

Enrollment No./Seat No.:

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA - SEMESTER - IV EXAMINATION - WINTER 2025

Subject Code: 4549211

Date: 16-12-2025

Subject Name: Product and Brand Management

Time: 02:30 PM TO 05:30 PM

Total Marks: 70

Instructions

- 1. Attempt all questions.**
- 2. Make suitable assumptions wherever necessary.**
- 3. Figures to the right indicate full marks.**
- 4. USE of SIMPLE calculators AND non-programmable scientific calculators are permitted.**

Attempt all questions.

Make suitable assumptions wherever necessary

Figures to the right indicate full marks of the question

	Marks
Q.1	14
(a) Customer Based Brand Equity	
(b) Ingredient Branding	
(c) Brand Equity Charter	
(d) Category Extension	
(e) Growth Vector Matrix	
(f) Test Marketing	
(g) Product Elimination	
Q.2 (a) Define Brand. List and Explain the advantages of Brands to Consumers and Manufacturers. What are the Branding Challenges of the 21st Century ?	07
(b) What is the importance of Product Deletion in Product Management ? List and Explain the major triggers for Product Deletion.	07
OR	
(b) Discuss the four important strategies for Managing the Mature Product with relevant examples	07
Q.3 (a) What is a Brand Value Chain ? Explain the stages and multipliers of the Brand Value Chain with examples	07
(b) Choose a Brand of your Choice. Identify all the elements of the Brand. What are the six choice criteria which are used for choosing Brand Elements ?	07
OR	
(a) List and Explain the Qualitative and Quantitative Research Techniques for Capturing Customer Mindset	07

- (b) Define Brand Extension List and Explain the major advantages and disadvantages of Brand Extensions with relevant examples 07

Q.4 (a) Briefly explain the process of New Product Development. What are the factors affecting the success and failure of new product development ? 07

- (b) Discuss Strategies of Managing Brands over Time with practical examples 07

OR

- (a) Define Product Portfolio. Explain the importance of the Shell's Directional Policy Matrix for Managing the Product Portfolio with a relevant example. 07

- (b) A major Taiwanese Firm, wants to enter the premium smartphone market of India. How it should choose and establish some of the major Points of Parity and Point of Difference for this product vis a vis competitions ? 07

Q.5 Tesla is set to make its India debut with a 4,000-odd sq ft showroom in Mumbai's Bandra Kurla Complex (BKC), one of the country's most expensive commercial hubs. Since the news broke, there has been a debate on whether the Austin-based electric vehicle (EV) giant can succeed in the price-sensitive Indian market or will it need to compromise on profits. At 10,000 units a month, the Indian battery electric vehicle (BEV) market is, after all, relatively small.

The potential impact on domestic EV manufacturers, government policies, and the broader market also remain subjects of speculation. With India's EV penetration at just 2.5 per cent, the market presents an opportunity -- provided Tesla gets its pricing right. Analysts at brokerage CLSA believe even a \$25,000 Tesla EV wouldn't significantly threaten domestic automakers. Tesla's most affordable models -- Model 3 and Model Y -- start at \$35,000 ex-factory in the US. For India, the company would either need to strip down features or accept losses. "However, India is both price- and value-sensitive. Consumers here demand feature-rich cars, and potentially stripped-down Tesla models may not be enticing," he said.

The Model 3, Tesla's cheapest offering, starts at \$35,000 in the US. Even with reduced tariffs, road tax, and insurance, its Indian on-road price would be \$40,000 (Rs 35-40 lakh). If Tesla positions itself 20-50 per cent higher than models like the Maruti e Vitara, Hyundai Creta E, and the Mahindra XEV 9e, it may not disrupt the domestic EV landscape significantly. Mahindra's XEV 9e and BE 6 secured 30,179 bookings on launch day, with a booking value of Rs 8,472 crore (ex-showroom) -- noteworthy, given that India's total EV passenger vehicle sales stood at 100,000 units in calendar 2024. "Tatas and Mahindras will not allow Tesla to succeed; their prices are very competitive," Kant said.

Tesla's presence, though, could accelerate EV adoption and drive greater consumer awareness. Tesla's ability to leverage reduced import duties could prompt other luxury automakers to adjust their pricing, Kabirdas wrote in his analysis. The new dynamics the company creates may prompt further policy adjustments to encourage EV adoption and support local manufacturers to compete effectively against foreign entrants, he wrote.

Also, Tesla's "direct-to-consumer model may disrupt India's traditional dealership network, forcing automakers to rethink distribution strategies," Kabirdas wrote. Clearly, Tesla's success in India will depend on how well it navigates complex regulations, local sourcing norms, and foreign investment rules. For now, all eyes are on Musk's next move.

- (a)** What Branding Strategies do you suggest for Tesla to establish itself in the Indian Market **07**
- (b)** Discuss some of the Branding Challenges that Tesla can face in a price sensitive market like India for its offerings **07**

OR

- (a)** How can the CBBE Model help Tesla to create Brand Resonance with its Customers ? Discuss based on the case facts. **07**
- (b)** How can Brand Tata and Brand Mahindra challenge a brand like Tesla in the Indian market ? **07**
