EL MALEKA

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Executive Summary

Savola was founded in 1979 in the Kingdom of Saudi Arabia. The company also expanded the foods sector operations to Egypt and other countries, Savola foods' main products are edible oil, sugar, pasta, and ghee. El Maleka pasta was launched in 2001. El Maleka is most concerned about maintaining the same position in the market, according to decision maker findings, El Maleka main challenging problems are kneading, decay and weak advertising campaigns besides, the lack of founding salespeople in the market is one of the main reasons which lead El Maleka market share to decrease. Therefore, management decision problem was "What should be done to regain/increase El Maleka's market share among El Maleka's competitors?" While the marketing research problem was to "Determine the strengths and weaknesses of El Maleka verses its major competitors with respect to consumer purchase decision".

We used several ways to find these accurate data; Firstly, we came with external secondary data for exploratory research from their website and for internal secondary date we interviewed the decision maker and came up with some helpful statistical data from the company which was so helpful for us to develop the research objectives and determine the components. By then we set a focus group of 6 married women to perfectly do the research questions and hypothesis. The findings of focus group didn't only help in doing research question but also helped in letting the survey questions reach the company's target segment which are B & C class successfully.

Background

o **The client company and its products**

El Maleka is a leading pasta company in the Egyptian market, it was acquired by a Saudi company, Savola group which is a large corporation holding a strong portfolio of brands in the retail and food industries. El Maleka offers high-quality pasta at an affordable price. It is Egypt's most popular pasta brand, providing various forms of pasta to choose from. El Maleka has created great consumer loyalty over the years because of its product quality and a successful communication program that emphasizes the role of women as caring and considerate heads of household.

History
2001
El Maleka was founded. The company started to grow and gain a considerable share in the Egyptian market until it became the market leader in the pasta industry in the region.
2011
The group, Savola, acquired the brand and relaunched it, creating a new packaging and communication plan.

2016

El Maleka successfully created one of its strongest communication activities until today. The campaign was mainly about how El Maleka has been a companion of the housewives over the years, and it highlighted how important the role of women as heads of households.

El Maleka had achieved a progressive increase in sales and consumer equity right after launching the campaign. It was recognized as one of the best commercials of 2016, and YouTube ranked it among the top ten most watched ads in the MENA, making it the first Savola brand to achieve this success. (About Us, 2022)

Also, El Maleka has a strong presence on social media, specifically on Facebook. It posts regularly about new recipes housewives could use, posts highlighting the quality of the pasta and it also sponsors a chef that creates cooking lives on the page on a regular basis.

El Maleka ensures that it flows with the calendar of the year as well. As most of its target consumers are housewives, it focuses on advertising and posting about the back-to-school season, mentioning that the red sauce pasta meal is delicious, easy and the kids love it!

The company has created a website (El Maleka, 2022) for its customers where it offers pasta recipes, different types of pastas available and a specific feature called "احسبيها," "calculate it" in English, which is a feature that helps customers calculate how much pasta do they need to cook for a meal or many including how much it is going to cost.

El Maleka has a wide range of shapes for affordable prices, listed in the following figure:

اســـــم العبوة	سعر بيع
الملكة مكرونة 1كيلو مرمرية	10.5
الملكة مكرونة 1 كجم شعرية	10.5
الملكة مكرونة 1 كجم اسباجتى	10.5
الملكة مكرونة 400 جم هلالية	4.5
الملكة مكرونة 400 جم فيوزيلي	4.5
الملكة مكرونة 400 جم قواقع	4.5
الملكة مكرونة 450 جم فرن	4.5
الملكة مكرونة 450 جم خواتم	4.5
الملكة مكرونة 450 جم مرمرية	4.5
الملكة مكرونة 450 جم هلالية	4.5
الملكة مكرونة 450 جم شعرية	4.5
الملكة مكرونة 450 جم لسان عصفور	4.5
الملكة مكرونة 450 جم اسباجتى	4.5
الملكة مكرونة 400 جم خواتم	4.5
الملكة مكرونة 400 جم شعرية	4.5
الملكة مكرونة 400 جم لسان عصفور	4.5
الملكة مكرونة 400 جم مرمرية	4.5
الملكة مكرونة 400 جم فرن	4.5
الملكة مكرونة 400 جم اسباجتى	4.5
الملكة مكرونة 1 كجم خواتم	10.5
الملكة مكرونة 1 كجم فرن	10.5
الملكة مكرونة 1 كجم هلالية	10.5
الملكة مكرونة 250 جم اشكال	2.5
الملكة مكرونة 250 جم حروف	2.5
الملكة مكرونة 250 جم هلالية	2.5
الملكة لازانيا 400جرام	10

- ## The issue at hand and how it developed

What should be done to regain/increase El Maleka's market share among El Maleka's competitors, and it developed as many competitors have joined the pasta market making.

- ## Information provided by the client

We made an interview with Hossam Wagdy, an Export manager at Savola group, and he provided us with the following information:

Problem Audit
1- Tell us about the history of Savola.
DM answered, Savola started in Saudi Arabia (KSA) and was specialized in making oils. Its head office is mainly in KSA, and they started with one oil factory till they managed to make 8 business units in many countries like Saudi Arabia, Egypt, Sudan and many more. Egypt is considered the second largest business unit after KSA. Egypt got 3 main big factories like: (united sugar company) located in El-Ain El Sokhna directly on the port and its main aim is to export as it depends on exports more, and a small percentage goes for local market in Egypt, (Afia El Alamia Masr) specialized in oil and ghee and the last factory of the PASTA is located in the Asher of Ramadan and they are 3 factories owned by EL-MALEKA (Savola) which make all kinds of pasta in the market.

2- What did Savola do to raise awareness of El Maleka after it acquired the brand?
DM answered, they firstly built their factory in 10th of Ramadan for producing different shapes of pasta. They then had to change the packaging and used the red and blue colors. They also focused on investing in new campaigns and set a reasonable budget for ads and started working on the product distribution to sell their product all over Egypt.

3- Does El Maleka have any imported raw materials, or all ingredients are local?
DM answered, yes, All the materials used to manufacture El-Maleka pasta is produced locally. The only raw material that may and may not be imported from outside is the WHEAT as Savola might get their wheat from a local distributer or from outside (AMERICA) as America is the number one country for exporting wheat, then the wheat is grinded locally outside the factory (as the grinding machines is relatively have high cost, and if the firm decided to purchase the grinding machine it will lead to an increase in the final product cost as they will take in consideration the factor of depreciation and conversion costs which will leave them in a disadvantage position according to the competitors), after this the grinded wheat is being brought to the factory in cailon tanks which will be transported to other tanks inside the factory which will go through a certain procedures in order to get shaped and to enter the shipping line in the time which the company suitable in order to get packed and sent to their warehouses outside the factory.

4- About distribution, which districts in Egypt exactly shares most of El Maleka sales?

DM answered, all our products are distributed all over Egypt. And what makes higher profits medium and low tier districts and Upper Egypt regions.

5- How do you manage to keep El Maleka on top of all brands?

DM answered, by spending on the product's artwork (packaging design), promotion, and advertisements, and to maintain good quality relative to the price.

6- What do you think are strengths and weaknesses of the brand?

DM answered, about the strengths, El Maleka is affordable and available everywhere. It's an easy meal for everyone. And it is considered one of the highest brands in the company that makes good profits. Also, the pasta industry is not complicated and is one of the highly consumed products, of course it is not easy to keep your growth and sales but compared to other industries/products it is less complicated (which is an opportunity as well, he mentioned). He also stated that he thinks its weaknesses are the quality, as its consistency is low (it highly sticks together). Also, the caries (سوس) that appears inside the packs as a reason of bad storing in warehouses or low speed of sales.

7- What is El Maleka's current market share? Increased or decreased during the past years?

DM answered, it decreased from 50% in 2018 to around 32% now in 2021, and that's because of the effect of corona that affected many businesses in the past 2 years, also, because of the inflation and the economic issues Egypt has faced. Another reason is that there are new competitors in the market.

8- What are the challenges facing El Maleka?

DM answered, the three most important challenge is the quality, concerning consistency (stickiness), cracking (تكسير), and the appearance or caries (سوس). Also, that there are many new competitors in the market.

9- What do you think has led to such problems?

The bad way of storing the product and the corporate culture that led employers to be demotivated to work, so the final product's quality is affected negatively.

10- What are the criteria or the most important component the company is concerned with? (Price, ads, packaging, quality, portion…etc.).

DM answered, the company is highly concerned about the Quality, price, and awareness (advertisement, promotions). They can only change portions if needed.

11- To what extend the company is flexible to making new decisions? (change)

DM answered, every day they face several challenges and teams think together to make the right actions. He added that the company is flexible and is willing to take actions if there is a problem affecting the company negatively.

12- Who are the target audience of El Maleka?

DM answered, El Maleka mainly targets B and C class.

13- How do you think El Maleka is positioned?

DM answered, El Maleka has always been leading the pasta industry and still. People perceive it as the most affordable pasta of relatively good quality compared to other brands.

14- Who do you think are El Maleka's competitors?

DM answered, any brand that produces pasta for the B and C class, such as Star, Lametna, and Hawwa.

15- How do you describe the company's management style and corporate culture?

DM answered, the management style has always been Democratic, all employees feel free to share their ideas and discuss their points of views as the management welcomes such ideas. Also, he added that their corporate culture is friendly and is more of team-first Corporate Culture (clan culture). However, recently the culture has changed as they hired new managers who are only concerned with profits and returns. Some do not respect their employees' ideas neither do they work on their employees' satisfaction as usual. This has led employees to start complaining as they felt stressed, discouraged, and demotivated to work.

o The Environmental Context

Past information and forecasts

Savola is a company that has been successful for many years, as it also disclose its sustainable performance in annual report, as well as on Savola World's website and a dedicated section on sustainability, First the company started in Saudi Arabia, then Savola started branching in many countries like Egypt, El Maleka pasta was launched in 2001, El Maleka had a great reputation and loyal customers throughout the market for years by maintaining its good quality relative to its price.

Resources and constraints

There are many resources used for collecting this information, (internet, industry expert from El Raiyah supermarket's store leader and the decision maker). This research is done by university students for an academic purpose that have a limited time frame, so there is time constraint.

Objectives

From our meeting with the decision maker, the company's objective meets the reality as El Maleka is most concerned about maintaining the same position in the market by focusing on the quality, price, and awareness (advertisement, promotions), as well as quantity if needed.

Buyer behavior

Customers of El Maleka pasta are from all over Egypt, mainly buyers are B and C class from all ages as pasta is the easiest meal to cook, the highest percentage for buying the product are females. The majority of people eats pasta as it can be cooked in several ways and it could be made as salad and considered a healthy meal as the carbohydrates in the pasta increases the body's production of serotonin, that triggers the feelings of well-being and joy, it is suitable for

all lifestyles. El Maleka customers respond positively towards the sales promotion it makes them purchase more.

Legal environment
El Maleka pasta is approved by the Ministry of health, and it is legally distributed in the markets, all the ingredients and product details that the customer is supposed to know are written on the product package.

Economic environment
El Maleka pasta is an affordable product for its good quality that targets B and C classes, in the past years market share of El Maleka decreased from 50% in 2018 to about 32% now in 2021, and that's because of the effect of corona that affected many businesses in the past 2 years, also, due to the inflation and the economic issues Egypt has faced. Another reason is that there are new competitors in the market.

Marketing and technological skills
El Maleka pasta's marketing strategy mainly depends on the Word Of Mouth, it has a weak advertising campaigns and not much salespeople in the market, and lately the product is facing new competitors in the pasta industry that have great and catchy marketing campaigns, on the other hand of technological skills; the whole process of El Maleka pasta production is done by machines, All the materials used in production is locally produced. The only raw material that may be imported from outside is the wheat as the company might get their wheat from a local distributer or from America.

Problem Definition/Objectives of the Research

o **Management problem**

What should be done to regain/increase El Maleka's market share among El Maleka's competitors.

o **Marketing research problem**

Determine the strengths and weaknesses of El Maleka verses its major competitors with respect to consumer purchase decision.

o **Research Objectives/Components**

- Criteria by which consumers choose pasta brands.
- How do consumers evaluate El Maleka and other pasta brands in terms of criteria identified?
- What are psychographic and geographic profile of El Maleka consumers and other brands?
- What are all pasta brands that El Maleka's segment considers buying?

o **Segmentation**

Demographic

- **Gender:** El Maleka's main target audience are women.
- **Marital status:** El Maleka is mainly concerned with married women who have families and responsible for making food.
- **Age:** Could be from 20 to 60+ years old.
- **Occupation:** Housewives or working women.
- **Income:** Mainly families of middle to low-income level.

Geographic

- All Egypt especially lower and upper Egypt areas.

Psychographic

- **Interests:** anyone interested in cooking.

