



Case Study Biscuits Challenge

Made by Kirana Ananda
For KANTAR



Introduction

Background

Biscuito International led biscuit category in 2010 through Lion as line-up and Olio as secondary product. However, Lion's market performance began to deteriorate in 2015 and a good understanding of events over the last three years (2016-2018) needed to be assessed to reestablish Lion as the market leader.

Objective

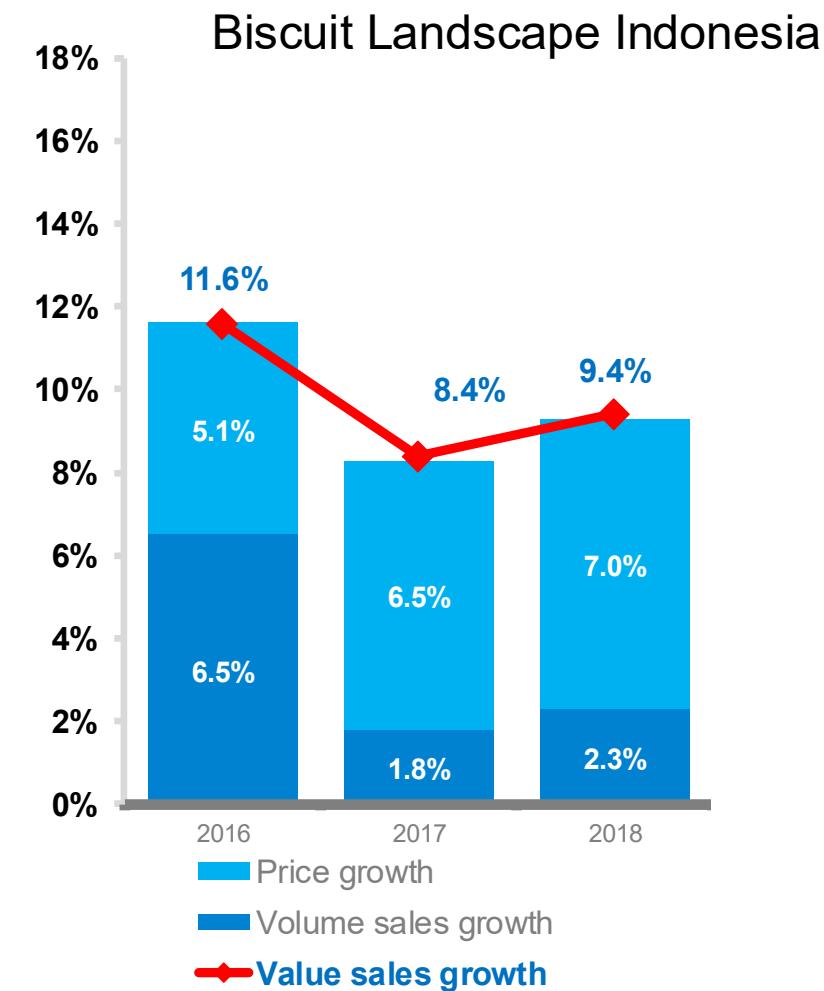
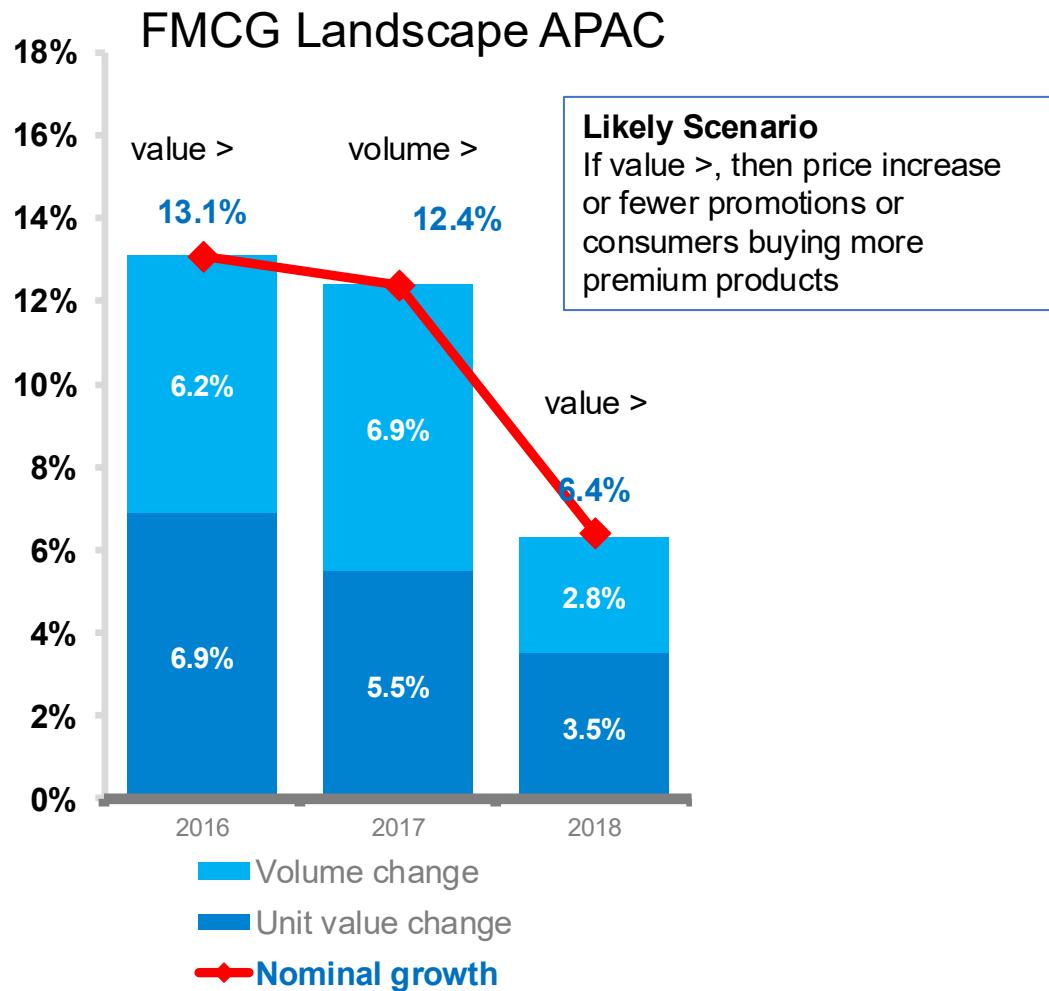
- What are the existing issues needed to be resolved for Lion?
- What are the key short-term goals for Lion?
- What are the key long-term goals for Lion across area of brand, creative, media, innovation and commerce?

