

[Time: 03.00 Hrs]

[Marks:75]

Please check whether you have got the right question paper.

N.B:

1. Q.1 is compulsory and carries 20 Marks.
2. Q. 8 is compulsory and carries 15 Marks.
3. Attempt any four questions from Q.2, Q.3, Q.4, Q.5, Q6 and Q7. Each of these questions carry 10 Marks.
4. Figures to the right indicate full marks.

Q.1 (A) Read the case study carefully and answer the following questions: (20)

Case Study:

Glory Cosmetics, established in 1985, was once a leading brand in the Indian personal care industry. Known for its high-quality skincare and beauty products, the brand enjoyed significant loyalty among women in the 1990s and early 2000s. However, the emergence of global competitors, changing consumer preferences, and the digital revolution led to a decline in its market share over the last decade. By 2018, Glory Cosmetics was struggling to maintain relevance in a market dominated by younger, trendier brands.

The Challenge

In 2020, Glory Cosmetics was acquired by Aurora Enterprises, a conglomerate with interests in retail and e-commerce. Aurora's leadership recognized the potential of Glory Cosmetics as a heritage brand but understood the need for a major transformation. Their key challenges included:

1. Repositioning the brand to appeal to a younger demographic without alienating its loyal older customer base.
2. Developing innovative products that resonate with modern consumers.
3. Strengthening its digital presence to compete in the e-commerce era.
4. Building an emotional connection with consumers through impactful branding strategies.

Strategic Initiatives

To address these challenges, Aurora Enterprises launched a three-phase strategy:

- **Brand Repositioning:** The brand's tagline was updated to "Timeless Beauty, Reinvented," reflecting its legacy and modern aspirations. A refreshed logo and minimalist packaging design were introduced to align with contemporary aesthetics.
- **Product Innovation:** Glory Cosmetics launched a new product line, "Glow by Glory," featuring eco-friendly and cruelty-free skincare products infused with

natural ingredients. The range included serums, face masks, and herbal scrubs targeted at Millennials and Gen Z consumers.

- Digital Transformation: A robust digital marketing campaign was launched, leveraging social media platforms like Instagram and TikTok. Influencers and beauty bloggers were engaged to create buzz around the brand. An exclusive e-commerce website with personalized product recommendations was also developed.

The Outcome

By mid-2023, Glory Cosmetics experienced a 35% increase in revenue and a 20% growth in market share. The brand's social media following grew exponentially, with the "#GlowWithGlory" campaign generating millions of impressions. The new product line received positive reviews, particularly from younger consumers, while older customers appreciated the brand's continued commitment to quality. Despite these successes, challenges remain. The competitive nature of the beauty industry and the constant need for innovation require Glory Cosmetics to stay agile and forward-thinking.

Questions:

1. Evaluate the effectiveness of Glory Cosmetics' brand repositioning strategy. How well did it address the needs of both its older and younger customer bases?
2. Suggest strategies for Glory Cosmetics to maintain its growth trajectory while staying competitive in the evolving beauty industry.

Q.2 Attempt any Two of the following: (10)

- a) What is a product? Write a short note on Product Classification.
- b) State the need/ importance of product management.
- c) Write a detailed note on stage wise implication of Product Life Cycle on financial decisions

Q.3 Attempt any Two of the following: (10)

- a) Explain in brief General Electric Nine Cell Matrix
- b) What is Brand Equity? What are the advantages of Brand Equity?
- c) Write in detail note on New Product Development Process.

Q.4 Attempt any Two of the following: (10)

- a) State difference between House of Brands and Branded house.
- b) Write a detailed note on BCG Matrix.
- c) What are the Challenges of Branding?

- Q.5 Attempt any Two of the following: (10)**
- a) What is Brand Architecture?
 - b) Write a note on Corporate Brand.
 - c) What are Factors Affecting Product Mix?
- Q.6 Attempt any Two of the following: (10)**
- a) What is Brand Anatomy, Explain with examples.
 - b) Describe how to measure brand equity.
 - c) With help of example write a note on Brand Extension.
- Q.7 Write Short note on any Two of the following: (10)**
- a) Write a detailed note on roles and responsibilities of product manager.
 - b) Write a detail note on Successful Brand Identity (Six Elements)
 - c) Explain in brief the Business Analysis in NPD.
- Q.8 Attempt any Three of the following: (15)**
- a) Product Life Cycle
 - b) Consumer Goods Market Testing
 - c) Product Launching.
 - d) Brand Positioning