

Brands and branding essay



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Brands and Branding Samsung in India: Brand Building through Customer Service Whirlpool's Product Innovation and Brand Building Strategies in India: Re-creating the Lost Magic? This case is written to debate and discuss on the issue – In the presence of focused and determined competitors, even a wellknown and established player is capable of making all the possible incorrect strategic moves. Established in 1996, Whirlpool of India Ltd. (WIL) set out to capture the Indian market with its customer-centric approach.

The company gained leadership in the direct-cool refrigerator segment with a significant share in the washing machine market. However, with the entry of the Korean conglomerates – LG and Samsung, WIL's rise to success came to a halt. Competing for the same market space, these Korean players offered a host of technologically superior products at affordable rates through a strong countrywide network. Promoted aggressively and backed by a customer care service to please Indian customers, these products took away the market share from WIL in less than a decade.

The Korean companies redefined the customer service in the home appliances segment. To make a come-back into the Indian market, WIL, under the direction of its new vice president, Marketing, Shantanu Das Gupta, geared up to focus on offering innovative products. To create a brand recall, the company hired celebrity couple Kajol and Ajay Devgan as brand ambassadors. After 3 years in the red, WIL finally witnessed a net operating profit in 2008.

However, with its market share still trailing behind its competitors, the case questions the sustainability of WIL's turnaround. Pedagogical Objectives • To

understand the nature of the consumer durables market in India and to analyse the critical success factors in this market • To understand the reasons for WIL's rise and fall in the consumer durables industry • To suggest alternatives for WIL to become India's ' Best Home Appliances Company'. Industry Reference Year of Pub. Teaching Note Struc. Assign. Consumer Electronics/FMCG MAR0104 2009 Available Available

This case, set in 2008, attempts to analyse how to build brand in a hyper competitive industry like consumer durables industry where brands matter the most and marketing efforts matter even more. This case study can very effectively be used to debate on what can be the unique platforms for competitive advantage in consumer durable industry. Post liberalisation in 1991, with the entry of multinational companies like LG, Samsung and Whirlpool, the Indian consumer durables industry has witnessed intense competition.

In order to lure the customers, companies flooded the market with latest models, new features and latest technology. To position their brands in the minds of the consumers, these players adopted several brand-building strategies apart from investing heavily on R&D and marketing. This case delves into the critical success factors of the industry and the factors that gave a few players market leadership in this industry. To create a competitive edge, Samsung, the No. 2 player, is emphasising on customer service.

It is believed that customer service is a key influencing factor in the consumer durables industry. However, with other companies also catching

up, can Samsung create an edge? The case delves into what Samsung needs to do to create a competitive advantage in the highly competitive consumer durables industry. Pedagogical Objectives • To debate on the sources of brandbuilding in a commoditised industry • To understand Samsung India's brandbuilding strategies • To analyse and debate on whether Samsung's focus on customer service would give it a competitive advantage over rivals.

Industry Reference Year of Pub. Teaching Note Struc. Assign. Consumer Electronics/FMCG MAR0103 2009 Available Available a conglomerate when the reverse trend is witnessed in other countries – both developed as well as developing? With the inception of Bharti Telecom (Bharti) in 1985, Sunil Bharti Mittal laid the foundations of an organisation that would emerge as India's 'telecom conglomerate giant'. The company made a humble beginning with the manufacture of push button handsets. However, 1992 marked the turn of events for Bharti.

The liberalisation of the Indian telecom sector in that year unleashed numerous opportunities for domestic and international players to tap the lucrative Indian telecom market. Notwithstanding its small size, Bharti plunged into the bidding war for cellular licenses, successfully capturing the license for providing cellular network service in New Delhi (Delhi). Making a mark with its brand, Airtel, in the Delhi market, Bharti was confident of a triumphant journey. Contradictory to its aspirations, this early victory was followed by a string of downturns.

The company lost most of the subsequent cellular bids and found itself in troubled waters. Nevertheless, competitors' inability to exploit their winning

cellular bids proved a boon to Bharti. The eagerness of these companies to sell their cellular licenses to Bharti brought the company back into limelight. Banking on the opportunity, the company spread its cellular service to new regions in the country. From being a handset manufacturer, Bharti transformed itself into a full cellular service provider with a whopping 4.5 million customers in March 2003.

However, the company is not content with being only a ‘telecom conglomerate’. In 2008, to gratify its growing aspirations, Bharti declared its intentions of becoming India’s ‘finest conglomerate by 2020’. Equipped with a youthful logo and new brand identity, Bharti is determined to unveil another success story. However, many challenges lie ahead.

Pedagogical Objectives

- To analyse the critical success factors in building conglomerates and to understand the role of brand building in a conglomerate vis-a-vis a single-business firm
- To analyse and understand the factors responsible for making Bharti’s Airtel the No. telecom brand in India
- To debate on the efficacy of Bharti’s decision to convert itself from a single-business firm into a conglomerate
- To examine the challenges that Bharti would face in operating as a conglomerate when a reverse trend is being witnessed all across the globe.

Industry Reference Year of Pub. Teaching Note Struc.

Assign. Telecom MAR0102 2009 Available Available Keywords Rebranding, Repositioning, Strategic Positioning, Conglomerate, Branding, Network Operator, Retail, Diversification, Vision, Airtel, Bharti, Bharti Televentures

Keywords Competitive strategy, Product innovation, Brand building, Branding, LG, Samsung, Whirlpool, Consumer Durables industry, Marketing, CSFs, Competition, India, Turnaround Bharti Enterprises’ New Conglomerate

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Brand Identity: The Strategic Positioning Challenges This case study's primary objective is to debate and discuss on: Does it make sense for a single-business firm from an emerging country like India, to transform itself into 2 [www. ibscdc. org](http://www.ibscdc.org)

Keywords Rebranding, Repositioning, Strategic Postioning, Conglomerate, Branding, Network Operator, Retail, Diversification, Vision, Airtel, Bharti, Bharti Televentures Retailing, Premium Brands, Brand Marketing Strategies, Personality, Consumer Behaviour Keywords Lenovo-IBM Alliance, Cross-border consolidation, Price wars, Acer, Chinese PC Industry, Critical Success Factors in PC industry, Branding, Brand Integration, Branding challenges, consumer goods, Presonal Computers M A R K E T I N G M A R K E T I N G M A R K E T I N G M A R K E T I N G M A R K E T I N G M A R K E T I N G

Acer vs Lenovo: Asian Brands' Global Ambitions On the global personal computer map, Acer emerged from obscurity to become the third largest PC company only behind Dell and HP. But the company wasn't a smash hit overnight. Staying true to its South Asian culture, the company worked up the ladder, rather silently, building brick-bybrick. On its way up, the company worked out many hurdles – ranging from branding problems to facing near boycott from the then stalwarts in the business – and gradually overtook much bigger and older companies.

The long standing chairman Stan Shih put up a workman-like effort solving one problem after the other and steering the company in one of the most competitive industries. All the way through, he stuck to the basics of the business, focusing on quality, quantity and low costs. Acer's Asian

counterpart, Lenovo, made its mark in the global PC market with a bang by taking over IBM's PC business. From then on, the rivalry between the two Asian giants caught the attention of industry as well as academia.

