



UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL

FINAL EXAMINATION
MARCH 2026 SEMESTER

COURSE CODE : EDB21003
COURSE TITLE : STRATEGIC BRAND MANAGEMENT
PROGRAMME NAME : BACHELOR OF BUSINESS ADMINISTRATION IN MARKETING
(HONOURS)
DATE : 26 JUNE 2026
TIME : 3:00PM - 6:00PM
DURATION : 3 HOURS

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consist of ONE sections.
4. Section A consist of five questions. Answer FOUR (4) questions only.
5. Please write your answer on the answer booklet provided.
6. Please answer all questions in English only.
7. Refer to the attached Formula/ Appendies. ☐ *Tick if applicable*

THERE ARE 6 PAGES OF QUESTIONS INCLUDING THIS PAGE

SECTION A (Total: 100 marks)

Answer FOUR (4) questions.

Please use the answer booklet provided.

Question 1

SoraHome is a new startup DIY furniture that can be assembled in 10 minutes without tools. They are currently trying to find their place in the market. They need to define their "frame of reference" to compete effectively against giants like IKEA.

- (a) What is Brand Positioning? State its primary goal in a marketing strategy.
(5 marks)
- (b) Define Points-of-Parity (POPs) and Points-of-Difference (PODs). Provide one example of each for SoraHome.
(10 marks)
- (c) Explain the THREE (3) criteria that determine if a Point-of-Difference (POD) is "desirable" to consumers.
(10 marks)

Question 2

ZestBite is a successful local snack brand selling spicy dried fruits. After three years of success in Malaysia, the company is now entering the fourth and final step of the strategic brand management process. They are planning to expand to Indonesia and Thailand, but they need to figure out how to manage their brand over different cultures and time.

- (a) Identify the fourth step of the Strategic Brand Management Process and list the three (3) key activities involved.

(5 marks)

- (b) Define Brand Architecture and explain how it helps a company like ZestBite manage different snack products under one corporate brand.

(10 marks)

- (c) Discuss the challenges of Managing Brand Equity across Geographic Boundaries. Why must ZestBite adjust its marketing campaigns when entering a new country like Thailand?

(10 marks)

Question 3

VeloTime is a premium Malaysian digital watch brand. Recently, a low-priced competitor entered the market. To fight back without lowering their main brand's price, they launch a new, aggressive brand called "Strike-Watch" to compete directly with the low-priced rival.

- (a) Identify and define the Brand Portfolio Role that "Strike-Watch" is playing.
(5 marks)
- (b) Explain TWO (2) reasons why a company would choose to launch a "Flanker" brand instead of lowering the price of its main brand.
(10 marks)
- (c) Suggest TWO (2) ways the company can ensure that "Strike-Watch" does not "cannibalize" (steal sales from) the premium VeloTime brand.
(10 marks)

Question 4

MediCrest, a top-tier private hospital, wants to launch a healthy snack brand called MediCrest Vitality Bars. They want to ensure that the positive reputation of the hospital helps sell the snacks, but they also want the snacks to make the hospital brand look even better.

- (a) Identify and explain TWO (2) advantages of using the established MediCrest parent brand name to launch the new Vitality Bars instead of creating a brand-new name. (5 marks)
- (b) Launching an extension is not always perfect. Outline FOUR (4) limitations that MediCrest might face when extending its brand from a hospital service into the food industry. (10 marks)
- (c) Discuss TWO (2) marketing communication strategies MediCrest could use to ensure consumers connect the "Vitality Bars" with the hospital's core expertise in health. (10 marks)

Question 5

Orchid-Skin is a successful Malaysian skincare brand. To organize their growing business, the company uses a structured system. At the top is the "Orchid Group" name, followed by specialized product lines like "Orchid-Start" (budget-friendly for students) and "Orchid-Luxe" (premium anti-aging). Finally, they have individual products like the "Orchid-Luxe Gold Serum." The management is now deciding how to name new products and how much focus to give to the corporate name versus the individual product names.

- (a) Identify and define the THREE (3) levels of a Brand Hierarchy that are visible in the Orchid-Skin scenario.

(5 marks)

- (b) To ensure the brand hierarchy is effective, managers must follow certain rules. Explain TWO (2) Brand Hierarchy Guidelines that Orchid-Skin should apply when adding a new sunscreen line.

(10 marks)

- (c) A major challenge in brand hierarchy is deciding on the combination of brand elements. Discuss how Orchid-Skin can use its corporate name ("Orchid") to provide trust while using "modifiers" to prevent brand dilution between their budget and luxury lines.

(10 marks)

END OF EXAMINATION PAPER