

OVER THE WALL HOUSE TARGARYEN



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SAFFOLA NEXT STOP



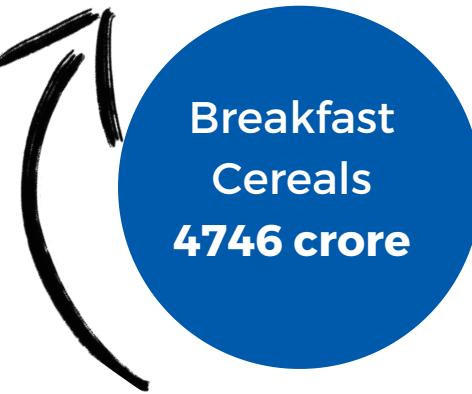
Opportunity

Rising Health-conscious population +

Capability

Leader in Value added Oats segment with ~94% market share

16% CAGR



MARKET EVALUATION

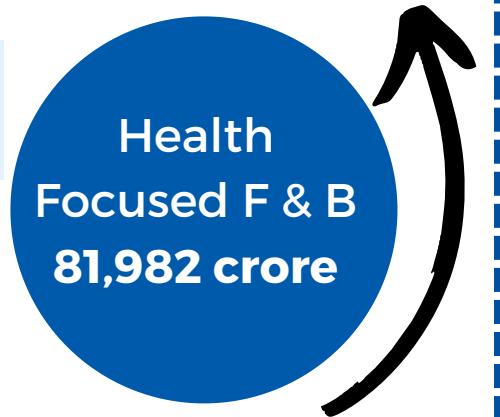


2x increase in Health F&B spending per capita by FY26



Health-conscious consumers in India increasing from 108 Mn in FY20 to 176 Mn in FY26

20% CAGR



PRIMARY RESEARCH

- 92%
- 54%
- 61%
- 42%

want high nutritional value, good taste, and ease of cooking
are willing to try new healthy products
are willing to incorporate superfoods in their diet
are willing to pay more for additional nutritional benefits

Need Additional nutritional benefits like High Protein, High Fibre Diet

Jitesh, Sportsman

Need Taste as well as Health

Arjun, Student

PAIN POINTS

Need Healthy Snacking/ Breakfast options

Ease of cooking and instant serving

Adithee, Housewife

Need a Natural & Healthy Breakfast

Sayali, Activist

TARGET GROUP: Tier-1 & 2 Cities, Disposable income > 6L

TG1: Youngsters (Age: 16 to 25)



Motivation
Taste along with Health

Needs & Wants

" I would love food which can serve my **high Energy and protein needs**. I am willing to **explore new options** and pay high price if needed."

- Tapu, Student, 18

TG2: Mid Age (Age: 26 to 50)



Motivation
Easy to cook with high nutritional values

Needs & Wants

" I am seeking to eat a **health focused food** which can serve my **high nutritional needs**. I am **willing to spend more** for this purpose."

- Jethalal, Businessman, 41

TG3: Old Age (Age: 51+)



Motivation
Easy to digest, Diabetic foods

Needs & Wants

" I need **high fiber and low glycemic Index food** which is easy to digest. I'm diabetic and I would prefer food suited for **diabetes patients**."

- Champaklal, Retired, 69

OUR BIG IDEA



Whole source of protein

Oats lack lysine, Quinoa contains all 9 essential amino acids which would increase the bioavailability of protein



High Fibre

The product will be **high in insoluble fiber** (through quinoa) and high in **soluble fiber** (through oats)



High in Protein and Fiber



Complete Source of Protein



Good for Diabetic People

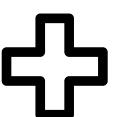
Glycemic Index (spike in blood sugar level after eating a food) is **lower** as compared to instant oats



Overall Nutritional Value

12% higher protein, 9% higher fiber, 18% lesser fat, 24% higher copper and zinc and 11% higher potassium as compared to instant masala oats

1 part of pre-cooked dehydrated quinoa



2 parts of instant masala oats

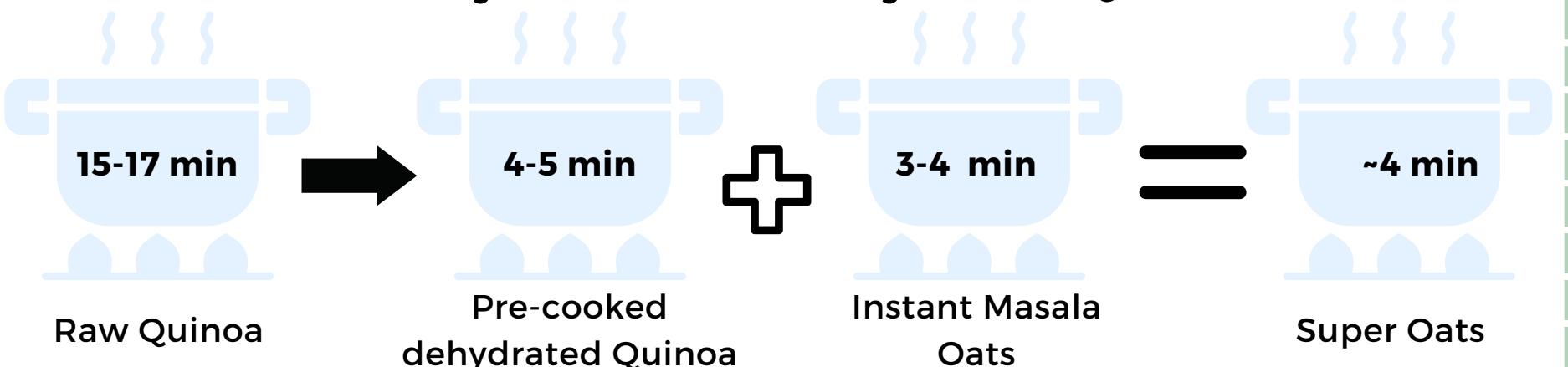


Taste Combined with health



Ease of cooking, Instant Serving

Why Pre-cooked dehydrated Quinoa?



