

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING

 JUN 2023

PROGRAMME: BACHELOR OF BUSINESS STUDIES HONOURS IN MARKETING

BS435 BRAND MANAGEMENT

DURATION: 3 HOURS

EXAMINATION

INSTRUCTIONS

1. Answer Question **One and any other three** questions.
2. Each question should begin on a new page
3. Question One carries 40 marks and the other questions carry 20 marks each.
4. Credit will be given for appropriate use of illustrative examples.
5. No cell phones and programmable calculators are allowed in the examination room.

QUESTION ONE (COMPULSORY)

Millar

When Millar came to BrandExtract its business was facing numerous challenges and setting serious growth goals. The company's renowned founder had retired and transitioning the brand equity from his long-held leadership position in the market was taking time. Sales were not hitting optimal goals, innovation was reassessing, and every aspect of the company needed to be revitalized and repositioned in the CEO's mind. We started with an agile brand assessment from the foundation and rebuilt Millar's brand platform from the ground up. Global interviews with buyers and competitive analysis yielded numerous opportunities for additional application usage and buyer preferences.

Our initial activities focused on helping Millar reenter the clinical side of the business, which the company had abandoned in prior years. Rather than simply declaring that they were back, we built a strategy to launch a new Millar, with branding that would spark new energy and new perceptions. From there we've never looked back. We've worked closely with multiple CEOs and marketing teams to guide the company through several major shifts in the business – from launching new revenue streams to handling new acquisitions.

We could see from the start that to change market perceptions and elevate the brand externally, we'd have to start with guiding the company on the inside. We developed a new mission, vision and values to bring Millar's purpose into focus and align leadership with sales teams and all other employees. We evaluated market densities and geography to better align sales focus, media spends and application messaging. We helped refine a simplified product architecture and naming convention to bring additional clarity to the offering in the marketplace. Then BrandExtract designed go-to-market launches to introduce the new Millar to the world. And as the company began to expand through acquisitions, we helped integrate those solutions and workforces into our newly unified brand and culture.

Source: <https://www.brandextract.com/Work/Millar/>

Accessed on 26 September 2021.

QUESTION ONE

- a) Distinguish between brand equity and brand identity in the context of the case study[10]
- b) Justify the need to guide Millar from inside to build a stronger brand. [10]
- c) Evaluate the brand strategies which were employed by Brandextract to rejuvenate the Millar brand. [20]

[40 MARKS]

QUESTION TWO

Justify the importance of brand management as a separate functional department in an organization.

[20 MARKS]

QUESTION THREE

Discuss Keller's Consumer Based Brand Equity model.

[20 MARKS]

QUESTION FOUR

Explain the following brand elements, giving an example in each case:

- | | |
|-------------|-----|
| a) Logo | [3] |
| b) Tagline | [3] |
| c) Graphics | [3] |
| d) Colours | [3] |
| e) Sounds | [3] |
| f) Scents | [3] |
| g) Tastes | [2] |

[20 MARKS]

QUESTION FIVE

Differentiate between attitudinal and behavioural brand loyalty

[20 MARKS]

QUESTION SIX

- | | |
|---|------|
| a) Justify the importance of a brand personality. | [6] |
| b) Assess the qualities of a strong brand. | [14] |

[20 MARKS]

END OF PAPER