KARMA- Final Strategy Report

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1. Executive Summary

This report gives the marketing strategy for Karma based on the research conducted previously and based on further analysis of the bar market segment.

Various analytical techniques were employed during the research for market analysis, such as SWOT Analysis, 4 P's (Product, Price, Place, Promotion), Porter's 5 Forces and Pestle analysis. The market was analyzed through secondary and primary research.

The insight drawn from this research helped to identify market opportunities and design different strategies for different markets and different modes of sales.

As per the findings of my primary research, convenience, nutritional value, value for money and ingredients were found to be at the top of consumers' priority list and hence, these areas will be the focus of this strategy report.

The objective of this report is to highlight the most promising aspects of the strategy obtained through the research.

The objective of this strategy report is to introduce a marketing strategy for Karma. The key points of the strategy include:

- Online Sale

  -Launch of online sale of Karma bars in the flourishing Indian virtual markets.
- Marketing

  -Intensive online and offline marketing campaigns for the domestic market.

  -Aggressive online and culturally customized marketing for the Indian Market.
- NPD

  -Creation of a bar customized for kids, with slight change product size and ingredient and with a major change in the product packaging for children, for the Indian market.
- Cultural customization of the product for the Indian market.

The report further explains the strategy that will be employed over a period of the next six months and allocates the budget for brand promotion in the domestic market as well as an international online marketplace.

2. Introduction

Research methodology involves a systematic collection, analysis, and interpretation of data obtained through various sources and used to determine the viability of a brand or product through quantitative and qualitative research methods.

This study involves data gathering from various primary as well as secondary sources of information. These insights enable a brand for a specific product category to rediscover its target audience, target location, improve the experience the brand intends to impart through its offering and boost sales.

This report is based on the findings of primary and secondary research and an extensive internal as well as external market research of both the Irish market and the Indian market.

The secondary research is based on existing data available in scientific papers and publications, such as ResearchGate and Mintel. The primary research supports invalidating data obtained through secondary research and bridge the gaps after the information gaps.

Primary research includes an online survey (mainly targeting generation X and generation Y to stimulate insights from younger generations, since secondary study demonstrated these age group to form a significant consumer section for this product category), interviews of 15 moms, and interviews of retail managers of two major convenience store retailers located in my home town (Jammu). These two retail stores are popular in town and are known for selling global products like gourmet foods and snacks from Europe and some Asian countries, like Thailand and South Korea.

Developing markets, such as the Indian bar market, are found to have massive scope for this segment. Hence the growth potential will be explored in this report through both primary (interview of managers at two major snack retailers) as well as secondary research (statistics from online sources).

Further, the report addresses in detail the strategies developed in order to hike the sales of Karma bars in the Irish market. Next, the report covers an in-depth analysis of potential global locations that show a promising future for the brand and can be explored. Based on the research, some cities of India emerged as economically viable target markets for the online retail of Karma bars.

The next section of the report entails the promotion of the brand as part of the strategy developed, and it explains various promotional techniques that will be adopted for an upcoming period of 6 months starting from September 2020 till February 2021. The promotional methods have been designed, keeping in focus the consumers' needs and sales growth of Karma.

The methods given for brand promotion include:

- Social Media promotion, through Facebook, Instagram and YouTube;
- Search Engine Optimization;
- Blog marketing;
- YouTube influencers;
- E-mail marketing;
- Article marketing in health Magazines;

The given budget of €60,000 is allocated to the above mentioned promotional activities that will span over a period of 6 months of intensive marketing in the domestic market as well as in the Indian market. In the end, the strategy suggests ways to promote the brand in the already present domestic market in Ireland and also suggests ways to crack a foreign market with high potential for this product category and broaden the target audience through promotion by including children (through mums) in the target audience.

2.1. Company Background

Karma believes in the theory underlying the brand's name that if one chooses to do good to others, then good things will come back to him. Karma offers a range of cold-pressed bars made from fruits and nuts, all plant-based ingredients, and no added sugar. Besides, the range offers products that are vegan, gluten-free, and with a 100% biodegradable TIPA packaging (Karma, n.d.).

The retail value of the snacking category in Ireland is valued at €48.4 million and is projected to reach €59.8 million by the year 2024 (Bord Bia, n.d.).