Sourcing of Quinoa

Sourcing Quinoa from Rajasthan, as it is the largest producer of Quinoa in India. Production of Quinoa is higher than its demand, forcing farmers to sell at cheaper rates



Marico can procure quinoa from these farmers at MSP, enabling livelihood for these farmers



Quinoa is also produced in Andhra Pradesh, Telangana and Uttarakhand (alternate options)



What's in it for Marico?



Strengthening Saffola brand by creating healthier ecosystem of products to gain consumer loyalty



Scope of future product line expansion in Oats related healthier alternatives



A meaningful brand expansion aligning with past successes in Oatmeal segment to strengthen leadership position



Total Addressable market will increase by 5800 Cr with even **higher growth potential**



Developed infrastructure and logistics enabling **lower Breakeven** for new product line expansions



Opportunity to **tap premium segment** customers enabling in gaining **higher profit margins**

PRODUCT & PRICING

3 Yummy Flavours



Pavbhaji Flavour



Sambar Flavour



Chhole Bhature Flavour

Weight	Price	Size
35 g	Rs. 20	7.6*2.5*12.7 cm ³
250 g	Rs. 115	17.8*12.7*3.8 cm ³
500 g	Rs. 225	15*6*27 cm ³
1000 g	Rs. 440	5.1*12.7*24.1 cm ³

Competitive Price Index (CPI in Rs. per g)

Super Oats

0.45

Yogabar

0.49

Fast & Up

0.95

True Elements

0.4

Masala Oats

0.35

Porter's Five Forces Analysis



Competition
(Low)



Threat of
New
Entrants
(High)



Threat of
Substitutes
(Medium)



Threat of
Buyers
(Medium)



Power of
Supplier
(Low)

