Jagan Institute of Management Studies
End-Term Examination, September-October, 2017
Trimester IV – PGDM (RM) 2016-18

Product Management in Online Business
ET_RM_PMOB_0410

Time: 3 Hrs.   *M. Marks: 70*

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.

Q 1 **a)** Please draw and explain the Product Life cycle mapped with the BCG matrix. What are the ways in which a product can delay the decline phase, explain with an example. **8**

b) What are Brand Inventory and Brand Exploratory? Why are these important? **8**

Q 2 **a)** Describe the attractiveness of an "Online Grocery Shop" taking into account the various category factors. **4**

b) Explain any four Risks in Product Decisions with the help of examples. **8**

Q 3 What are the four Levels of Competition and the implications for product strategy at each level? Pictorially represent the competition levels for 'Kindle device'. **12**

Q 4 **a)** What is Brand Equity and how does it help a brand? Draw the CBBE models comparing the different elements for Amazon and Snapdeal. **8**

b) Explain the Stage Gate Process and its elements. Describe the limitations and Pluses of this process. **4**

Q 5 As part of your project you have done the brand audit of ecommerce players in India. Please describe the following for one of the brands **other than the one done by your group**. Please mention the name of the brand that you are answering the following questions for

a) What are the different brand elements used by the brand? **3**

b) What are the marketing strategies used by brand and how is it helping the brand in building its brand equity? **5**

ET_RM_PMOB_0410 **c)** What are the biggest factors under the brand exploratory that emerged out for the brand and do you agree with those? **4**

Q 6 **a)** What are the factors affecting the price of a product. Describe how these factors would affect the pricing by Amazon for products sold on its **6**

website (answer based on fast moving products and not specialized products).

b) Please calculate the brand scores of the following brands (A & B) and state which one is the stronger brand? The values have been collected in a survey: **6**

		Familiarity Score (Scale 1 to 4)	Overall Rating (Scale 1 to10)	Trust Statement 1 (Scale 1 to 10)	Trust Statement 2 (Scale 1 to 10)	Trust Statement 3 (Scale 1 to 10)	Trust Statement 4 (Scale 1 to 10)
Brand A	Response 1	4	7	7	1	4	4
	Response 2	3	9	8	3	7	6
	Response 3	1	5	4	5	3	3
	Response 4	3	8	9	3	8	7
	Response 5	4	10	10	9	2	2
Brand B	Response 1	1	3	5	6	3	4
	Response 2	2	5	10	3	6	4
	Response 3	2	6	10	7	9	8
	Response 4	3	10	7	3	3	6
	Response 5	4	7	4	6	10	8

Q 7   Please read the following article and answer the questions that follow

"I'll be replaced as the face of Trivago if the ads don't work"

Trivago's Abhinav Kumar explains why his company cast him in its second campaign for India, despite backlash on the first

People generally put a face to a name. On March 22, 2017, Brand Equity put a name to a face, and gave direction to a lot of people's angst. This was the face of Trivago India's TV commercials. The face that has received more brickbats than Ram Gopal Varma Ki Aag can manage in six lifetimes. And five months ago, we told you that it belongs to [Trivago's](#) Germany-based country head for India: Abhinav Kumar.

Kumar featured in his employer's campaign because the company believes in casting someone who looks like your average person on the street. Here, people kept wondering whether it was his un-model-like appearance and body language, or just his omnipresence across every commercial break that left them more annoyed than amused.

As the media plan reached its last phase, the ads started to gradually wane from the screen and people found other things to outrage about.

Then, last month, Trivago India launched its second campaign featuring Kumar; and just like that, the hate returned. Not only was his face mummified by thousands online, this time he also got on the nerves of senior advertising professionals who couldn't resist broadcasting their displeasure about the casting of this ad and how it puts them off the brand completely. Kumar himself admits he has been continuously trolled on social media ever since the ad came out.

Why roll when so much troll?

Why show a more annoying sequel to a movie that users had already dismissed? Is Trivago banking on some reverse psychology to attract consumers?

Kumar has an answer: "We are measuring all outcomes of the campaign and whenever we see a downfall in traffic or affinity towards the brand, we will replace the face of Trivago India. We have done that in the past in other regions. It's not like I'll remain the face of the brand just because I am the country head."

Trivago has already made ads for the next campaign with eight new models. If any of those works better during the testing phase, they will be the next face of Trivago India, he tells us.

"We are not determining anything based purely on social media reactions. As a company, we believe there's too much noise in that ecosystem. We invest in specific social media activities and observe how users react to those in particular."

Numbers don't lie, but do they tell the whole truth? *PTO*

Trivago's revenue has gone up by 68% to 268 million in the first quarter this year corresponding to the same period last year.

But here's the thing: This revenue comes from three regions - Americas, developed Europe, and Rest of the World. India falls under the Rest of the World region, alongside Japan and Russia. And 'Rest of the World' contributed less than 20% of the whole revenue.
That said, the region's revenue share has grown by 100%. Still, nothing tells us how strong the India numbers are, within the region.

Kumar claims the onsite traffic has gone up since the second campaign's launch, adding that traffic wasn't moving for a while before the new campaign rolled out. The previous campaign had stagnated by now, so the brand needed to tell a new story, he explains. But the reactions to the new story have only raised new questions.

We want him? We want him gone?

"Yesterday, someone tagged Sushma Swaraj on Twitter and asked her to rescue Indians from me. I asked him to understand the importance of what she does, and the guy disappeared from my list."

There's a Daily Social mashup video in which an agitated Arnab Goswami tells him: 'You go to Pakistan!' "I don't know what Pakistan will do with so many people," he quips.

Kumar gets tons of posts like these. And he actually shares the ones he finds really funny. "I now get long messages from people, who

ET_RM_PMOB_0410

couldn't stand me earlier, confessing they've had a change of heart. A troll told me I'm the only Indian who doesn't get offended by memes."

Will this side of Kumar's offscreen personality turn a new leaf for his onscreen avatar then? The third campaign will tell.

Answer using concepts of Branding and Product management

a) What can be the probable reasons that Trivago launched the second campaign with Abhinav Kumar itself despite so much of backlash? How is it affecting the brand equity for Trivago? **8**

b) What should be the strategy of Trivago for the third campaign? **5**

c) Why do you think Abhinav Kumar would conduct such an interview? **5**

****

4