The major competitors in the market remain Kellogg's, Kinetica, Maximuscle, My Protein bars, Nutramino, Trek protein, Origin Clean, Pulsin, and Fulfil vitamins and protein bars being the market leader.

2.2. Overview and Problem Definition

These knowledge gaps that I identified at the early stages of this project gave me the initial direction into the research and hence, the research is firmly based on the two factors:

- Consumers' need
- Brand marketing

Some of these knowledge gaps that I identified in Karma's performance include the following:

In terms of Brand Marketing	In terms of Consumers
1. How does the retailer portray the brand through category and aisle positioning in the supermarket? 2. What are the products that are positioned next to Karma bars? (product adjacency) 3. Is the brand message clear to the audience? 4. What is the percentage of consumers that are familiar with the brand?	1. Brand's focus is not on the right target audience 2. How relevant is the Karma brand's offering to its target consumer? 3. Do the taste and the size meet the consumer's expectations? 4. Is the price a genuine fit as per the offering and the consumer demographic? 5. Is the packaging appealing to the consumers? 6. How do the consumers currently engage with the brand? 7. Is the overall brand image relevant to its target audience? 8. What message does Karma convey to consumers (vegan, eco-friendly, healthy, grab-and-go, sustainable, etc.)

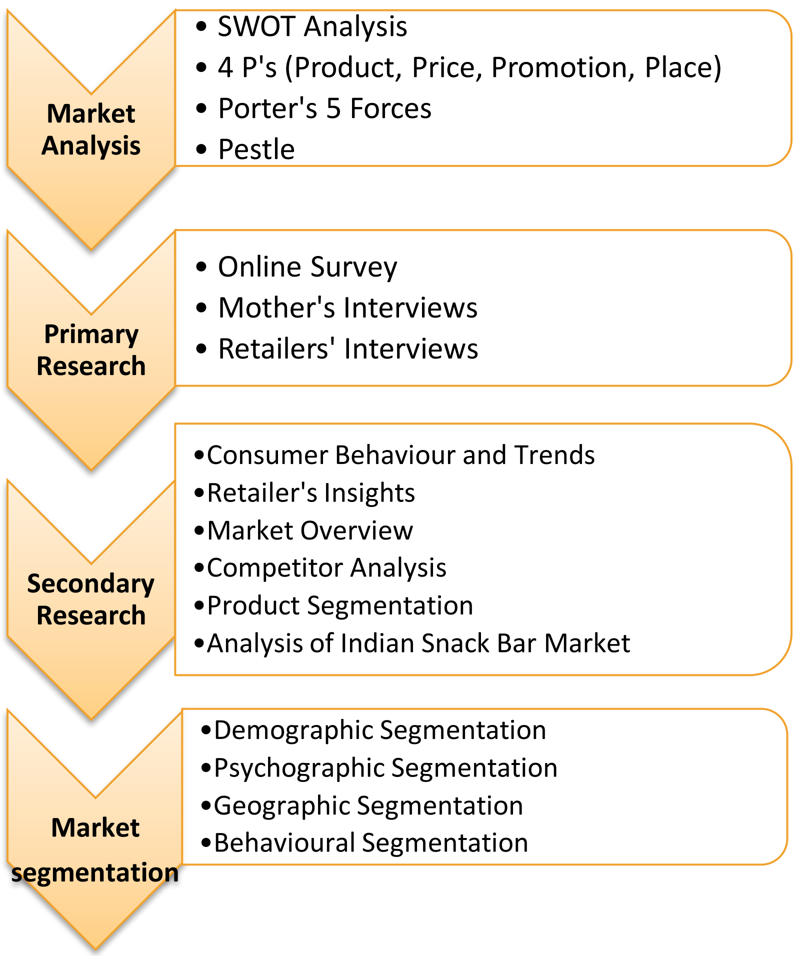
2.3. Objectives

The knowledge gaps that I identified for the basis on which the objective of this strategy has been established. My aim for this project is to build the knowledge gaps through market research and identify an effective strategy to increase the revenue and to kickstart an online marketplace for Karma bars. The primary objectives of this report are as follows:

- To analyze the collected data to establish actionable business insights.
- To investigate the nutrition bars segment as a whole and identify
  - consumer behavior and trends;
  - mother's insights;
  - competitor's strategy;

- To analyze Karma's current position in the market as well as the Irish and global market environment of nutrition bars to design a marketing strategy.
- To explore market opportunities globally;
- To understand consumer preferences;
- To explore broader audiences that can be targeted for the healthy snacking category in Ireland, with a significant emphasis on generation X, Generation Y, mothers and children.
- The ultimate objective is to develop a strategy based on research to boost the sales of Karma bars.

