



UNIVERSITY
OF
JOHANNESBURG

UNIVERSITY OF JOHANNESBURG
DEPARTMENT OF MARKETING MANAGEMENT
BCOM HONOURS MARKETING MANAGEMENT
BRAND MANAGEMENT (BMB11X7 / MMA8X01)

EXAMINATION

MEMORANDUM

: 1 Dec 2016
: 100
: 3 Hours

EXAMINER: PROF HB KLOPPER (MSA)
INTERNAL
MODERATOR: DR I LUBBE (UJ)
EXTERNAL
MODERATOR: MRS R PRINS (IMM)

(THIS PAPER CONSISTS OF THREE PAGES)

INSTRUCTIONS:

- This is an open book assessment
 - Answers should contain 20% theory and 80% application
 - Answer ALL the questions, using practical examples to support your answers
 - Number questions clearly
 - Structure answers by using numbered headings and sub-headings
 - Ensure that all your personal particulars appear on all answer books
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Question 1

- a) Comment on how successful Nestlé conceptualised the leveraging of their brand knowledge during the process of introducing and marketing Nespresso.

(7)

- b) Evaluate the effectiveness with which they used the different means to leverage secondary associations.

(18)

(25)

Question 2

Nestlé seems to employ complex brand architecture strategies, which are applied across a range of products, as evident through the use of the Nespresso brand.

- a) In the light of brand architecture strategies, discuss Nestlé's brand portfolio and brand hierarchy in detail. (15)
 - b) Discuss in detail how you can improve the company's corporate branding strategies following the guidelines of brand architecture. (10)
- (25)**

Question 3

Following the previous questions, management at Nestlé must have a clear understanding of brand extensions such as Nespresso.

- a) Discuss the extension strategy employed by Nestlé in the case of Nespresso, against the various options available to them, keeping in mind how consumers evaluate brand extensions. (10)
 - b) Evaluate Nestlé's brand extension strategies considering current best practices. Use the steps proposed by your textbook for evaluation of brand extension strategies. (15)
- (25)**

Question 4

Assess the efforts of Nespresso to manage brand equity in the past year. Analyse the actions taken and explain how they can ensure that their branding remains innovative and relative. (25)

TOTAL [100]

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