Issues Contextualization

The most recent data is from 2018, and not all data is up to date.

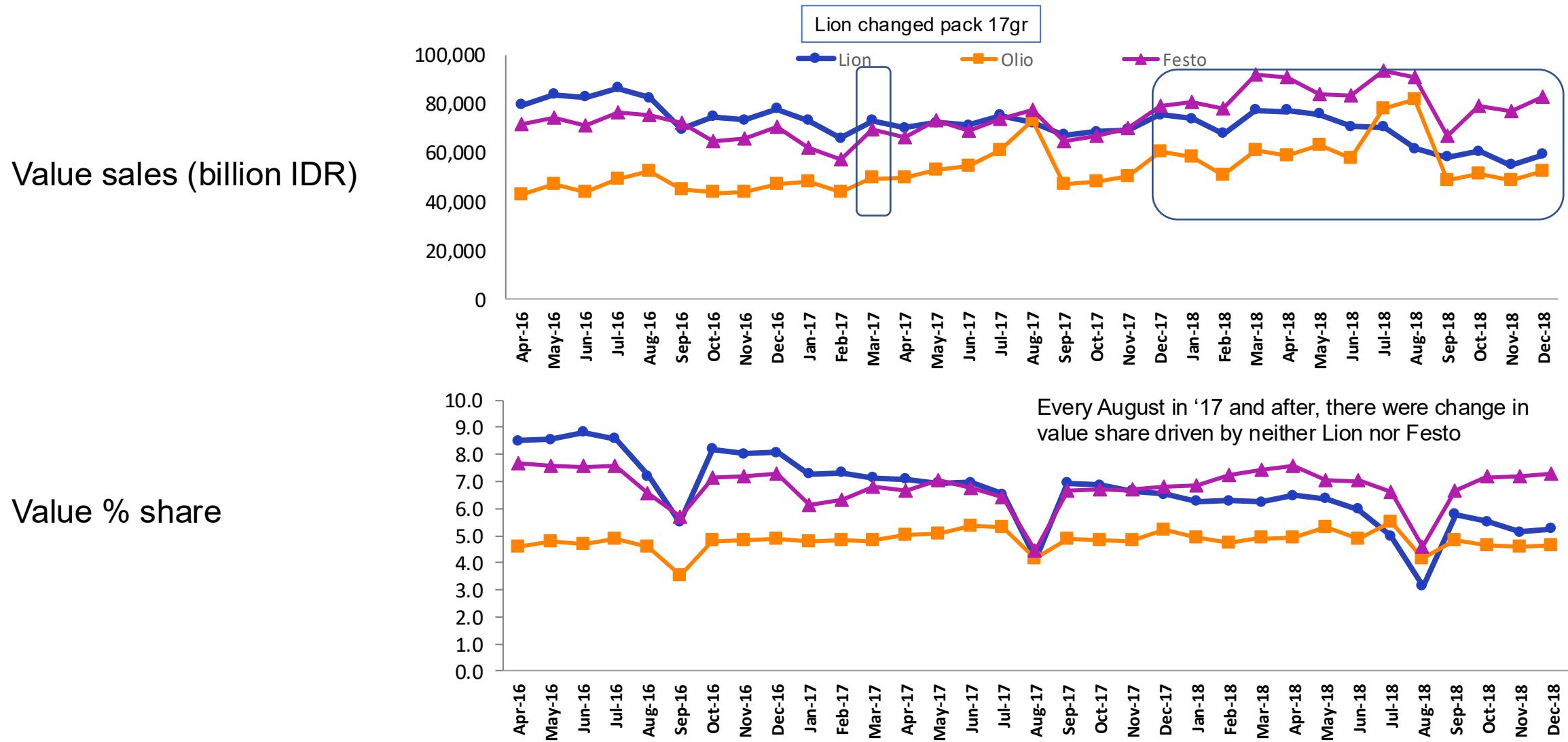
Market Update

Number of FMCG products that had purchased in APAC showed a stage where demands may vary each years, but nominal growth was consistent declining. Nevertheless, biscuit category managed to raise the value sales in 2018, giving a portray that Indonesia still a promising market for this category.



