

# Parle 20-20 Research Report



# Secondary Analysis



# Insights about the Indian Biscuit Market

- India is the world's largest biscuit consuming nation
- The biscuits and cookies industry in India, valued at INR 145bn (~USD 2.41bn) in FY 2014, has been growing at a CAGR of ~10% over the last three years. Value Notes estimates that the industry will be worth nearly INR 279bn (~USD 4.65mn) by FY 2019, growing at a CAGR of ~14%.
- Largest among all the food industries, has a turnover of around Rs.4350 crores
- Biscuit industry contributes Rs. 8,000 crores to the FMCG industry provide vast opportunity for growth, as the per capita consumption of biscuits is less than 2.1 kg in our country.
- India is classified under two sectors: organised and unorganised. Branded /Organised to Unbranded/Unorganised market share of biscuit has been 70% for the organised sector and 30% for unorganised sector. Apart from Big 3(Britannia, Parle, ITC), there are around 150 medium to small biscuit factory in India.
- Indian biscuit market is 1.1 million tonnes per annum at Rs 50 billion. About 90% of Indians buy and eat biscuits.
- The major factors for growth in this segment are: Brand loyalty, volumes and strong distribution networks.
- Growth in the over 40-year-old Indian biscuit industry has remained slow. The analyst's calculations shows that per capita consumption is less than Rs 3 per month on biscuits or less than Rs 15 per household per month.



Horlicks



Cadbury



Priya Gold



Anmol



Sunfeast



Britannia



Parle





## COOKIES

FY19-20: Rs 10,192 crore



FY18-19: Rs 9,984 crore



Category size (Value in crore)

FY17-18: Rs 8,979.7 crore



## PREMIUM COOKIES

Category size (Value in crore)

FY19-20: Rs 5,581 crore



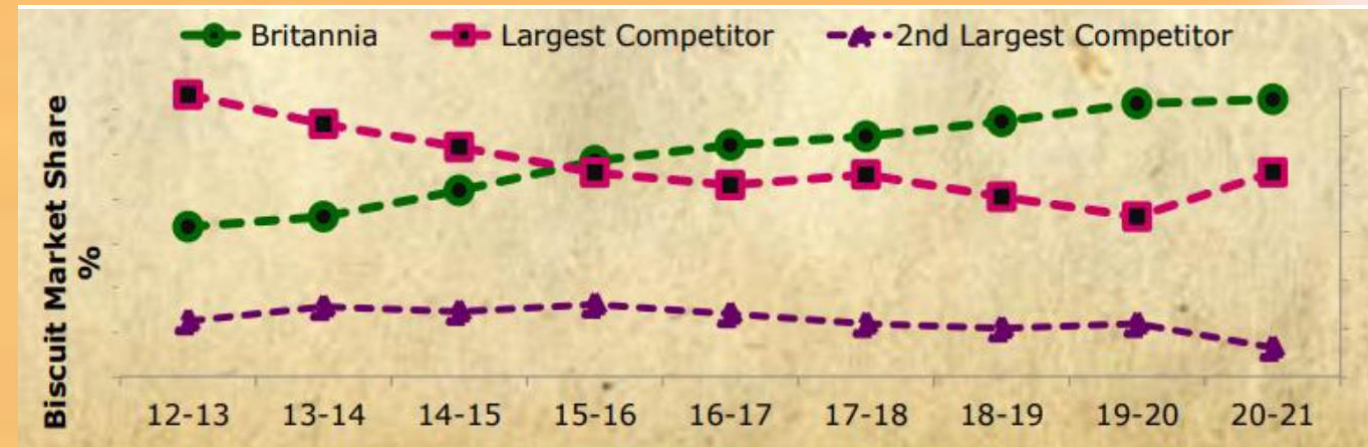
Category size (Value in crore)

FY18-19: Rs 5,411 crore



Category size (Value in crore)

FY17-18: Rs 4,694 crore



Source: Forbes & Institutional Research

# Our Product

**Parle 20-20 Cookies Family**

**Year of Launch- 2008**



## Competitors' Product

**Britannia Good Day**

**Year of Launch- 1986**



**ITC Sunfeast Mom's Magic**

**Year of Launch- 2014**



## Target Group

**Parle**

Teenagers & Young Adults

**Britannia**

from kids to young adults to senior citizens- all age groups - children, adolescents, young adults, adults, middle-aged and senior citizens have found their space in the brand's communications.

**Sunfeast**

Mothers/Housewives, Children

# SWOT ANALYSIS

## Parle



# SWOT ANALYSIS

## *Britannia*

### STRENGTH

- Widely Distributed network; accepted by all age groups.
- Innovative products like-Little Hearts, 50-50 Chakkar, and Nice Time.
- Celebrity endorsements – Deepika Padukone, Aamir Khan.
- The Brand Slogan of Britannia "Eat Healthy Think Better" - key asset of the firm.
- Available in various different forms of packages.
- Variety of products, an added advantage as they not only focus on assorted biscuits but also cakes, breads, Rusk and dairy products.

### WEAKNESS

- Faces stiff competition from rival Parle and Nestle on the basis of Price and Distribution channels.
- The industry and technology requires high investments.
- As too many different types of brands enter the market, they might lose focus.
- Even though the prices are affordable, they might not be easily available to the lower income groups.

## SWOT

### OPPORTUNITIES

- People are willing to try newer variants and hence it satisfies the taste buds by its newer variants.
- It generates employment opportunities.
- As consumers are very concerned about their health, it helps them to strengthen brands like NutriChoice and Tiger biscuits.
- Competition increases. This helps to enhance mergers.