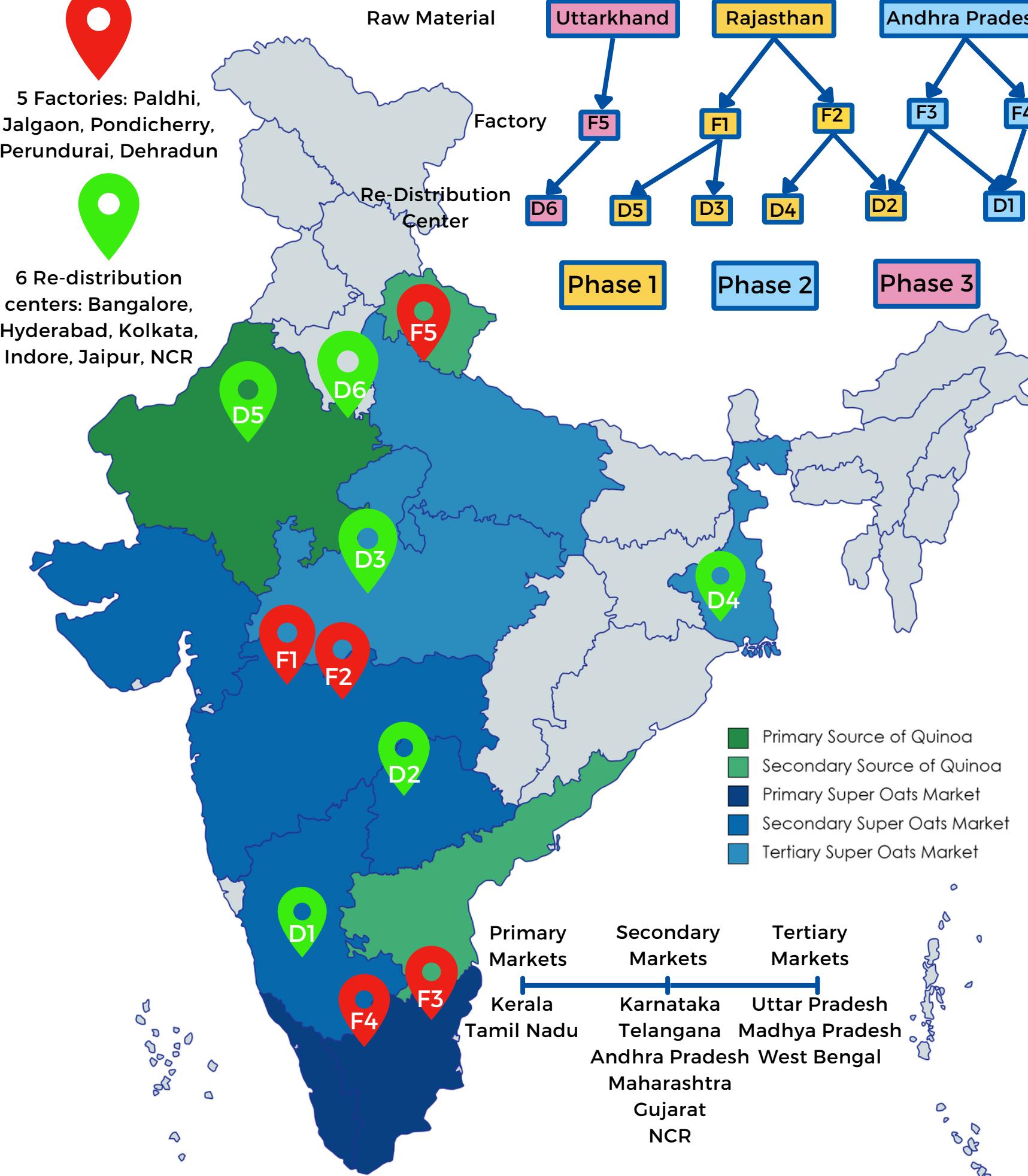
PRODUCTION & DISTRIBUTION



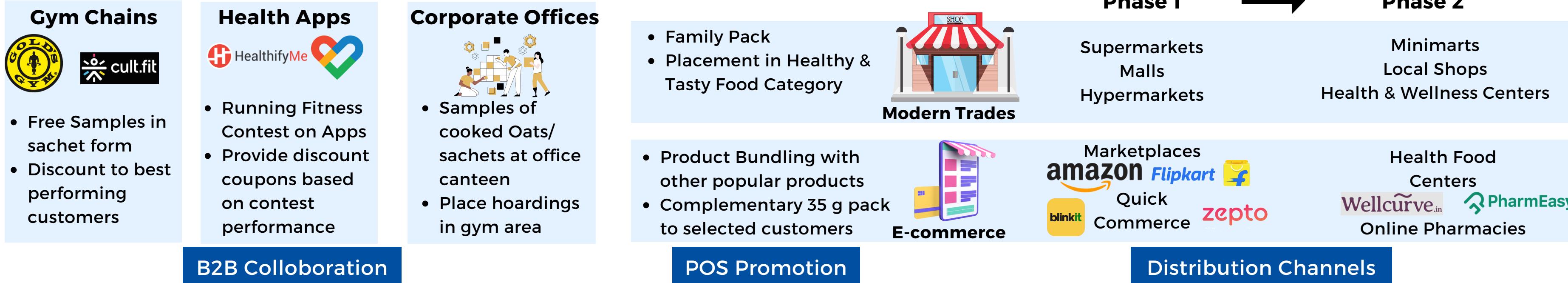
5 Factories: Paldi, Jalgaon, Pondicherry, Perundurai, Dehradun



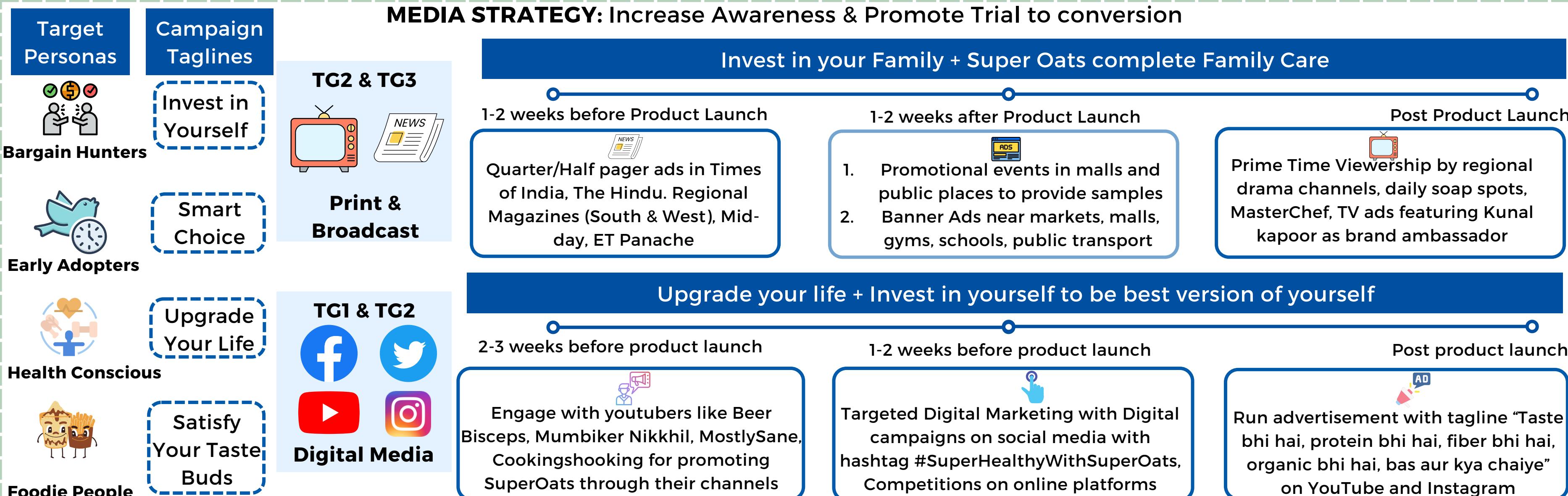
6 Re-distribution centers: Bangalore, Hyderabad, Kolkata, Indore, Jaipur, NCR