Approach to the Problem

o **A review of the relevant academic and trade literature**

Quality
From the journal entitled, "EFFECT OF PRODUCT QUALITY, PERCEIVED PRICE AND BRAND IMAGE ON PURCHASE DECISION MEDIATED BY CUSTOMER TRUST"
"A study by Toivonen (2012) reveals that the quality of a tangible can be determined by its technical characteristic and its performance aspects. Quality has been defined as the perception of superior product compared to other competing products (Garvin 1998; Zeithaml 1988). According to Garvin (1998), Juran and Gryna (1989), there are four dimensions of product quality perception of COO, namely: (a) Performance: the performance of the product in accordance with its function; (b) Durability: how long a product can be used; (c) Security: safe in using the product." (Suhaily & Darmoyo, 2017)

Price
From the Journal entitled, "Effect of Product Completeness and Price on Consumer Purchasing Decision in SMEsMarketMedan"
"Price is the sum of money exchanged for a product or service, furthermore the price is the sum of all values that the consumer redeems for the number of benefits by owning or using goods and services" (Kotler, 2002). "Price is the amount of money agreed by the prospective buyer and seller to be exchanged for goods or services in a normal business transaction" (Tandjung, 2004)."
(Amanah, Agustini, & Harahap, 2018)

Sales Promotion

From the Journal entitled, "Analyzing the Influence of Sales Promotion on Customer Purchasing Behavior"

"Sales promotion is certainly one of the critical elements in marketing mix and toolkit for the marketers. Statistics for packaging companies show that sales promotion comprises nearly 75% of the marketing budget." (Social economics, 2015)

Personal Selling

From the Journal entitled, "The Effect of Personal Selling and Consumer Behavior on Purchasing Decisions Yakult in Mojokerto"

Personal sales can be made face-to-face, by phone, video/web conferencing and other means (Adewale et al.,2019). Salespeople in personal sales will usually get the training they need to carry out their work while serving and educating their customers, especially related to company products (Situmeang et al.,2020; Yousif, 2016). Personal selling remains an essential promotional mix element that listens to customers, assess customer needs, and organize efforts to solve customers' problems (Adewale et al., 2019). (Putra1, Astuti2, & Fadhli, 2021)

Packaging Design

From the Journal entitled, "The Effect of Packaging Design on Impulsive Buying"

"The packaging design's function is to visually communicate product differences. In the competitive market of today, packaging design becomes a brand's promotional vehicle, highlighting its position on the shelf (Klimchuck & Krasovec, 2007). Packaging design is also required to be as unique and attractive as possible, as it is the final advertisement seen by the consumer before they decide which brand to purchase (Wells, Moriarty, & Burnett, 2006)." (Journal of Administrative Science & Organization, 2011)

Product Variety

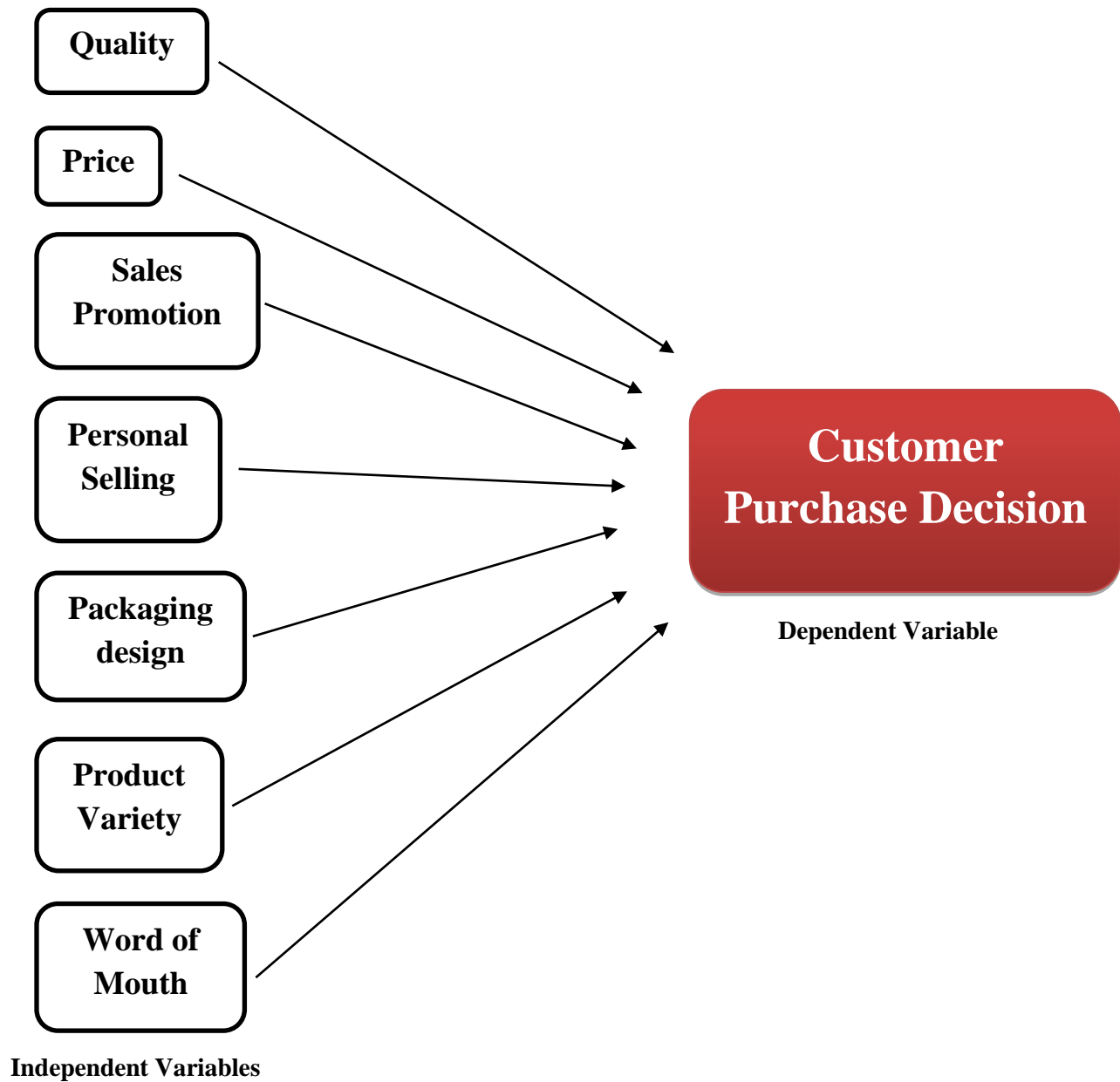**From the Journal entitled, "The effect of product variety on supply-chain performance"**

"Offering consumers some product variety is essential for success in today's business environment. However, the question is, how much variety should be offered. To optimize product variety, the benefits of product variety have to be assessed relative to the cost of product variety." (Thonemann & Bradley, 2002)

Word of Mouth

From the Journal entitled, "The effect of word of mouth on services switching"

"Repeatedly, research has shown the importance of consumer word of mouth (WOM) in the formation of attitudes (Bone, 1995), in a purchase decision-making context (Bansal and Voyer, 2000) and in the reduction of risk associated with buying decisions (Murray, 1991). Scholars agree that WOM is especially critical for the success of service providers (Berry and Parasuraman, 1991)." (v. Wangenheim & Bayón, 2004)

o **Graphical Analytical Model**

| Quality |

| Price |

| Sales Promotion |

| Personal Selling |

| Packaging design |

| Product Variety |

| Word of Mouth |

Customer Purchase Decision

Dependent Variable

Independent Variables

o **Research Questions and Hypotheses**

COMPONENT (1) Criteria by which consumer chooses pasta brand:

- ➢ Quality
- ➢ Price
- ➢ Sales Promotion
- ➢ Personal Selling
- ➢ Packaging Design
- ➢ Product Variety
- ➢ Word of mouth

RQ1: What is the most important dimension of quality that affects consumer purchase decision?

H1: Consistency of pasta is the most important dimension of quality regarding consumer purchase decision.

RQ2: Is El Maleka prices affordable for consumers to make a purchase compared to other brands of the same segment?

H1: Price of El Maleka is highly affordable compared to brands of the same segment.

RQ3: Do sales promotions made on pasta motivate the purchasing decision of consumers?

H1: Sales promotions made on pasta highly induce the customers' purchase decision.

RQ4: How do personal selling affect consumer purchase decision?

H1: Personal selling strongly affects the purchase decision of consumers.

RQ5: To what extend does the design of packaging affect the consumer purchase decision?

H1: Packaging design strongly affects the consumers' purchase decision.

RQ6: Does product variety (variety of shapes) affects the consumer purchase decision?

H1: Product variety (variety of shapes) highly affects consumer purchase decision.

RQ7: Does WOM affect consumer purchase decision?

H1: There is a relationship between WOM and consumer purchase decision.

COMPONENT (2): How do consumers evaluate El Maleka and other pasta brands in terms of criteria identified?

RQ8: How do customers evaluate quality of El Maleka and other competing brands?
H1: The color of the pasta itself highly affects the consumer purchase decision.
H2: The consistency of pasta (stickiness) affects consumer purchase decision.

RQ10: What makes price convenient to consumer?
H1: Portions makes price convenient.
H2: Quality makes price convenient.

RQ11: How convenient are sales promotions made by El Maleka vs. other brands?
H1: Hawwa makes more sales promotions than El Maleka, which affects customers' purchase decision.

RQ12: How effective is personal selling of El Maleka according to customers' purchase decision?
H1: El Maleka's personal selling is weak affecting consumer purchase decision negatively.

RQ13: How do customers evaluate El Maleka's package design?
H1: El Maleka's packaging design is old fashioned.

RQ14: Does El Maleka offer variety of shapes?
H1: Customers are satisfied with all shapes available.

RQ15: How effective is WOM on consumer purchase decision?
H1: WOM highly affects consumer purchase decision positively.

COMPONENT (3): What are psychographic and geographic profile of El Maleka consumers and other brands?

RQ16: What is the level of income of El Maleka consumers vs. other brands?
H1: The majority of El Maleka's consumers' class are B, C classes.

RQ17: What is the consumers' lifestyle?
H1: The majority of El Maleka's consumers are housewives.

COMPONENT (4): What are all pasta brands that El Maleka's segment considers buying?
RQ18: What are El Maleka's main competitors?
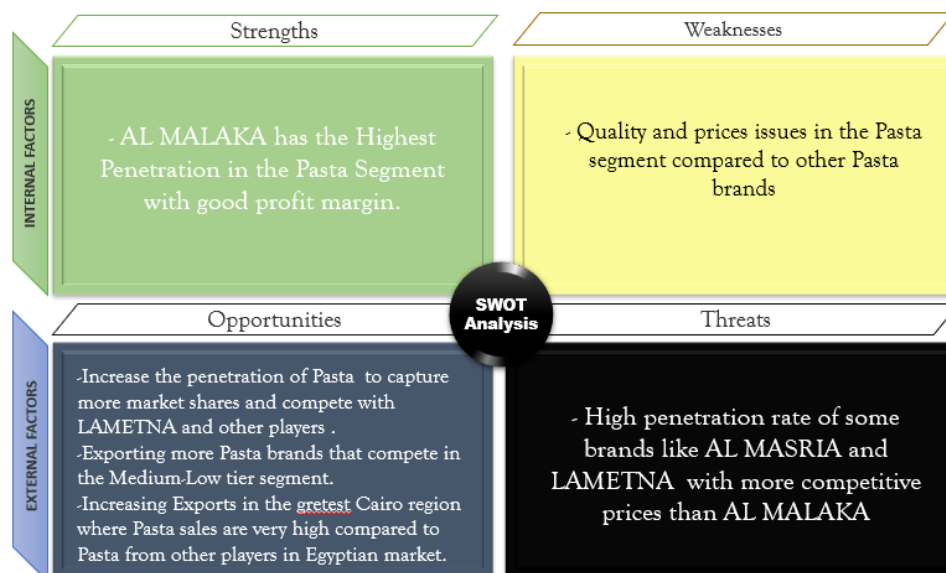**H1:** Hawwa pasta is El Maleka's main competitor.

Research Design and methodology

o **Research Methods used**

Exploratory and Qualitative research

Internal secondary data (ready to use)

SWOT analysis of El Maleka by Savola group

SWOT Analysis

INTERNAL FACTORS

Strengths
- AL MALAKA has the Highest Penetration in the Pasta Segment with good profit margin.

Weaknesses
- Quality and prices issues in the Pasta segment compared to other Pasta brands

EXTERNAL FACTORS

Opportunities
- Increase the penetration of Pasta to capture more market shares and compete with LAMETNA and other players.
- Exporting more Pasta brands that compete in the Medium-Low tier segment.
- Increasing Exports in the gretest Cairo region where Pasta sales are very high compared to Pasta from other players in Egyptian market.