The industry is tracking them for remaking the global PC industry dynamics by challenging the western companies, that have practically invented and built the industry over decades. The academia is observing the theoretical and strategical underpinnings and are scripting the journey of these two global giants from the developing world. This case helps the students debate on the importance of brand building in the global PC industry in the backdrop of competitive dynamics that are shaping the industry.

This will also help in analysing the strategies adopted by Acer and Lenovo to compete in the industry and in concluding which of the two is wellplaced.

Pedagogical Objectives The case is structured to help the students: •

Understand the competitive dynamics shaping the global PC industry •

Appreciate the significance of brand building in a highly commoditized

industry • Analyse which of the two Asian brands is better off amidst fierce competition in the global PC market. Industry Reference Year of Pub.

Teaching Note Struc. Assign. Personal Computers MAR0100 2009 Available Available

Heineken's Beer Branding: Bringing ' Starbucks Coffee Experience' to Beer

This case study, while providing a landscape of the beer industry, offers scope to discuss the factors behind the declining market share of beer. In the light of this, the case also enables a discussion on the relevance of Heineken's concept of branded beer bars at international airports. Apart

from that the case also explores the challenges that Heineken would face in bringing the Starbucks experience to beer given the fact that coffee and beer are similar and dissimilar in many ways.

Globally, as beer is regarded as a homogenous product, breweries have long been adopting unique ways to differentiate and create consumer preferences. However since the 1990s, the most preferred drink – Beer is being viewed as ordinary and oldfashioned. Beer manufacturers failed to create consumer demand and lost market share to wine and other liquors. To counter this, the world's top brewers adopted many techniques. Among others, Heineken, one of the world's most recognised beer brands launched branded beer bars at Hong Kong's International Airport in March 2007.

The idea was to win back customers by providing them with a unique experience. Sounds familiar? The idea is taken from Starbucks, the world's leading retailer, roaster, and brand of specialty coffee that successfully made coffee synonymous with itself. Pedagogical Objectives

- To understand the critical succes factors of the beer industry with specific reference to branding
- To analyse the relevance of the branding strategies adopted by beer manufacturers
- To explore the feasibility of a branded beer bar
- To debate whether Heineken would succeed in bringing the ' Starbucks experience to beer'?

Industry Reference Year of Pub. Teaching Note Struc. Assign. Beer industry
MAR0101 2009 Available Available Capsule Hotels: A Case of Reverse
Positioning? From luxury to budget to no-frills and boutique... the major hotel
giants are moving ahead with innovative concepts, and the outcome – a

never before choice for business as well as leisure travellers. Forging ahead amid stiff competition and industry growth nearing maturity, hoteliers are constantly thinking of new value innovations.

One such innovation gave birth to the no-frills concept, based on a typical Japanese capsule hotel along with considerable inspiration from low-cost airlines and first class accommodation on air flight. Particularly visible in popular regions of the US and Europe, they set a unique and distinct competitive position in the market. However, in an industry where customers identify their lifestyle with the hotel brands, known for luxury and comfort, how would no-frills budget hotels appeal to the customers? Given their strategic pricing, can these hotels earn sustainable profits amid competition from high-end as well as low-end hotel segments?

Pedagogical Objectives • To discuss the development trends in the global hotel industry and its growth across the years • To understand various operational aspects of hotel industry and their implications on the performance of the hotel companies • To examine Japanese capsule hotels, their characteristic features, and services offered • To examine the rise of no-frills budget hotels in Europe and the US • To analyse the role of location in the success of the new concept hotels • To examine growing competition in the industry between different hotel categories • To evaluate the success of these new concept hotels and identify their growth potential. Industry Reference Year of Pub. Teaching Note Struc. Assign. Hospitality Industry MAR0099 2008 Available Available

Keywords Starbucks, Brands, Branding, Beer, Heineken, Budweiser, Bud Light, Breweries, [www. ibscdc. org](http://www.ibscdc.org) 3 Keywords Pedagogical Objectives • To analyse the business models of the Indian film industry ‘ Bollywood’ and Hollywood • To understand the Corporatisation on unorganised industry impact of a hitherto Brands and Branding Capsule; Hotels; Hospitality; Reverse Positioning; Brands and Branding Case Studies; ADR; RevPAR; Segmentation; Occupancy; Luxury; Budget; Differential Pricing; easyHotel; Yotel; Qbic; Blue Ocean Strategy; Bed and Breakfast; Green Consumer Behaviour; Brand Fatigue; Business; Strategy; Market Leadership; Branding Case Study; Competitive Advantage Ford’s Brand Revival Strategy for Lincoln

Ford Motors (Ford), one of the biggest manufacturers of automobiles in the US lost could not sustain its Lincoln brand due to mismanagement. The company concentrated more on its trucks division for profits and let its luxury car business slide. It faced falling sales and profits due to a bloated product line, which was out of sync with the market. To get back to its former eminence, Ford initiated the rebranding of its Lincoln luxury-car brand. Pedagogical Objectives • To discuss the challenges faced by the company due to change in consumer perceptions and increase in competition • To discuss concept of badge engineering Titan Watches – Creating a ‘ Stylish, Functional’ Brand

The Indian watch industry was in a state of flux and market leader ‘ Titan’ had to gear up its marketing strategies to retain its brand positioning. Titan as a brand had established itself for its style and choice of design. Titan’s clear segmentation strategy had served it well and the challenge Titan faced was to combat the onslaught of popular international brands like Rado and <https://assignbuster.com/brands-and-branding-essay/>

Rolex. Would Titan be able to match up by leveraging on its brand equity?

Pedagogical Objectives • To comprehend the market segmentation strategy of Titan • To study the challenges faced by an Indian watch brand due to the entry of foreign players • To analyse the impact of brand equity for market sustenance.

Industry Reference Year of Pub. Teaching Note Struc. Assign. Watch MAR0098C 2008 Available Available • To understand how an industry's competencies can be converted into capabilities • To analyse the Challenges of evolving brands in a global market. Industry Reference Year of Pub. Teaching Note Struc. Assign. Entertainment Industry MAR0097C 2008 Available Available Keywords Bollywood; Indian Film Industry; Hollywood; Branding Case Studies US film industry; Professionalisation; Corporatisation Brand Gendering: Hello Kitty Turns Unisex Hello Kitty, a cat-like logo, developed by Sanrio Company of Japan in 1974, caught on to the imagination of young Japanese girls.

The target segment for the brand expanded, with these girls achieving adulthood and its product range encompassed pencils to necklaces. Though developed initially by Sanrio for merchandising within Japan, Hello Kitty obtained recognition in other countries as well and was licensed globally. However, within Japan, the brand was aging and also facing competition from foreign competitors. Sanrio, in 2007, decided to extend the brand to menswear sensing an opportunity. The success of Hello Kitty as a unisex brand remained to be seen. Pedagogical Objectives • To discuss the concepts of brand, brand image and brand loyalty in the context of Ford •

Ford's brand revival strategies for Lincoln and discuss the possibility to its success or failure.