RETAIL STRATEGY



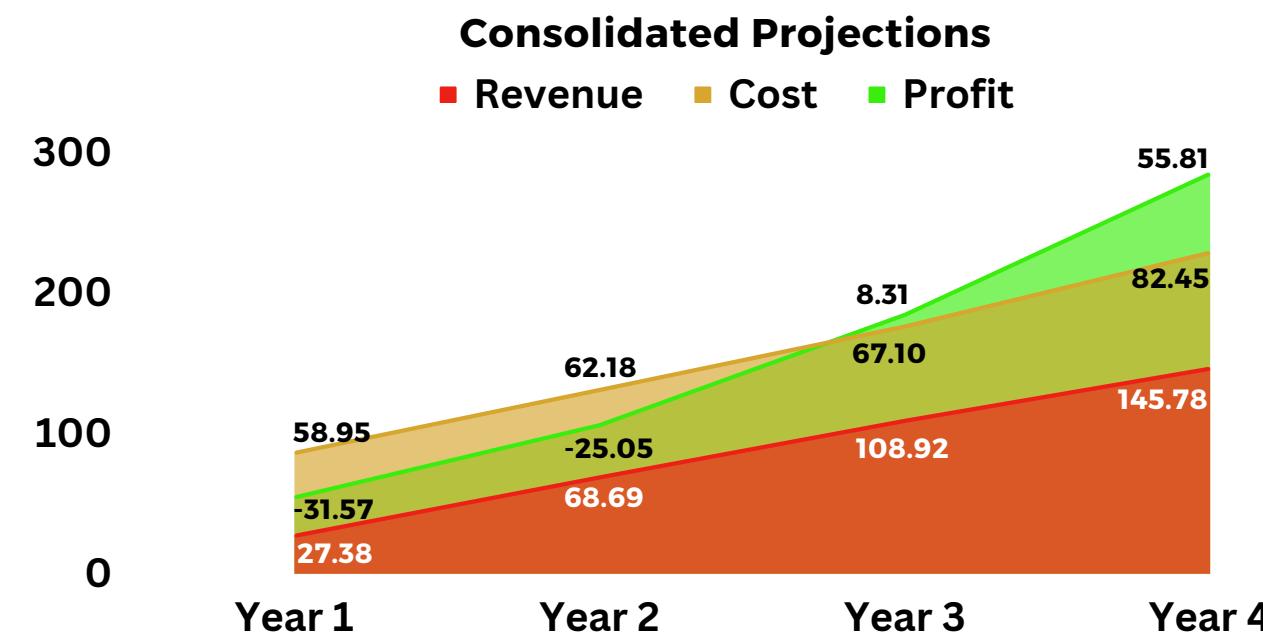
MEDIA STRATEGY: Increase Awareness & Promote Trial to conversion



Financial Analysis

Key Assumptions				
Assumptions	Year 1	Year 2	Year 3	Year 4
Number of metro Cities	10	14	18	20
Penetration	15%	16%	17%	18%
Middle and Upper Class	43%	43%	45%	45%
Health Conscious	50%	50%	55%	55%
Number of Tier 1 Cities	-	15	20	25
Penetration	-	13%	14%	15%
Middle and Upper Class	-	43%	43%	45%
Health Conscious	-	45%	45%	50%

Estimated Profit and Loss Statement (₹. Cr)				
Particulars	Year 1	Year 2	Year 3	Year 4
Revenue from operations	27.38	68.69	108.92	145.78
COGS	10.95	27.48	43.57	58.31
Employee Benefits and expense	5.00	5.50	6.05	6.66
Advertisement costs	20	15	10	10
Selling and Distribution	2	3.2	4.48	4.48
Capital Investments, Maintenance	20	10	2	2
Other	1	1	1	1
Total Expense	58.95	62.18	67.10	82.45
Profit Before Tax	-31.57	6.52	41.82	63.33
Tax	0	0	8.46	15.83
Cummulative PBT	-31.57	-25.05	8.31	55.81



Key Insights

- Break-even is achieved in the 3rd year
- Heavy investments in Advertisements and sales
Promotion is required in the 1st and 2nd year to achieve required market penetration
- It is Assumed that we are able to penetrate to 10% of the people who consume oats and who are health conscious and belong to middle or upper class

* All figures in INR Cr

Execution Plan

Phase 1



Pilot in Mumbai, Ahmedabad and Chennai: Gain consumer Insights and plan launch accordingly

Push Distributors & Retailers to maintain availability and visibility at all touch points vis high margins and merchandising

Phase 2



Nationwide awareness campaigns for stronger product & brand penetration

Start entering in Tier 1 and Tier 2 cities

Phase 3

Pan India Expansion by leveraging strong distribution network of Marico

Collaborate with UNICEF and local government to provide optimum nutrition for Quinoa Farmers