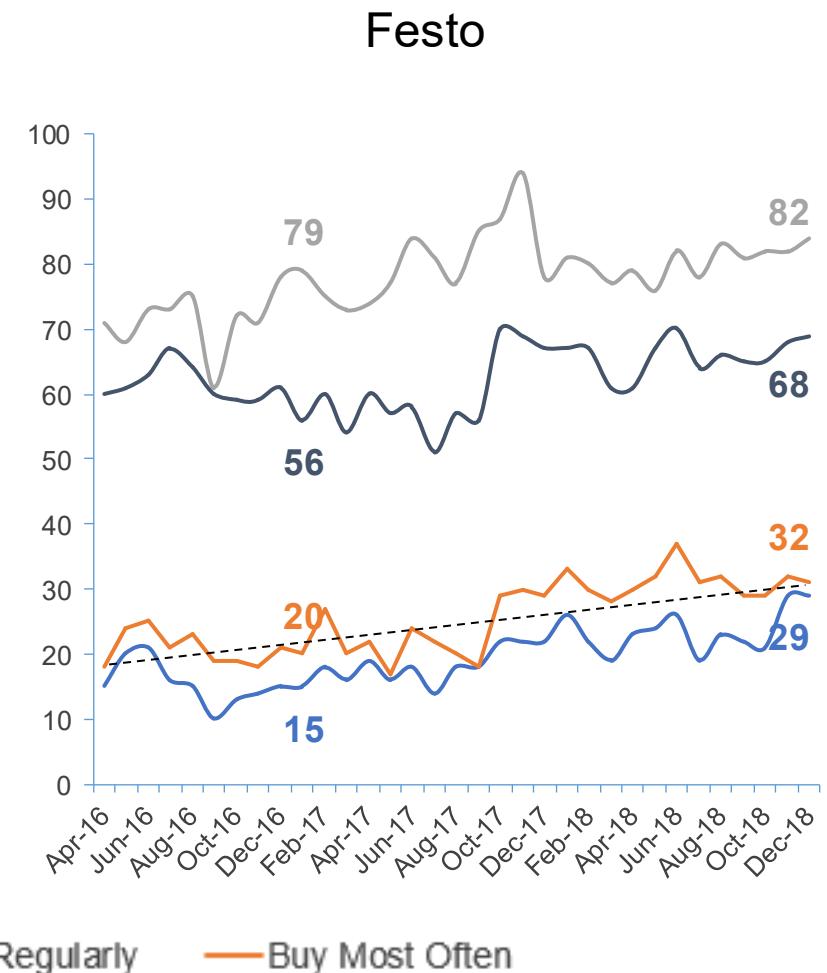
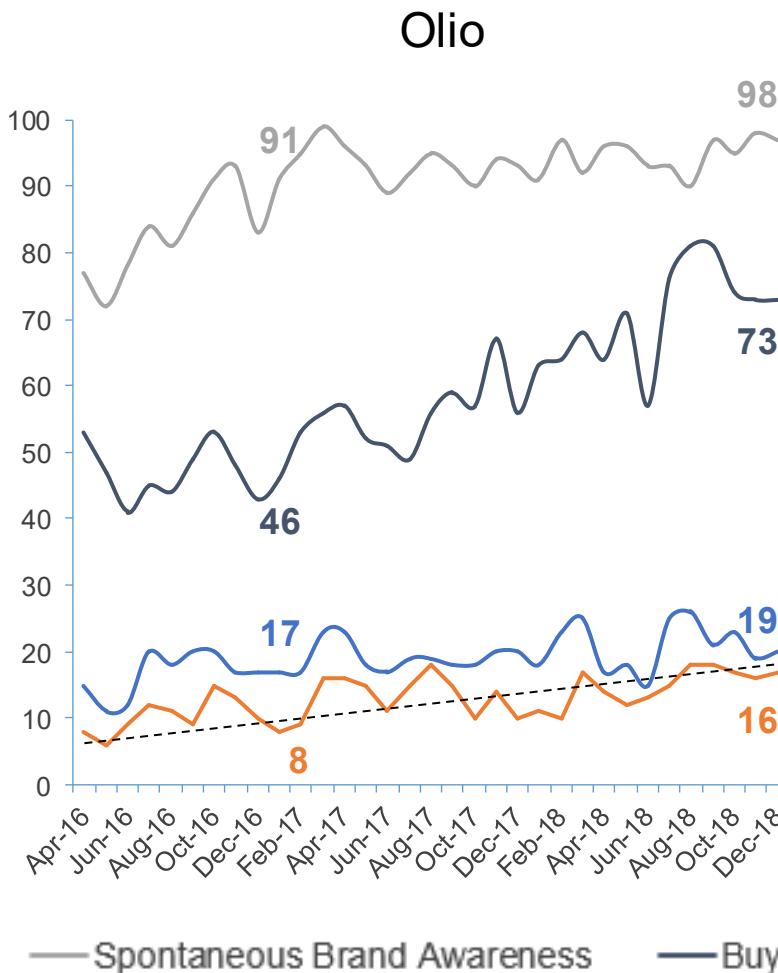
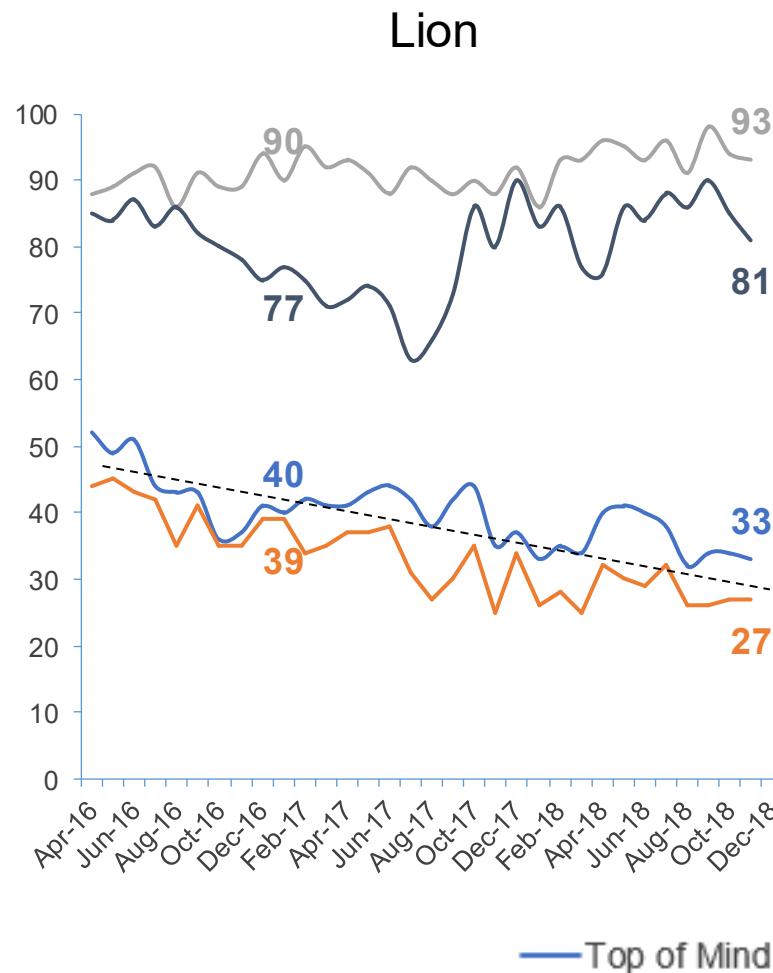
Market Update

In March 2017, notable shift was seen from Festo and Olio, which this might be a predictor of Festo positive movement in the next year.