Threats
- High penetration rate of some brands like AL MASRIA and LAMETNA with more competitive prices than AL MALAKA

November 2021 sales analysis of El Maleka

November 2021 – Channels Summary
AL MALAKA Secondary Sales

| Channel	Nov'21					YTD				
	Vol	BP	YAGO	VS BP	VS YAGO	Vol	BP	YAGO	VS BP	VS YAGO
Dist	8.6	8.6	11.6	100%	74%	109.3	118.8	111.4	92%	98%
Key Account	0.4	0.7	0.6	59%	70%	13.1	13.4	12.1	98%	108%
Public sector	0.1	0.3	0.7	26%	10%	4.9	3.2	4.7	153%	103%
Tamween	-	0.4	0.2	NA	NA	2.1	4.5	4.2	46%	49%
OOH	0.1	0.1	-	117%	0%	1.8	0.9	0.7	201%	256%
Total B2C	9.2	10.1	13.1	91%	70%	131.1	140.8	133.2	93%	98%
F.S	2.6	1.9	2.0	140%	131%	26.0	17.4	16.4	150%	159%
B2B	11.7	11.0	12.9	107%	91%	147.2	120.9	123.5	122%	119%
Total B2B	14.3	12.9	14.9	111%	96%	173.3	138.2	139.9	125%	124%
Total Local	23.6	23.0	28.0	103%	84%	304.4	279.0	273.1	109%	111%
Export	1.5	2.2	1.3	67%	116%	19.2	18.9	16.6	102%	115%
Total Company	25.0	25.2	29.3	99%	85%	323.6	297.9	289.7	109%	112%

External secondary data

The company's export manager, Mohamed Mamdouh, in an interview with Daily News newspaper in 2018 pointed out that the El Maleka products were being exported to 42 countries worldwide, including South Africa, the United States, and Iraq. Also, he stated that the exports represented 15% of the total production back then. He also announced that the company aimed to increase exports by 30% to produce 70,000 tons by the end of 2020.

Mamdouh also estimated El Maleka's market share was about 50% of the total Egyptian market in pasta. (Tharwat, 2018)

About the Market

From 2012 to 2017, it was realized that pasta consumption in Egypt has increased at an annual rate of 4.6%, and the consumption was expected to keep growing in the years coming, passing from 528 000 tons in 2017 to approximately 693 000 tons in 2022 according to the forecasts.

Figure 5-36: Evolution and forecast of market for pasta (000 tonnes) and per capita (kg) pasta consumption in Egypt, 2012-2022
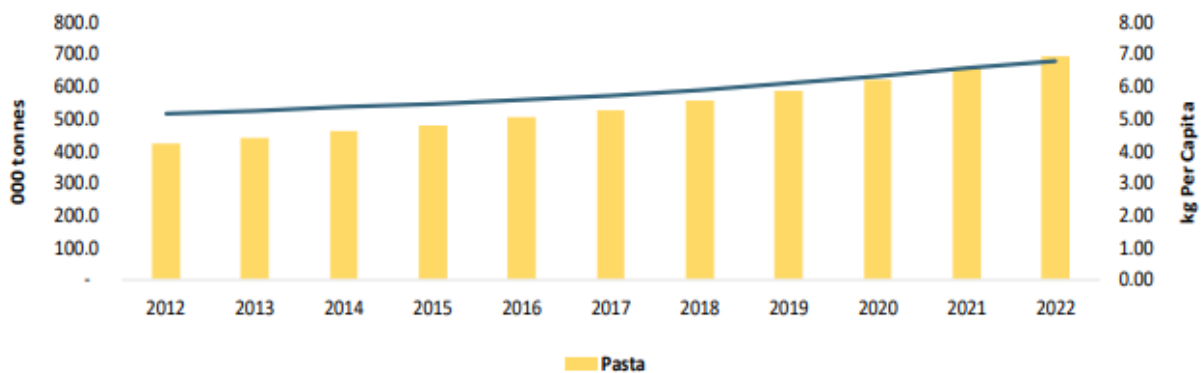
Source: Euromonitor International: Packaged Foods, 2018
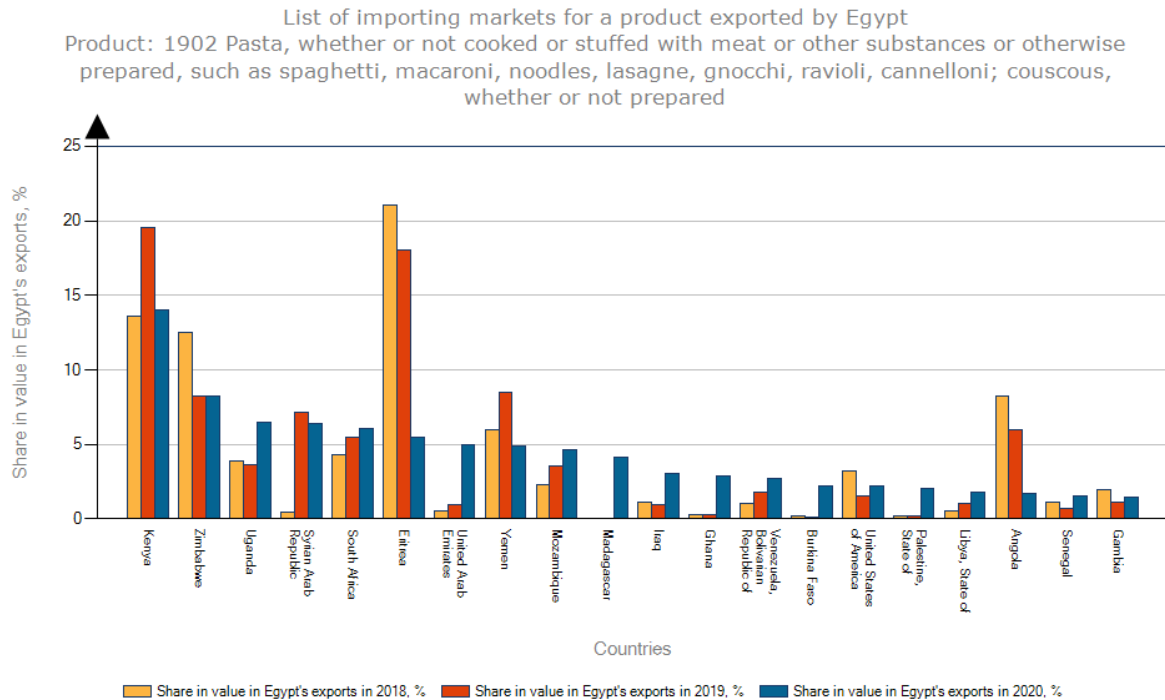Note: figures for 2018 to 2022 based on forecasts

A reason for the increase in pasta consumption is that it is perceived as a fast and easy meal, suitable for workers who have busy lifestyles. Also, pasta is popular in the lowest segments in the society as it is considered as an available and affordable meal for carbs Two of the most popular dishes in Egypt are Kushari and Macaroni Béchamel. (Computerized, internet database). (The Food and Beverage Market Entry Handbook: Egypt, 2022)

Also, according to Al-Ahram newspaper, the rice cultivation areas in Egypt have been reduced in the past recent years from 1.084 million feddans to 1.074 million feddans. As a result, pasta has become more popular, and its domestic consumption has increased compared to rice consumption. (Published, general business data).
(Egypt plans strategic rice cultivation - Egypt - Al-Ahram Weekly, 2022)

Exports and Imports

As shown in the graphs, in the period between 2018 and 2020, pasta exports have decreased, while imports have increased. Saudi Arabia imports share in the Egyptian market has increased in the past 4 years from 25.6% to 42.7%. (Computerized, internet database). (Trade statistics for international business development, 2022)

List of importing markets for a product exported by Egypt
Product: 1902 Pasta, whether or not cooked or stuffed with meat or other substances or otherwise prepared, such as spaghetti, macaroni, noodles, lasagne, gnocchi, ravioli, cannelloni; couscous, whether or not prepared

List of supplying markets for a product imported by Egypt
Product: 1902 Pasta, whether or not cooked or stuffed with meat or other substances or otherwise prepared, such as spaghetti, macaroni, noodles, lasagne, gnocchi, ravioli, cannelloni; couscous, whether or not prepared

Competition In the Pasta Industry (Computerized, internet database).

Star

Port-said production. However, its known to be targeting low-income people but surprisingly according to their website they produce two qualities of pastas:
- Some made from semolina (finest wheat) the same Regina and Italiano made their pastas.
- White flour (regular one).

By default, the two production differs in their prices, they sell the ones made from semolina by 6.4EGP compared to white wheat flour, it's half the price (3.4EGP) but also still affordable to class C and less.

Competitive advantages
- Affordable prices.
- Good distribution.
  (STAR PASTA, 2022)

Hawwa

Hawwa is the latest launching of Badawy group factory. Badawy group is known by "Arousa tea" the popular product line in middle east specially to low-income people by this we assume that also Hawwa is targeting the same category. They produce 9 shapes of Hawwa, sizes 400, 500 gm and 1 kg with affordable prices. They are willing to achieve their goal by producing the premium products to their loyal consumers.

Competitive advantages
- They have their own mill.
- Affordable prices.
- Experience over 55 years.

(About, 2022)

Higher Class segments

Italiano

Seven years ago, Savola launched a new brand of pasta named it "Italiano" ,that met a great success since it was produced; as a result of their innovative and catchy packaging ,besides their 12 different kind of pastas they present (penne, fettucini, big rings, shells, serpentine, fusilli, etc.…..) not only this, on JAN 2015 they launched the kid's pasta (it's in the form of animals) to directly grab the kids sight which increased the brands' sales revenue and become known and popular not only for parents but also for kids and adults. You can find their average prices on amazon begin from 8.25 up to 20EGP so, we could say that the target audience are classes (A and B).

Competitive advantages

Building loyal relationship with consumers; in 2015, they offered them MEGA consumer promotion by which consumer can luckily win a diamond!
- High quality.
- Variety.

(Italiano, 2022)

Regina:

One of the oldest in the field, superior experience over 25 years. High quality production is their aim, produce 5 different kind of pastas and it export them to over 30 countries around the world focusing on the same target audience just as 'Italiano' as their prices can be from 7 to 20.65EGP.

Competitive advantages
- Reputation.
- Credence.
- High quality.

(Pasta Regina, 2022)

Qualitative Research Methods

Overview of the focus group

We conducted a focus group consists of 6 participants, all women, B class, and their ages range from 30-55 years old. We conducted it in a sporting club, which is a comfortable environment according to them. We offered them snacks and beverages and informed them that this meeting was conducted in an informal way. We spent around 1 hour.

Moderator's outline

Permeable (4 minutes):

- Greetings, thank you for participating.
- Offer snacks.
- Nature of focus group (informal).
- We are going to talk about pasta specifically El Maleka.
- Do you have any questions?

Introduction and warming up (3 minutes):

- I am …. Marketing student at MIU.
- Please introduce yourself.
- How many members of your family?

Pasta Environment (3 minutes):

- Do you cook yourself or have someone to cook for you?
- What do you prefer cooking regarding carbohydrates (rice, pasta, bread…, etc.)?

Consumption of Pasta (5 minutes):

- How often do you cook pasta?
- What portion/how many kilos do you usually need per month?

Competition of pasta industry (15 minutes):

- What criteria do you consider while buying pasta?
- What brands do you usually use other than El Maleka?
- Describe what is different about each brand you mentioned.
- Would you buy an unpopular brand? Why, why not?
- If those unpopular brands have offers, would you change your mind if not?
- If you have to choose only one brand, what would it be?

Product's description (25 minutes):

- What do you think of El Maleka products?
- Do you think prices are convenient?
- Describe the quality of El Maleka's pasta.
- Describe shapes of pastas you use.
- Does El Maleka offer all these shapes?
- What do you think of the portions El Maleka offers?
- Does the packaging design of El Maleka products attract you?
- What do you think of the font used? Would the language used affect your decision? (Eng. Arabic)
- Do you remember any TV ad of El Maleka? What do you think of it?
- Would an ad change your purchasing intentions? Why? Why not?
- Do you find El Maleka's products easily?
- When was the last time you cooked El Maleka's pasta? How was your experience?
- What do you think is different about El Maleka?

Desired options (2 minutes):

- What do you think El Maleka can improve?

Closing (3 minutes):

- Thank you for your time.
- Any questions of recommendations?

Findings of the focus group

1. Do you cook yourself or have someone to cook for you?

They all are housewives, only one of them is a working mother; however, they all cook themselves.

2. What do you prefer cooking regarding carbohydrates (rice, pasta, bread…, etc.)?

They all gave pasta and rice the same percentage regarding cooking.

3. How often do you cook pasta?

They all gave the same answer, an average of 3 to 4 days a week.

4. What portion/how many kilos do you usually need per month?

From 3 to 6 kilos per month according to their family members. They always look for offers made on the bigger packs.

5. What criteria do you consider while buying pasta?

They all mentioned offers, quality, and price are the most important criteria they consider.

6. What brands do you usually use other than El Maleka?

Brand they all mentioned are, Hawwa, and the 6 of them mentioned it. El Masrya, 2 of them mentioned it. Italiano, 1 of them mentioned it. Regina, 4 of them mentioned it. El Matbakh 2 of them mentioned it.

7. Describe what is different about each brand you mentioned.

Hawwa: they all agreed that it has the best quality according to the price category, also they always find offers made on it, but they do not find the shapes easily.

Regina: they agreed that it has higher quality and higher prices, but also, they cannot find the shapes easily.

El Masrya: 2 of them agreed that it has the same quality as Hawwa with the same prices, but they also cannot find the shapes easily.