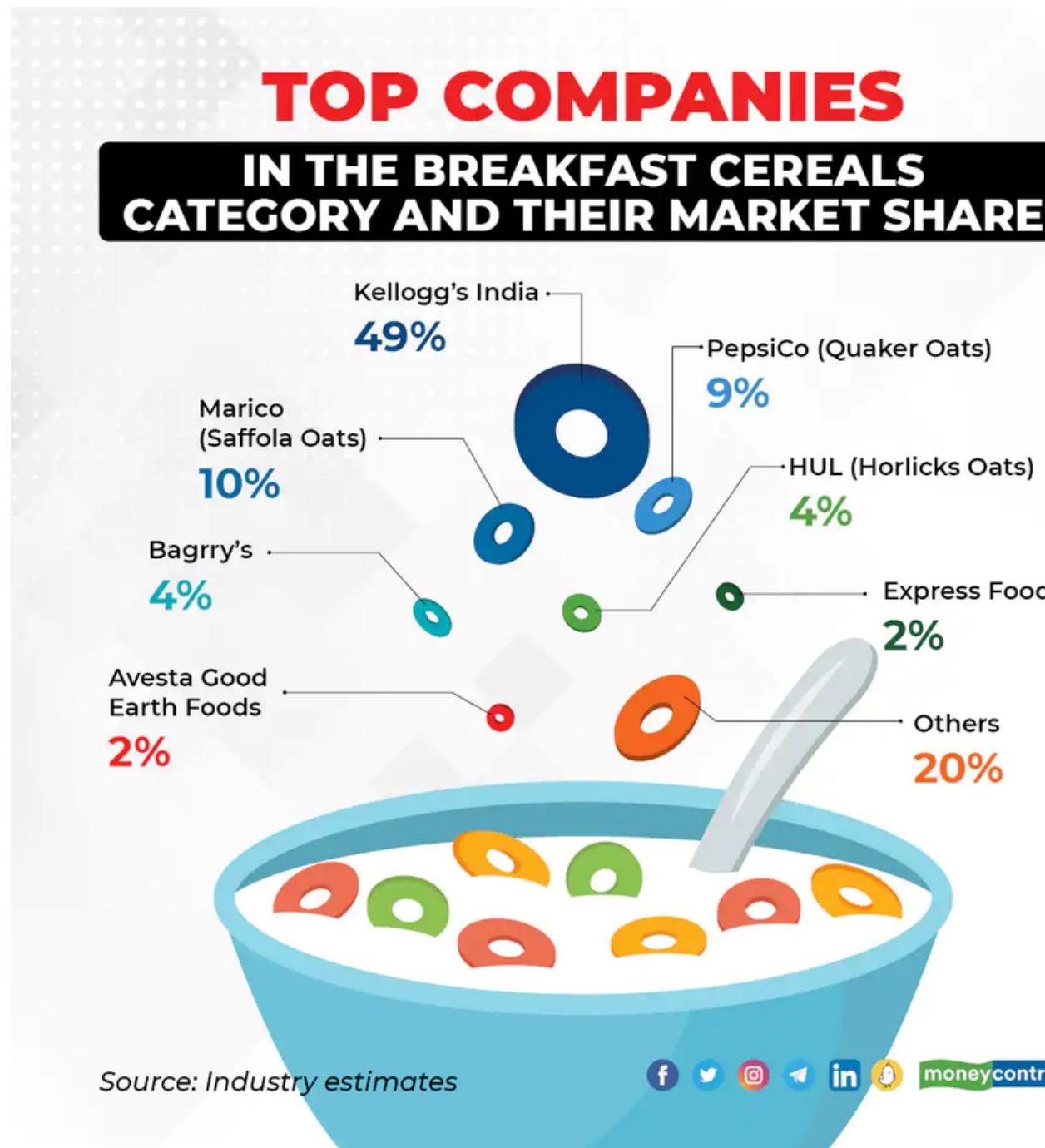
OVER THE WALL

ANNEXURE

Sample Advertisement

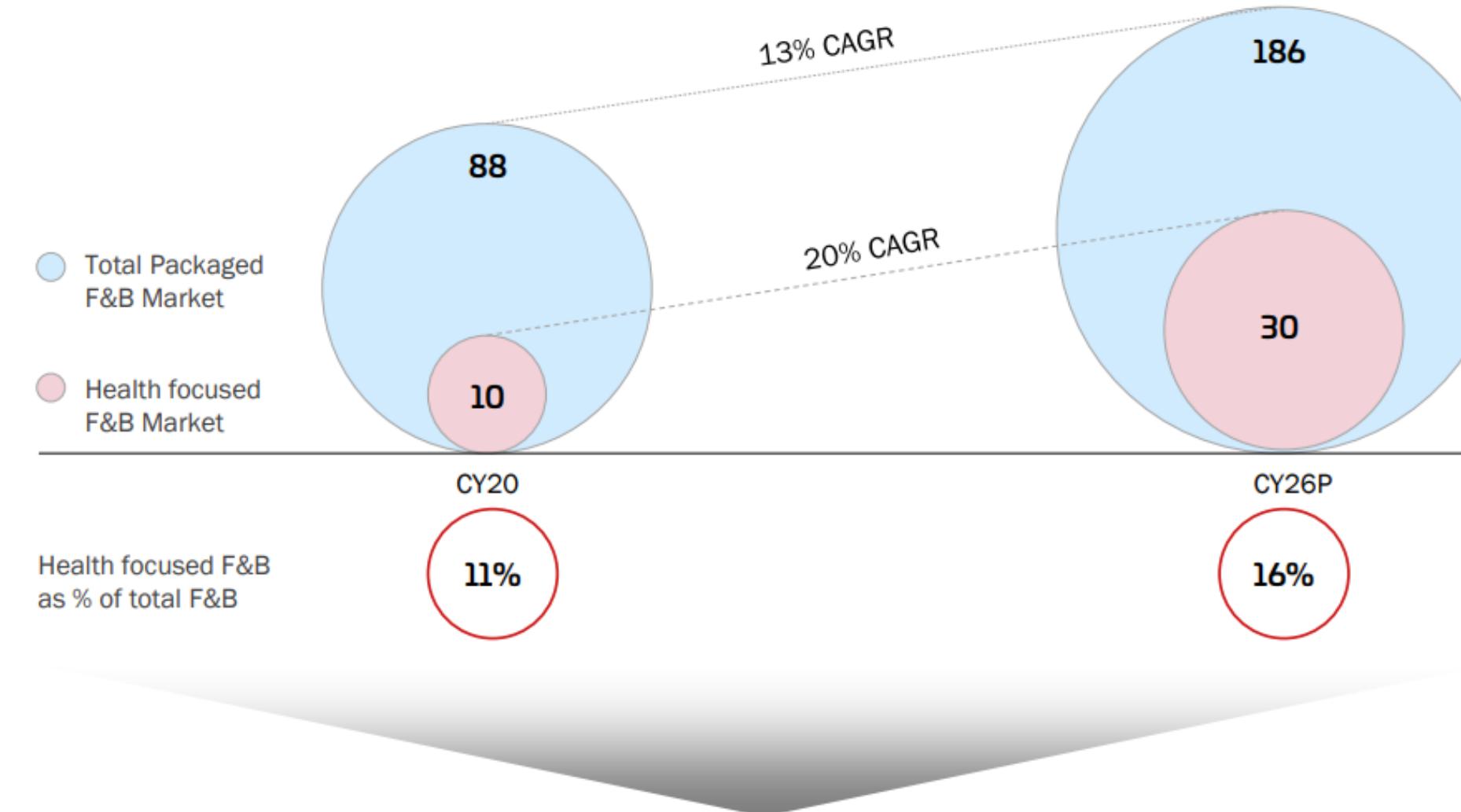


Market Statistics



Indian Health & Wellness F&B: USD 30 Bn market by 2026

Market size¹ (in USD Bn)