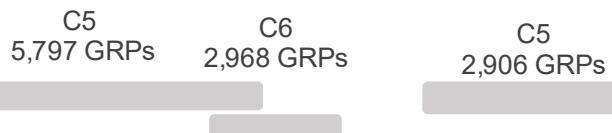
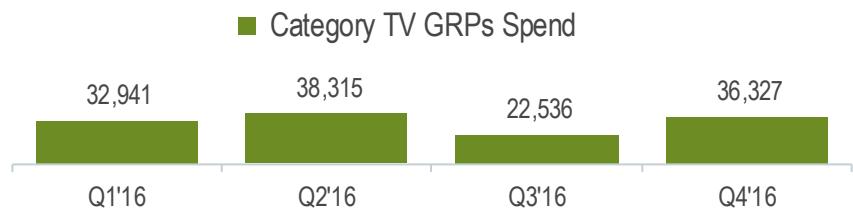
Brand Performance

Consumers also perceived in-line to sales metrics, where better conversion was seen from Festo than Lion & Olio.



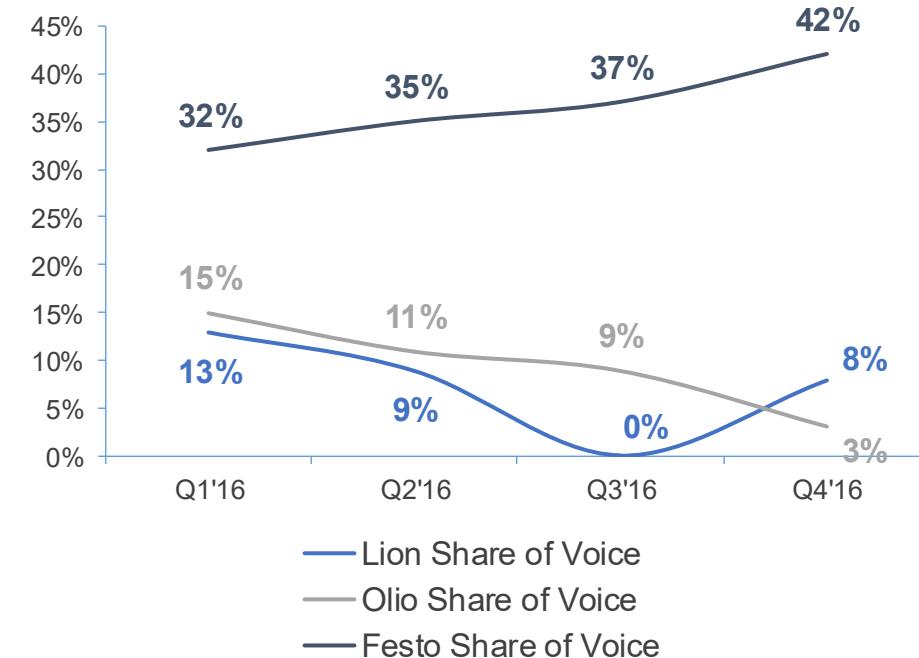
Share of Voice

Before reaching the turning point in early 2017, Festo preceded the strategy by increasing share of voice, but they did not just rely on mass media e.g., TV as single channel.



