy consumers with a hip image and no annual fee. The Black Card, on the other hand, targeted the most elite clients, who spend more than \$150,000 annually and desired amenities such as a 24-hour personal concierge service and invitations to exclusive events. The company also continued to expand its Membership Rewards program, which at the time was the world’s largest card-based rewards program. This allowed cardholders to redeem points for travel, entertainment, gift certificates, and other predetermined offerings.

Visa turned on the pressure by taking ownership of the latest consumer trend, check cards, which were debit cards that subtracted money for purchases directly from a cardholders’ bank account. MasterCard surged in popularity as well when it created the “Priceless” ad campaign, which became a ubiquitous pop culture reference point. However, American Express scored a huge legal victory against Visa and MasterCard in 2004 when the Supreme Court ruled that it could pursue relationships with any and all banks, which technicalities had prevented it from doing before. Over the next three years, American Express partnered with banks such as MBNA, Citigroup, UBS, and USAA and increased its card accounts from 60 million in 2003 to 86 million in 2007.

American Express introduced two new marketing campaigns in the 2000s. The “My Life. My Card” campaign in 2004 featured celebrities like Robert De Niro, Ellen DeGeneres, and Tiger Woods providing intimate narratives about places, causes, achievements, and avocations that were meaningful to them. In 2007, American Express continued to feature celebrities in its ads but introduced a new tagline—“Are you a Cardmember?”—that acted as more of a call to action to join American Express than its previous, more passive campaign.

Things turned for the worse as the global economy collapsed in 2008 and 2009, significantly dampening American Express’s financial results. The company’s stock price fell 64 percent

	<p>in 2008 caused by numerous problems, including increased default payments, weaker billings, and higher credit losses. In addition, many analysts agreed the company “grew too fast from 2005–2007.” The company had changed its core strategy of targeting wealthier, low-risk consumers with a prestigious brand and valuable rewards in order to increase its total number of card members. Its newer products, which allowed consumers to carry over a balance and pay only the interest, came back to hurt American Express’s bottom line during the recession. Despite these disappointing financial results, BusinessWeek and Interbrand ranked American Express the fifteenth “Most Valuable Brand in the World” and Fortune ranked it one of the top 30 “Most Admired Companies.” This brand value was a testament not only to the company’s product and marketing innovation but also to its commitment to providing customers with outstanding service at any location in the world at any time of day. Today, American Express offers a variety of different personal cards as well as small business and corporate cards, each with a different level of customer service, fees, rewards, spending limits, and special access or services. The company’s five most popular cards from 2009 were the Platinum Card, Preferred Rewards Gold Card, Starwood Preferred Guest Credit Card, Gold Delta SkyMiles Credit Card, and Preferred Rewards Green Card.</p>		
Q10 A	Evaluate American Express in terms of its competitors. How well is it positioned? How has it changed over time?	15	<b>CO2, CO3, CO4,</b>
Q10B	Discuss the company’s decision to grow beyond its core affluent consumer base. What did this do for the company and the brand?	15	<b>CO2, CO3, CO4,</b>