

Trim: Sep – Nov 24		
Maximum Marks: 50 Examination: ETE Exam Date: 17.01.2025 Duration: 2.30-5.30 PM		
Programme code: 01 Programme: MBA MARKETING MINOR	Class: SY	Semester/Trimester: V
College: K J Somaiya Institute of Management	Name of the department/Section/Center: MARKETING & IB	
Course Code: 217P01M545	Name of the Course: STRATEGIC BRAND MANAGEMENT	
Instructions: Attempt any 3 questions worth 30 marks from Section A and all case based questions worth 20 marks from Section B.		

<b>Question No.</b>	<b>Attempt ANY THREE questions worth 30 marks from SECTION A</b> <b>SECTION A: 30 MARKS</b>	<b>Max. Marks</b>
1	Compare and contrast the brand personalities of Jeep and Mahindra Thar cars. Using Jennifer Aaker's Brand personality model, analyse how each company's brand identity influences consumer perceptions and purchasing decisions.	10
2	Using Customer-Based Brand Equity (CBBE) model as a framework, analyse the factors that contribute to the strong brand equity of Nike. Evaluate how Nike's brand resonance pyramid (salience, performance, imagery, judgments, feelings, and resonance) has been effectively built over time, and discuss how these elements have contributed to Nike's market leadership and competitive advantage in India.	10
3 a)	Pick a brand of your choice. Discuss how it leverages secondary associations, especially celebrity endorsements and events through sponsorship.	5
b)	Can destinations be branded? Describe place branding strategies for any ONE of the following- Kerala, Gujarat, Kashmir.	5
4	Discuss the various types of brand architecture. How do different brand architecture models, such as monolithic, endorsed, and sub-branding, influence consumer trust? Provide 2 examples of companies using different architecture models.	10
	<b>Attempt ALL questions worth 20 marks from SECTION B</b> <b>SECTION B: 20 MARKS</b>  <b>Case: OLA</b> <b>Each question carries 5 marks</b> i. How did Ola build affinity among driving community in India? ii. Describe the key aspects of its PR execution strategy. iii. What are the strengths and challenges of OLA in India? iv. Describe the brand personality of Ola and how it is different from its competitors?	20

**SECTION B: CASE, WORTH 20 MARKS**

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.

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.