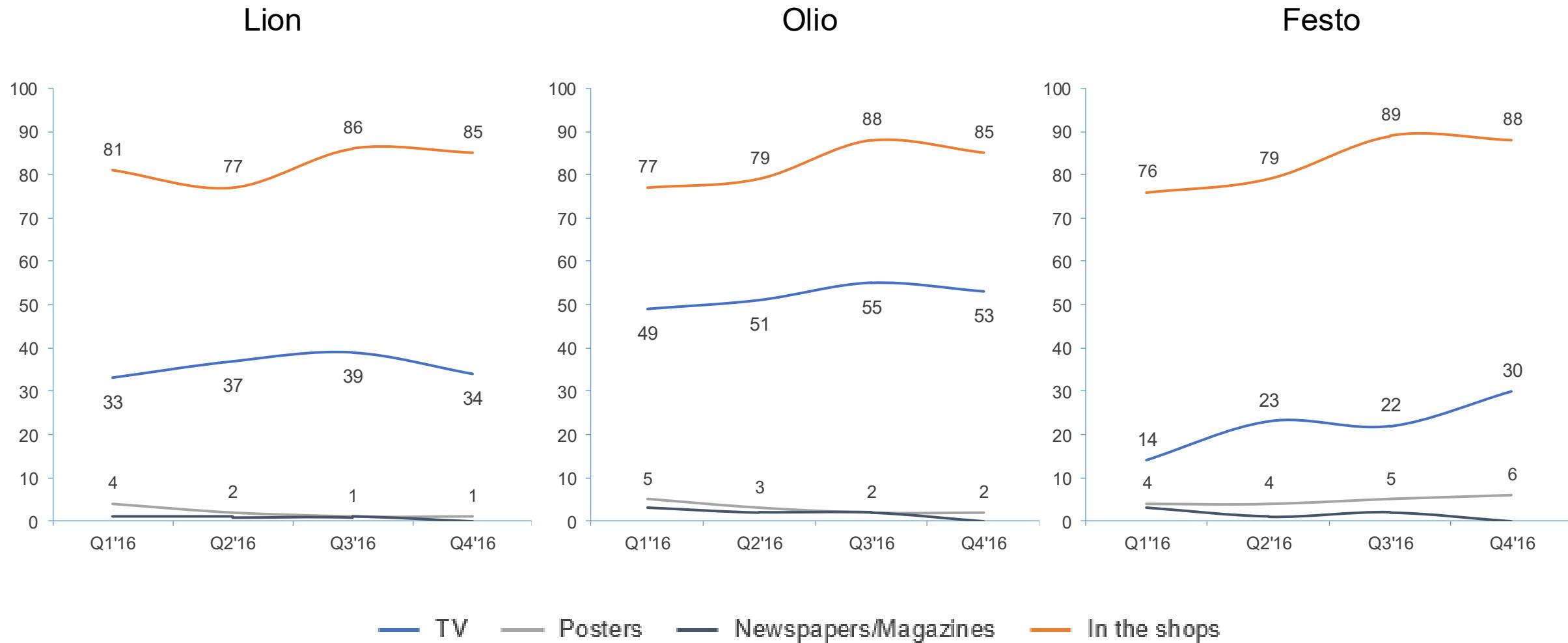
Be Passionate
7,473 GRPs

Be Passionate II
2,906 GRPs



Source of Awareness

Store activation appeared to be one of the driving force behind the increase in market share that both Lion and Olio lost to Festo. Festo was able to grow the brand through store activation and ATL, which resulted in a significant impact compared to the first quarter.



Impact of Advertisements

Key message which gave a sense about togetherness tendentiously increased consideration—a strategy played by Olio and Festo which had not delivered in any of Lion ads.

AD (2016)	Lion		Olio		Festo	
	Be Passionate	Be Passionate II	C5	C6	X6	X7
Recognition	●	●	●	●	●	●
Branding	●	●	●	●	●	●
Enjoyment	●	●	●	●	●	●
Brand Appeal	●	●	●	●	●	●
New Information	●	●	●	●	●	●
Different Information	●	●	●	●	●	●
Relevance	●	●	●	●	●	●
Credibility	●	●	●	●	●	●
More likely to buy	●	●	●	●	●	●
Key Message	Gives my kid passion to do what he loves	Supports mothers in actively teaching their children to follow their passion	Inspires creating family moments	Olio is a thoughtful gift for Hari Raya	Everyone loves Festo	Helps my child to do what he / her likes
Take-out	●	●	●	●	●	●

Legend: ● Significantly stronger than market norm ● On par with market norm ● Significantly weaker than market norm

Brand Imagery

Lion was putting the attributes right, as evidenced by Lion being perceived as the strongest in the area of top important factors. Festo, on the other hand, won the trust and played in a low priority area where Lion was weak.



