Total marks for this paper is 100 marks.

There are two parts in this question paper. All questions in Part One are compulsory.

It includes a mini case.

Part Two includes 6 Essay Type Questions. Answer 03 questions from this part.

Instructions to candidates

1. State your Registration Number on the front cover of the answer book and on each and every additional paper attached to it. Your name must not appear anywhere in the answer book or answer scripts.

2. Always start answering a question on a new page.

3. You are reminded that answers should not be written in pencil or red pen except in drawing diagrams.

4. Answer the questions using:
   - Effective arrangement and presentation
   - Clarity of expression
   - Logical and precise arguments
   - Clear diagrams and examples where appropriate

5. Illegible handwriting and language errors will be penalised.
PART ONE

Answer all questions

Question 01: Case Study

Battle of Detergent Powder

MAAS PVT LTD is a leading manufacturer in Sri Lanka’s home and personal care sector. MAAS takes pride in using local insights to innovate and develop winning consumer-centric propositions, which have helped establish their brands as trusted household names with leading positions in the market. “BIVA” detergent powder is one of the star brands in the product mix of MAAS PVT LTD. “BIVA” is a more economical and certainly more efficient means for clean, crispy fresh and delightfully fragrant clothes. BIVA has made a paradigm shift in the market place and has made a difference in the lives of Sri Lankan housewives by offering a value for money detergent powder affordable to all. As shown in Table 1 BIVA detergent powder is available in a variety of pack sizes and different fragrances, to suit consumer needs and budgets.

Table 1: BIVA SKUs

<table>
<thead>
<tr>
<th>Name</th>
<th>Sizes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biva Lime Detergent</td>
<td>50g, 100g, 500g, 1kg</td>
</tr>
<tr>
<td>Biva Rose Detergent</td>
<td>50g, 100g, 500g, 1kg</td>
</tr>
<tr>
<td>Biva Jasmine Detergent</td>
<td>50g, 100g, 500g, 1kg</td>
</tr>
</tbody>
</table>

However, BIVA encounters a major threat from its main competitor ‘LIGHTSON’ which is marketed by UN Multinational Company. It is the leading brand in Sri Lanka within the laundry soap category. LIGHTSON offers a range of detergent powders which directly competes with BIVA in the same market. Recently, taking the first mover advantage, UN Multinational Company launched a new product named ‘LIGHTSON Herb Detergent’. Though the product is in its introductory stage, consumers demonstrate an increasing interest towards the product.

As the market challenger, MAAS PVT LTD is now planning to introduce a new herbal detergent under an existing brand name since there is no herbal detergent in the mix. This new detergent is designed to provide gentle care to the consumer's hands in the process of washing clothes through advanced BIVA formulation combined with Aloe Vera. Aloe Vera is known for its healing properties and it is often used to treat burns and soothe skin from allergic reactions. Therefore, the new BIVA brand efficiently cleans the laundry and provides a much needed gentle care for consumer’s hands at the same time.
Assume that you are the brand manager to be appointed for the new BIVA herbal detergent brand.

a) There are a number of challenges that the brand manager has to overcome to ensure their product succeed. As the newly appointed brand manager for BIVA Herbal Detergent, discuss the key branding challenges you may encounter.

(06 Marks)

b) At an initial discussion regarding launching the new herbal detergent, the Finance Director was arguing that “it is unnecessary to add a new product to an existing brand in the same product category as MAAS offers three detergent brands at present”. Do you agree with his argument? Justify your answer.

(07 Marks)

c) Discuss any three (03) ways in which MAAS can build the brand personality for the new BIVA detergent.

(06 Marks)

d) Describe how you are going to build the BIVA Herbal Detergent as a strong brand in the market based on the Customer Based Brand Equity Pyramid.

(12 Marks)

e) Briefly explain three (03) ways in which BIVA Herbal Detergent can be differentiated from competitive offers in terms of its tangible attributes.

(09 Marks)

(Total 40 Marks)
PART TWO

This part includes SIX (06) Essay Type Questions
Answer THREE (03) questions

Question 02

The managements need to move from internal marketing to internal branding in order to create a uniform brand experience for its employee. The model for implementing internal branding can help the organization align the on-brand behaviour of the employees with the brand identity.

Briefly explain the internal branding process.  

(Total 20 Marks)

Question 03

Exploratory research through the various qualitative research techniques help in exploring the various aspects of brand image, personality, equity and the various relationships, associations, attitudes, feelings etc. of the consumers towards a brand.

Discuss the three (03) ways in which organizations can conduct exploratory research using qualitative research techniques while emphasizing appropriate techniques.

(Total 20 Marks)

Question 04

"Brand equity is regarded as one of the key indicators of the state of health of a brand”. The monitoring of this parameter elucidates the success of the brand in the marketplace and is believed to be a crucial step in the effective management of brands.

Elaborate the validity of this statement by highlighting the needs and methods for measuring brand equity.

(Total 20 Marks)

Question 05

Consumer decision making has been studied extensively and many models have been proposed regarding how consumers make purchase decisions. It has been found that consumers go through a sequential decision making process before and after making a purchase and the purchase decision making process is influenced by a number of factors.

Explain the consumer decision making process and explain the five (05) factors that influence the consumer decision making process.

(Total 20 Marks)
Question 06

Strong and successful brands reinforce and enhance the effectiveness of the online brand strategy and lead to success on the internet. There are various techniques that organizations can adopt to enhance their brand equity through e-business.

Describe five (05) e-business strategies that can be used by a company to build a strong brand.

(Total 20 Marks)

Question 07

The marketplace has seen the death of many brands, who lost relevance for consumers and faded away. For good brands, brand managers need to ‘salvage and leverage the equity that has been built over the lifetime of the brand. Brands die because of neglect and consumer indifference’.

Discuss five (05) strategies with valid examples that brand managers can follow to keep their brand from ageing and kept revitalized.

(Total 20 Marks)

(Total 60 Marks)

(Total 100 Marks)