3. Research Methods



3.1. SWOT

STRENGTH

- The brand's philosophy 'Eat Right, Live Right' nicely aligns with its fully compostable and flexible TIPA packaging, which decomposes entirely within 180 days (Henderson, 2017).
- The brand has earned Origin Green accreditation for its sustainable practices and is backed by the Bord Bia.
- Besides being sustainable, Karma also offers a product that is gluten-free, dairy-free, vegan, and with no added sugar.
- Karma brand is highly competitive in the market at many levels due to its clean green image. It reflects through its packaging material, style, healthy ingredients, and message.
- It is a rapidly growing segment in the snack category.

WEAKNESS

- The brand message of sustainable, clean, and healthy all come at a high cost for Karma, making the final product costlier. This raises challenges for the brand, as there are competitor brands that offer cheaper alternatives.
- Poor marketing of the product.
- On asking employees at retail stores, such as Tesco, it was found that shockingly not many customer assistants working at the stores knew if there was any such product named Karma at the store. A similar thing was seen in the survey. As per my survey report, only 15% of the respondents knew about Karma bars, which indicates the low brand awareness and evident lack of good marketing. This is one of the most significant setbacks for one such brand with huge potential.
- Issues such as Brexit and Covid-19 can hamper the business for Karma in terms of restrictions to trade and openness to global markets.
- Granola bars impacted by sugary images.

OPPORTUNITIES

- Market Research Future published a Research Report on the Global Nutritional Bars Market, which is estimated to grow at a CAGR of 4.9% during the forecast period 2017-2023 (Market Research Future, 2017).
- Massive potential for protein category in the bars segment (The Journal, 2020).
- The growing demand for nutrition bars in developing countries (Research and Markets, 2019).

- Breakfast bars have accounted for the largest market share as they can be taken as the first meal of the day and are being increasingly consumed as a protein supplement majorly by athletes and sportspersons.
- The protein bar segment is anticipated to witness the fastest CAGR among all other product categories during the forecast period, i.e., 2020-2025 (Research and Markets, 2020).
- The rising number of health-conscious populations, along with increasing disposable income, is adding fuel to the market growth of nutritional bars. Moreover, dietary bars are gaining popularity among athletes, which is boosting the growth of the market (Market Research Future, 2020).
- Other consumer profiles can be explored.

THREATS

- Poor marketing of the brand can be potentially the biggest threat to Karma within the domestic domain.
- Referring to the export market, trade policies, and trade disputes with export nations could present a significant setback.
- Presence of alternatives.
- Stiff competition from protein bars brand leaders, such as Fulfil, Naked bars, in terms of brand recognition and price.

3.2. PESTLE

Pestle analysis helps identify critical drivers of the external business environment and plan strategies in terms of marketing, new product development, explore new markets and new audiences (Thiele, 2018).

Political. Public health policies are encouraging food consumption with lower sodium and sugar content. Policymakers have also created effective policies to redirect the food manufacturers to reformulate their products and consumers to opt the less sugary foods. This has created an encouraging political environment for companies, such as Karma, that are already offering products with no added sugar (World Health Organization, 2017).

Brexit is likely to affect Karma as any other Irish brand since the UK market is strategical for Karma; however, with the UK leaving the EU, there will be high tariffs on the Irish goods.

