Graduate School of Marketing
Shaping business leaders since 1948

ASSIGNMENT : ADVANCED BRAND MANAGEMENT 4 (ABM401)

CHAPTERS COVERED : CHAPTERS 1 - 7

DUE DATE : 24:00 on 20 AUGUST 2013

TOTAL MARKS : 100

CASE STUDY : DATSUN

INSTRUCTIONS TO CANDIDATES FOR COMPLETING AND SUBMITTING ASSIGNMENTS

The complete 'Instructions to Students for Completing and Submitting Assignments' must be collected from any IMM GSM office, or the relevant Additional Tuition Centre or can be downloaded from the IMM GSM website. It is essential that the complete instructions be studied prior to commencing your assignment. The following points highlight only a few important notes.

1) You are required to submit ONE assignment per subject.
2) The assignment will contribute 20% towards the final examination mark, and the other 80% will be contributed by the examination, however, the examination papers will count out of 100%.
3) Although your assignment will contribute towards your final examination mark, you do not have to earn credits for admission to the examinations; you are automatically accepted on registering for the exam.
4) Number all the pages of your assignment (e.g. page 1 of 4) and write your name and surname, student number and subject at the top of **each** page.
5) The IMM GSM requires assignments to be presented in a typed format, on plain A4 paper. Unless otherwise specified, this assignment must be completed within a limit of 3500 words, excluding the bibliography. Students who exceed the word limit may find that only part of the submitted assignment will be marked.
6) A separate assignment cover, which is provided by the IMM GSM, must be attached to the front of each assignment.
7) Retain a copy of each assignment before submitting, in case the original does not reach the IMM GSM.
8) The assignment due date refers to the day up to which assignments will be accepted for marking purposes. The deadline is 24:00 on 20 August 2013 for upload to the IMM GSM website. Late assignments will be accepted, but **25 marks** will be deducted from the maximum mark if received after 24:00 on 20 August 2013 and up to 17:00 the following day, after which no assignments will be accepted.
9) If you fail to follow these instructions carefully, the IMM Graduate School of Marketing cannot accept responsibility for the return of the assignment. It may even result in your assignment not being marked.

Results will be available on the IMM GSM website, www.immgsm.ac.za, on Friday, 4 October 2013.

© IMM Graduate School of Marketing

Read the case study and answer ALL the questions.

References are to the prescribed textbook: Klopper, H.B. & North, E. (eds). 2011. Brand Management. 1st ed. South Africa: Pearson Education.

Assume you will be responsible for the relaunch of the Datsun brand into the Southern African market.

QUESTION 1 [12]

Brand perspectives:

How would you apply the six criteria in choosing brand elements to the reintroduction of the Datsun brand to Southern Africa?
(Reference: Klopper & North, 2011, Chapter 1)

QUESTION 2 [18]

Brand equity:

2.1 Apply the Aaker model of brand equity to the reintroduction of the Datsun brand to Southern Africa. **(10)**

2.2 Keller recommends four building blocks to move customers up the brand equity pyramid. Apply these four building blocks to the building of Datsun's brand equity. **(8)**
(Reference: Klopper & North, 2011, Chapter 2)

QUESTION 3 [15]

Brand valuation:

Compare the three most common formulary valuation approaches (Interbrand, Brand Finance and BrandZ™) that could be followed to determine the value of the Datsun brand.
(Reference: Klopper & North, 2011, Chapter 2)

QUESTION 4 [15]

Brand identity system:

How would you develop a brand identity system for the reintroduced Datsun brand?
(Reference: Klopper & North, 2011, Chapter 3)

QUESTION 5 [18]

Brand positioning:

How would you position Datsun? Use the process of positioning in Chapter 4 of Klopper & North (2011) as guideline.