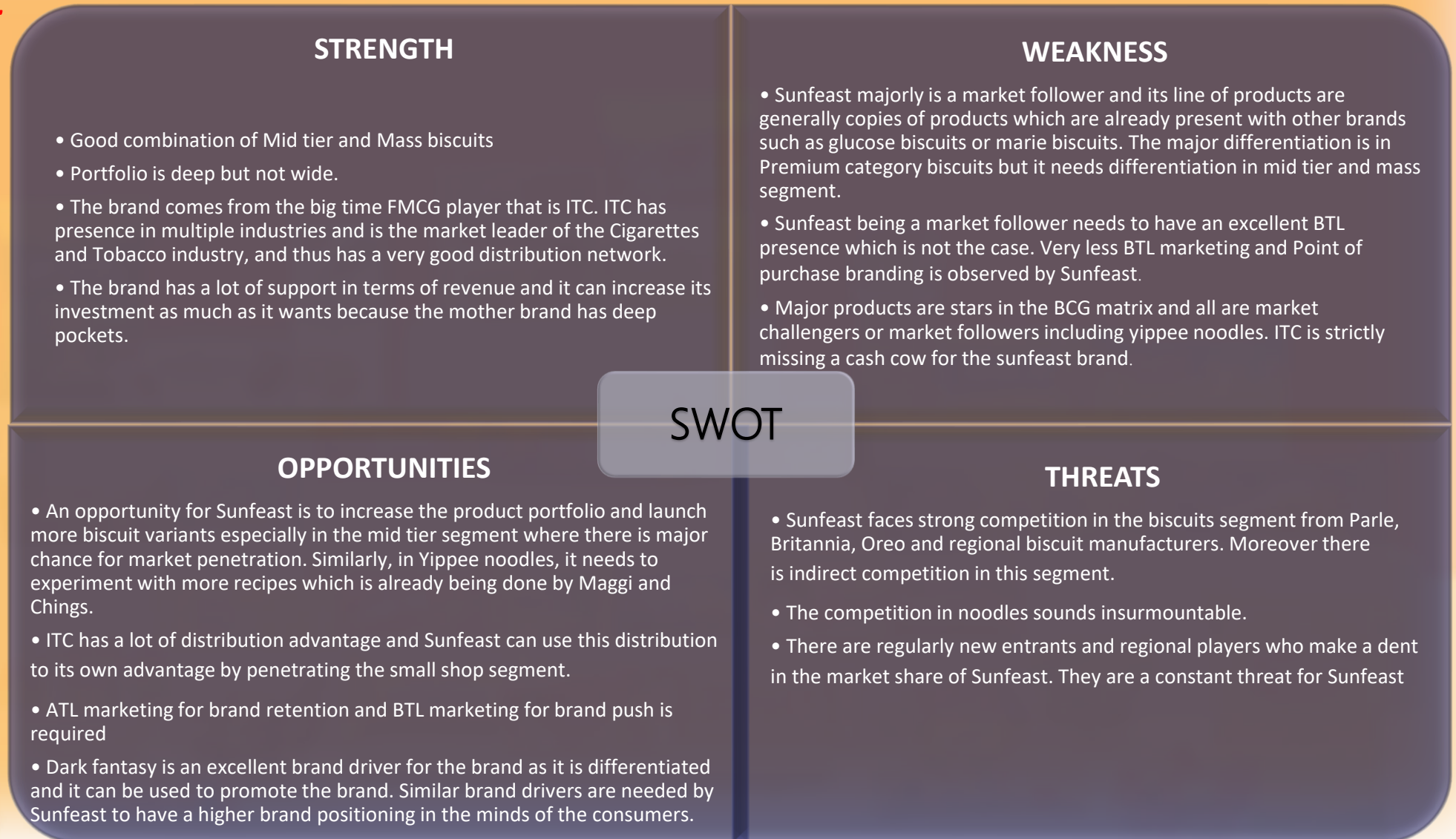
### THREATS

- They might sometimes be unable to utilize all the resources efficiently.
- They may provide poor quality of biscuits for more profits.
- As there are a number of biscuits in the existing market, they have large number of challengers.
- Consumer demands may alter impulsively.
- Government might come up with new restrictions without notices.



# SWOT ANALYSIS

## *ITC Sunfeast*





## Marketing MIX

### Product:

Parle brand is one of the most well-known biscuit manufacturing brands in India. Parle G is most famous product though, Parle products offer different options in other categories. It promotes many other products like 20-20, Magix, Krack Jack, Monaco, Parle Marie, Milk Shakti, Parle Hide & Seek Bourbon, Parle Hide & Seek Fab, Top, Happy Happy, Cheeselings, Parle-G Gold etc.

It offers products like Melody, Mango Bite, Londonderry, Poppins, 2 in 1 Eclairs, Mazelo, Kismi, Kaccha Mango Bite in the Sweet confectionery section. In the Snacks section, it provides products like Mexitos Nachos, Parle's Wafers, Fulltoss, Parle Chatkeens, Parle rusk, Parle Cake.

This gives an insight of the Parle marketing strategies. Hence, all the products of Parle are convenient and can be consumed at any point of time by any person. In fact, the biscuits offered cater to all kinds of segment be it lower or upper middle class and are available in different product sizes.

### Price:

Parle has adopted a low-cost strategy in order to chase and establish a market leader position. This is the major pricing strategy of the Parle brand as a part of its branding. The low price of the Parle products with the promise of high quality depress the competition.

Quality is the main focus of Parle, and still has been able to maintain low cost due to the high demand. The starting range of base pack is Rs 2 for biscuits whereas the chocolates range from 1 to 2 rupees.

The pricing strategy of Parle has enabled it to retain its position as a market leader despite several new brands coming in the market as its competitors. Due to its high volume production, its prices are slightly lower which helps to retain customers and reach maximum audience.