Industry Reference Year of Pub. Teaching Note Struc. Assign. Automobile Industry MAR0095B 2008 Available Available Keywords Indian Watch Industry; Titan Watches; Price range of Titan Watches; Domestic and foreign players; Functional and Trendy Watches; market Segmentation; Branding Case Studies; strategy; Innovation; Business; Titan Keywords Brand Revival; competition; US auto industry; Big three; Hybrid automobile; changing consumer preference; identity crises; Brands and Branding Case Study; American luxury brand; Alpha numeric naming system; Badge engineering; innovative products; cadillac; new models; Japanese manufacturer Brand Hollywood vs Brand Bollywood

Indian film industry christened ' Bollywood' after its more evolved western counterpart Hollywood, is well on its way to growth. In spite of being the world's largest producer of films; Bollywood is yet to acquire professionalism and capitalise on its huge talent bank. Will Bollywood with its rising global audience ride high on a Corporatisation wave? Can Brand Bollywood convert its competency into concrete capabilities and stand up to Hollywood? • To study the evolution of the Hello Kitty brand • To study the brand attributes of Hello Kitty • To analyse the target segment of Hello Kitty • To discuss the future of Hello Kitty as a unisex brand. Industry Reference Year of Pub. Teaching Note Struc.

Assign. Brand Merchandising MAR0096C 2008 Available Available Brand London: An FDI Attraction Over the years, London had emerged as a global

hub for companies that intended to invest in Europe. London's FDI attractiveness resulted in the city gaining the status as a major financial services centre. The city gradually lost its onefamous tag of being a prominent manufacturing hub. By 2007, several other destinations like China and India were posing a severe competitive challenge to London in terms of attracting foreign investment. Eventually, London slipped in the rankings for FDI attractiveness. This resulted in several challenges for the city.

It was also pointed out that transport infrastructure and inadequate housing for Keywords Kitty; Hello Kitty; Brand Gendering; Unisex Brand; Brand Merchandising; 4 www. ibscdc. org the growing population was a major concern. This has severe implications in times of a financial downturn.

Pedagogical Objectives The case study helps students understand and analyse:

- The factors that need to be considered for choosing a location for foreign investment
- The emergence of London as a major FDI destination in Europe
- The factors that favored London as a suitable location for FDI
- The challenges and measures to sustain London's status as a favorable FDI location in Europe.

Industry Reference Year of Pub.

Teaching Note Struc. Assign. Not Applicable MAR0094B 2008 Available Available

- Challenges faced by Portugal while implementing new image rebuilding campaign. Industry Reference Year of Pub. Teaching Note Struc. Assign. Not Applicable MAR0093A 2008 Available Available

Keywords
Rexona; Deodorant Antiperspirant; Hindustan Unilever Limited; Fast Moving Consumer Goods; Brand Repositioning; Consumer Perception; Brands and Branding Case Study; Product Innovation; Consumer Frame of Reference; Brand Extension; Celebrity Endorsement; Brand Perception; Brand

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Positioning M A R K E T I N G M A R K E T I N G M A R K E T I N G M A R K E T I N G M A R K E T I N G

Keywords Portugese Republic; Tourism Industry; Emerging Low-cost Producer Countries; Brands and Branding Case Study; Advertising Campaign; West Coast of Europe; Economic Climate; Inward FDI Flows; Country Brand Image; Emergency Austerity Plan; Economic and Social Impact; Pousadas Tourists; The Portuguese Government; Portugal Economy; Country Re-branding Strategies Beiersdorf AG's Brand Architecture Strategies: Challenges in Nurturing an Umbrella Brand Nivea Beiersdorf, the company behind Nivea, maintained a fairly concentrated portfolio of brands. Yet, the huge success of Nivea, made the company extend the brand across 15 product categories by 2006.

However, this strategy of umbrella branding presented the company with a new set of issues and challenges. While the repeated brand extensions could eventually wear out the Nivea brand, the unsuccessful brand extensions could even dilute the equity associated with the brand. Beiersdorf was at a major risk in over-relying on an umbrella brand. As Nivea formed the bulk of its sales, Beiersdorf was highly vulnerable to any loss of consumer confidence in its flagship Nivea brand. By far, Beiersdorf had successfully leveraged upon its flagship brand. But whether capitalising growth on one single brand would make a successful strategy in the long run was yet to be seen?

Pedagogical Objectives • To analyse brand architecture strategies at Beiersdorf AG • To understand the concept of umbrella brand • To analyse

the opportunities and challenges in umbrella branding • To understand the dynamics of brand building in global cosmetic industry. Industry Reference Year of Pub. Teaching Note Struc. Assign. Cosmetic and Toiletries Industry MAR0091A 2008 Available Available Keywords London; FDI; Foreign Direct Investment; Attractiveness; foreign market entry; European markets; Infrastructure; Financial Services; Manufacturing; Big Bang; Foreign investors; Brands and Branding Case Study; World City; United Kingdom; Financial Centre; Transport and Housing

Hindustan Unilever Limited's Rexona: Repositioning 'Rexona' Deodorant Unilever's INR 55 billion (\$1.36 billion) brand – Rexona, internationally spans across 90 markets worldwide commanding 14.5% share of the global deodorant market. In India, as one of the pioneer brands of Hindustan Unilever Limited (HUL), Rexona was worth INR 1.78 billion in 2006. With an annual growth rate of 28%, Rexona continued to compete as one of the core brands in HUL's brand portfolio. Launched as a soap brand, Rexona's journey through Indian fast moving consumer goods market has been a dramatic one. At the end of 2006, the brand managed to emerge as a mass deodorant brand, albeit with some hiccups. The case discusses the challenges faced by the popular brand, despite creating a market which was virtually non-existent in India. The case also discusses the Indian consumers' perception towards body odour and the challenges for Rexona in changing the consumer outlook towards deodorants. The case inculcates various dimensions of brand positioning and the challenges of repositioning a deodorant brand.

Pedagogical Objectives • To study the trends in the homecare and personal care market in India • To understand the rationale behind the repositioning

of Rexona deodorant • To discuss the challenges for Rexona in the process of brand repositioning. Industry Reference Year of Pub. Teaching Note Struc. Assign.

FMCG MAR0092A 2008 Available Available Portugal's Image Rebuilding Campaign: Will it be Successful? Portugal, (the Portuguese Republic officially) one of the oldest countries of Europe located at Southwest of Europe started attracting investors and foreign tourists through its liberalisation policies and economic reforms after its independence. But, due to its negative image among the European countries following safety issues, the tourist flow and the Foreign Direct Investments (FDI) were decreasing considerably. The low cost producer countries from central Europe and Asia further aggravated this situation by providing stiff competition to Portugal in attracting FDI.