© IMM Graduate School of Marketing

QUESTION 6 [12]

Brand names:

A lot has been written on the choice of the brand name Datsun. Taking the six important long-term factors pertaining to the choice of a brand name into consideration, provide strategic comment on the choice of Datsun as a brand name. (Reference: Klopper & North, 2011, Chapter 5)

PRESENTATION [10]

ASSIGNMENT TOTAL: 100

© IMM Graduate School of Marketing

Datsun then Nissan then Datsun again

Parker, A., 2013. Datsun then Nissan then Datsun again. [Online] Available at: http://www.bizcommunity.com/Article/196/486/89725.html [Accessed: 28 February 2013]

Nissan will launch the Datsun brand in South Africa during 2014, the company announced at a press conference on Friday (22 February).

This is likely shake up the entry-level segment of the market, which has seen impressive growth over the past few years.

Vincent Cobee, head of the Datsun business unit, told journalists that South Africa would be the fourth country to launch Datsun, after India, Indonesia and Russia.

Cobee said Datsun would service young, aspiring customers in developing markets where economic growth and a youthful population combined to make "a very, very nice market".

He would not give details on the vehicle or where it was likely to be built, but said Datsun would be "extremely foolish" not to capitalise on Nissan's existing engineering expertise.

Cobee said the Datsun would "cost less than R100,000".

Vehicle exports from South Africa into the rest of Africa grew almost 20% last year, more than making up for a decline in sales to traditional, recession-hit markets in the European Union and the US.

Nissan SA grew its share of South Africa's vehicle exports from 14.03% in 2011 to 18.29% last year.

Nissan's NP300 Hardbody bakkie had strong sales in the Democratic Republic of the Congo last year (944 units) and in Ghana (2,182).

© IMM Graduate School of Marketing

Nissan taps TBWA to re-launch Datsun brand

Baker. J., 2013. Nissan taps TBWA to re-launch Datsun Brand. [Online] Available at: http://www.mandmglobal.com/news/04-02-13/nissan-taps-tbwa-to-re-launch-datsun-brand.aspx [Accessed: 28 February 2013]



Nissan Motor Company has appointed TBWA Worldwide as the global marketing agency for its soon-to-be re-launched Datsun brand, following a competitive pitch.
TBWA will be tasked with developing Datsun's communications strategy, its global launch and local market activation, using the 'Riser' brand platform which the agency has developed for Datsun.

Datsun is tipped to launch in 2014, with an initial focus on India, Russia and Indonesia, as it looks to provide local products under a global brand to the fast-expanding young middle class in high-growth markets.

The global creative and strategic direction for the brand will be led by TBWA\HAKUHODO and TBWA\London, with support from local agencies in individual markets.

"We are bringing the Datsun brand back, to provide a new experience to up-and-coming customers in high-growth markets," says Datsun Business Unit corporate vice-president Vincent Cobee. "We are pleased to have TBWA\Worldwide join us for the successful launch of this great brand."
Nissan phased out its retro-brand Datsun in March 1986. In March 2012, Nissan Motor Company chief executive Carlos Ghosn announced that Datsun would be re-introduced as it looks to gain marketshare in emerging markets.

© IMM Graduate School of Marketing

Background information on Datsun

Source: http://en.wikipedia.org/wiki/Datsun [Accessed: 28 February 2013]

Nissan Motor Company	
	
Industry	Automobile
Fate	Brand discontinued/Merged into Nissan/Revived in 2012
Successor(s)	Nissan brand name
Founded	1931 (first use of Datsun brand name) 2014 (as a low-cost complement brand for Nissan in emerging markets)
Defunct	circa 1983 and became Nissan
Headquarters	Japan
Products	Cars and light trucks
Parent	Nissan Motor Company

Datsun is an automobile marque. The name was created in 1931 by the DAT Motorcar Co. for a new car model, spelling it as "Datson" to indicate its smaller size when compared to the existing, larger DAT car. In 1934, after Nissan Motor Co., Ltd. took control of DAT Motorcar Co., the last syllable of Datson was changed to "sun", because "son" also means "loss" (損 in Japanese, and also to honour the sun

© IMM Graduate School of Marketing

depicted in the national flag, hence the name "Datsun" : Dattosan (ダットサン, Dattosan?). Nissan phased out the Datsun brand in March 1986. The Datsun name is most famous for the 510, Fairlady roadsters and later the Fairlady (240Z) coupes. On March 20, 2012, it was announced that Nissan will revive the brand for use in Indonesia, South Africa, India and Russia.