### Place:

Parle products are available widely across all states in India. Due to its very strong distribution network, Parle has been able to reach over 6 million retailers all over India. Parle has over 23 manufacturing units which serve to over 1500 wholesalers.

Apart from that, there are depot agents which further help in expansion of the distribution network. This is the reason Parle products are present in every bit and corner, be it large retail stores/chain or small shops or grocery stores.

Restaurants, hotels and even small size restaurant prefer to keep Parle as the biscuit to be served along with tea or coffee. The wide distribution and easy availability of the brand ensures that people keep Parle as their first choice of biscuit over other brands.

### Promotion:

Parle brand promotes through all medium like print, TVC, online ads, digital media etc. as a part of its promotion and marketing strategy. Parle brand has always incorporated qualities like sharing and caring positive emotions. By sponsoring shows like Shaktimaan where Parle started giving out merchandise for the same, Parle was able to connect with the children very easily. Parle has been active when it comes to TV advertisements or promotions.

Parle G was a prime product that the company promoted using the mascot of a young girl. All the products have distinct and attractive packaging which attracts the target group. Apart from Parle G, all other products of the company are also promoted extensively with innovative marketing campaigns.

# Marketing MIX

### Product:

Britannia manufactures wide variety of biscuits and dairy products. Britannia's product strategy in its marketing mix width primarily consists of biscuits, bread, dairy, cakes and rusk. The product line depth is highest for biscuits consisting of several products, followed by cakes and breads. Britannia manufactures biscuits for various segments of consumers, types include sugar free biscuits, cream biscuits and jam biscuits. Some of its popular brands are Britannia Nutrigo, Britannia Marie Gold, Britannia Pure Magic, Britannia Little Hearts etc. Britannia Tiger biscuits & Good-Day cookies is the most famous of all products. With their joint ventures with dairy companies, Britannia are now able to manufacture and sell cheese, dahi, ghee and butter. Its products are primarily intended for middle class people India, which forms the bulk of the population..

### Price:

The food manufacturing industry is very competitive. The base of Britannia's marketing mix pricing strategy is competition. Also the primary segment for being middle class people, who are highly price sensitive, forces Britannia to play price war with its competitors. Britannia tries to bundle its products, which in turn reduces the price of their products, specially this can be seen in their products which are designed for the family packs. Their strategy of discrimination of prices help them earn larger profits from consumers who are willing to pay for healthier products and greater benefits. The price of Britannia products is very much comparable with its competitors.

### Place:

Britannia distributes its products primarily via retail chain. Britannia products can be purchased from online portals via ecommerce platforms or through their website. With extensive and strong distribution network Britannia products, can be found in all large and small urban areas across India. But the rural distribution network is not as good as that of the urban market. As a large FMCG player in India, Britannia primarily depends on distributors who then decide on dealers and retailers for distribution. Britannia has made deals with large retailers like spencers, big bazaar which hosts large quantity of Britannia products and provides better display location.

### Promotion:

Since the brand, Britannia is present for more than 100 years, perception about Britannia is always good and enjoys high brand recall among consumers, this tends to be a great advantage for Britannia. Advertisements for Television, print media and billboards are few of the many techniques used by Britannia in their promotional marketing mix. Britannia has signed agreements with famous personalities to promote their brand, but this has been different for different products. A bigger part of their promotional activities is done in the sports sector. Britannia logo tagged cricket bats endorsed by international players plays an important promotional activity. Britannia also promotes their product as "essential for good health", this captures the mind of consumers as nowadays people tend to be more conscious about the nutrient value of what they consume.

# Marketing MIX

### Product:

Sunfeast's biscuits segment product offerings in its marketing mix can be divided broadly into four categories:

- Health Bites
- Light 'n' Fun
- Cream Delight
- Cookies

It has a super-premium range of gourmet cookie offerings such as HiFi Cookies, Delishus and Mom's Magic.

### Price:

Sunfeast offers biscuits in all price ranges and caters to all segments of the market, be it the lower income group with its glucose biscuit offering, or the premium segment with Dark Fantasy Cookies. Sunfeast also caters to the newly emerging highly health conscious segment who does not want to consume maida and sugar which is placed in medium to high premium category. Sunfeast positions its brands to the respective target segments via proper promotional techniques. The premium products are priced at INR 30 per packet while digestive biscuits packs come at INR 25. Other lower range biscuits like Snacky etc vary from INR 5-25 depending on the size of packet. Sunfeast follows different pricing segment for different categories. It follows competitive pricing in its marketing mix in the lower segment to compete with low cost brands while charges higher margins for the premium products.

### Place:

Sunfeast has a good presence in Urban India already and is working towards establishing a formidable rural presence as well. Competitors like Parle and Britannia have huge presence in rural areas which is an immensely growing sector for biscuits consumption. Although the urban market is not saturated yet, but the company can't afford to ignore rural market which accounted for 11% of the total ITC foods sales. The sector is increasingly moving towards premium biscuit brands and thus is a lucrative opportunity for Sunfeast. The distribution system of Sunfeast consists of Carry and Forward agents who transport the products from factory to wholesale distributors, from where they further go to the wholesale retailer and end retailers. Sunfeast also leverages the e-choupal distribution network of parent company ITC. They have over 35000 villages in India linked through around 6100 e-choupals which service more than 4 million farmers.

### Promotion:

To cover every major region in the country, the company has a total of 108 running TV commercial ads in 10 languages. Sunfeast spends a lot on its marketing budget as it serves in a low product involvement, nominal decision-making category. Being kind of a late entrant in biscuits sector, where brands like Parle and Britannia were already established names in the households, Sunfeast had to resort to credibility building when it launched initially to capture the market. Therefore, it employed various Indian celebrities for promotional campaigns like famous Bollywood actor Shah Rukh Khan, cricketer Sachin Tendulkar and tennis player Sania Mirza. This helped Sunfeast gain market share from its competitors, especially in the premium segments. Sunfeast also promotes on digital channels and social media. It has separate Facebook pages for different sub-brands with special focus on the newly launched Farmlite brand.