Economic. Irish snack bar market stood at a CAGR of 1.61% for the period between 2012 to 2017, with sales value at € 14.59 million in 2017 (Market research, 2018). The snack bar market has witnessed a steady growth rate in recent years, growing from €1.2 million in 2014 to €13.7 million in 2018 (Angus and Westbrook, 2019). In the bar category, protein bars are seen as the fastest-growing segment
However, the convenience of unhealthy and cheap fast-food meals can outweigh the healthy and sustainable snacks market. Consequently, the fast-food service industry has rapidly boomed globally. Besides, health bars are generally pricier, thus making it challenging to attract the fast-food market share. It is essential to win over the consumers on price factors; hence a health snack brand such as Karma must offer attractive offers to beat on both aspects, i.e., nutritional value and price.

Social. Consumer perceptions and behaviors are substantially changing when it comes to sugar content in their food (The Journal, 2020). Sales have strengthened for snacks that are low in sugar, high in natural ingredients, and high in proteins and fiber (Angus and Westbrook, 2019).
Packaging and environmental awareness is not the only sustainability-driven habit of Irish consumers. In a report, 68% of respondents said they would pay a premium for locally produced food, and 58% said the same for organic food (O'Sullivan, 2019).
Convenience and health are significant drivers of the healthy snack market segment, while indulgence for sweet snacks also has kept the sales growth steady (Angus and Westbrook, 2019).

Technological. Research shows that the number of people shopping via their mobile in Ireland has doubled compared to last year. This trend is driven by social media influencing buying patterns; however, it noted that in-store shopping remains critical for many who wish to see and interact with products before making decisions (O'Sullivan, 2019). The possession of mobile phones has increased tremendously worldwide. The desire for convenience is driving two new trends in the Irish market, with Click and Collect services and 'The Micro-Trip', both seeing positive gains in recent years (O'Sullivan, 2019).

Environmental. According to the Irish Retail and Consumer Report for 2019, 41% of Irish consumers are willing to pay a premium price for sustainable products (PWC, 2019). As per the report, Irish consumer's concerns for sustainability will continue to grow alongside greater awareness of climate change, resource depletion and the implementation of carbon taxes (PWC, 2019). 32% of respondents said they choose sustainable products to help protect the environment; 49% look for products with environmental-friendly packaging, compared to 37% globally, while 52% avoid the use of plastic when they can, compared to 41% globally (O'Sullivan, 2019). Since Ireland is a top plastic waste producer in the EU, it is high time that people start to keep sustainability on priority in their weekly grocery shopping (O'Sullivan, 2019).

3.3. Porters 5 Forces

Threat of new entrants.

Given the rate at which the snack category is projected to grow, there is a constant threat from new players attempting to explore the market category. Though the food retail sector is highly competitive, the profitable and ever-growing market will continue to attract new entrants with innovative offerings.

Supplier power.

Suppliers have the power to monitor the prices of their ingredients, which profoundly impacts the manufacturing cost, especially for those ingredients that are imported from global suppliers, such as dates.

Buyer power.

The strength of buyers is generally more significant when there is no product differentiation. However, Karma has brought an exciting product range with appealing names and flavors. Probably there is scope for more product development, especially in terms of targeting the children.

Industry rivalry.

The company faces high competition from various brands that lead the snack ad bar category market, such as, Fulfil and Naked, and many other players. All competitors offer similar quality at highly competitive prices and are large in terms of market share and offerings

Threats of substitutes.

The snack market is booming at a very rapid pace. It offers a wide range of products that very close to each other in terms of quality and price in the snack bar category, which leaves limited scope for product differentiation and induces switching behavior among consumers.

There is also an increasing threat from entrants in the healthy snacks, such as energy bars, protein cookies, millets and oat biscuits, and roasted seeds snacks.

4. Competitive Analysis

Major brands that dominate the global nutrition bar market are Atkins Nutritionals, Inc. (U.S.), Clif Bar & Company. (U.S.), General Mills Inc. (U.S.), Kellogg Co. (U.S.), Kashi Company (U.S.), Quaker Oats Company (U.S.), Mars Incorporated (U.S.), Fulfil, Naked (Market Research Future, 2020). The Hershey Company has made a minority investment in Irish protein bar manufacturer Fulfil to expand its business in Europe. Fulfill sells 11 snack bar flavors and claims to have close to 100% distribution within retail, convenience, petrol and sports nutrition channels in Ireland. Chocolate-salted caramel, white chocolate, and cookie dough, and peanut and caramel (Foodbev, 2019).

