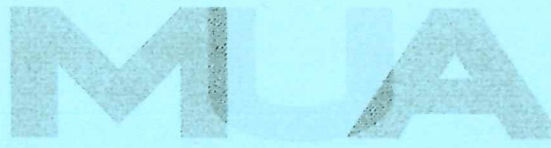


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**POSTGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP**

**MKT 507 : PRODUCT AND BRAND MANAGEMENT**

**DATE: 29<sup>TH</sup> JULY 2024**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 60**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

## QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

### Eagle Airways

Air travel hasn't been more interesting and revolutionizing, than it's been in the last decade. Thanks to its favorable geographic position and oil reserves, the Middle East has emerged as the new hub for Middle Eastern carriers connecting Europe with Asia and the US. The dynamics of the aviation landscape has seen a sea change globally, much to the chagrin of legacy operators in Europe and the US. Carriers from the Middle East are challenging traditional European and American players, in their own backyard. Eagle Airways is one of the big three, based out of Abu Dhabi, UAE, and is the fourth largest (first being Emirates) flag carrier of the Arab Emirates. Eagle Airways commenced operations in 2000. In 2004, the carrier embarked on a rebranding strategy, to reposition itself as an agile airline, willing to align itself with the changing commercial dynamics of Gulf aviation.

Amidst stiff competition from its friendly rival, Dubai based Emirates, Eagle Airways' rebranding needed to capture the essence of a serious contender challenging the existing norms of airline hospitality. Further, the brand needed to reflect the understated flamboyance so unique to Abu Dhabi on the airline.

Landor Associates, a reputed brand consulting firm was tasked with the rebranding strategy. Interestingly, Landor didn't look to aviation for inspiration but to something more earthen and sublime – the wind swept sand dunes of Abu Dhabi. The wind swept patterns on the golden desert sand cocooning the Moresque architecture of Abu Dhabi served as the canvas for Landor's design. These iconic visuals of Abu Dhabi are interpreted as copper, silver, cream and brown tessellated polygons. This is a clear departure from Eagle's old branding and the team at Landor believe such a transformation was absolutely needful for a successful rebrand strategy. The whole design concept is interestingly titled Remarkable and the chosen colours reflect the appearance of sand dunes in different lighting conditions. In the airline, these coloured polygons exude an aura of exclusivity and premiumness while also imbuing the airline livery with a unique identity. The design team at

Landor add, "Eagle is a hospitality brand that provides experiences so magical, they have to be remarked on. No detail is too small, no idea too big. The concept of Remarkable infuses the brand, creating an airline with legendary stature."

The new livery will adorn Eagle's fleet and the makeover operation is expected to be completed by 2027. These prismatic shapes are a safe bet in design parlance and design experts believe they have a longer "shelf life" in terms of visual appeal. To that end, Landor have succeeded in sticking to Eagle Airways' rebrand strategy. Speaking at the livery unveil to Sir James of the designair.net in Hamburg, Paul Drucker, Global Creative Officer of Landor Associates, had this to say: "...we used the ambient geometry present in the architecture and culture of the emirate and reinterpreted it with a sense of Arabian modernism which has become synonymous with Eagle and Abu Dhabi itself."

Eagles Airways' fleet include the super-jumbo long haul A380s, long haul jumbo 787 Dreamliners and a slew of midrange 330s and 777s. The A380 consist of an industry first Residence suite, to cater to VVIP elite guests (Eagle's term for passengers), which is essentially based around the concept of a studio apartment in an aircraft. This is followed by First, Business and Economy class, all given that remarkable Eagle touch. The rebrand design needed to reflect these categories by having their own interpretation of the Remarkable theme infused in them.

The rebranded theme is reflected from the cosy and vivid prismatic pillow to the exuberant Eagles lounges across continents. The colour cues of copper, brown, cream and silver are also represented in the Residence and other classes subtly, to complete the Etihad ambience. Trivia: An internet search reveals that Residence fliers love the polygon Eagle's pillow; I cannot, but agree! Now, onto some numbers: According to travel weekly, a UK based travel website, Etihad's annual passenger numbers grew by 23% in 2014. Given the fact that this percentage also includes Etihad's code sharing partner airlines, it's still a decent number, albeit 2014 being a year of slow passenger growth, globally. Etihad's growth trajectory continues on in 2015 as well with a 17% jump from previous year's numbers (Times of Malta). To put in

perspective, that's about 23.3 million passengers, of which, Etihad claim 75% of that number, while the rest are taken up by their codeshare partners. This spike in growth is evidenced from 2012 onwards, leading us to believe that the rebranding strategy indeed worked, transforming Etihad as a carrier bringing Abu Dhabi to the skies.

**Required:**

- a) From the case Eagle airways, examine four benefits of brand loyalty (8 marks)
- b) From the case, explain four reasons why Eagles airways rebranding can be successful (6 marks)
- c) Examine five unique characteristics of Eagle airways services (10 Marks)
- d) From the case study, explain FOUR features of a of a good brand name like EAGLE (6 marks)

**QUESTION TWO**

- a. Examine three attributes of brand personality (9 marks)
- b. Highlight any six features of a powerful brand position (6 marks)

**QUESTION THREE**

- a) Examine the concept of brand identity and three sources of brand identity (8 marks)
- b) Highlight three categories of Brand Resonance (7 marks)

**QUESTION FOUR**

- a) Examine four steps essential for building a strong brand (8 marks)
- b) Argue three key components in brand positioning (7 marks)