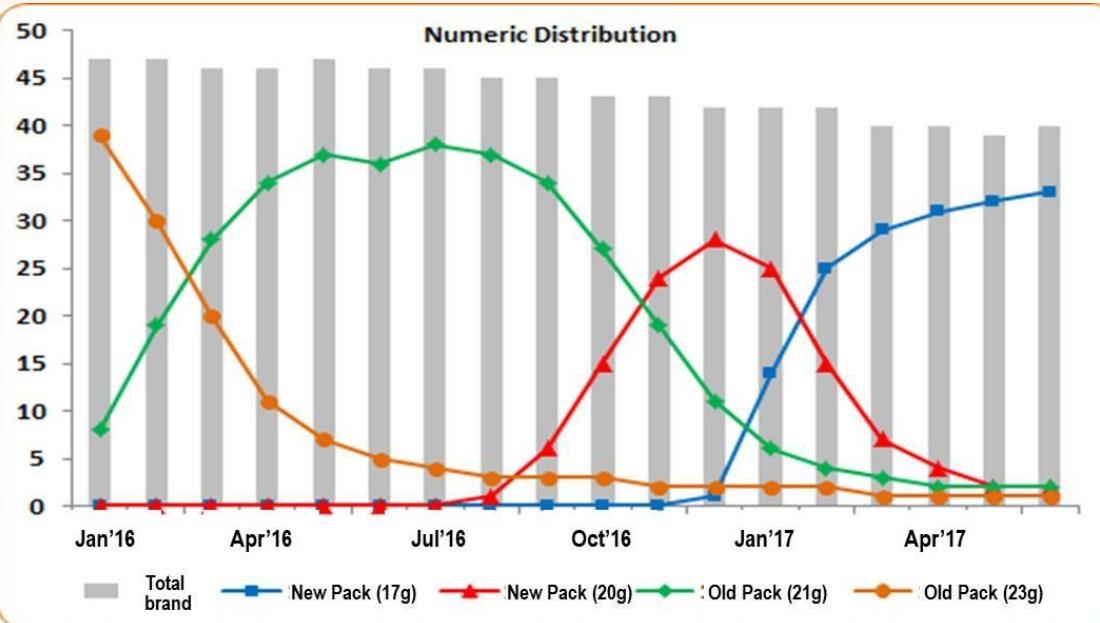
Category Drivers - 2016		Lion	Olio	Festo
High Priorities	Favorite brand	63%	-3	59% 1
	Is a trusted brand	82%	-2	66% -7
	It has great taste	66%	3	52% -3
	Can be eaten anytime, anywhere	76%	7	60% -1
	Modern	73%	4	59% -1
	Gives my kids passion to do what they love	71%	8	52% -3
	My kid's favorite brand	71%	7	62% 6
	A snack for a healthier life	74%	-1	60% -6
	Provides the benefit and goodness of milk	91%	3	74% -3
	To enjoy alone while relaxing	60%	2	50% -1
	Makes kids creative	74%	7	62% 3
	Is good value for money	73%	-2	68% 2
	Provides energy for my children	76%	8	45% -14
	Helps make kids strong	80%	12	52% -8
Middle Priorities	Keep introducing new products	75%	12	60% 4
	Has ingredients of good quality	70%	-9	67% -2
	Makes me closer to my child	76%	3	77% 13
	Suitable to be consumed in sharing	52%	-12	61% 5
	Is suitable for children	78%	-1	91% 22
	Fortified with Vitamins and Minerals	83%	8	54% -12
	Enlighten the family moment	53%	-9	41% -13
	Goes well with milk	63%	-17	79% 9
	Fun way of eating	52%	-16	80% 21
	Is suitable for the whole family	47%	-14	42% -12
Low Priorities		55%	26	