# Primary Analysis



# Social Media Engagement

## YouTube

Company	Subscribers	Highest Views	Total Videos	Whether separate Channel	About Section
Parle	291k	3.1M	58	No	Doesn't contain any information
Britannia	110k	16M	100+	Yes	Tagline & Links to other Social Media Handles
Sunfeast	11.1k	11M	100+	Yes	Tagline & Links to other Social Media Handles

## Instagram

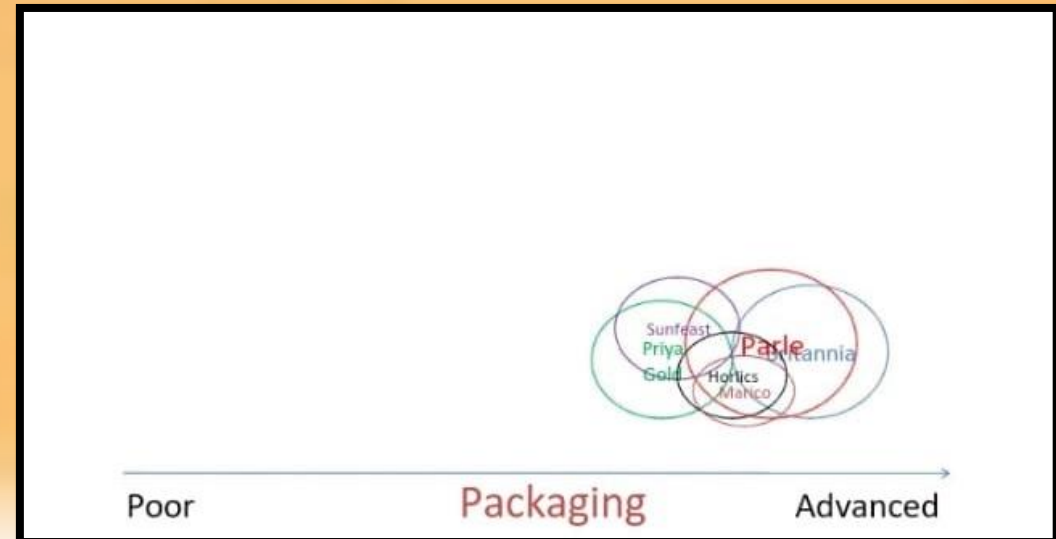
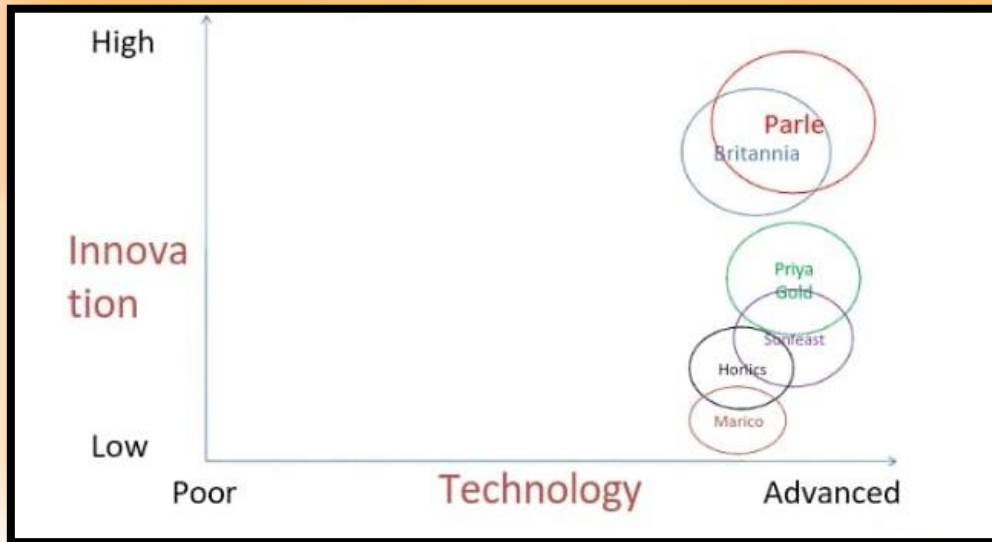
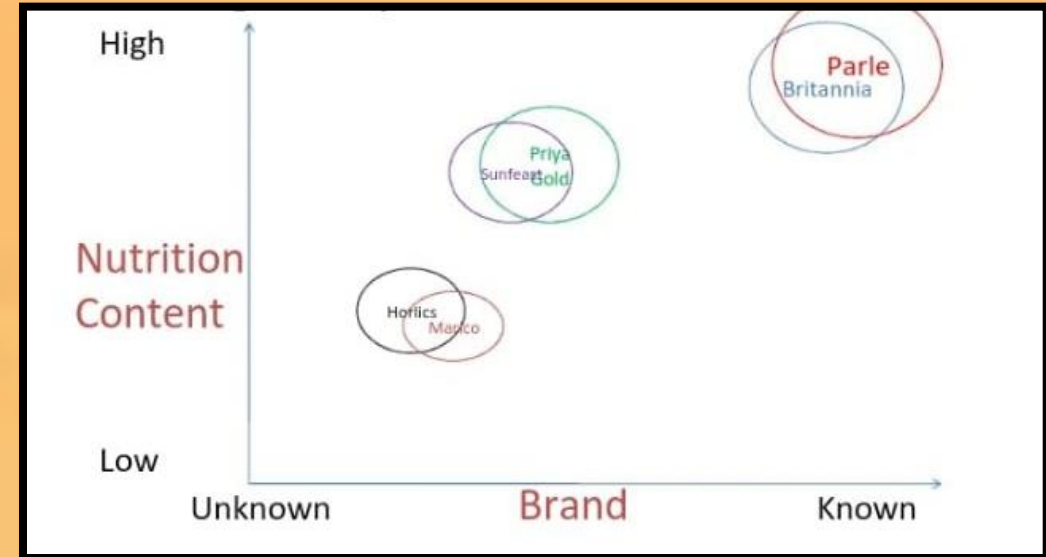
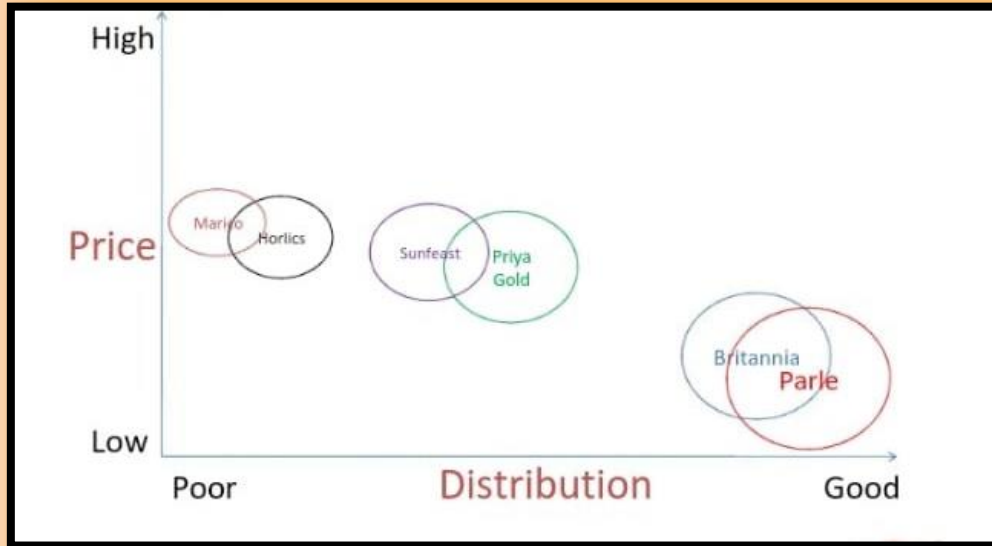
Company	Followers	Posts
Parle	7056	202
Britannia	4562	89
Sunfeast	14.6k	672