Market Statistics

Decade for Health & Wellness F&B in India



THE MARKET SIZE OF CEREALS AND ITS CATEGORIES IN INDIA

Category	2017	2018	2019	2020	2021*	2022*
Breakfast cereals	2,256.00	2,579.50	2,952.00	3,411.00	4,003.00	4,746.00
Hot cereals	730.00	854.50	1,004.00	1,186.00	1,422.00	1,733.00
Ready to eat cereals	1,526.00	1,725.00	1,947.50	2,225.00	2,582.00	3,013.00
Children's Breakfast Cereals	134.00	154.00	174.00	200.00	226.00	253.00
Flakes	1,101.00	1,231.00	1,382.00	1,567.50	1,807.00	2,092.00
Muesli and granola	291.00	340.00	392.00	458.00	548.50	669.00

(in Rs crore), * market size projections
Source: Euromonitor



Why Quinoa?: Quinoa vs Millets

Table 1: Comparison of the macronutrient content of millet and quinoa

WHOLE GRAIN (100grams of edible portion)	MOISTURE (grams)	PROTEIN (grams)	TOTAL FAT (grams)	TOTAL DIETARY FIBRE (grams)	CARBOHYDRATE (grams)	ENERGY (KJ)
QUINOA	10.43	13.11	5.50	14.66	53.65	1374
BAJRA MILLET	8.97	11.6	5.0	11.49	61.78	1456
JOWAR MILLET	9.01	9.97	1.73	10.22	67.68	1398
RAGI MILLET	10.89	7.16	1.92	11.18	66.82	1342
LITTLE MILLET	11.36	10.13	3.89	7.72	65.55	1388

Why Quinoa?: Quinoa vs Millets

Table 2: Comparison of the mineral content of millet and quinoa

WHOLE GRAIN (100 grams of edibles portion)	CALCIUM (mg)	IRON (mg)	MAGNESIUM (mg)	PHOSPHOROUS (mg)	POTASSIUM (mg)	ZINC (mg)
QUINOA	198	7.51	119	212	474	3.31
BAJRA MILLET	27.35	6.42	124	289	413	2.76
JOWAR MILLET	8.91	2.49	133	274	328	1.96
RAGI MILLET	364	4.62	146	210	443	2.53
LITTLE MILLET	16.06	1.26	91.41	130	105	1.82

Why Quinoa?: Quinoa vs Millets

Table 3: Comparison of the vitamin content of millet and quinoa

WHOLE GRAINS (100 GRAMS OF EDIBLE PORTION)	THIAMINE (B1) (mg)	RIBOFLAVIN (B2) (mg)	NIACIN (B3) (mg)	ALPHA TOCOPHEROL EQUIVALENT (mg)	PHYLLOQUINONES (K1) (mg)
QUINOA	0.83	0.22	1.70	2.08	2.00
BAJRA MILLET	0.25	0.20	0.86	0.24	2.85
JOWAR MILLET	0.35	0.20	0.86	0.06	43.82
RAGI MILLET	0.37	0.17	1.34	0.16	3.00
LITTLE MILLET	0.26	0.05	1.29	0.55	4.47

Why Quinoa?: Quinoa vs Chia Seeds

CALORIES AND CARBS

Calories

Both quinoa and chia seeds are high in calories. Chia seed has 305% more calories than quinoa - quinoa has 120 calories per 100 grams and chia seed has 486 calories.

For macronutrient ratios, quinoa is much heavier in carbs, much lighter in fat and similar to chia seeds for protein. Quinoa has a macronutrient ratio of 15:71:15 and for chia seeds, 13:33:54 for protein, carbohydrates and fat from calories.

Macro Ratios from Calories:

	Quinoa	Chia Seeds
Protein	15%	13%
Carbohydrates	71%	33%
Fat	15%	54%
Alcohol	~	~

Carbohydrates

Chia seed is high in carbohydrates and quinoa has 49% less carbohydrates than chia seed - quinoa has 21.3g of total carbs per 100 grams and chia seed has 42.1g of carbohydrates.

Dietary Fiber

Both quinoa and chia seeds are high in dietary fiber. Chia seed has 11 times more dietary fiber than quinoa - quinoa has 2.8g of dietary fiber per 100 grams and chia seed has 34.4g of dietary fiber.

Sugar

Quinoa and chia seeds contain similar amounts of sugar - quinoa has 0.87g of sugar per 100 grams and chia seed does not contain significant amounts.

Why Quinoa?: Quinoa vs Chia Seeds

PROTEIN

Protein

Chia seed is an excellent source of protein and it has 276% more protein than quinoa - quinoa has 4.4g of protein per 100 grams and chia seed has 16.5g of protein.

FAT

Saturated Fat

Quinoa has 13.4 times less saturated fat than chia seed - quinoa has 0.23g of saturated fat per 100 grams and chia seed has 3.3g of saturated fat.

Trans Fat

Both chia seeds and quinoa are low in trans fat - chia seed has 0.14g of trans fat per 100 grams and quinoa does not contain significant amounts.

VITAMINS

Vitamin C

Chia seed has more Vitamin C than quinoa - chia seed has 1.6mg of Vitamin C per 100 grams and quinoa does not contain significant amounts.

Vitamin A

Chia seed has more Vitamin A than quinoa - chia seed has 16.2ug of Vitamin A per 100 grams and quinoa does not contain significant amounts.