In 2007, a coalition government decided to launch a new promotional campaign called ' West Coast of Europe' to rebuild its brand image among investing community and tourists. The case discusses whether such an image rebuilding campaign would help countries to attract investors and foreign tourists. Pedagogical Objectives • How to promote a country as a brand? • Brand rebuilding and positioning strategies of Portugal Keywords Brand Architecture Strategies; Brand Portfolio Management; Umbrella Branding; Brand Extension; Brand Equity; Brand Essence; Brand Equity Dilution; Brand Values; Brand Identity; Flagship Brand; Brand Positioning; Beiersdorf AG; Nivea; Product Line Extensions; Brands and Branding Case Study; Cosmetic and Toiletries Industry www. ibscdc. org 5 Brands and Branding

The Rebranding of an Indian LCC: From ‘ Air Deccan’ to Simplify ‘ Deccan’

The fiercely competitive Indian airline industry witnessed as many as three giant merger and acquisitions – Jet Airways-Air Sahara, Indian Airlines-Air India, and Kingfisher Airlines-Air Deccan in 2007. Of them, the Kingfisher-Air Deccan deal was a strategic alliance with a difference. The two airlines decided to operate as distinct legal entities with separate brand identities. Air Deccan had a substantial brand equity among the consumers and had become synonymous with low-cost travel in India. However, Vijay Mallya, Chairman of Kingfisher Airlines, decided to adopt a re-branding exercise for it.

The exercise involved renaming Air Deccan as ‘ Simplify Deccan’ with a tagline ‘ The Choice is Simple’, replacing the previous famous tag line ‘ Simplify’; replacement of logo, colour, uniform, old aircraft, and delivery of services. This re-branding was intended to give it a premium look, increasing its airfares. The company thus modified its business model from a low-cost to a valuebased airline model. The industry was abuzz with speculation that Kingfisher was planning to increase its stake in ‘ Deccan’ to 51%, with an objective to have a greater say in the decision making process. However, analysts were skeptical about Deccan’s prospects of attracting a wider target audience.

Pedagogical Objectives • To understand strategic alliances as a business expansion strategy • To understand how re-branding exercise may retain consumer loyalty • To understand the consolidation trend in the Indian airline industry. Industry Reference Year of Pub. Teaching Note Struc. Assign. Airline Industry MAR0090A 2008 Available Available built a strong brand

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among the consumers. But the company was faced with stagnating sales in the 1980s due to shift in consumer preferences from carbonated drinks to healthy drinks like juices and green tea. With an aim to attract health conscious consumers Coca-Cola introduced fortified carbonated drinks terming them as ‘ sparkling beverages’.

To strengthen its efforts to gain competitive advantage in this emerging segment, Coca-Cola initiated a new marketing campaign for its new product ‘ Coke Zero’ and simultaneously launched ‘ Diet Coke Plus’. The case analyses whether Coca-Cola would be able to revive its sales through this brand extension strategy. Pedagogical Objectives • To analyse the dynamics of nonalcoholic beverage industry • To understand growth of Coca-Cola • Evaluation of brand extension strategies by Coca-Cola • To analyse competitive scenario and its impacts. Industry Reference Year of Pub. Teaching Note Struc. Assign. Beverage MAR0089A 2008 Available Available branding strategy while holding one of the world’s strongest brands.

Pedagogical Objectives • To analyse Coke’s continuous brand building efforts in the carbonated beverages segment • To analyse the challenges faced by Coke in the carbonated beverages segment • To discuss Coke’s product diversification strategy • To discuss the rationale behind Coke’s multi-branding strategy and analyse its probable pros and cons. Industry Reference Year of Pub. Teaching Note Struc. Assign. Beverage MAR0088C 2008 Available Available Keywords Coca-Cola/Coke ; Beverage Industry; Largest beverage maker; Carbonated; noncarbonated beverages; Advertising campaigns of Coke; Coke’s product diversification strategy ; Brand Value; global brands; Bottling; Innovative marketing campaigns; Coke’s Social <https://assignbuster.com/brands-and-branding-essay/>

Initiatives; Challenges faced by Coke; Brands and Branding Case Study; Critical success factors of CSD; Umbrella Branding; Value Chain of Coke

Keywords Coca-Cola; growth and Evolution; Brand Extension; Brands and Branding Case Study; Diet Coke Plus; US Soft drinks industry; Non-Alcoholic Beverage Industry; Sparking Beverages; Carbonated Soft Drinks; Non-Alcoholic Refreshment Liquid Beverages; The global soft drinks industry; Health and wellness drinks; Obesity

Lenovo's Brand Building Strategies: Taking the Competition to Competitors with " Transactional Model" Neither China nor the Chinese companies can be any more ignored at any international business discussion. An oft-cited reason is Lenovo's acquisition of IBM's PC division that has revved up brand China. After that, Lenovo is busy building its own brand at the global level.

This top PC-maker in China has served its home turf so well with its unique business model, dubbed the ' Transactional Model'. It is quite upbeat that the strategy will pay off globally too – catapulting it to the top spot. However, sceptics have their reasons; mainly that its top-3 rivals – HP, Dell and Acer – wouldn't let Lenovo topple them. The case study helps debate if Lenovo's ' Transactional Model' is suitable for other countries also, and if this model helps it combat global giants operating at a bigger scale. The case also helps discuss loopholes in Lenovo's model and how to fill them up.

Pedagogical Objectives The case is structured to help students understand: Coca-Cola's Multi-branding Strategy: Is it the Right Move?

The changing attitudes of consumers towards healthier lifestyles and the subsequent decline in the CSD consumption during the 1990s led the soft

drinks manufacturers to push non-carbonated beverages too. Not to be left behind, over a century old beverage maker Coca-Cola Inc. , having the world's most ubiquitous brand - 'Coca-Cola' - began to concentrate on the non-carbonated beverages segment since the end of 1990s. It began offering a diversified range of products like coffee, tea, health drinks, sport drinks, juices, bottled water etc. , under various brand names. Even though Coca-Cola has a strong brand name, it has not extended the 'Coca-Cola' brand to its non-carbonated beverages and is promoting these beverages under different brand names. This case facilitates discussion on whether it is the right move for Coca-Cola to adopt a multi-

Keywords Indian Aviation Industry; Consolidation; Kingfisher Airlines; Air Deccan Airlines; Low Cost Carriers (LCC); Full Cost Carriers; Strategic Alliance; Brands and Branding Case Study; Brand Image; Rebranding; Brand Positioning; Value Based Airlines; Consumer Loyalty; Simplify Deccan Coca-Cola: Targeting Niche Market through Brand Extension Coca-Cola, one of the world's largest soft drink manufacturers became famous for its flagship product Coca-Cola. Coca-Cola adopted different marketing strategies and 6
www. ibscdc. org • Competitive dynamics shaping the world PC industry • Sources of competitive advantages in a highly commoditised industry • Significance of brand building in such an industry • Ways by which companies can overcome their legacy costs, when going global. Industry Reference Year of Pub. Teaching Note Struc. Assign. Personal Computers MAR0087 2007 Available Available

Keywords Apparel and Footwear, Nike, Tailwind, US, Value segment, Subsidiary, Branding, Brands & Branding Case Study, Growth strategy,
<https://assignbuster.com/brands-and-branding-essay/>