## Facebook

Company	Followers	Likes
Parle	7.7k	7.5k
Britannia	382k	378k
Sunfeast	261k	254k

*Parle doesn't have any celebrity brand ambassador whereas the other 2 brands have.*

# Strategic Mapping





# Primary Research Analysis

The questionnaire used for the study is shown here:

## Consumer Study on buying behaviour of biscuits in India

(This survey is for research purpose only.)

\* Required

Which State do you belong to? \*

Your answer \_\_\_\_\_

Place of Residence \*

- ☐ Rural
- ☐ Semi-Urban
- ☐ Urban

Which age group do you belong to? \*

- ☐ below 18
- ☐ 18-22
- ☐ 23-30
- ☐ 31-40
- ☐ 41-50
- ☐ 51-60
- ☐ Above 60

Monthly family income \*

- ☐ Less than 11,000
- ☐ 11,000 - 40,000
- ☐ 41,000 - 70,000
- ☐ More than 70,000

Who makes the buying decisions for  
biscuits in your home?

- ☐ Mother
- ☐ Siblings
- ☐ I, myself
- ☐ Collective Decision

How much do you spend on  
biscuits/cookies in a month? \*

(State numeric value only in rupees, for eg., 100)

Your answer \_\_\_\_\_

From where do you purchase  
biscuits? \*

- ☐ Local Kirana Shops
- ☐ Departmental Stores
- ☐ Super Markets
- ☐ Online Grocery Stores

Which type of biscuits do you  
consume? \*

- ☐ Cookies (Butter, Cashew, Almond, Choco-chip)
- ☐ Cream (Orange, Pineapple, Strawberry, Chocolate)
- ☐ Marie
- ☐ Digestives
- ☐ Crackers (Sweet, Salty)
- ☐ Centre filled cookies
- ☐ Milk Biscuits
- ☐ Glucose Biscuits

Which all brands of biscuits are consumed in your house?

- ☐ Parle
- ☐ Britannia
- ☐ ITC Sunfeast
- ☐ Anmol
- ☐ Unibic
- ☐ Cadbury (Oreo, Bourn Vita, Chocobakes)

Incase you purchase multiple brands, which brand is preferred the most?

- ☐ Parle
- ☐ Britannia
- ☐ ITC Sunfeast
- ☐ Anmol
- ☐ Unibic
- ☐ Cadbury (Oreo, Bourn Vita, Chocobakes)

Incase you opted for Britannia, why do you prefer it more over other brands?

- ☐ Taste
- ☐ Price
- ☐ Quality
- ☐ Quantity
- ☐ Packaging
- ☐ More Awareness
- ☐ Availability
- ☐ Appealing Advertisements

# Primary Research Analysis

The questionnaire used for the study is shown here:

How likely you prefer to have these products? (1-least likely, 5-most likely)

	1	2	3	4	5
Parle 20-20 coo...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Britannia Good ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ITC Mom's Magic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

With respect to the above question, how long have you been consuming this product?