Vitamin E

Quinoa and chia seeds contain similar amounts of Vitamin E - quinoa has 0.63mg of Vitamin E per 100 grams and chia seed has 0.5mg of Vitamin E.

Why Quinoa?: Quinoa vs Chia Seeds

The B Vitamins

Chia seed has more thiamin and niacin, however, quinoa contains more Vitamin B6. Both quinoa and chia seeds contain significant amounts of riboflavin and folate.

	Quinoa	Chia Seeds
Thiamin	0.107 mg	0.62 mg
Riboflavin	0.11 mg	0.17 mg
Niacin	0.412 mg	8.83 mg
Vitamin B6	0.123 mg	~
Folate	42 ug	49 ug

MINERALS

Calcium

Chia seed is an excellent source of calcium and it has 36 times more calcium than quinoa - quinoa has 17mg of calcium per 100 grams and chia seed has 631mg of calcium.

Iron

Chia seed is an excellent source of iron and it has 418% more iron than quinoa - quinoa has 1.5mg of iron per 100 grams and chia seed has 7.7mg of iron.

Potassium

Chia seed is an excellent source of potassium and it has 137% more potassium than quinoa - quinoa has 172mg of potassium per 100 grams and chia seed has 407mg of potassium.

OMEGA-3 AND OMEGA-6

Omega 3s

For omega-3 fatty acids, chia seed has more alpha linoleic acid (ALA) than quinoa per 100 grams, however, quinoa contains more dha than chia seed per 100 grams.

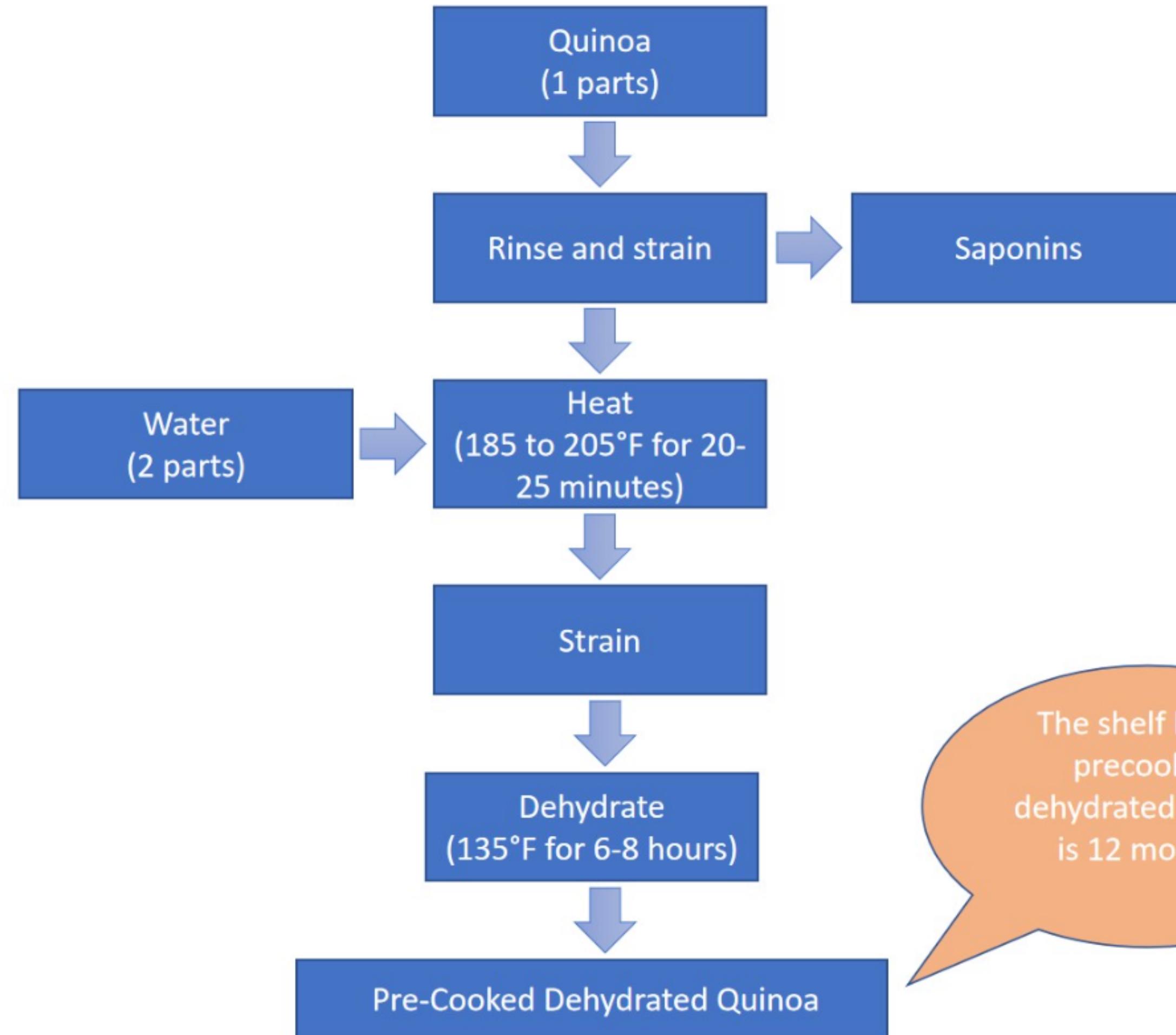
	Quinoa	Chia Seeds
Alpha Linoleic Acid	0.085 g	17.83 g
DHA	0.015 g	~
Total	0.1 g	17.83 g

Omega 6s

Comparing omega-6 fatty acids, chia seed has more linoleic acid than quinoa per 100 grams.