Datsun in the American market

The "classic" Datsun logo, based on the Flag of Japan and Japan's nickname as the "Land of the Rising Sun". After the Nissan rebrand, the logo remained the same, with "Datsun" replaced by "Nissan".

The use of the Datsun name in the American market derives from the name Nissan used for its production cars. In fact, the cars produced by Nissan already used the Datsun brand name, a successful brand in Japan since 1932, long before World War II. Before the entry into the American market in 1958, Nissan did not produce cars under the Nissan brand name, but only trucks. Their in-house designed cars were always branded as Datsuns. Hence, for Nissan executives it would be only natural to use such a successful name when exporting models to the United States. Only in the 1960s did Datsun begin to brand some automobile models as Nissans, and these were limited to their high-end models, for example the Cedric luxury-type sedan. In America, the Nissan branch was named "Nissan Motor Corporation in U.S.A.", and chartered on September 28, 1960, in California. Nissan may have had no problems with using the name Nissan in America, but the small cars the firm exported to America were still named Datsun.


Datsun Fairlady


Datsun 240Z (USDM) or Fairlady Z (JDM)

© IMM Graduate School of Marketing

Rebranding

Datsun 720

In Japan, there appears to have been what probably constituted a long held 'official' company bias against use of the name "Datsun".At the time, Kawamata was a veteran of Nissan, in the last year of his presidency, a powerful figure whose experience in the firm exceeded two decades. His rise to its leadership position occurred in 1957 in part because of his handling of the critical Nissan workers' strike that began May 25, 1953, and ran for 100 days. During his tenure as President, Kawamata stated that he "regretted that his company did not imprint its corporate name on cars, the way Toyota does. 'Looking back, we wish we had started using Nissan on all of our cars,' he says. 'But Datsun was a pet name for the cars when we started exporting.' "Ultimately, the decision was made to stop using the brand name Datsun worldwide, in order to strengthen the company name Nissan.

"The decision to change the name Datsun to Nissan in the U.S. was announced in the autumn (September/October) of 1981. The rationale was that the name change would help the pursuit of a global strategy. A single name worldwide would increase the possibility that advertising campaigns, brochures, and promotional materials could be used across countries and simplify product design and manufacturing. Further, potential buyers would be exposed to the name and product when traveling to other countries. Industry observers, however, speculated that the most important motivation was that a name change would help Nissan market stocks and bonds in the U.S. They also presumed substantial ego involvement, since the absence of the Nissan name in the U.S. surely rankled Nissan executives who had seen Toyota and Honda become household words." Ultimately, the name change campaign lasted for a three-year period from 1982 to 1984 (Datsun badged vehicles had been progressively fitted with small "Nissan" and "Datsun by Nissan" badges from the late 1970s onward) until the Nissan name was given prominence in 1983 - although in some export markets vehicles continued to wear both the Datsun and Nissan badges until 1986. The name change had cost Nissan a figure in the region of US$500 million. Operational costs included the changing of signs at 1,100 Datsun dealerships, and amounted to US$30 million. Another US$200 million were spent during the 1982 to 1986 advertising campaigns, where the "Datsun, We Are Driven!" campaign yielded to "The Name is Nissan" campaign. (The latter campaign was used for some years beyond 1985.) Another US$50 million was spent on Datsun advertisements that were paid for but stopped or never used. Five years after the name change program was over, Datsun still remained more familiar than Nissan.

2014 relaunch

On March 20, 2012, Nissan announced a plan to revive Datsun as a low-cost marque, 31 years after removing it from its line-up. The Japanese carmaker said the

© IMM Graduate School of Marketing

brand's reputation for value and reliability would help it gain market share in emerging markets. Datsun models will be sold in Indonesia, Russia, India and South Africa in 2014. AvtoVAZ, which is controlled by Renault-Nissan alliance, provides platforms and engineering for Datsun cars which will be based on Lada Kalina and Lada Granta.

© IMM Graduate School of Marketing