☐ less than 6 months

☐ 6 months-1 year

☐ 1-3 years

☐ 3-5 years

☐ more than 5 years

Rate these factors considered for selection of any biscuit? (1-lowest, 5-highest)

(You can choose multiple factors)

	1	2	3	4	5
Taste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractive & Inn...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand Trust	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offers and Disc...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Packaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate these reasons responsible for not/less consuming Parle 20-20 cookies. (1-Least Significant, \*  
5- Most Significant)

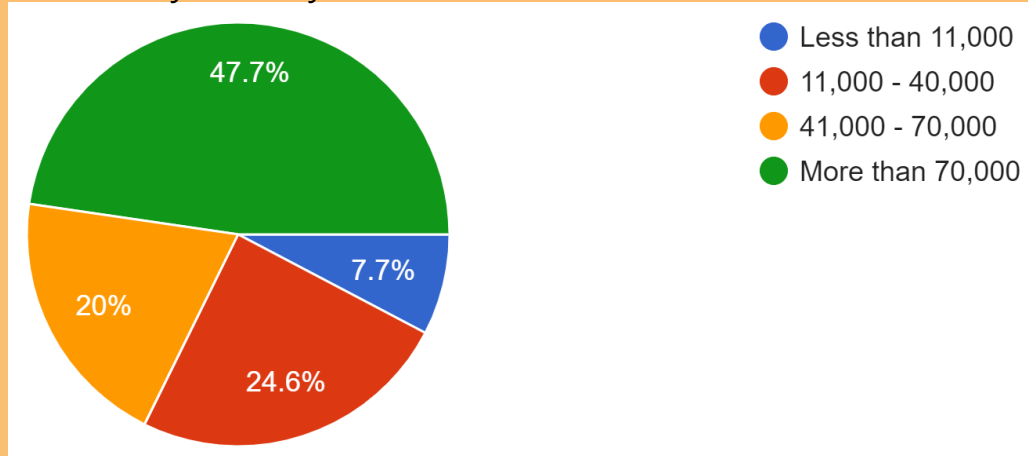
(In case you already consume it, rate 1 as your response for all the rows)

	1	2	3	4	5
Bad Taste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improper packa...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Less frequency ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Less appealing ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-Availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Few Variants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