Italiano: They all agreed that it has the same quality and prices of Regina, but with more variety of shapes. But only 1 of them buys it regularly. They find it usually in hypermarkets.

El Matbakh: 2 of them mentioned that it has good quality compared to Hawwa and El Maleka with the same prices, also they mentioned that they do not find the shapes easily.

8. Would you buy an unpopular brand? Why, why not?

2 of them said no, as they cannot trust a brand unless they have heard about it before. 4 of them said no if the package looks bad and the color of the pasta is brownish (they mentioned that it means that it is of low quality). However, they will give it a try if the package is attractive and the pasta looks fresh, and its color is yellowish.

9. If those unpopular brands have offers, would you change your mind if not?

The 2 who disagreed in the latest question said that offers could encourage them to give it a try, but they will buy small portions to test. The others also agreed.

10. If you have to choose only one brand, what would it be?

They all chose Hawwa, 2 of them chose Hawwa or Regina.

11. What do you think of El Maleka products?

The majority agreed that El Maleka pioneered pasta industry for years; however, El Maleka's quality during the past 3 to 4 years is getting worse.

12. Do you think prices are convenient?

They couldn't agree more on prices as El Maleka have convenient prices but compared to other brands which are of the same price category as Hawwa and El Masrya, it is not worth buying as it has the lowest quality.

13. Describe the quality of El Maleka pasta.

They weren't satisfied with quality as they were with prices. Saying that common issue El Maleka has regarding pasta's quality is the consistency. It sticks together and forms a doughy texture. Also, it cracks or breaks down a lot and loses its shape, especially lasagna. Lastly, it secretes large amount of starch while being boiled.

14. Describe shapes of pastas you use.

The most important shapes are penne, spaghetti, and the small rounded one used in koshary.

15. Does El Maleka offer all these shapes?

They said that not all the shapes are offered but the most important ones are. They mentioned that it does not offer bows (الفيونكات), and the colored pasta is not found in El Maleka products.

16. What do you think of the portions El Maleka offers?

Based on the prices, they all agreed that portions are convenient.

17. Does the packaging design of El Maleka products attract you?

They all agreed that El Maleka's packaging design is old-fashioned. 1 of them also do not find its red color attractive, and the crown shape (logo) is not appealing.

18. What do you think of the font used? Would the language used affect your decision? (Eng. Arabic)

One of them finds the font old and unattractive. Also, they all mentioned that the language written will not make them look at it differently or reposition it (if El Maleka changed the brand name language written on the package to English).

19. Do you remember any TV ad of El Maleka?

All of them had around 1 to 2 minutes thinking and ended up not remembering any.

20. Would an ad change your purchasing intentions? Why? Why not?

All of them said that they do not give much attention to TV ads. 1 of them added that she thinks that who can be affected by ads more than them are people, women, and children of lower Egypt, as they spend more time watching TV than women in Cairo, 3 of them agreed on that. Also, they all agreed that what encourages them to try a pasta brand is their friends' and family members' opinions (word-of-mouth).

21. Do you find El Maleka's products easily?

They all agreed that El Maleka product is effectively distributed and can find all of its different shapes easily everywhere.

22. When was the last time you cooked El Maleka's pasta? How was your experience?

They could not remember the exact time they last cooked El Maleka pasta, but all of them said that it was a long time ago. Also, they had many bad experiences with El Maleka pasta regarding quality.

23. What do you think is different about El Maleka?

They all agreed that it is perfectly distributed compared to all other pasta brands. Also, it is the only brand they were used to consuming since they were young, so they mentioned that if El Maleka regained its quality, they would definitely consider re-purchasing it.

24. What do you think El Maleka can improve?

Firstly, one answered that El Maleka needs to create a campaign informing consumers that they have regained their quality, renewed the packaging design, and to sell this new line with offers. They all agreed.

In depth interview with the industry expert

We interviewed El Rayah supermarket's store leader, and asked him the following questions:

Findings

1. **What is your opinion about the pasta industry in Egypt?**

Expert answered, the pasta industry is one of the main and most important industries that the country relays on.

2. **What do you think of Savola group's products?**

Expert answered, Savola group's products are of a good quality, not only in pasta products but also in all other products they offer, like oil and gees.

3. **What is the most perfectly distributed brand of pasta in the Egyptian market?**

Expert answered, El Maleka is the most perfectly distributed brand as it is found everywhere unlike other competitors.

4. **What are your top selling brands in the B and C category regarding pasta?**

Expert answered, El Maleka, El Masreya and Hawwa.

5. **Why do you think they are the top selling?**

Expert answered, the main reasons are their prices, quality, and availability.

6. **How about El Maleka's market share in the past few years? Has it increased or decreased?**

Expert answered, El Maleka is still number one in the pasta industry and is still maintaining its position in the market as it's affordable, it has variety of shapes, and it is well distributed as it could be found everywhere compared to other brands.

7. **Did you get any complaints about El Maleka products quality? (In terms of consistency of the pasta, cracking, …etc.)**

Expert answered, no one ever complained about El Maleka's quality. And from his point of view El Maleka's quality is like the quality of the other pasta brands as Hawwa and El Masreya.

8. **Is it an important product to the market? Do supermarkets relay on it in generating profits?**

Expert answered, yes, all supermarkets in Egypt like El rayah supermarket relay on it as the main pasta product in generating profits, so this product must always be available in the store.

9. **Who are the main competitors that the costumers have been switching to in the market?**

Expert answered, Hawwa and El Masreya are the main competitors that customers are switching to.

10. **How do you think make Hawwa and El Masreya and the other competitors are different from El Maleka?**

Expert answered, one of the things that Hawwa and El Masreya are highly concerned with is personal selling, so that they can communicate personally with the consumers and raise the product awareness.

11. **What do you think El Maleka can do to improve itself?**

Expert answered, they should do more effort in the personal selling, as this will increase the product's awareness. Also, they can do improve the packaging quality.

Descriptive (Quantitative) Phase

Variables to be measured
- Quality
- Price
- Sales promotion
- Personal Selling
- Packaging Design
- Product Variety
- Word of Mouth

Data collection method used
Survey Method

As our target audience's" specially mothers" internet usage is continuously growing, we used electronic interviewing (internet survey). We also did an evaluation for each of the task, situational, and respondent factors. For the task factors, internet survey has a moderate to high level of Diversity of Questions and Flexibility of Data Collection. We wanted to ask variety of questions to test all the variable, also we wanted the respondents to actually see the questions and have all the choices listed in front of them. And for the situational factors, internet surveys are characterized by very high speed of data collection, as we wanted to reach the minimum sample size (100 respondents) in short time. Also, the total cost of data collection and administering the survey is low. And for the respondent factors, the perceived anonymity of the respondent and obtaining sensitive information are high. As we are asking about the level of income in the

survey, which is a sensitive question, most of the respondents will feel uncomfortable answering such a question if their identity is exposed.

Scaling technique

We used a mix of nominal, ordinal, interval, and ratio scales in the survey questions. (In the questionnaire copy, all scales used are determined on each question).

We used mostly noncomparative scale and comparative scales. Regarding noncomparative, we used itemized rating scales (Likert). And regarding comparative, we used rank order scaling.

Descriptive data collection design

We used a single-cross sectional design, as we obtained the information only once from only one sample of respondents.

Sampling plan

Target population

Elements: Anyone who is interested in food, especially mothers.

Sample Frame

We sent the questionnaire to people from our personal contacts and to groups on WhatsApp which include mothers and people who are interested in cooking.

Sampling technique

We chose the nonprobability sampling technique. We used convenience, as we sent the questionnaire online to WhatsApp groups, so anyone who is interested in cooking can fill it out. Also, we used snowballing, as we asked the sample to share the questionnaire with anyone, he/she knows would be interested in the study.

Sample size

We aimed to get a minimum number of responses of 100 responses. However, we received 200, deleted 4 responses, so we got 196 responses.

A copy of the Questionnaire in its final form

مكرونة الملكة

نحن طلاب تسويق في جامعة مصر الدولية نقوم بإستطلاع رأي لمشروع جامعي عن مكرونة الملكة
سنكون ممتنين اذا ساعدتونا و قمتوا بملئ الاسئلة الاتية

1. هل أنت/أنتي المسئول عن الطبخ في البيت للاسرة؟ *   (Nominal)

⬭ نعم انا المسئول/ة

⬭ لا لست المسئول/ة

⬭ احياناً أطبخ

2. لو اجابتك كانت نعم, بتطبخ/ي مكرونة كام مرة في الأسبوع؟   (Ratio)

⬭ ولا مرة

⬭ من 1 ل 3

⬭ من 4 ل 7

⬭ اقل من 4 مرات في الشهر

3. هل انت/أنتي اللي بتشتري طلبات الاسرة من السوبرماركت؟ *   (Nominal)

⬭ دائماً

⬭ احياناً

⬭ لا ابداً

(Dichotomous)

4. هل جربت/ى مكرونة الملكة؟ *

نعم

لا

(Ordinal)

5. ايه اكتر منتج مكرونة استخدمته/استخدمتيه خلال الشهرين الماضيين؟ *
ممكن تختار/ى اكتر من نوع

حواء

الملكة

المصرية

ستار

لمتنا

المطبخ

ريجينا

ابطاليانو

Other: _____

(Ordinal)

6. من وجهة نظرك ايه أهم حاجة لازم تكون متوفرة في المكرونة من ناحية الجودة؟ *
ممكن تختار/ى اكتر من نوع و لو عندك أختيارات أخرى ممكن تضيف/ى

متعجنش

متنكسرش

متطلعش دشا كثير عند السلق

Other: _____

(Interval)

7. :من وجهة نظرك, ايه رأيك في جودة مكرونة الملكة من ناحية التعجين *

	لم أجرب مكرونة الملكة	دائماً بتعجن	احياناً كثير بتعجن	قليل لما تعجن	مش بتعجن ابداً
تعجين المكرونة	◯	◯	◯	◯	◯

(Interval)

8. :من وجهة نظرك, ايه رأيك في جودة مكرونة الملكة من ناحية التكسير *

	لم أجرب مكرونة الملكة	دائماً بتتكسر	احياناً كثير بتتكسر	قليل لما تتكسر	مش بتتكسر ابداً
تكسير المكرونة	◯	◯	◯	◯	◯

(Dichotomous)

9. مكرونة الملكة بتطلع نشا كثير عند السلق, هل تتفق/ى؟ *

◯ اتفق

◯ لا اتفق

◯ لا أعلم

(Dichotomous)

10. بقدر اقيم جودة المكرونة قبل الإستعمال من لون المكرونة من الخارج, لو مائلة للأصفر جودتها جيدة, لو مائلة للبني جودتها غير جيده. هل تتفق/ى؟ *

◯ اتفق

◯ لا اتفق

◯ لا يمكن تقييم جوده المكرونة قبل الإستعمال

11. من وجهة نظرك, ايه اللي بيخلي سعر المكرونة مناسب بالنسبه لك/لكي؟ *   (Nominal)
لو عندك أحتيارات أخرى ممكن تضيف/ى

( ) الكمية
( ) الجوده
( ) Other: _____

12. من وجهة نظرك, أسعار منتجات مكرونة الملكة مناسبة؟ *   (Dichotomous)

( ) نعم
( ) لا
( ) لا اعلم

13. لو انت/أنتِ في سوبرماركت وقدامك الأختيارين دول؟ هتختار أيه؟ *   (Nominal)

( ) ١ كجم بسعر ١١ و نصف جنيه   ( ) ٤٠٠ جم بسعر ٤ ونصف جنيه

14. هل التخفيضات على منتجات المكرونة بتأثر على قرارك في الشراء؟ * (Nominal)

⬭ دائماً أتأثر حتى لو على اي منتج

⬭ أتأثر فقط لو على المنتج اللي متعود/ه عليه

⬭ لا أتأثر

15. أيه أكتر تخفيض بيجذبك؟ * (Ordinal)

ممكن تختار/ى اكثر من نوع و لو عندك أختيارات أخرى ممكن تضيف/ى

☐ كيس عليه كيس هدية أصغر في الحجم

☐ (كيس والكيس التاني بنصف السعر (نفس الحجم

☐ زياده في الحجم بنفس السعر

☐ تخفيض في السعر بنفس الحجم

Other: ☐ _____

16. من وجهة نظرك, مكرونة الملكة بتعمل تخفيضات قد ايه شهرياً؟ * (Nominal)

⬭ دائماً في تخفيضات

⬭ تخفيضات كثيره

⬭ نادراً

⬭ لا يوجد تخفيضات أبداً

⬭ لا اعلم

17. أنت/أنتِ في سوبر ماركت, لقيت/ى فريق من مندوبين المبيعات بيروجوا لمنتجهم و قدرت تدوق/ى انواع مكرونة (Nominal) منتجهم, ايه هيكون رد فعلك؟ *
لو عندك أختيارات أخرى ممكن تضيف/ى

- ⬭ هشتري المنتج لو عجبني حتى لو معرفهوش
- ⬭ هجرب ومش هشتري
- ⬭ مش ههتم و هشتري المنتج اللي متعود عليه
- ⬭ Other: _____