Innovation Pepsi's Strategy to Address Changing Consumer Buying

Behaviour: Would it Succeed? PepsiCo a world leader in convenient snacks, foods, and beverages is a \$35 billion company. Some of the popular brands like Pepsi-Cola, Mountain Dew, Diet Pepsi, Lays, Doritos, Tropicana, Gatorade, and Quaker Oats are owned by the company. The company saw a change of preference in its consumers in the 1990's apart from this the beverage industry also observed a rise in functional drinks in the mid 2000s. The case focuses on the Pepsi's strategy to address this change in the consumer behaviour. Pedagogical Objectives his, it appointed Steve Wilhite as its chief operating officer in 2006 – to reinvigorate its brand and smoothen the drive of its ' Genesis'. Though its rapid growth catapulted it as the world's sixth largest carmaker, Hyundai risks getting squeezed between its high-tech Japanese rivals and low-cost Chinese new entrants. Pedagogical Objectives • To analyse the market entry strategies of select automakers • To examine the brand perceptions of US consumers • To critically understand the role of branding strategies in a company's success • To discuss the brand perplexity met by Hyundai in US. Industry Reference Year of Pub. Teaching Note Struc. Assign. Automobile MAR0084 2007 Available Available M A R K E T I N G M A R K E T I N G M A R K E T I N G M A R K E T I N G M A R K E T I N G

Keywords Personal Computers; Mergers and acquisitions; Integration challenges; Brand Integration; Branding; Branding challenges; IBM; Lenovo; Brand building in consumer goods; Note Book Computers; Chinese PC Industry; PC Manufacturers; Global PC Industry; Brands and Branding Case Study; Brand Building Strategies Nike Getting into Subsidiary Brands – Will it

Work? Nike, one of the leading brands of athletic footwear, apparel, equipment and accessories is Oregon, US based company. Its company's 50% of the revenue comes from international sales and it registers its presence in more than 160 countries. Nike owns 400 retail outlets which operate domestically as well as internationally.

Over the past few years Nike's subsidiaries have been performing well and as a part of the company's growth strategy and to maintain its position in the market Nike started concentrating on its subsidiary business in the year 2006. With the acquisition of the Starter the company also envisaged to setup itself in the value retail. The case analyses the impact of Nike's subsidiary brand on its core brand. Pedagogical Objectives The case study has been structured to understand and analyse:

- The effects of subsidiary brands on the core brand
- The dangers of brand dilution and cannibalisation
- Segmentation, targeting and positioning strategies of core brands and subsidiary brands.

Industry Reference Year of Pub. Teaching Note Struc. Assign. Apparel and Footwear MAR0086P 2007 Available Available

The case study has been structured to understand and analyse:

- The Impact of changing consumer behaviour on the food and beverage Industry
- The possible solutions to address the change in consumer preferences
- The importance of strategy to achieve long-term sustainable growth.

Industry Reference Year of Pub. Teaching Note Struc. Assign. Food and Beverages MAR0085P 2007 Available Available

Keywords Steve Wilhite; Market Entry Strategy; Consumer Brand Perceptions; Branding Strategy; US Automobile Industry; J. D. Power Quality Study; Kia Motors; Brand Perplexity; Brands & Branding Case Study; Sports Utility Vehicles (SUVs); Chung Mung Koo;

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Impact of Rising Won; Genesis; Fuel-cell Technology Adidas: The Reebok Brand Revival

In early 2006, Adidas, the world's second largest sporting goods maker has acquired Reebok International Ltd (Reebok) to expand its global reach and give a competition to Nike, the market leader in US market. After nine months of acquisition, sales of Reebok-branded shoes and other apparel have fallen by 7%. In 2007, Adidas has launched a new marketing and branding strategy for Reebok. The case discusses Adidas's brand strategy for the revival of Reebok. Pedagogical Objectives • To understand dynamics of US foot wear industry • To discuss Adidas's new marketing strategy • To discuss Adidas's brand strategy for the revival of Reebok. Industry Reference Year of Pub. Teaching Note Struc. Assign. Footwear and Apparel MAR0083P 2007 Available Available

Keywords Food and Beverage, Pepsi, Consumer behaviour, Brands & Branding Case Study, US health consciousness, Coca-Cola, obesity, Growth strategy, Innovation Hyundai in US Needs a New, Strong Brand Identity: Can its COO, Steve Wilhite, Deliver? Hyundai is about to launch its dream run in the US through its luxury car ' Genesis'. For the company, it was indeed a long drive from the low-cost segment to the niche luxury car market – dashed by ignominies and accolades, and periods of growth and fall. Once reviled for its low-quality cars, Hyundai is now hailed as one of the topclass carmakers – even outclassing Toyota, the world's largest and premier carmaker, by several quality parameters. In spite of all this, Hyundai still lacks a strong brand image and is snubbed by Americans. For [www. ibscdc. org](http://www.ibscdc.org) Keywords Brands and Branding Adidas; Reebok; Nike; Sports goods; <https://assignbuster.com/brands-and-branding-essay/>

Footwear; Brand revival; Celebrity endorsement; Brands & Branding Case Study; Merger; Cannibalization; Product positioning; Lifestyle; Advertising strategy; Repositioning; Apparel and clothing; Global marketing acquired Old Spice in 1990, it has been aspiring to give Old Spice a spicy and younger appeal. Its reasons for revamping its historic image with generation X has become stronger with the success of Axe, an offering from its competitor – Unilever, in 2004. Old Spice in its struggle to regain its lost leadership status, is trying to make its old sailor whistle a new tune.

Pedagogical Objectives • To understand the competitive scenario in the male grooming market in the US • To study the growth of Old Spice over the decades • To analyse P's strategy to revamp its Old Spice brand, with a strong focus to retain its legacy • To study the positioning of the Old Spice's new range of products. Industry Reference Year of Pub. Teaching Note Struc. Assign. Male Grooming Industry MAR0081B 2007 Available Available Teaching Note Struc. Assign. Available Available Keywords Harley-Davidson; Just-in-time; Richard Teerlink; Clyde Fessler; Value creation; Brands & Branding Case Study; Brand positioning; Buell; Retail; Harley owners group; Co-branding; Brand loyalty; Icon; Pricing; Risk management; Waste cost Bank of America: Brand Positioning Strategies Bank of America, leader in overall Small Business Administration (SBA) lender in the U. S. , with clients in 175 countries and associated with 98 percent of the U. S.

Fortune 500 companies, announced “ Bank of Opportunity” new brand positioning theme supported by many initiatives like mix of national and local television, radio, print, online and outdoor advertising, as well as major charitable grants. The Case details Bank of America's initiatives and ends on <https://assignbuster.com/brands-and-branding-essay/>

the debate whether Bank of America would be able to communicate effectively the underlying theme of “ Bank of Opportunity”? Would this brand positioning campaign really take off? Pedagogical Objectives • The Case aims at understanding the brand building exercise undertaken by Bank of America • The Case also aims to discuss the concepts of branding, creation of brand, types of branding, communication barriers, different media used in communication, their reach and impact on the target segment. Industry Reference Year of Pub. Teaching Note Struc. Assign.