Fulfill is leading the protein and energy bar market, and its top strategies include aggressive marketing, extensive advertising campaigns at supermarkets, sports centers and gyms, creative flavors, and extensive distribution network (Angus and Westbrook, 2019).

While Naked Bar and Yes! also contribute tremendously in the fruit and nut bar segment in Ireland. Fruit and nut bars are expected to achieve the fastest growth among all sweet biscuits, snack bars and fruit snacks, primarily due to consumers continuing to opt for healthier snacks.

5. Research insights

5.1. Primary research insights

5.1.1. ONLINE SURVEY

My survey consisted of a questionnaire (**Fig. 1**) conducted on Qualtrics and had in total of 53 respondents. Maximum respondents (52%) fall in the age bracket between 25 to 34 years, while the second more prevalent age group was of an age between 18-24 years comprising of 32.50%, followed by the age group 35-44 years.

The gender of the respondents comprises 64.10% of males and 35.90% of females; hence the analysis of the research will be strongly inclined towards a young male persona.

Most of the respondents are either students (35%) or full-time working professionals (45%), while a small fraction of respondents works part-time. This is indicative of the persona with an average to adequate disposable income.

On asking about their dietary habit, a maximum of the respondents (47.6%) report following a flexitarian diet, while still a good percentage report following a vegetarian diet (38.10%). A small fraction also said following a vegan diet (4.7%). This indicates a greater inclination for plant-based products.

The frequency at which the respondents buy healthy snack bars is quite low in the finding of this research. 52% reported buying health snack bars rarely in a month, while 35% reported buying once or twice a month. Only 12% of buyers consider purchasing a health bar 3-4 times a week.

Most of the respondents report buying health snack bars on-the-go and while traveling. A smaller number also reported buying these snacks as an evening snack or as a post-workout snack.

I asked respondents to rank various aspects (taste, nutritional value, sustainability, ingredients, value for price) in terms of what they would prioritize in their purchasing the most. As per the findings, Nutritional value and value for money were ranked at high priority, followed by ingredients and taste, while sustainability ranked last. This contradicts the outcome of the secondary research that states sustainability to be an increasingly important factor, especially for millennials that also were willing to pay a premium price for sustainable commodities. 26% of the respondents state that they would easily switch to an alternative, less sustainable brand that offers a similar bar (similar in terms so nutritional value and ingredients) at a lower price. In comparison, 28% state that they would not switch to a less sustainable and cheaper brand.

On enquiring about the most looked for ingredients, respondents indicate that nuts and dry fruits are the most sought-after ingredients in healthy snack bars, followed by cereals, seeds and chocolate.

My findings show that protein is the most looked after nutrient in health bars. This also aligns with the outcome of the secondary research that clearly states the protein bar category leads the health snack bar market. Fiber content is also found to be important in the bar.

On asking about the Karma brand, a whopping 85% of the respondents report not being aware of the brand, while only 15% had heard of the brand. This indicates low brand awareness and needs to build an aggressive marketing strategy.

15% of the respondents that state knowing about the Karma brand were asked to rate the Karma bars on a scale of 10 for various parameters (taste, nutritional value, packaging, sustainability, value for the price, availability at stores). The average of scores Karma bars received is given as follows:

PARAMETER	RATING
Sustainability	7.2/10
Nutritional value	7.0/10
Packaging	6.6/10
Value for price	6.4/10
Taste	6.2/10
Availability at stores	5.4/10

On enquiring about online retail, 33.33% of respondents state that they preferred online health bars retail, while 51.28% state they are not sure whether they preferred online or offline. 15.38%.38 clearly say that they do not prefer online mode of snack bars purchasing because they still prefer buying the snack bars on the go. Convincing the unsure 51,28% to think that bars can also be purchased online will be one of the essential aspects of this strategy.

