K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

PGDM Comm (Second Year – Trim - IV) Batch – (2018-2020)

STRATEGIC BRAND MANAGEMENT

END TERM EXAMINATION

Date : 13th September 2019   MARKS : 50   Time : 3 Hopurs

SECTION A WORTH 35 MARKS

Attempt any THREE questions worth 10 marks and ONE question worth 5 marks from this section.

Q1.   What is brand loyalty and how is it measured? Describe how functional factors drive brand loyalty and how to build long-term brand loyalty.   **(10 MARKS)**

Q2.   Define brand salience. Describe the two ways in which brand salience can be triggered with examples. How do we increase brand salience?   **(10 MARKS)**

Q3.   Draw and describe the Keller's Customer Based Brand Equity Model and give two examples from each stage. How can we build strong brands in modern marketing communications environment?   **(10 MARKS)**

Q4.   What makes a brand strong and how can it be measured? Describe any three measures of brand strength with two or more examples.   **(10 MARKS)**

Q5.   Define brand architecture. What are the types of brand architecture? Describe any three types with examples. Describe the brand architecture of THE PARK Hotels or Mahindra&Mahindra.   **(10 MARKS)**

Q6.   Does penetration and loyalty work together? What is marketing's double jeopardy law? Give two examples in support of your answer.   **(5 MARKS)**

Q7.   Describe secondary brand associations with two examples. Describe any three of the eight main ways to leverage secondary brand associations.   **(5 MARKS)**

Q8.   What are the key factors for the initial success of brand Bira 91?   How   did   Bira91
        create value for its customers?   **(5 MARKS)**

SECTION B WORTH 15 MARKS (COMPULSORY SECTION)

Case

The $6-9 billion organised taxi market in India is an extremely competitive one. Factors such as market leadership, customer satisfaction and driver loyalty are critical to a company's success. Ola, the market leader in India, realised early on that it must consolidate the supply chain by adding more driver partners to its platform, besides retaining the existing ones.

As Ola's retained PR consultancy, we were given the following mandates:

1. Create affinity towards Ola among the driver community
2. Encourage them to become Ola's partners

Given the objective and our primary audience – existing and potential driver partners, we decided that the best and the most impactful way to reach out to them would be through stories they could immediately relate to. Thus, we decided to have Ola driver partners tell their own stories, collate these stories, and finally, disseminate these among media to encourage other driver partners to consider associating with Ola. We were confident that by bringing these partner success stories and endorsements to the forefront of our media narrative, so we could inspire driver partners to join the Ola platform.

In order to determine which publications were the most-read among the driver community, we first conducted a survey among driver partners in 20 cities across India. Once these publications were identified, we created a target media list that our PR campaign would target. Next, we identified drivers with unusual stories to tell. These were largely divided into:

- Driver partners with huge growth stories – a typical rags to riches story.
- Driver partners who migrated from diverse backgrounds – engineers, teachers and army veterans, who became Ola driver partners and their journey.
- Female driver partners overcoming social stigma and gender bias.
- Driver partners, who have received appreciation from customers for acts of kindness.
- Driver partners, who have benefitted from Ola-led schemes such as skilling initiatives, education loans, schemes for army veterans, partnerships with financial institutions and automobile companies for low interest car loans.

We created one-page documents on each of these driver stories, in the form of a narrative and in a way that would evoke media interest. The stories detailed their journey before and since they partnered with Ola. In each of these stories, we ensured that Ola was portrayed as a source of micro-entrepreneurial opportunities and how being an entrepreneur on the Ola platform was an attractive and rewarding proposition. Our stories also focused on driving messages such as driving is a respectable profession, Partnering Ola results in better livelihood and an enhanced lifestyle for the driver partner's family. Next, we reached out to the already identified publications in 29 media centres across the country and pitched different stories. These stories were translated to over six regional languages and shared with media. We also facilitated more than 30 face-to-face interactions between drivers and journalists. Driver profiling stories apart, we reached out to the media on multiple pro-driver initiatives by Ola. These include:

- Ola signing MoUs with seven state governments (Uttar Pradesh, Haryana,

Maharashtra, Rajasthan, Tamil Nadu, Orissa, and Madhya Pradesh).
- Ola setting up 500 driving schools across India.
- Ola signing MoUs with private agencies – Mahindra & Mahindra, National Skill Development Corporation, Rise India.
- Ola organising 27 Driver Melas (fairs where drivers can avail of car loans).
- Ola organising driver health and wellness camps (checking eyesight, blood donation).
- Ola rewarding children of driver partners with laptops for school.

Our media outreach efforts secured more than 500 inserts in 13 languages – yielding an ad-value of INR 650 million and 300 million opportunities-to-see (OTS). Number of cities covered: 29, including Tier I, Tier II and Tier III locations. Coverage was garnered across top mainline publications and online portals such as The Times of India, The Hindu, Hindustan Times, The Statesman, Yourstory and Business Insider. Among regional publications, we garnered inserts in Vijaya Karnataka, Amar Ujala, Navbharat Times, Punjab Kesari, Rashtriya Sahara, Dainik Jagran, Ei Samay and Aaj (all prominent publications) that carried extensive stories on the driver partners and highlighted Ola's role in the betterment of their lives. Ola in CY 2015 had 350,000 drivers. By January 2017, it had over 600,000 driver partners.

Attempt all questions from this section.

Q1. Describe how Ola created affinity among India's driving community?   **(5 MARKS)**

Q2. How did Ola increase the number of its partners and what was the outcome? **(5 MARKS)**

Q3. Describe the campaign objectives and its results.   **(5 MARKS)**

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