THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
BMSHONS IN MARKETING MANAGEMENT
MMU5402-BRAND MANAGEMENT
FINAL EXAMINATION – 2025/2026
DURATION – TWO (03) HOURS

DATE: 14th June 2026 *Total Marks:100* *TIME: 9.30 A.M. – 12.30 A.M*

- Answer **Part A** and **Any 03 questions** from **Part B.**
- All questions carry equal marks.
- Each question should be started on a new page.

Section A- Compulsory

Q01. Read the following case study and answer the questions given below.

Bing Chun's Entry into the Sri Lankan Market

The Sri Lankan bubble tea and ice cream market illustrates how strategic market entry can reshape an entire product category through changes in pricing, distribution, and perceived value. Prior to the entry of Bing Chun, bubble tea was positioned as a premium beverage, largely accessible to upper-income consumers in urban areas such as Colombo.

The entry of Bing Chun introduced a significant shift in this market structure through a value-driven positioning strategy. The company expanded its physical presence rapidly, establishing approximately 20–30 outlets across multiple cities including Colombo, Galle, Kandy, Gampaha, Kurunegala, and Matara. This expansion reduced geographical barriers and improved consumer convenience. At the same time, Bing Chun introduced a lower pricing strategy, with products generally ranging from LKR 200 to LKR 650, thereby making the product accessible to students and middle-income consumers. Importantly, this price reduction did not eliminate perceived value, as the brand maintained acceptable quality and flavour consistency.

Bing Chun's entry did not merely introduce a new competitor; it redefined the structural and perceptual boundaries of the Sri Lankan bubble tea market. The combination of aggressive expansion, affordable pricing, and consistent value delivery illustrates how strategic marketing decisions can fundamentally reshape consumer expectations and market dynamics.

Source: Bing Chun Sri Lanka. (2026). **Premium Bubble Tea & Ice Cream.** ***Available at: https://bingchunsrilanka.lk/***

(a). Identify and describe the target market served by Bing Chun. (05 Marks)

(b). Draw a positioning map and explain how Bing Chun is positioned in consumers' minds compared to other available brands in the market. (10 Marks)

(c). Explain how does Bing Chun use pricing strategy and distribution strategy to attract more customers to its market with Examples? (10 Marks)

(25 Marks)

Section B

Select and Answer 3 Questions from Section B

Q02.

(a). Write what is meant by "**Brand Mantra**"? (5 Marks)

(b). Critically evaluate the **key components of brand equity** with suitable examples.

(20 Marks)

(25 Marks)

Q03. Maliban Biscuit Manufactures has expanded beyond biscuits into several product categories, including tea, milk products, cereals, and other food items. However, the corporate name still strongly emphasizes "Biscuits". This creates several challenges within the company's Brand Architecture. Discuss these challenges with suitable examples of Maliban.

(25 Marks)

Q04.

(a). Discuss how the **four pillars of product strategy** work together to create a strong brand.

(10 Marks)

(b). Using suitable examples, discuss how secondary brand association strategies can used to obtain competitive advantage in the market. (15 Marks)

(25 Marks)

Q05. You are the Brand Manager of Sunflower Tea Brand. A recent advertising campaign was launched to promote the brand. However, the campaign has received a negative response from the public, leading to protests, social media backlash, including boycott movements, critical comments, and mockery on Facebook.

As the Brand Manager, discuss the strategies you would adopt to address this situation and restore the brand's reputation. **(25 Marks)**

(Total 100 Marks)

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