18. هل لقيتِ مندوبين مبيعات لمكرونة الملكة في أي سوبر ماركت قبل كده؟ * (Nominal)

- ⬭ نعم كثير
- ⬭ نعم قليل
- ⬭ لا أبداً
- ⬭ لا اعلم

19. من 1 ل 5, ايه تأثير تصميم منتج غلاف المكرونة على قرارك في الشراء؟ * (Interval) (Likert)
إعتبارأ إن هذه التأثير تبدأ من 1 لا يؤثر ل 5 يؤثر جداً

	1	2	3	4	5	
بؤثر جداً	⬭	⬭	⬭	⬭	⬭	لا يؤثر على الاطلاق

(Ordinal)   20. أيه تقييمك على تصميم غلاف منتجات مكونة الملكة من ناحية النقاط التالية؟ *

	جيد جداً	ليس سئ	سئ جداً	لا اعلم
الأشكال المرسومة	☐	☐	☐	☐
الألوان المستخدمة	☐	☐	☐	☐
شعار المنتج	☐	☐	☐	☐
طريقة الكتابة	☐	☐	☐	☐

(Dichotomous)   21. هل قلة أشكال المكونة المتوفرة ممكن يأثر على قرارك في الشراء؟ *

◯ نعم يؤثر
◯ لا يؤثر

(Nominal)   22. هل بتلاقي أشكال المكونات المختلفة متوفرة عند مكونة الملكة؟ *

◯ نعم كل الأشكال متوفرة
◯ معظم الأشكال متوفرة
◯ أشكال قليلة متوفرة
◯ لا اعلم

23. من 1 ل 5, قد أيه ممكن يأثر آراء الناس (أصدقائك أو أفراد عائلتك أو آراء على صفحات التواصل الإجتماعي) على قرارك في الشراء؟ *

(Interval)
(Likert)

إعتباراً إن هذه التأثير تبدأ من 1 لا يؤثر ل 5 يؤثر جداً

	1	2	3	4	5	
بؤثر جداً	◯	◯	◯	◯	◯	لا يؤثر على الاطلاق

24. قيم كل منتج من وجهت نظرك على حسب الأفضل في كلاً من المواصفات التالية: *

(Ordinal)
(Rank order)

	الجوده	السعر	التخفيضات	الغلاف	توفر في أشكال المكرونة	لم أجربها بعد
الملكة	☐	☐	☐	☐	☐	☐
حواء	☐	☐	☐	☐	☐	☐
المصرية	☐	☐	☐	☐	☐	☐
المطبخ	☐	☐	☐	☐	☐	☐
لمتنا	☐	☐	☐	☐	☐	☐
ريجينا	☐	☐	☐	☐	☐	☐
ايطاليانو	☐	☐	☐	☐	☐	☐

(: أوشكنا على الإنتهاء

25. النوع *   (Nominal)

- ⬭ ذكر
- ⬭ انثى

26. السن *   (Ratio)

- ⬭ أقل من 19
- ⬭ من 20 ل 30
- ⬭ من 31 ل 45
- ⬭ من 46 ل 55
- ⬭ أكثر من 55

27. السكن *   (Nominal)

- ⬭ القاهرة
- ⬭ الجيزة
- ⬭ الأسكندرية
- ⬭ Other: _____

28. * عدد أفراد الأسرة؟   (Unstructured)

_____

29. * الدخل الشهري   (Ratio)

( ) 0 - 999
( ) 1000 -1500
( ) 1501 - 2500
( ) 2501 - 3500
( ) اكثر من 3501

30. * الحالة الوظيفية؟   (Nominal)

( ) أعمل
( ) لا أعمل/ سيده منزل

شكراً على وقتك الثمين :)

Data analysis

(Google forms charts, excel)
Excel sheet:
Questionnaire responses

We conducted an online survey on Google Forms and got 200 responses, and we eliminated 4 as the responses were irrelevant.
We asked four filter questions for the accuracy of responses which are listed below

1-

هل أنت/أنتِ المسئول عن الطبخ في البيت للاسرة؟
196 responses

- نعم انا المسئول/ة
- لا لست المسئول/ة
- احياناً أطبخ
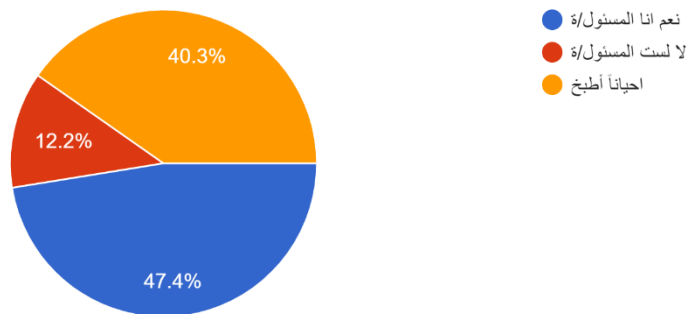
- We asked the respondents whether they are the ones who are responsible for cooking for their families.
- The chart shows that 93 respondents (47.4%) are responsible for cooking for their families at home.
- While 79 respondents (40.3%) answered that they sometimes cook.
- And 24 respondents (12.2%) answered that they are not responsible for cooking at all.

2- "The question is not required"

لو اجابتك كانت نعم, بتطبخ/ي مكرونة كام مرة في الأسبوع؟
188 responses

- ولا مرة
- من 1 ل 3
- من 4 ل 7
- اقل من 4 مرات في الشهر
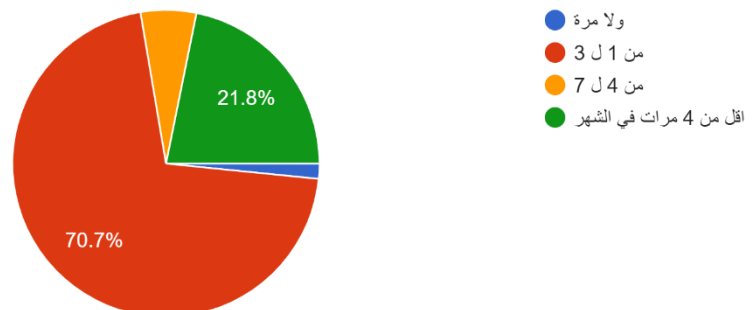
- We asked the respondents who answered yes and sometimes in the previous question about how often they cook pasta in a week.

- The chart shows that 133 from 188 respondents (70.7%) cook pasta from 1 to 3 times a week.
- While 41 respondents (21.8%) cook only from 1 to 3 times a month (less than once a week).
- And 11 respondents (5.9%) cook from 4 to 7 times a week.
- While the rest, 3 respondents (1.6%) do not cook pasta at all.

3-

هل انت/أنتِ اللي بتشتري طلبات الاسرة من السوبرماركت؟
196 responses
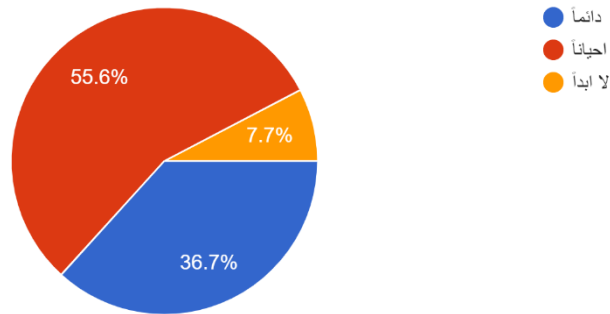
- We asked the respondents whether they do the grocery shopping themselves.
- Most of the responses, 109 respondents (55.6%) said that they sometimes do the grocery shopping for their families.
- While 72 respondents (36.7%) answered that they always do the grocery shopping for their families themselves.
- And 15 respondents (7.7%) answered that they never do the grocery shopping for their families.

4-

هل جربت/ى مكرونة الملكة؟
196 responses
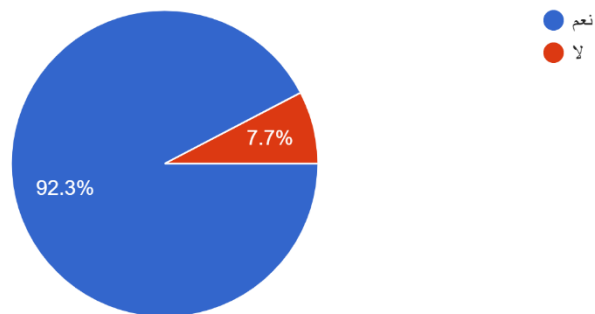
- We asked the respondents whether they have tried El Maleka pasta before.
- As shown above, the majority which is 92.3% (181 respondents) answered that they have tried El Maleka products.
- While the rest 15 respondents answered that they have not tried El Maleka products yet.

ايه اكثر منتج مكرونة استخدمته/استخدمتيه خلال الشهرين الماضيين؟

196 responses
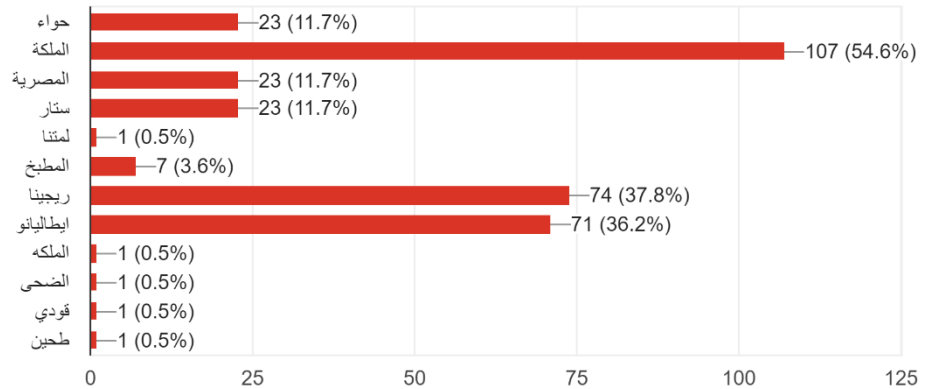
- We asked the respondents about the brands they used regarding pasta in the past two months.
- As shown in the figure, 108 respondents (55.1%) chose El Maleka as the product they consumed in the last 2 months, and 74 respondents (37.8) chose Regina, and 71 respondents (36.2%) chose Italiano. While Hawwa, El Masrya, and Star got the same number of responses which are 23, 11.7% of the respondents. Also 11 respondents chose Lametna, El Matbakh, Al Doha, Foody, and Tahin.

من وجهة نظرك ايه أهم حاجة لازم تكون متوفرة في المكرونة من ناحية الجودة؟

196 responses
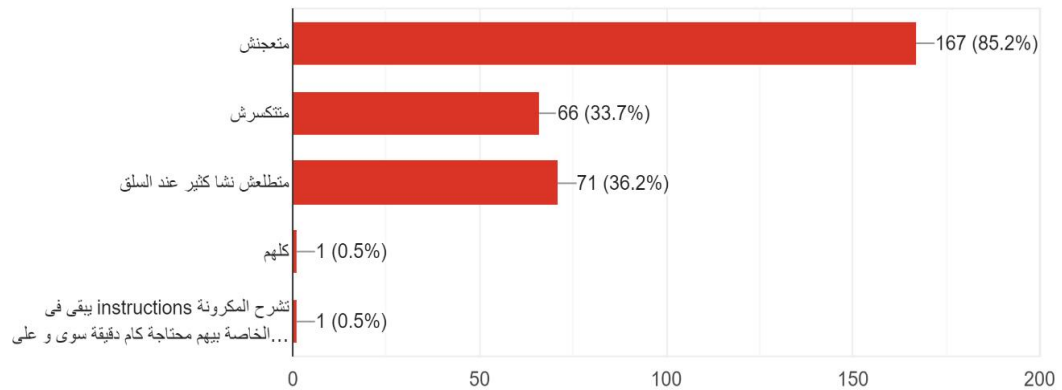
- We asked the respondents about the most important dimensions from their point of view regarding the quality of pasta.
- According to what is important to the respondents regarding the quality of Pasta, 167 respondents (85.2%) answered that the most important dimension of the quality of Pasta is the consistency (does not stick together).
- While 71 respondents (36.2%) answered that the pasta should not produce much starch while being boiled regarding the quality.

- Also 66 respondents (33.7%) answered that it is important to them that the pasta does not breaks down when talking about the quality.
- One responded that instructions of usage have to be stated.

