**Strategic Brand Management**

**September 2024 Examination**

**Q1. Brand portfolio refers to different types of brands owned by a company in a product category. Nestle offers multiple brands like Bar One, KitKat, Munch, and Milky bar in the Chocolates and confectionery category? Why does Nestle offer multiple brands in Chocolates and confectionery category and what are the advantages and disadvantages of multi-branding strategy? (10 Marks)**

**Ans 1.**

**Introduction**

Nestlé, one of the world's largest food and beverage companies, has built a diverse portfolio of brands across various product categories. In the chocolates and confectionery segment, Nestlé offers multiple brands such as Bar One, KitKat, Munch, and Milkybar. This strategic choice to operate under several brand names in the same category is a classic example of a multi-branding strategy. Multi-branding allows companies to cater to different segments of the market, providing a range of products that can meet various consumer preferences and needs. The strategy aims

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**Q2. Nicobar, Brown Boy, Upasana, Earthy Route and Doodlage are top ethical and sustainable fashion brands in India. Explain the concept of ethical branding and explain the strategies the above brands have adopted to become top ethical and sustainable fashion brands in India. (10 Marks)**

**Ans 2.**

**Introduction**

The fashion industry has witnessed a significant shift towards ethical and sustainable practices in recent years, driven by growing consumer awareness and concern for the environment. Ethical branding in fashion involves creating products that are not only stylish but also responsibly made, considering the well-being of workers, environmental impact, and overall sustainability. In India, brands like Nicobar, Brown Boy, Upasana, Earthy Route, and Doodlage have

**Q3a. Brand positioning helps a brand to create a distinctive place in the target consumers’ mind. In 2011, OLA launched Taxi4Sure, positioning it as a potential game-changer in the ride-hailing but failed. Why? (5 Marks)**

**Ans 3a.**

**Introduction**

Brand positioning involves creating a unique and favorable image of a brand in the minds of the target consumers. In 2011, Ola launched Taxi4Sure, aiming to disrupt the ride-hailing market in India. Despite its initial promise and strategic positioning, Taxi4Sure eventually failed, leading to its acquisition and integration into Ola's core business. Understanding the reasons behind this failure provides insights into the challenges of brand positioning in a competitive

**b. What have Dior, Prada, and Rolex done to acquire the brand personality of ‘Sophistication’? How does it help the brands? (5 Marks)**

**Ans 3b.**

**Introduction**

Dior, Prada, and Rolex are synonymous with sophistication, each embodying a brand personality that exudes elegance, luxury, and exclusivity. This cultivated brand image is not accidental but the result of strategic efforts in design, marketing, and brand positioning. By consistently aligning their products and messaging with the values of sophistication, these brands have successfully appealed to affluent and discerning consumers, enhancing their market presence