The last question of my questionnaire was reserved for parents, while non-parents were asked to answer this question assuming that they are parents. Question is given as follows: “If you were a parent, and knowing about the health aspects (natural cold-pressed fruit and nut bars) and sustainability aspect of the Karma Brand, would you replace (or attempt to replace) your child's favorite unhealthy sugar-loaded chocolate bar with Karma bars?” 60% of respondents state that they would attempt to replace their child’s favorite chocolate-sugar bar with the Karma bar, while 23.81% were not sure. This analysis shows that there is an excellent scope to encourage the parents to get their (6-12 years) child a fruit and nut bar instead of a chocolate bar as in a snack for the evening, or after school or even along with the school lunch box. Secondary research also found that parents in India were highly attracted to this alternative bar (instead of the chocolate and sugary snacks) owing to various health issues among kids, including obesity among kids and dental problems. There are ‘baby diet and baby care’ websites for parental guidance, that suggest replacing sugar candies with bars (My Little Moppet, 2018).

To get deeper into this aspect, I extended my primary research to individual interviews of 15 mothers who have kids aging between 6 and 14 years of age.

5.1.2. INTERVIEW WITH MOMS

Moms’ demographic profiles.

EDUCATION. Mothers interviewed are all undergraduate or have higher qualifications.

LOCATION. They live mostly in urban regions of India, like Delhi or tier-2 cities, like Jammu.

EDUCATION. Professionally 8 of the others interviewed are working, while two work from home and 5 are housewives.

ECONOMIC BACKGROUND. Their economic backgrounds are more or less similar, as all belong to middle-class families and their household income is moderate.

DIET. Out of 15, 9 mothers state that their families follow a strict vegetarian diet.

RELIGION. All mothers belong to religion Hinduism (important from the perspective that the brand message aligns with one of the most important concepts of Hinduism- ‘Karma’).

INSIGHTS FROM THE INTERVIEW

1- What is your child’s favorite evening snack?

Indian traditional savory snacks, mostly the one sold by Haldirams and Bikanervala, were found to top the list among the respondents.

Among foreign brands, snacks sold by PepsiCo (Lays, Kurkure, Pepsi drinks) and instant noodles Maggie (by Nestle) top the list.

Second, on the list was found to be cookies and cakes sold by companies like Parle and Brittania.

2- What is your favorite snack for your child?

Fruit salad, corn flakes, traditional home-made sweets and savory snacks. From the interview, it was clear that all mothers preferred giving their kids fruit salad or even corn flakes in the evening as an after-school snack. Mothers explained that they were more concerned about their kids' weight gain and dental problems due to processed snacks that contain high sugar levels. Also, the mothers state that they worry when their kids consume local smaller brands' snacks as they fear adulteration, hence trust more global and foreign brands.

Mothers also like to give their children milk with chocolate powders, like Bournvita (Cadbury) and Horlicks (Hindustan Unilever Ltd.). Mothers explained that they wish to add such products to add nutrients in their diets, such as protein and Iron, to the milk and flavor. Corn flakes are particularly found to be working mother's favorite because they find it quick, convenient and healthy. Mothers said that corn flakes are not a morning thing for them, as traditional home-made bread occupies the morning meals, and they perceive corn flakes as the solution for children's evening hunger pangs.

3- What ingredients do you prefer your child's snack to contain?

Mothers state they prefer natural ingredients, like fruits and cereals. Snacks that rich in fiber and micronutrients such as Iron, Proteins and Calcium.

4- What do you think about bars?

On asking questions about health snack bars, mothers state that they do like the concept of health bars exciting and innovative. One mother even said these bars are potentially the future of the breakfast market. On asking to name any energy or health bars they consume, they named few bars, such as the Patanjali Energy Bar, NourishVitals Granola Healthy Fruit Mix Bars, Eat Anytime health energy bars and the Yoga Bar (Breakfast protein bar and Multigrain energy bar).

Mothers admit that their kids do love these bars as they come in different color packing and exciting flavors and consider giving their kids such a bar as an indulgent treat rather than an everyday snack.

None of the respondents was familiar with Karma bars, but on introducing them with the brand and what it offers, they immediately understood the brand concept and the brand message. It was easy for them to perceive Karma, through the brand name "Karma" itself, which is a concept of Hinduism. The word “Karma” (□□□□), means “action” and is a core concept of Hindu philosophy that denotes the cycle of cause and effect- what goes around comes around! (Castro, 2013). All mothers highly appreciated the brand’s values and regarded it as respectable and sustainable towards the environment and consumers and state that they would like to try these bars for themselves and kids if they were available in the market.