Banking MAR0082A 2007 Available Available Fiat Relaunching the 1950’s Fiat 500: Replicating the MINI’s Success? Retro models seem to be the car industry’s hot favourites. BMW came out with MINI and Volkswagen with the New Beetle. Both were cult cars in their initial run and their new avatars did not do anything less. Fiat also flirted with this trend, by relaunching its 1950’s Fiat 500 afresh, half a century down. Through this relaunch, Fiat wants to consolidate its recent recovery ratcheted up by its CEO, Sergio Marchionne – and work towards an upmarket image. This case study outlines the car industry trends and helps analyse the success of the MINI and the New Beetle.

The case enables a discussion on the targeting, positioning and marketing techniques of carmakers, especially those of Fiat. It triggers discussion on how Fiat – while cashing in on the retro nostalgia – has to ensure young drivers are not left out. Spotlight is also on Fiat’s trade-off between maintaining the car’s retro-image and making it thoroughly modern.

Pedagogical Objectives • To analyse the essential elements for the relaunch of retro models and those of the relaunched MINI and the New Beetle • To

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understand the concept of targeting and positioning, with respect to the relaunch of MINI and the New Beetle • To understand the concept of marketing mix and apply it to the relaunch of the Fiat 500. Industry Reference Year of Pub. Teaching Note Struc. Assign.

Automobile MAR0079 2007 Available Available Keywords Deodorant industry; Axe; Old Spice; Brands & Branding Case Study; P&G; Reamping; Male Grooming Industry; Make Over; Voice of Experience; High Endurance; NASCAR; Unilever; RedZone; Right Guard; Repositioning; Gillette Value Creation at HarleyDavidson On 31 August 2003 Harley-Davidson (HD), the only major American player in the world motorcycle market, celebrated its 100th anniversary. In 2002, H-D reported its 17th consecutive year of record revenue and net income. In 2001 Forbes magazine named H-D the 'company of the year' for its record sales growth, earnings, and strong overall financial performance.

The case discusses the way H-D has been creating value for its shareholders: (1) by positioning itself as a lifestyle product (with the capacity to satisfy deep-seated psychological needs); (2) by lowering buyers' price sensitivity (and in the process paving the way for premium pricing); and (3) through risk management and synchronised operating processes. Pedagogical Objectives • To understand and analyse how H-D creates value for its shareholders • To discuss the marketing strategies of H-D. Industry Reference Year of Pub.

Automobile MAR0080 2007 Keywords Branding Strategies; Bank of Opportunity; Communication Barriers; Use of Media Platforms; Brands & Branding Case Study; Target Segment; Impact and Reach of Media; Creation

of a Brand; Positioning Strategies; Small Business Administration; Advertising; Brand Positioning; Corporate Branding; Brand Building

Old Spice: Strategies to Transform its Brand Image Procter & Gamble's Old Spice, a major player in the male personal care sector, was launched by Shulton Company in 1938. Although Old Spice was tagged as an Old Man's Product since the 1970s, the product maintained its market leader position till early 2000. Ever since P&G Keywords Trends in and dynamics of automobile industry; consumer behaviour in automobile industry; segmentation; targeting and positioning; Brands & Branding Case Study; marketing mix; relaunch of retro models; bottom-up marketing; viral marketing; Fiat 500; BMW MINI; Volkswagen New Beetle 8 [www. ibscdc. org](http://www.ibscdc.org) Brand Bond: The World is Not Enough

Global Film Industry, despite having started in Europe, had lost its prominence to Hollywood. It is believed that one among the few, for the Europeans to be happy about, is the creation of brand like James Bond, a fictional character that was conceived by the British novelist, Ian Fleming. Having his novel Dr. No made into a feature film by EON Productions in 1962, the Bond movie series numbered twenty-one by 2006. The series had excelled for four decades, by changing its product offering to suit the contemporary demands, but without changing its core value. Even today James Bond movies are associated with cool girls, ruthless villains, exotic locations, sexual connotations, cars and gadgets.

However, many branding experts question whether this value offering and product relevance of James Bond would have a long mileage, in the context

of changing customer preferences and technological revolutions in the film industry. Pedagogical Objectives • To analyse whether Brand Bond is an Iconic or a Cult brand • To discuss, compare and analyse the nature of British film versus Hollywood • To devise a new business plan to revive the brand Bond. Industry Reference Year of Pub. Teaching Note Struc. Assign. Entertainment MAR0078 2007 Available Available quality and innovation surrounding Alessi; (b) to provide Alessi's designers with the opportunity to take risks and innovate, staying close to the borderline.

The main objectives of the case are to grasp the key issues involved in managing brand equity and thus the focus is on various issues, faced by a luxury goods firm, like Chinese counterfeits, branding strategy problems, production planning problems and so on. The case also provides various possible options such as 1) whether to engage the Chinese manufacturers 2) extending brand both line- and categorywise 3) going for patenting actively 4) consider a change in the business model and so on. The case prepares a rich ground to discuss critical issues in the strategic brand management of fashion and luxury goods. In particular, it illustrates how Alessi has managed to grow, without losing its core identity and its customer value. It is also meant to evaluate Alessi's brand strategy using the brand equity approach.

Pedagogical Objectives • The Alessi case is written to serve a number of purposes in a course on Strategic Brand Management. Specifically it can be used to: • Highlight the importance of brand equity approach • Define and illustrate brand equity for Alessi • Evaluate the relative importance of various elements of brand equity that provides value • Demonstrate how the value that has emerged from various environmental factors have enhanced

brand Alessi • Manage brand equity – how should it be leveraged and protected in the face of various threats; how should it be exploited? • Raise questions and suggest issues for strategic brand management, in the case of Alessi. Industry Reference Year of Pub. Teaching Note Struc. Assign.

Gifts, Kitchen Ware, Design MAR0077 2007 Available Available P&G's brand Management Strategy for Tide in the US P is a leading consumer goods company based in Ohio, US. It owned more than 300 brands including Tide detergent, Crest toothpaste, Pantene shampoo and conditioner, Pringles potato chips, Pampers diapers and Vicks cold medications which were available in over 160 countries. It has the largest market share in laundry detergent products. Its laundry detergent brands included Tide, Cheer, Ariel, Gain, Era, Bold and Dreft. P has been struggling to retain its leadership position in the laundry detergent segment, especially for Tide detergent.

The Tide brand was losing its appeal due to lack of new products and advertising. The case study discusses P's attempts to keep the Tide brand alive. Pedagogical Objectives • The case is about P&G and its most widely sold detergent Tide. The case discusses the problem faced by the P&G brand Tide which once used to hold number one position in the detergent industry. The case elaborates on • The market conditions and the competition faced by Tide in the US market • Strategy adopted by P&G to make Tide a success • Advertising initiatives taken by P&G to establish Tide as market leader.