7-   :من وجهة نظرك, ايه رأيك في جودة مكرونة الملكة من ناحية التعجين

دائماً بتعجن   ■ احياناً كثير بتعجن   ■ قليل لما تعجن   ■ مش بتعجن ابداً   ■ لم أجرب مكرونة الملكة

تعجين المكرونة
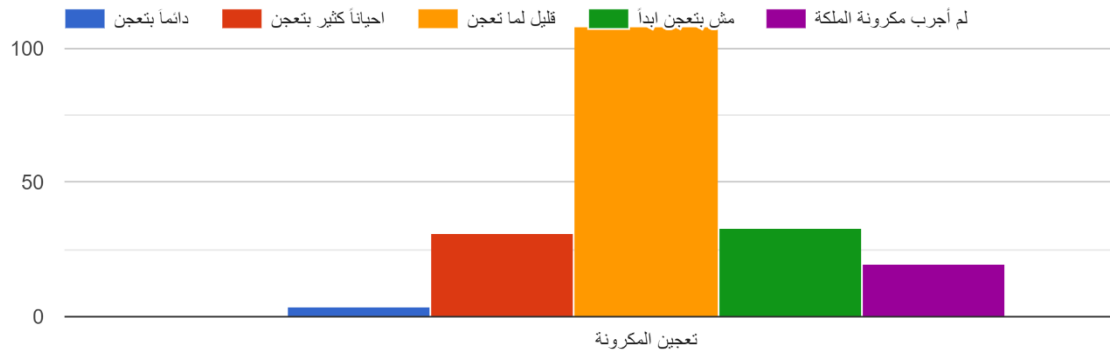
- We asked about the respondents' opinions about El Maleka's quality regarding the consistency, 108 respondents (55.1%) answered that El Maleka rarely sticks together.
- 33 responded that it never sticks together, 31 responded that is sticks together most of the time, 20 have not tried it yet, while 4 responded that it always sticks together.

8-   :من وجهة نظرك, ايه رأيك في جودة مكرونة الملكة من ناحية التكسير

دائماً بتتكسر   ■ احياناً كثير بتتكسر   ■ قليل لما تتكسر   ■ مش بتتكسر ابداً   ■ لم أجرب مكرونة الملكة

تكسير المكرونة
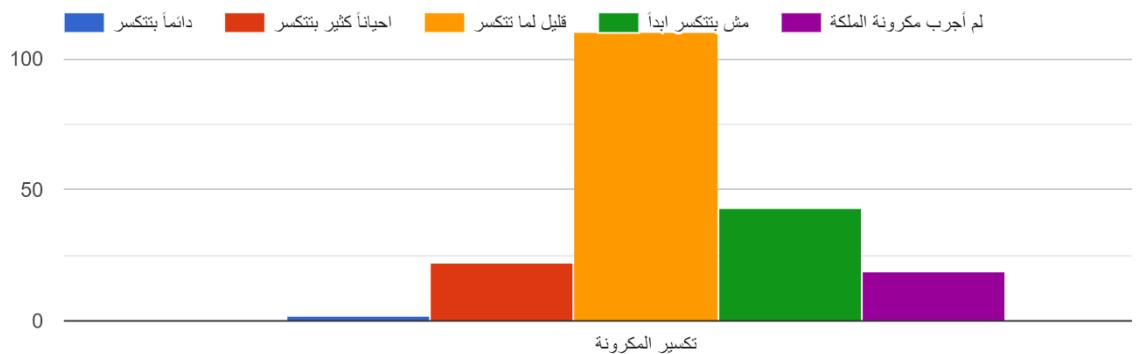
- We asked about the respondents' opinions about El Maleka's quality regarding the cracking or breaking down of pasta, 110 respondents (56.1%) answered that El Maleka rarely gets cracked.
- 43 responded that El Maleka never gets cracked, 22 responded that it gets cracked most of time, 19 responded that they have not tried it before, and 2 responded that it always gets cracked.

9-

مكرونة الملكة بتطلع نشا كثير عند السلق, هل تتفق/ى؟

196 responses

- اتفق
- لا اتفق
- لا أعلم

39.3%

40.8%

19.9%
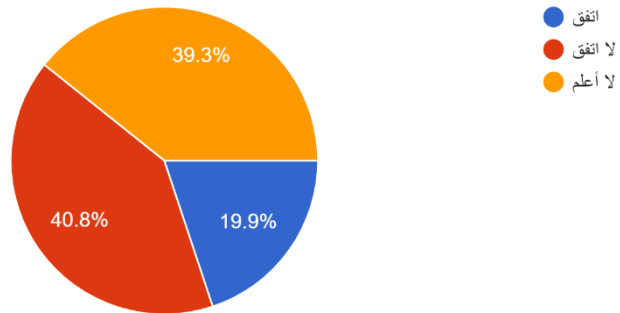
- We asked the respondents whether they agree or disagree with El Maleka products producing much starch while boiling, 80 respondents (40.8%) do not agree, while 77 respondents (39.3%) do not know, and 39 respondents (19.9%) do agree.

10-

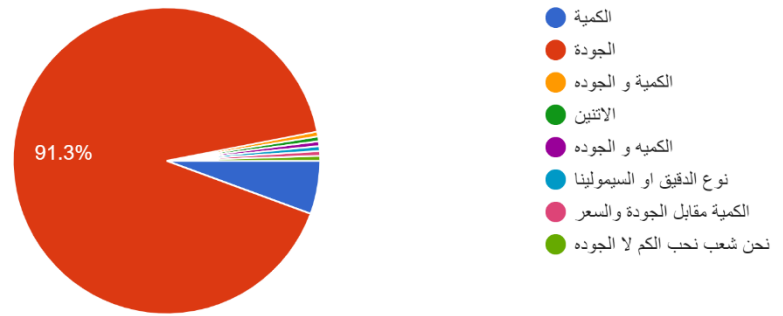بقدر اقيم جودة المكرونة قبل الإستعمال من لون المكرونة من الخارج, لو مائلة للأسفر جودتها جيدة, لو مائلة للبني جودتها غير جيده. هل تتفق/ى؟

196 responses

- اتفق
- لا اتفق
- لا يمكن تقييم جودة المكرونة قبل الإستعمال

57.7%

9.2%

33.2%
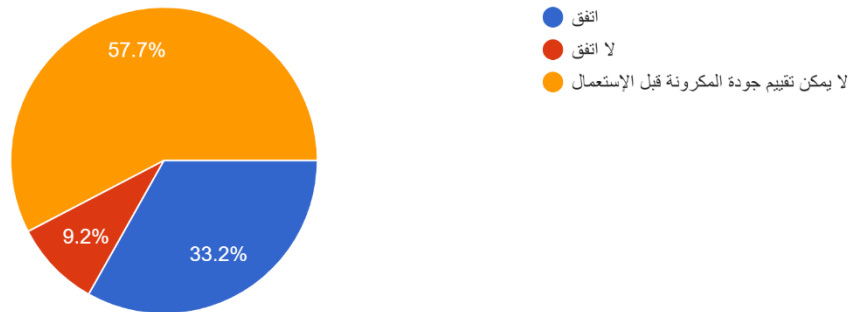
- We asked the respondents whether they agree or disagree with the pasta's quality being evaluated before purchase by its color. If the pasta's color is yellowish, the quality is good, and if it is brownish, the quality is bad.
- 113 respondents (57.7%) think that the quality of pasta cannot be evaluated before usage.
- While 65 respondents (33.2%) agree, and 18 respondents (9.2%) do not agree.

11-

من وجهة نظرك, ايه اللي بيخلي سعر المكرونة مناسب بالنسبه لك/لكي؟

196 responses

- الكمية
- الجودة
- الكمية و الجوده
- الاتنين
- الكميه و الجوده
- نوع الدقيق او السيمولينا
- الكمية مقابل الجودة والسعر
- نحن شعب نحب الكم لا الجوده

91.3%

- We asked the respondents from their point of view what makes the price of pasta convenient.
- 179 respondents (91.3%) think that quality is what makes prices convenient.
- While 12 (5.6%) think that portions make prices convenient, and 4 think that both quality and portions make prices convenient.
- 1 responded that the type of wheat and semolina used is what makes prices convenient

12-

من وجهة نظرك, أسعار منتجات مكرونة الملكة مناسبة؟

196 responses

- نعم
- لا
- لا اعلم

15.3%

83.7%
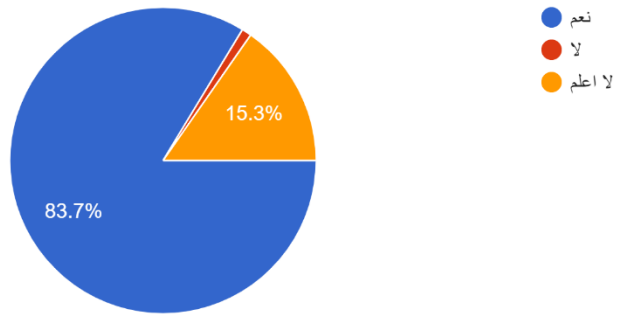
- We asked the respondents from their point of view whether they find El Maleka prices convenient, 164 respondents (83.7%) find El Maleka prices convenient.
- While 30 respondents (15.3%) do not know, and 2 respondents (1%) do not find El Maleka prices convenient.

لو انت/أنتِ في سوبرماركت وقدامك الأختيارين دول؟ هتختار أيه؟

196 responses

● ١ كجم بسعر ١١ و نصف جنيه
● ٤٠٠ جم بسعر٤ ونصف جنيه

42.9%

57.1%
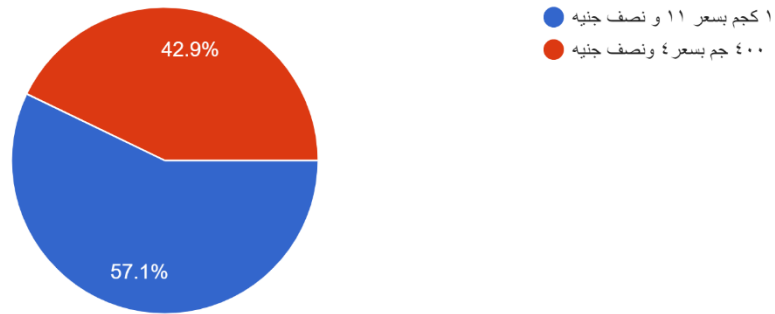
- We asked the respondents to choose from two pictures of El Maleka product with different portions and prices, 112 respondents (57.1%) answered that they would purchase the 1 kg package with price 11.5 LE.
- And the rest, 84 respondents (42.9%) answered that they would purchase the 400 gm with price 4.5 LE.

14-

هل التخفيضات علي منتجات المكرونة بتأثر علي قرارك في الشراء؟

196 responses

● دائماً أتأثر حتي لوعلي اي منتج
● أتأثر فقط لو علي المنتج اللي متعود/ة عليه
● لا أتأثر

18.4%

61.7%

19.9%
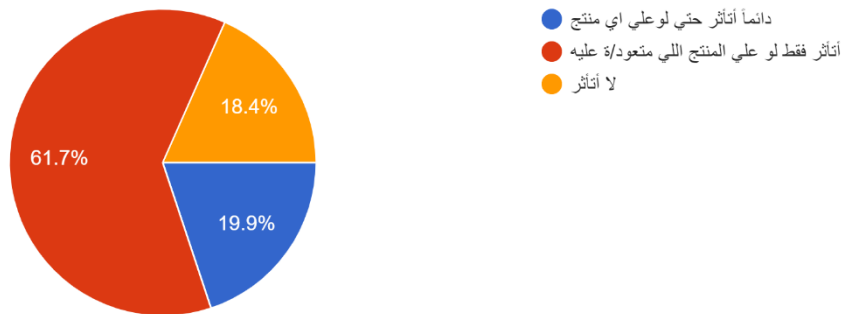
- We asked the respondents whether the sales promotions affect their purchase decision. 121 respondents (61.7%) answered that their purchase decision is only affected by sales promotions if it is made on the brands they are used to buying.
- While 39 respondents (19.9%) answered that their purchase decision is always affected by sales promotions regardless of the brand it is made on.
- And 36 (18.4%) answered that their purchase decision is never affected by sales promotions.

أيه أكثر تخفيض بيجذبك؟
196 responses

15-

كيس عليه كيس هدية أصغر في الحجم — 59 (30.1%)

(كيس والكيس الثاني بنصف السعر (نفس الحجم — 35 (17.9%)

زيادة في الحجم بنفس السعر — 73 (37.2%)

تخفيض في السعر بنفس الحجم — 91 (46.4%)

0   20   40   60   80   100
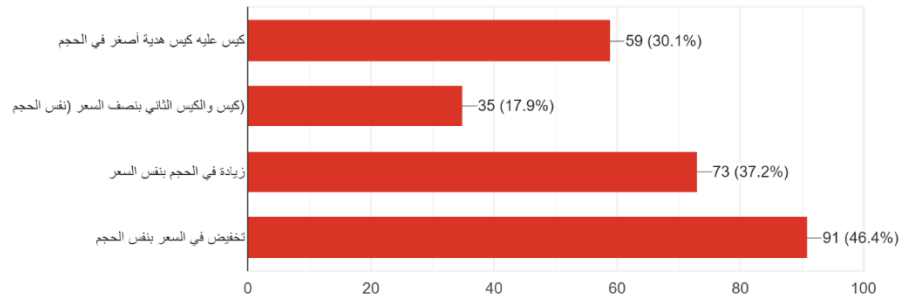
- We asked the respondents about their preferences on the sales promotions made on Pasta brands. 91 respondents (46.4%) prefer to have discounts on the prices of packages while keeping the portions.
- While 73 respondents (37.2%) prefer sales promotions to be an increase in portions of packages with same prices.
- And 59 respondents (30.1%) prefer sales promotions to get a free smaller package on the package they would buy.
- And 35 respondents (17.9%) prefer sales promotions to get another package over the package they would buy but with 50% off.