	Quinoa	Chia Seeds
Linoleic Acid	0.974 g	5.835 g
Other Omega 6	~	0.093 g
Total	0.974 g	5.928 g

Quinoa Dehydration Process

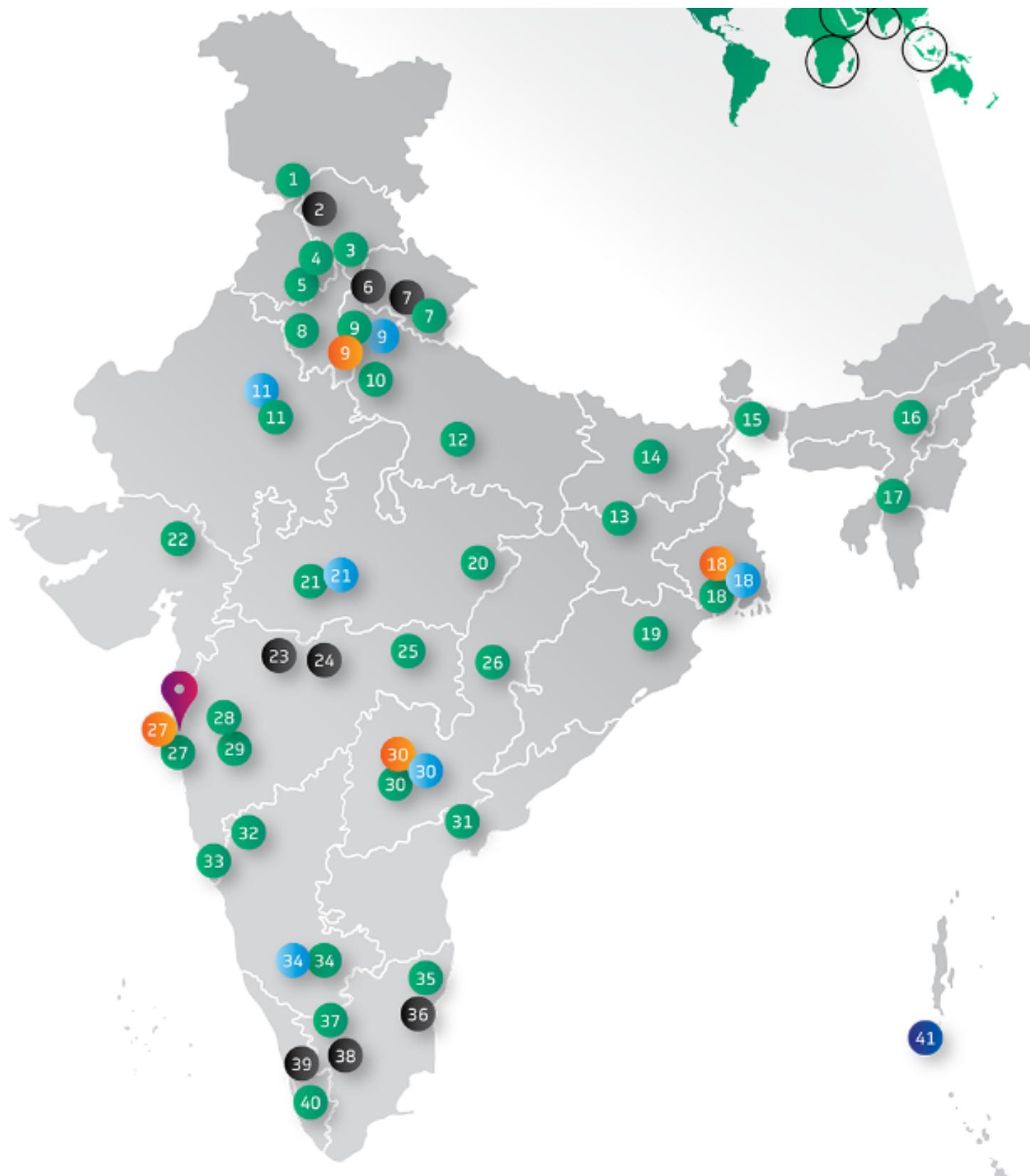


The shelf life Of
precooked
dehydrated quinoa
is 12 months

Super Oats Nutritional Contents

		Saffola Masala Oats	Quinoa	Super Oats (per 100g)	% Change than Saffola Masala Oats
energy(kcal)		413.2	371	399.09	-3%
proteins(g)		11.9	16.3	13.37	12%
Carbs(g)		64.1	64	64.06	0%
Fiber		12.7	16	13.8	9%
	Soluble	4.2	2.8	3.73	-11%
	Insoluble	8.6	13.1	10.1	17%
Fat		12.1	5.4	9.87	-18%
	Saturated	1.4	0.8	1.2	-14%
Micronutrients					
sodium	mg	6	5.8	5.9334	-1%
pottassium	mg	362	487	403.625	11%
copper	mcg	285	490	353.265	24%
zinc	mg	3.64	6.3	4.52578	24%
calcium	mg	52	44	49.336	-5%
phosphorous	mg	410	360	393.35	-4%
mangnesium	mg	138	150	141.996	3%

Marico Current Production & Distribution Network



● Factories
● Depots
● Regional Offices
● Redistribution Centres
● Consignment Sales Agent
● Head Office

SUPER DELICIOUS WAYS TO SNACK HEALTHY



100% WHOLEGRAIN OATS WITH QUINOA
REAL VEGETABLES* HIGH PROTEIN
DESI CHATPATE MASALAS HIGH FIBRE



WITH COMPLETE PROTEIN SOURCE

*Vegetables are dehydrated to maintain its goodness and taste.

OVER THE WALL

THANK YOU