Industry Reference Year of Pub. Teaching Note Struc. Assign. FMCG Industry MAR0076P 2007 Not

Available Not Available M A R K E T I N G M A R K E T I N G M A R K E T I N G
M A R K E T I N G M A R K E T I N G Keywords James Bond; Brand Bond; Sean
Connery; Pierce Brosnan; Branding; Movie marketing; Cult Brand; Iconic
Brand; Mass Brand; Hollywood; EON Productions; Brands & Branding Case
Study; British Film Industry Keywords Proctor & Gamble; Tide detergent;
Ivory soap; Brands & Branding Case Study; Oxydol Soap; dreft soap; Gain
detergent; cheer detergent; Project X; wasday miracle; Liquid Tide
detergent; Ultra Tide power and Liquid Alessi: Managing Brand Equity at the
Italian Design Firm In early 2004, Alberto Alessi, general manager of Alessi S.
p.

A – the Italian, family-run, kitchen and tableware factory – famous for its
playful and innovative design is absorbed about how to manage Alessi's
brand equity. Alberto needs to optimise a set of objectives, subject to certain
constraints. The objectives are: (1) to bring Alessi's range to masses or in
other words, how to enhance and build more luxury into their brand at every
price point it offers; and (2) to find new typologies into which Alessi can
expand. The constraints are: (a) to sustain the aura of Nivea's Brand
Extension Strategy in the US Market In 2005, \$3. 3 billion, NIVEA (Nivea) is
the world largest skin and personal care brand.

Owned by Beiersdorf, Nivea has grown from being a signature product to
over 30 products encompassing fourteen product categories which included
a vast expanse of sub-brands such as Body, Visage, Beaute, Sun, For Men,
Hair Care and Baby It had used the 'clear benefit concept' to promote
growth in Asia, Latin American and Eastern European Market. Nivea has
succeeded with new products rollouts by maintaining consistency in its

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brand [www. ibscdc. org](http://www.ibscdc.org) Keywords Alessi; Italy; Kitchen and tableware; Strategic brand management; Create and sustain brand equity; Home luxury goods; Family-owned businesses; Design-driven innovation; Clusters and strategy; Brands & Branding Case Study; Perceived quality; Brand associations; Democratisation of luxury; Focused low-cost strategy 9 Brands and Branding essaging, both visually and verbally. Increase in critical consumers, aggressive competitions and private labels is posing a threat for Nivea and their sales growth has been stagnant since 2002. To increase its global market share in skin and beauty care, the company has launched several new initiatives. This case discusses Nivea's growth strategy over the years and it strategy to maintain its lead in the changing market place.

Pedagogical Objectives • Impact of competition and private label on Nivea •

Nivea's brand extension strategy. Industry Reference Year of Pub. Teaching Note Struc. Assign. Cosmetic Industry MAR0075P 2007 Available Available

The case outlines the various environmental and other controversies that

have had a negative impact on the retailer's sales • It discusses senior

management's initiatives to turn Wal-Mart into the world's largest

environment friendly store • The case highlights that apart from improving

its image, motivating employees, Wal-Mart can also save money by going

green. Industry Reference Year of Pub. Teaching Note Struc. Assign. Variety

Stores MAR0074P 2007 Not Available Not Available • It discusses the

initiatives taken by Mattel to extend Barbie an iconic brand's product life

cycle • To debate over Mattel's current strategy for Barbie. Industry

Reference Year of Pub. Teaching Note Struc. Assign. Toy Industry MAR0073P

2007 Available Available Keywords Mattel; Barbie; product life cycle; brnad

extension; bratz; fairytopia; core branding strategy; icinic brand; marketing

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strategy; re-invention; brand merchandise; retail strategy; competition;

Brands & Branding Case Study; collector Barbie; mid-life crisis

Keywords Wal-mart; Sam's club; Sam Walton; Sex discrimination litigation;

Supercentre; Organic product market; Kid Connection; Sustainable value

networks; Brands & Branding Case Study; Environmental campaign; Wal-

Mart Jobs & Opportunity Zones; Discount stores; Online retailing; Wal-Mart in

controversies; Green initiatives; Environmental Quality Act Keywords Skin &

personal care; clear benefit concept; Beierdorf, Nivea visage; Nivea for men;

Word of mouth campaign; packaging; Brands & Branding Case Study; Market

share Harley Davidson: Maintaining a Cult Brand In 2005, the \$5. 34 billion –

HarleyDavidson (Harley) is the leading motorcycle manufacturer in the US

with over 50% market share.

Hailed as the classic example of a cult brand, Harley depends on innovative

product, premium pricing, unique retail environment and experiential and

relationship marketing to maintain its status as a cult brand. It enjoys huge

brand loyalty. Deeply connected to American culture and values, Harley has

become a symbol of rugged individualism, freedom and rebellion. Harley has

cultivated its image and relationships over a long period of time and

effectively wrapped itself around its customers using multiple marketing

techniques. Every touch point – the product itself, its distribution channels,

sales, customer service, design, communications and brand extensions has

been harnessed to enhance the company's brand identity.

Harley has historically controlled the demand – supply gap of its products to

create a scarcity value for the brand With the changing demographic and

market scenario, Harley is slowly changing its strategy on all fronts. In 2005, all the eyes are trained on Harley as it made the transition from operating in the unique, high growth selling environment that it experienced in the 1990s and early 2000s, to one that is sustainable on an ongoing basis. In the recent times, the scarcity value has reduced as a result of its aggressive strategy to match demand and supply. Although the company's efforts to correct the demand – supply gap are going in the right direction, they are also leading to rising dealer inventory and reduced value of pre-owned vehicles.

The case discusses Harley's product development strategy, brand merchandising, pricing, its promotion Wal-Mart – Building a New Image Wal-Mart, the second largest company in the world is also the largest retailer in the world. In the past decade, Wal-Mart has been mired in controversies. It has come under increased criticism on a variety of fronts, from paying low wages and providing paltry health benefits to hurting local businesses. Such criticism has escalated since 2004, as two union-backed groups have run grass-roots campaigns to draw attention to Wal-Mart. Analysts observe that the negative perceptions have slowed sales, as some shoppers turn away from the retailer.

Lee Scott Jr (Scott), CEO Wal-Mart realises that many of the controversies that have to do with the environment will end up with people feeling that Wal-Mart has a greater responsibility than they are accepting He decides that Wal-Mart needs to define its responsibility broadly, in a way that will bring its vast supply chain— where its environmental impact is the greatest —into the picture. He aims to turn it into the world's largest environment friendly store. Apart from improving its image, motivating employees, Wal-

Mart can also save money by going green. Pedagogical Objectives • The case discusses green consumerism with respect to Wal-Mart Revitalising Barbie In 2006, 46 year old Barbie – the largest and the most popular doll in the world is struggling through a mid-life crisis.

The Barbie brand accounts for almost one-third of Mattel's \$5.2 billion annual revenue. The Barbie doll has dominated the global toy market for more than 40 years. But in recent years, its status as queen of the toy cupboard is under threat. Mattel's financial results highlighted her plight with the gross worldwide sales of Barbie falling by 13% in the second quarter of 2006. Little girls no longer view her as cool and trendy. Mattel decided to reinvigorate the Barbie brand, focusing on core markets, aligning more effectively with growing retail customers by entering into closer partnerships with them, investing in developing markets, and growing alternative sales channels.