من وجهة نظرك, مكرونة الملكة بتعمل تخفيضات قد ايه شهرياً؟
196 responses

16-

- دائماً في تخفيضات
- تخفيضات كثيرة
- نادراً
- لا يوجد تخفيضات أبداً
- لا اعلم

62.2%

11.2%

20.4%
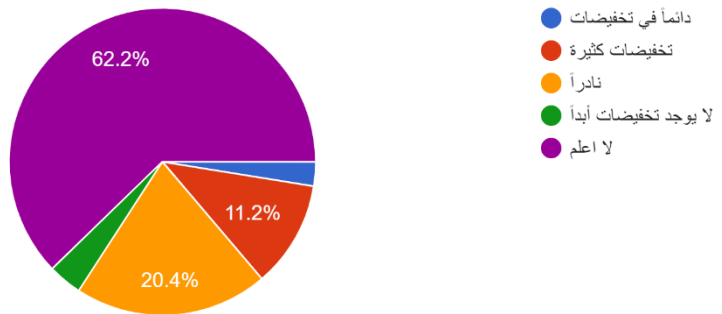
- We asked the respondents about how often they think El Maleka makes sales promotions per month. 122 respondents (62.2%) do not know how often El Maleka makes sales promotions per month.
- While 40 respondents (20.4%) answered that El Maleka rarely makes sales promotions in a month.
- And 22 respondents (11.2%) answered that El Maleka makes sales promotions a lot per month.
- And the rest, 7 (3.6%) answered El Maleka never makes sales promotions, and 5 (2.6%) answered that there are always sales promotions made by El Maleka per month.

أنت/أنتِ في سوبرماركت, لقيت/ى فريق من مندوبين المبيعات بيروجوا لمنتجهم و قدرت تدوق/ى انواع مكرونة منتجهم, ايه هيكون رد فعلك؟

196 responses

17-

● هشتري المنتج لو عجبني حتي لو معرفهوش
● هجرب ومش هشتري
● مش ههتم وهشتري المنتج اللي متعود عليه
● هجرب و لو عجبني هشتري
● مش هشتري غير النوع اللي انا عرفاه
● هجرب و لو عجبني ممكن اشتري الاتنين
● او اخد فكره عشان اشترى بكره
● Depends if the other product satisfied something, that what am use to but didn't
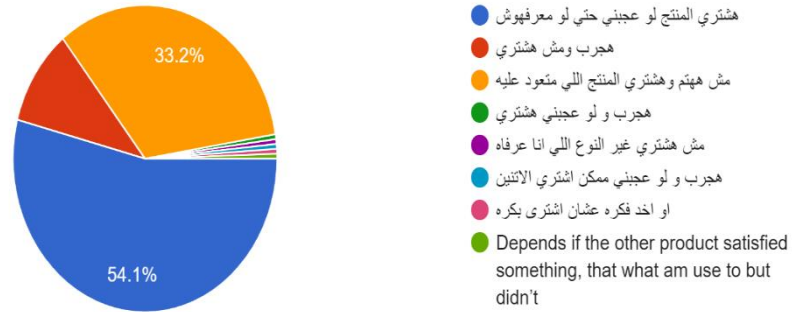
- We asked about the respondents' reaction on personal selling of Pasta brands in supermarkets. 108 respondents (55.1%) answered that they would buy the brand being sold by salespersons if they like it, even if they do not know it.
- While 65 respondents (33.2%) answered that they will not be affected by personal selling and will choose the brand they are used to buying.
- And 21 respondents (10.2%) answered that they would try the product but will not buy it.

هل لقيت مندوبين مبيعات لمكرونة الملكة في أي سوبرماركت قبل كده؟

196 responses

18-

● نعم كثير
● نعم قليل
● لا أبداً
● لا اعلم
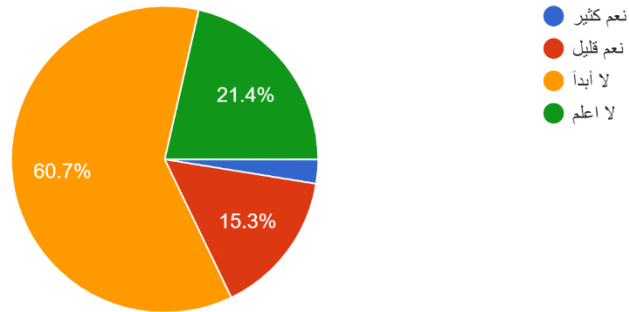
- We asked the respondents whether they have found any salespersons of El Maleka in supermarkets. 119 respondents (60.7%) answered that they have not found any salespersons of El Maleka.
- While 42 respondents (21.4%) answered that they do not know, and 30 respondents (15.3%) answered that they have found few times, and the remaining 5 (2.6%) answered that they have found salespersons of El Maleka a lot.

من 1 ل 5, ايه تأثير تصميم غلاف منتج المكرونة علي قرارك في الشراء؟

196 responses

19-
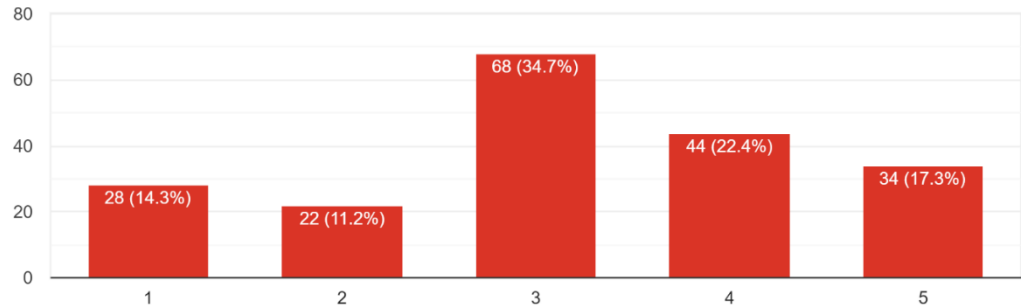
(1: Does not affect at all, 5: Highly affects)

- We asked the respondents from a scale from 1 to 5 how much does the packaging design affects their purchase decision. 68 respondents (34.7%) answered 3, which is neutral, it neither has a positive nor a negative effect.
- While 44 respondents (22.4%) answered 4 which is between neutral and highly affects. And 34 respondents (17.3%) answered 5, which is (highly affects).
- 28 respondents (14.3%) answered 1, which is (does not affect at all), and 22 respondents (11.2%) answered 2, which is between does not affect at all and neutral.

أيه تقييمك علي تصميم غلاف منتجات مكرونة الملكة من ناحية النقاط التالية؟

20-
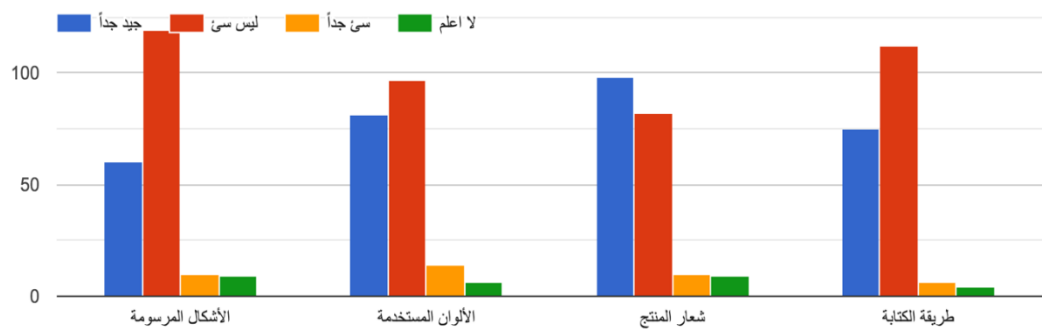
- we asked the respondents about their opinions on the packaging design regarding shapes, logo, colors, and font used.
- **Shapes**: As shown from the figure, 119 said that the shapes drawn on the package of El Maleka is acceptable, 60 respondents said very good, 10 said that they are very bad and 9 said that they do not know.
- **Color used**: 97 said that the colors of El Maleka's package are acceptable, 81 respondents said that it is very good, 14 said that they are very bad, and 6 said that they do not know.

- **Logo**: 98 respondents said that the logo of El Maleka is very good, 82 respondents said that it is acceptable, 10 respondents said that it is very bad, and 9 said that they don't know.
- **Font**: 112 respondents said that the font used is acceptable, 75 respondents said that it is very good, 6 respondents said that it is very bad, and 4 said they don't know.

هل قلة أشكال المكرونة المتوفرة ممكن يأثر علي قرارك في الشراء؟

196 responses

21-

نعم يؤثر
لا يؤثر

31.6%

68.4%
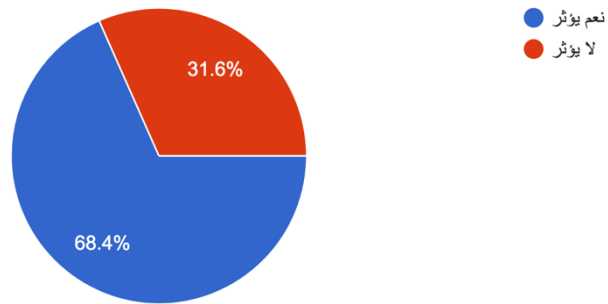
- We asked the respondents whether the lack of variety of shapes would affect their purchase decision.
- 134 of the respondents (68.4%) said that yes, the lack of variety of shapes of El Maleka pasta affects their purchase decision.
- 62 of the respondents (31.6%) said that no, the lack of variety of shapes of El Maleka pasta affects their purchase decision.

هل بتلاقي أشكال المكرونات المختلفة متوفرة عند مكرونة الملكة؟

196 responses

22-

نعم كل الأشكال متوفرة
معظم الأشكال متوفرة
أشكال قليلة متوفرة
لا اعلم

17.9%

14.8%

44.9%

22.4%
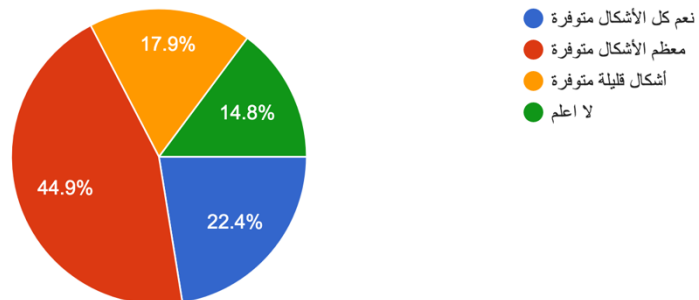
- We asked the respondents whether they find variety of shapes offered by El Maleka.
- 88 of the respondents (44.9%) said that most of the pasta shapes are available by El Maleka.
- 44 of the respondents (22.4%) answered yes, all shapes of pasta are available by El Maleka.

- 35 of the respondents (17.9%) said that few of the pasta shapes are available by El Maleka.
- 29 of the respondents (14.8%) said that they don't know whether the different shapes of pasta are available.

من 1 ل 5, قد أيه ممكن يأثر آراء الناس (أصدقائك أو أفراد عائلتك أو آراء علي صفحات التواصل الإجتماعي) علي قرارك في الشراء؟
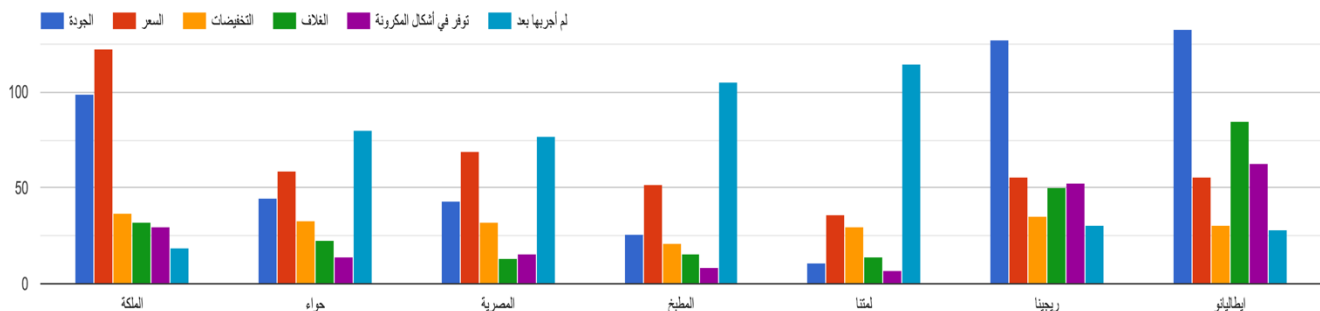196 responses

23-
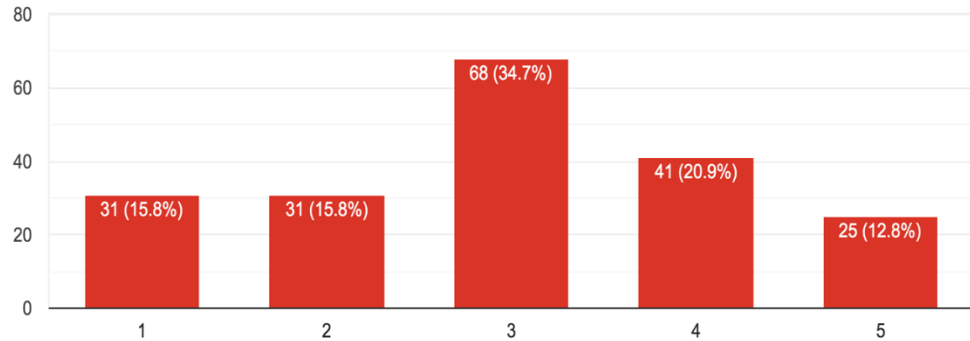
- (1: Doesn't affect at all, 5: Highly affects)
- We asked the respondents to choose from a scale from 1 to 5 how effective is WOM on their purchase decision.
- Neutral (neither positive nor negative effect) got the highest response rate with 68 responses (34.7%).
- While 66 respondents (33.7%) think that WOM affects to highly affects consumer purchase decision.
- And 62 respondents (31.6%) think that WOM doesn't affect to doesn't affect at all the consumer purchase decision.