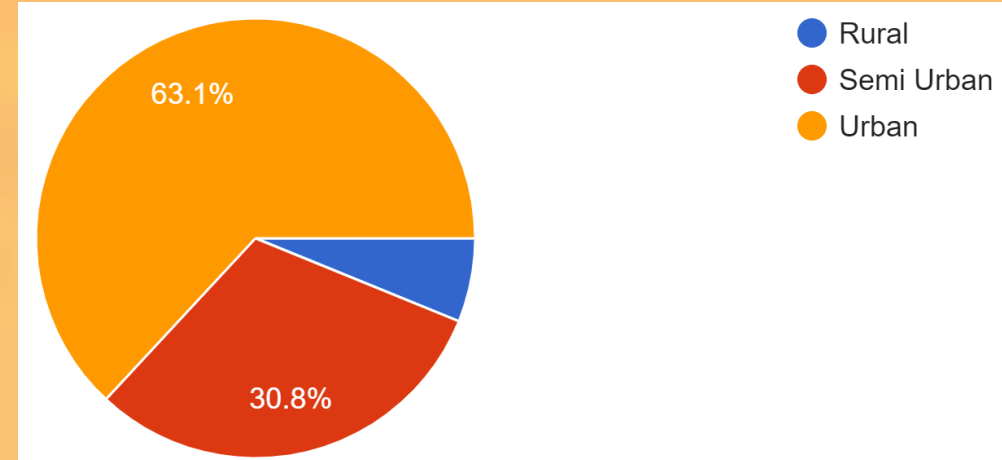
# Primary Research Analysis

## Responses Received-

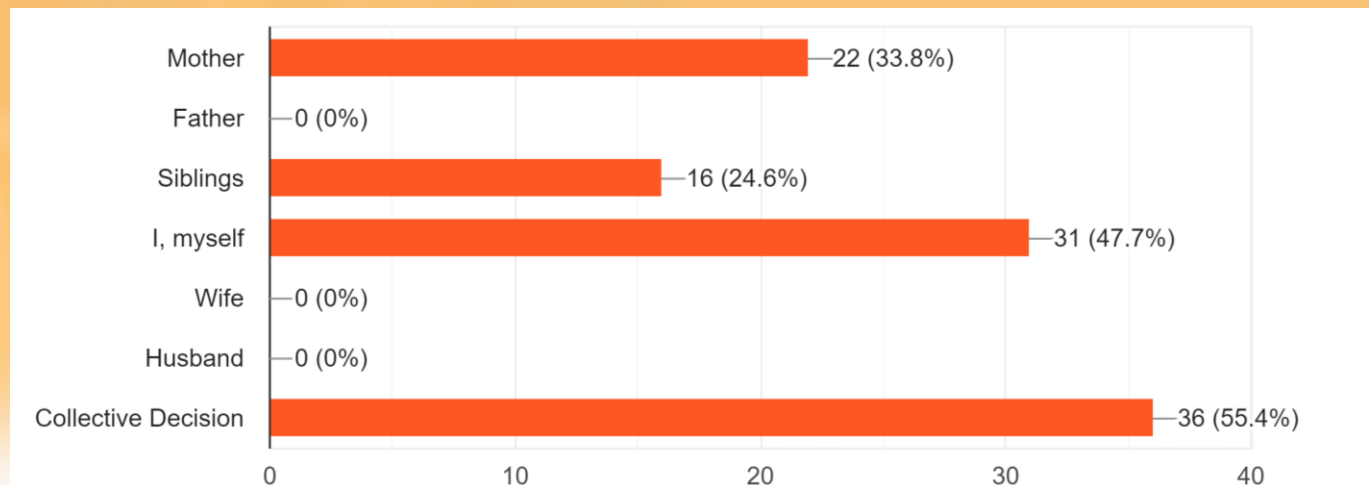
### Monthly Family Income



### Place of Residence



### Who makes the buying decisions for biscuits in your home?





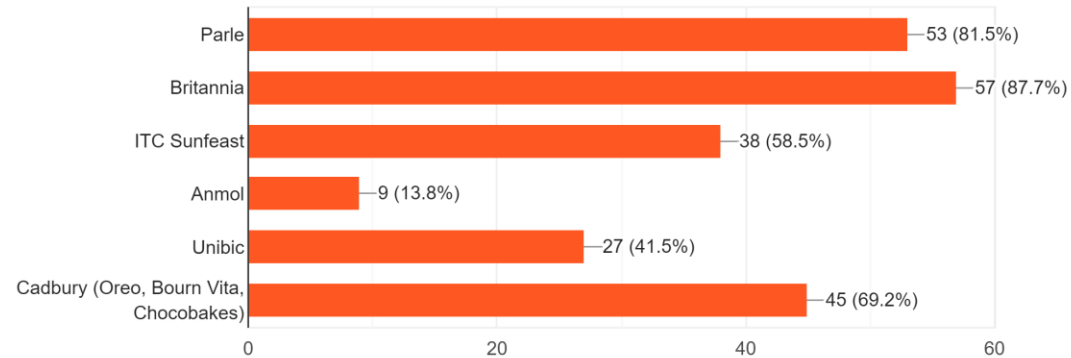
# Primary Research Analysis

Responses Received-

As received from 2 different sets of consumers-

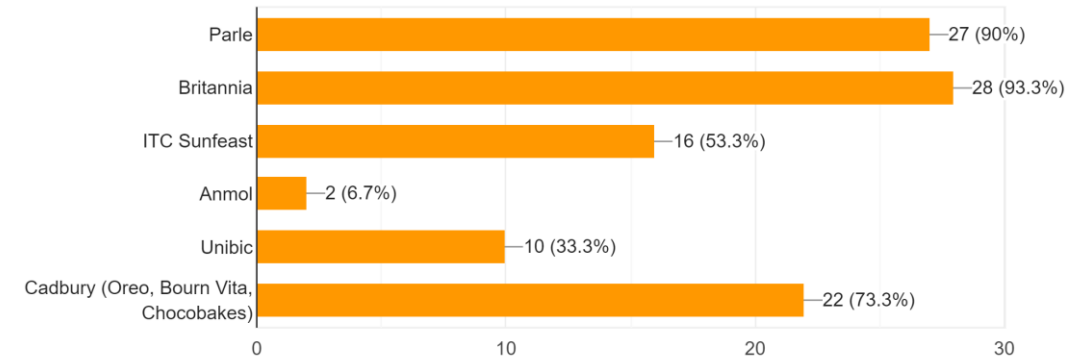
Which all brands of biscuits are consumed in your house?

65 responses



Which all brands of biscuits are consumed in your house?

30 responses



In both the cases, Britannia received slightly more responses than Parle.

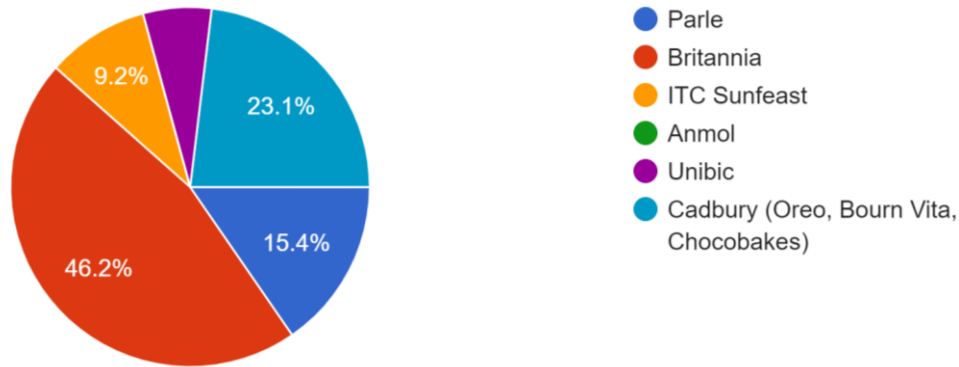
# Primary Research Analysis

Responses Received-

As received from 2 different sets of consumers-

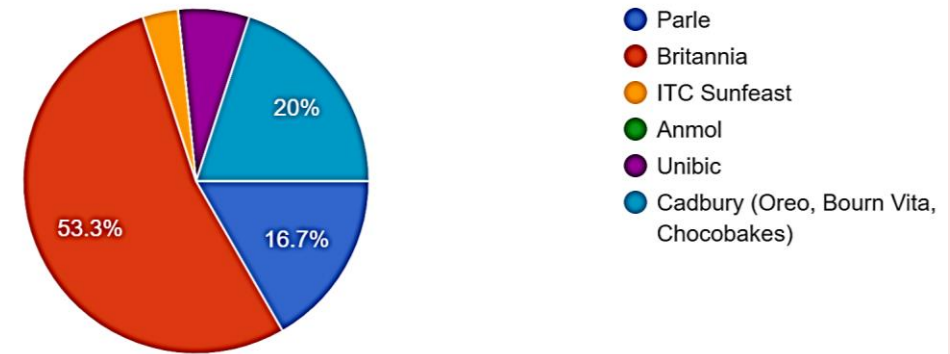
Incase you purchase multiple brands, which brand is preferred the most?

65 responses



Incase you purchase multiple brands, which brand is preferred the most?

30 responses



In both the cases, Britannia received slightly more responses than Parle, and other competitor brands.

# Primary Research Analysis

SPSS Analysis from the responses received:

## Parle 20-20 Regression Analysis

**Dependent Variable :** Parle 20-20 preference rating (1-least likely, 5-most likely)

**Independent Variables :**

T - Taste

P - Price

A - Availability

I - Advertisement

**Null Hypothesis:** Preference for Parle 20-20 does not depend upon Taste, Price, Quality, Availability, Advertisements, Brand Trust and Offers.