Mattel has decided to concentrate on three aspects – product, brand building and distribution channel. It has extended Barbie to animation movies, launched interactive web sites, and developed new products to appeal to teens and pre-teens. The case discusses the challenges faced by Barbie; it traces the initiatives taken by Mattel over the years to extend Barbie's product life cycle; and debates over Mattel's current strategy for Barbie. Pedagogical Objectives • To examine the challenges faced by Barbie in maintaining its brand image 10 [www. ibscdc. org](http://www.ibscdc.org) strategy, the Harley Owner Group (HOG) and its designer stores which promote lifestyle experience.

Pedagogical Objectives • The emergence of Harley Davidson as a cult brand

- The challenges that Harley Davidson faced from competitors, over the years
- To discuss the strategies adopted by Harley to maintain its status as a cult brand.

Industry Reference Year of Pub. Teaching Note Struc. Assign. Motorcycle MAR0072P 2007 Available Available Keywords Tourism Malaysia; Malaysia Tourism Promotion Board (MTPB); Malaysia: Truly Asia; Visit Malaysia Year; Brands & Branding Case Study; Tourist Development Corporation of Malaysia; Asian financial crisis; Malaysia GDP (gross domestic product); Malaysia's international tourist arrivals; Adventure tourism; Meetings, Incentives, Conferences, and Events (MICE); World Tourism Organisation; Tourism infrastructure

Brand image; Dr Amar Bose; Stereo speaker; iPod; Branding M A R K E T I N G M A R K E T I N G M A R K E T I N G M A R K E T I N G Intel: In Search of a New Identity The very first major move which Paul S. Otellini took, after becoming the new CEO of Intel Corporation, was changing the company's 16-year old logo. The change was not only in the tag line but also in the famous Intel's "dropped-e" corporate logo. The company was the market leader in its microprocessor segment and the famous tag line, 'Intel inside', was closely associated with its success. A sudden shift from its year-old and well known corporate logo to a new one, was quite unlikely Intel.

Moreover, the company was planning to diversify to other businesses, apart from its core PC segment, thus, decided to change from 'Intel Inside' to 'Leap Ahead'. There were many instances where companies had changed their corporate logos and also succeeded in maintaining their images in the market. This case highlights the above-mentioned issues and allows room for

discussing whether Intel has made the right move or not. Pedagogical

Objectives • To understand the processor industry • To discuss the new marketing initiatives taken by Intel • To debate on whether this initiative would help Intel to succeed in future. Industry Reference Year of Pub.

Teaching Note Struc. Assign. Semiconductor MAR0069K 2006 Not Available
Not Available

Bose: Making the Most Trusted Brand Bose Corporation (Bose), the manufacturer of audio systems was ranked as the most trusted consumer brand among the 22 distinguished technology companies in 2006. Bose topped the list, ahead of Apple, Microsoft, Dell, Intel and Sony. From its inception, Bose had focused on the quality of the product and laid its emphasis on research and development. Moreover, the speakers produced by Bose used an innovative technology that could be controlled automatically. Apart from being the most trusted brand, Bose had been recognized as the strongest brand in the car audio segment for the fourth consecutive year in the US, in 2006.

Customers associated Bose with high brand image and so the question was that whether the company would maintain its existing brand image among the consumers or would go for innovative products to counter its competitors. The case gives an insight to Bose's background from its very inception. It also gives an overview of the making of Bose as a powerful brand. Pedagogical Objectives • To discuss about the history and growth of Bose Corporation • To understand how Bose Corporation focused on the upper strata of customers • To analyse the making of Bose as a powerful brand • To assess how Bose generated trust among the consumers • To

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argue whether Bose would cater the niche segment or diversify into other segments. Industry Reference Year of Pub. Teaching Note Struc. Assign.

Consumer Electronics MAR0070K 2007 Not Available Not Available

Keywords Harley Davidson; cult brand; innovative product; premium pricing; relationship marketing; brand loyalty; lifestyle branding; iconic brand; experiential marketing; product scarcity model; Brands & Branding Case Study; brand merchandising; retail strategy; brand identity; historical branding; image management Tourism Malaysia: Marketing the Country In early 2006, Malaysia launched a 'Visit Malaysia Year 2007' campaign which coincided with the golden jubilee of its independence in 2007. The objective of the campaign was to market Malaysia as a major tourist destination and attract 20 million international tourists in 2007, up from 16.4 million in 2005. In 1999, Malaysia had launched the 'Malaysia: Truly Asia' campaign which significantly increased international tourist flow to the country.

The case deals with the efforts made by Malaysia to transform itself into a comprehensive tourism product and market it. Pedagogical Objectives • To analyse the need for integrated planning to make a country brand • To understand the identity and image of Malaysia as a country brand • To analyse the challenges while managing a country brand • To discuss the critical success factors for a country brand. Industry Reference Year of Pub. Teaching Note Struc. Assign. Tourism MAR0071K 2007 Available Available

Keywords Intel Corporation; Logo; Desktop PC (personal computer); Brands & Branding Case Study; Microprocessors; Semiconductors; Component branding; Apple; Multi-tasking; Servers; Intel inside; Leap ahead; Marketing; Image dilution; Brand valuation; Tagline

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Tom Cruise at United Artists: The Potential Prospects and Perils After a rather bitter break-up with Paramount Pictures, Tom Cruise, one of the partners of Cruise/Wagner Productions was reported to sign an agreement with Metro-Goldwyn-Mayer (MGM) to run United Artists, a subsidiary of MGM. The agreement was found to trigger a debate within Hollywood as on one hand while sources at MGM believed that the actor would be instrumental in bringing about a turnaround at United Artists, several other sources felt he could actually turn out to be a liability for the ailing studio.

Though Tom Cruise was a recognised brand in Hollywood and at one point of time, enjoyed overwhelming popularity in the industry, his controversial comments on subjects like Scientology, use of antidepressants and certain developments in his personal life were however found to be responsible in negatively impacting his image.

- To trace the timeline of United Artists, one of the classic iconic studios of Hollywood
- To analyse the causes behind the decline of ‘Brand Cruise’ and its subsequent impact on studios who invested in the actor
- To analyse the possible impact of the agreement signed between Cruise and MGM.

Industry Reference Year of Pub. Teaching Note Struc. Assign. Entertainment MAR0068K 2007 Not Available Not Available brands and products. For example, the company launched 65 inches LCD TV, the largest in the world.

As a part of the restructuring exercises, the company also equipped its existing facilities with the most advanced technologies. It also enhanced the

existing capacity of the plant and diversified to other related area, like, mobile phones and so on. This case gives in details about the problems the company encountered, strategies adopted by the company as a part of the restructuring exercises and how the company planned to leverage the full benefit from the restructuring exercises. It also gives an idea about global LCD TV market, recent trends and developments of the market, future trends of the market and how innovative technologies affect the growth of the ma