24-
- We asked the respondents to assign each brand to the best thing it offers.

قيم كل منتج من وجهت نظرك علي حسب الأفضل في كلاً من المواصفات التالية:

- **Quality**: Italiano got the highest number of responses, 133 responses. Regina got 127 responses. El Maleka got 99 responses. Hawwa got 45 responses. El Masrya got 43 responses. El Matbakh got 26 responses. Lametna got 11 responses.
- **Price:** El Maleka got the highest number of responses, 123 responses. El Masrya got 69 responses. Hawwa got 59 responses. Italiano and Regina got 56 responses. El Matbakh got 52 responses. Lametna got 36 responses.
- **Sales Promotions:** As it's shown the average responses are close to each other, but El Maleka got the highest number of responses of 37 responses. while Regina, Hawwa, El Masrya, Italiano and Lametna came with 35,33,32, 31 and 30 responses respectively. Lastly, El Matbakh got only 21 responses.
- **Variety of shapes:** Italiano got the highest number of responses of 63 responses. Regina got 53 responses. Then comes EL Maleka with 30 responses. El Masrya got 16 responses. Hawwa got 14 responses. And El Matbakh and Lametna got 7 and 9 responses.
- **Packaging design:** Italiano got the highest number of responses of 85 responses. Regina 50 got responses, while EL Maleka got 32 responses. Hawwa, El Matbakh, Lametna and El Masrya got 23, 16, 13, 14 responses.
- 115 respondents have not tried Lametna yet, 105 have not tried El Matbakh, 80 have not tried Hawwa, 77 have not tried El Masrya, 31 have not tried Regina, 28 have not tried Italiano, and 19 have not tried El Maleka yet.

Demographics

النوع
196 responses

-25
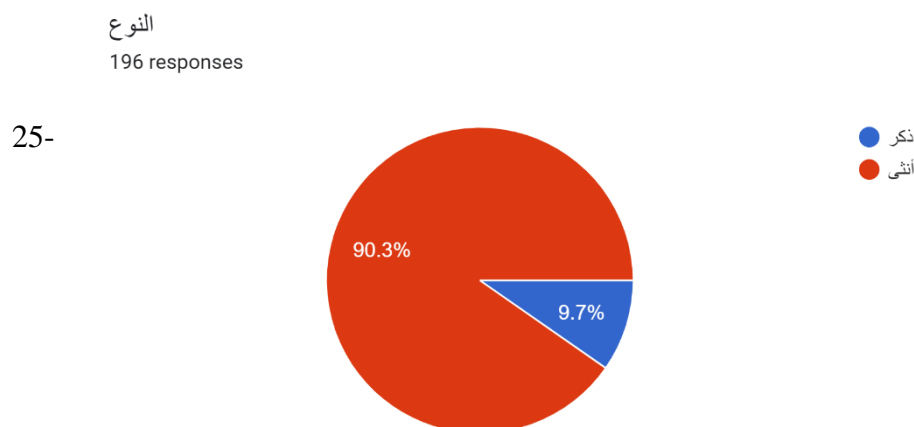
- **Gender**: 177 (90.3%) respondents are females while 19 (9.7%) are males.

26-

السن

196 responses
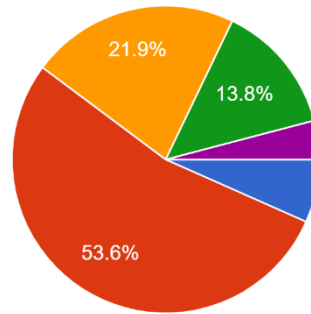
●	أقل من 19
●	من 20 ل 30
●	من 31 ل 45
●	من 46 ل 55
●	أكثر من 55

Age:
- 13 respondents (6.6%) are less than 19.
- 105 respondents (53.6%) are between 20-30.
- 43 respondents (21.9%) are between 31-45.
- 27 respondents (13.8%) re between 46-55.
- 8 respondents (4.1%) are more than 55.

27-

السكن

196 responses
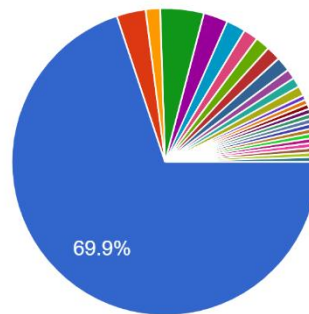
|	
●	القاهرة
●	الجيزة
●	الأسكندرية
●	الغردقه
●	الغردقه
●	الاسماعيلية
●	Ismailia
●	الاسماعيليه

▲ 1/4 ▼

Residence
- 137 respondent (69.9%) are from Cairo.
- 6 respondents (3.1%) are from Giza.
- 3 respondents (1.5%) are from Alexandria.
- 22 respondents (11.2%) are from Hurghada.
- 21 respondents (10.7%) are from El Ismailia.
- 2 respondents (1%) are from Port Said.
- 2 respondents (1%) are from Obour City.
- 1 respondent (0.5%) are from El Sharkeya.

- 1 respondent (0.5%) are from El Monofeya.
- 1 respondent (0.5%) are From Outside Egypt (abroad).

28-

عدد أفراد الأسرة؟

196 responses
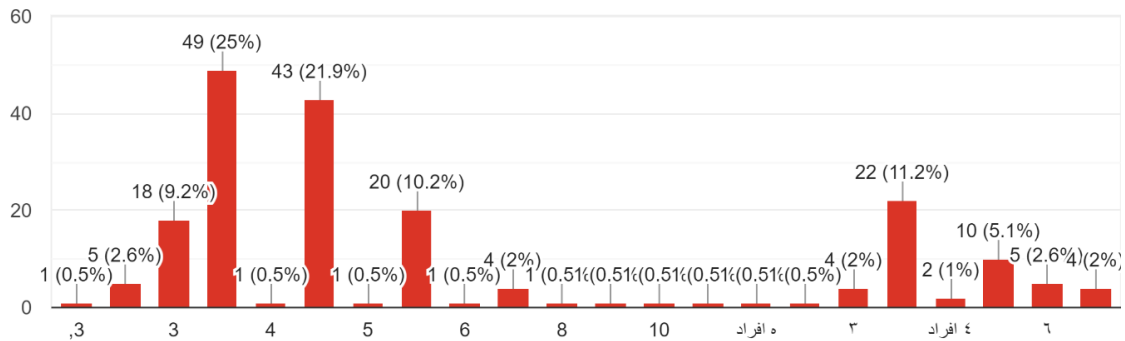
Number of family members
- 6 respondents have 2 members.
- 23 respondents have 3 members.
- 74 respondents have 4 members.
- 56 respondents have 5 members.
- 26 respondents have 6 members.
- 8 respondents have 7 members.
- 1 respondent has 8 members.
- 1 respondent has 9 members.
- 1 respondent has 10 members.

29-

الدخل الشهري

196 responses

- 0 - 999
- 1000 -1500
- 1501 - 2500
- 2501 - 3500
- أكثر من 3501
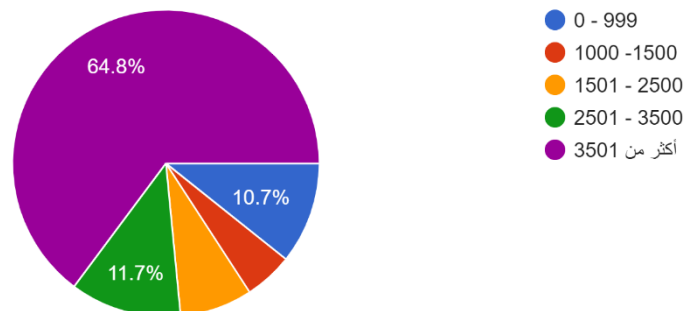
Monthly income

- 127 (64.8%) respondents' income is more than 3501 LE.
- 23 (11.7%) respondents' income ranges from 2501-3500 LE.
- 21 (10.7 %) respondents' income ranges from 0-999 LE.
- 15 (7.7%) respondents' income ranges from 1501-2500 LE.
- 10 (5.1%) respondents' income ranges from 1000-1500 LE.

30-

الحالة الوظيفية؟
196 responses

أعمل
لا أعمل/ سيدة منزل

56.1%

43.9%
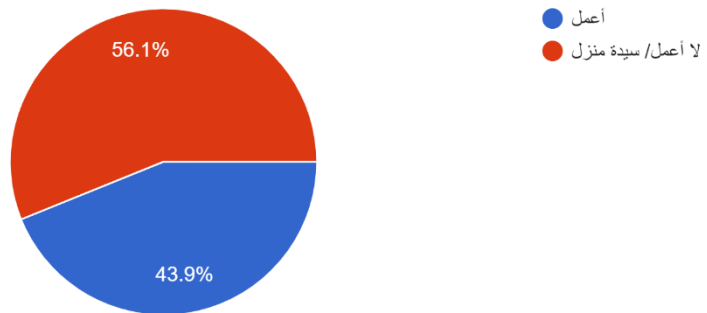
Occupation status

- 110 (56.1%) respondents are unemployed or are housewives.
- 86 (43.9%) respondents are employed.

Discussion/Conclusion

According to the decision maker, the main challenge of El Maleka is that its market share has decreased in the past years. And he stated that the main reason for such an issue is the quality of El Maleka concerning the consistency, cracking (breaking down) and mite (سوس). And another reason is the entrance of new competitors in the market. Moreover, the main strength of El Maleka is that its prices are affordable.

The industry expert also provided us with important information that El Maleka does not consider personal selling as one of the factors that affect consumer purchase decision, as from his point of view, personal selling is critical in raising awareness of the product and affecting consumer purchase decision positively. However, he mentioned that El Maleka's quality is as good as the other competing brands of the same segment (B and C). Also, its prices are affordable relative to its quality.

Moreover, we concluded from the focus group that El Maleka's quality in terms of consistency, cracking and the amount of starch being produced while boiling compared to other pasta brands of the same segment, is the least one. Also, they agreed that the color of the pasta indicates the quality whether good or bad. Concerning the packaging design, they find its design old fashioned. However, they find El Maleka prices convenient, and they are satisfied with the shapes El Maleka offers that can be easily found.

Furthermore, according to the questionnaire analysis, most of the respondents are housewives, their ages range from 20 to 45. Most of them live in Cairo. And the average number of family members is from 4 to 5 members.

According to the questionnaire, the results contradict what the participants of the focus group and the DM mentioned regarding the quality of El Maleka, as the results shows that El Maleka has the best quality concerning the consistency (تعجين), and cracking (تكسير) compared to other brands of the same segment (B and C classes), but still not better than Italiano and Regina which target a higher segment.
Also, according to the respondents, El Maleka is the most affordable brand among the competitors of the same segment, which is also stated by the DM, the IE and the participants of the focus group. In addition, the results show that what makes the prices convenient is the quality. Moreover, according to the price, respondents prefer large portions rather than small ones.
Regarding sales promotions, from the questionnaire results, it was concluded that most of the respondents will be affected by sales promotions if it is made on the brands they are used to buying; however, concerning El Maleka, it is concluded that most of the respondents do not know whether it makes sales promotions on its products frequently. Since it is shown in the questionnaire results that El Maleka is the most consumed brand among its competitors, therefore if consumers are more aware of El Maleka's sales promotions, their purchase decision will be affected positively.
Regarding personal selling, from the questionnaire results, consumers' purchase decision is highly affected by personal selling, and as the industry expert mentioned, El Maleka does not seem to be concerned with personal selling as one of the things that affect consumer purchase decision.

Concerning packaging design, according to the questionnaire analysis, El Maleka's packaging design regarding logo, colors, shapes, and font, is the best among the brands of the same segment (B and C), but not better than Italiano and Regina; however, this contradicts what the participants of the focus group stated.

Regarding product variety, in the questionnaire results it is concluded that variety of shapes highly affects consumer purchase decisions. Also, El Maleka is the best in offering different shapes of pasta among the brands of its segment, and also can be easily found; however, it is still not better than Italiano and Regina is such a point.

Concerning word of mouth, according to the analysis of the questionnaire, WOM affects consumer purchase decision, but it is not as critical as the previous variables.

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