Way Forward



Identified Issues	Call to Action																								
<p>Festo's takeover preceded by investment in share of voice captured from in-store activation, television and possibly from social advertising.</p>	<p>Considering to revamp the plan of store activation, both offline and online channel.</p> <ul style="list-style-type: none"> • Partnership with ecommerce, as the share within the FMCG industry is projected to reach 15% in 2025 from 7.3% in 2017. • In-store promotion to reduce price as well as increase purchase power may need to be done, as recent situation (2018) indicatively stated that growth of value > volume. • Social advertising specifically Facebook and Instagram, both mobile and desktop display ads are equally effective for brands on upper funnel. <p>Mobile: impact on brand over time</p> <table border="1"> <caption>Data extracted from 'Mobile: impact on brand over time' chart</caption> <thead> <tr> <th>Year</th> <th>Desktop mean (%)</th> <th>Mobile mean (%)</th> </tr> </thead> <tbody> <tr><td>2010-11</td><td>4.2</td><td>8.5</td></tr> <tr><td>2011-12</td><td>3.5</td><td>13.5</td></tr> <tr><td>2012-13</td><td>1.5</td><td>14.2</td></tr> <tr><td>2013-14</td><td>2.5</td><td>12.8</td></tr> <tr><td>2014-15</td><td>2.8</td><td>9.2</td></tr> <tr><td>2015-16</td><td>3.5</td><td>9.5</td></tr> <tr><td>2016-17</td><td>4.2</td><td>4.2</td></tr> </tbody> </table> <p>Source: Kantar Millward Brown MarketNorms Database Q2 2017</p>	Year	Desktop mean (%)	Mobile mean (%)	2010-11	4.2	8.5	2011-12	3.5	13.5	2012-13	1.5	14.2	2013-14	2.5	12.8	2014-15	2.8	9.2	2015-16	3.5	9.5	2016-17	4.2	4.2
Year	Desktop mean (%)	Mobile mean (%)																							
2010-11	4.2	8.5																							
2011-12	3.5	13.5																							
2012-13	1.5	14.2																							
2013-14	2.5	12.8																							
2014-15	2.8	9.2																							
2015-16	3.5	9.5																							
2016-17	4.2	4.2																							

Identified Issues	Call to Action
<p>Creative marketing was about average, even less likely influencing to buy.</p>	<p>Re-evaluate the creative to be more convincing in showcasing product. Considering to explore new and different information about what biscuits can provide.</p> <ul style="list-style-type: none"> Case from Festo, the brand managed to make breakthrough by showcasing a low priority, “Is suitable for the whole family” to “everyone loves Festo” as CTA, which this also called out attribute: <ul style="list-style-type: none"> “Enlighten the family moment” “Suitable to be consumed in sharing” Case from Festo, connected brand story “A snack for a healthier life” by also brought up a message about “Fortified with Vitamins and Minerals” <p>Improvement for Lion</p> <ul style="list-style-type: none"> Find out a copywriting that tells more on the emotional benefits. <ul style="list-style-type: none"> If passion is owned, how does it take effect? Why do we need to provide passion in the first place? Unclear storyline possibly affects relevance. Enrich the story that provide functional benefits apart from emotional one.

Identified Issues	Call to Action																																										
Purchase repletion of Lion decreased from time-to-time.	<p>Create relevance of why it needs to be repurchased</p> <ul style="list-style-type: none"> Widening the target market <ul style="list-style-type: none"> When a product is consumed by more people in a household, then this gives a cognitive shortcut that it is the safest product to fulfil all household members. 																																										
Not strong enough in attribute “Suitable to be consumed in sharing”	<p>Diversify the pack size and consider having single serving and multi serving, as of now Lion is still available only in a single serving pack.</p>  <table border="1"> <caption>Data extracted from the 'Numeric Distribution' chart</caption> <thead> <tr> <th>Date</th> <th>Total brand</th> <th>New Pack (17g)</th> <th>New Pack (20g)</th> <th>Old Pack (21g)</th> <th>Old Pack (23g)</th> </tr> </thead> <tbody> <tr><td>Jan'16</td><td>48</td><td>0</td><td>0</td><td>8</td><td>40</td></tr> <tr><td>Apr'16</td><td>47</td><td>0</td><td>0</td><td>34</td><td>20</td></tr> <tr><td>Jul'16</td><td>46</td><td>0</td><td>0</td><td>37</td><td>4</td></tr> <tr><td>Oct'16</td><td>43</td><td>0</td><td>15</td><td>27</td><td>3</td></tr> <tr><td>Jan'17</td><td>42</td><td>15</td><td>28</td><td>7</td><td>2</td></tr> <tr><td>Apr'17</td><td>40</td><td>33</td><td>2</td><td>2</td><td>2</td></tr> </tbody> </table>	Date	Total brand	New Pack (17g)	New Pack (20g)	Old Pack (21g)	Old Pack (23g)	Jan'16	48	0	0	8	40	Apr'16	47	0	0	34	20	Jul'16	46	0	0	37	4	Oct'16	43	0	15	27	3	Jan'17	42	15	28	7	2	Apr'17	40	33	2	2	2
Date	Total brand	New Pack (17g)	New Pack (20g)	Old Pack (21g)	Old Pack (23g)																																						
Jan'16	48	0	0	8	40																																						
Apr'16	47	0	0	34	20																																						
Jul'16	46	0	0	37	4																																						
Oct'16	43	0	15	27	3																																						
Jan'17	42	15	28	7	2																																						
Apr'17	40	33	2	2	2																																						



Thank you!