**Our Claim:** Preference for Parle 20-20 depends upon Taste, Price, Quality, Availability, Advertisements, Brand Trust and Offers.

**Assumption:** Confidence level is 90% and there the significance level is 10% or 0.1.

### Descriptive Statistics

	Mean	Std. Deviation	N
Parle 20-20 Cookies	3.30	1.077	153

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.182	4	5.295	5.057	.001 <sup>b</sup>
	Residual	154.988	148	1.047		
	Total	176.170	152			

a. Dependent Variable: Parle 20-20 Cookies

b. Predictors: (Constant), Attractive & Innovative Advertisement, Taste, Price, Availability

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.747	.377		4.633	.000
	Taste	.167	.071	.210	2.355	.020
	Price	.200	.080	.212	2.488	.014
	Availability	-.027	.086	-.029	-.310	.757
	Attractive & Innovative Advertisement	.113	.077	.129	1.462	.146

a. Dependent Variable: Parle 20-20 Cookies



# Primary Research Analysis

SPSS Analysis from the responses received:

## Britannia Good Day Regression Analysis

**Dependent Variable :** Britannia Good Day preference rating (1-least likely, 5-most likely)

**Independent Variables :**

T - Taste

P - Price

Q - Quality

A - Availability

I - Advertisement

B - Brand Trust

O- Offers & Discounts

**Null Hypothesis:** Preference for Britannia Good Day does not depend upon Taste, Price, Quality, Availability, Advertisements, Brand Trust and Offers.

**Our Claim:** Preference for Britannia Good Day depends upon Taste, Price, Quality, Availability, Advertisements, Brand Trust and Offers.

**Assumption:** Confidence level is 90% and there the significance level is 10% or 0.1.

### Descriptive Statistics

	Mean	Std. Deviation	N
Britannia Good Day	4.05	1.191	153

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.877	4	10.719	9.186	.000 <sup>b</sup>
	Residual	172.705	148	1.167		
	Total	215.582	152			

a. Dependent Variable: Britannia Good Day

b. Predictors: (Constant), Attractive & Innovative Advertisement, Taste, Price, Availability

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.873	.398		4.708	.000
	Taste	.333	.075	.379	4.442	.000
	Price	-.026	.085	-.025	-.308	.759
	Availability	.117	.091	.115	1.291	.199
	Attractive & Innovative Advertisement	.171	.081	.176	2.097	.038

a. Dependent Variable: Britannia Good Day

# Primary Research Analysis

SPSS Analysis from the responses received:

## ITC Mom's Magic Regression Analysis

**Dependent Variable :** ITC Mom's Magic preference rating (1-least likely, 5-most likely)

**Independent Variables :**

T - Taste

P - Price

Q - Quality

A - Availability

I - Advertisement

B - Brand Trust

O- Offers & Discounts

**Null Hypothesis:** Preference for ITC Mom's Magic does not depend upon Taste, Price, Quality, Availability, Advertisements, Brand Trust and Offers.

**Our Claim:** Preference for ITC Mom's Magic depends upon Taste, Price, Quality, Availability, Advertisements, Brand Trust and Offers.

**Assumption:** Confidence level is 90% and there the significance level is 10% or 0.1.

### Descriptive Statistics

	Mean	Std. Deviation	N
ITC Mom's Magic	3.42	1.223	153

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.062	4	5.015	3.583	.008 <sup>b</sup>
	Residual	207.167	148	1.400		
	Total	227.229	152			

a. Dependent Variable: ITC Mom's Magic

b. Predictors: (Constant), Attractive & Innovative Advertisement, Taste, Price, Availability

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.845	.436		4.233	.000
	Taste	.219	.082	.243	2.675	.008
	Price	.092	.093	.086	.995	.322
	Availability	-.001	.100	-.001	-.010	.992
	Attractive & Innovative Advertisement	.134	.089	.135	1.502	.135

a. Dependent Variable: ITC Mom's Magic

# Primary Research Analysis

SPSS Analysis from the responses received:

## *Reason for not buying Parle 20-20*

Factors	Avg. Rating (Out of 5)
<u>High Price</u>	2.56
<u>Taste</u>	3.13
<u>Improper Packaging</u>	2.08
<u>Unawareness</u>	2.97
<u>Less Appealing Ads</u>	3.57
<u>Unavailability</u>	2.77
<u>Less Variety</u>	3.03

## Descriptive Statistics

	Mean	Std. Deviation	N
Average monthly purchase rate	2.05	8.312	153

## GAPS-

- From the SPSS analysis and on the basis of the responses received, the major reasons for buying less 2020 cookies, (in order) are –
  - Less appealing advertisements
  - Taste
  - And less variety
  - Unawareness
- Also, In case of social media promotions and campaigns, the other 2 competitors brands, performed better.
- The competitor brand are aggressively marketing and coming up with strategies and campaigns to capture the rural market.



# **Recommendations**

## **Capturing the Potential of the Rural Market –**

With urban markets getting saturated, all the marketers are joining the bandwagon of exploring rural markets. Understanding the consumer remains the key to marketing even in rural markets. Skewed understanding of rural markets and limited exposure to media in rural areas, particularly amongst women make it entirely a different ball game.

## **Increasing expenditure for Advertising–**

As compared to its competitors, Parle needs to aggressively increase its marketing and promotion and launch advertisements, campaign and taglines so as to emotionally connect with its consumers. Also, it can have locally popular sportspersons and celebrities as the face of their campaigns to increase the reach in small areas.

## **R&D–**

Innovating in terms of taste and variety of flavors so as to attract new consumers.

THANK YOU