It is also observed from these interviews that in general, moms sub-consciously associated bar consumption with the younger generation, particularly their kids’ generation.

5- Sustainability?

Only 8 of the mothers state that sustainability was “one of the important” parameters when purchasing food, as they state pollution and environmental degradation as significant reasons to back their approach to sustainability. During the interviews, it was noted that most mothers that live in Delhi regarded sustainability as moderately essential or highly important. However, mothers from tier-ll cities, such as Jammu, do not similarly see sustainability. For these moms, ingredients, taste and value for money are more important. One mother explained in detail that if a product does not taste good, her children would not happily consume the product, no matter how much sustainable the product is, hence taste and ingredients are more important parameters.

6- Functionality?

The functionality/ reason to buy and consume bars is indicated below as per how the moms ranked it in the interview: The functionality is convenience-driven.

i- A convenient way to keep children away from surplus sugar snacks.

ii- A convenient snack for school breaks, so to be given along with packed school-lunch, so that kids do not eat fast food served in school canteens.

iii- Indulgence/ Treat after playtime.

iv- Sustenance, only for occasions when skipped breakfast or in a hurry, otherwise prefer homemade breakfast.

7- How often do you purchase snacks online?

Moms explained that they generally buy bars during their grocery shopping along with other snacks, such as biscuits, instant noodles, etc. They typically pick the bars from the convenience stores when they walk in for other purchases, but not specifically for the bar. 7 Moms state that though they are avid online shoppers, but do not prefer to buy snacks online unless there is some offer going on. A mother explained that sometimes she could find a deal online "Buy 2 Get 1 free" or 20% discount, then in such cases, she buys snacks through an online portal in bulk. Other moms' statement also aligned with this. They also report to buy bars in bulk through online mode when they can find attractive deals, or otherwise, they prefer to purchase on-the-go or with grocery.

8- Origin?

All respondents, surprisingly, have shown a positive response towards the idea of an Irish brand selling bars in India. Moms explain that food safety standards are strict in EU countries, so they would readily trust an Irish brand that sells a vegan product. They appreciated the concept of vegan bars, more from a vegetarian dietary perspective than a sustainability perspective.

5.1.3. Retailers Interview (combined insight from the two retailers)

I chose two convenience stores that are popular for selling fancy foreign products in the snacks category, like savory seeds snacks and some fancy drinks from Thailand, roasted nuts and chocolate-coated dates from Middle east, and some healthy snack bars from brands like General Mills India Private Limited, Naturell, Kellogs Nutri-grain bars, Clif Bars and Company and Eat Anytime. On interviewing the store managers, I came to know that they have a specific health snacks section where they display different products, such as energy bars, protein cookies, millets and oat bars, fruits bars (mango and ginger bar being the most popular in fruit bar section), and other savory nibbles such as wasabi peas, roasted peanuts, etc. The managers informed that since there are not many retailers in town that sell this range of exciting products, so they do not face much competition for this segment from local retailers. Maximum customers visit their store for these types of new foreign products. Both managers said that the most selling bar in all the categories in the protein bar. One manager said that he assumes that they face most of the competition from online retailers for this specific segment, but they have the offline market share.

On asking what kind of customers generally buy these health bars, they said that there is no fixed age category, and all persons from all age groups pick typically a bar or two while shopping at the store. However, one store manager added that it is mostly young boys that pick such bars in bulk. They have dance clubs, gyms, and other fitness places in proximity, and young boys and girls do walk-in at the stores before or after when they come for practice. The manager added that if generally an aged lady or a gentleman is purchasing, they will typically pick a single bar or two, and never a full pack of 6 bars. But young boys and even girls buy the whole box and ask for bigger packages sometimes.

On introducing the managers with Karma bars (demonstrated them pictures and website), I asked them how would he think such a product perform at their store he said the product looks fresh in the snack category and has a charming, colorful packaging message and such products do well at their store, however, they said that the price could be an obstacle. They explained that most of the health bars they sell range between Rs. 40 and Rs. 100. If one Karma bar costs €2 (approx. Rs. 160), then price could be a challenge, but otherwise, their customers tend to open to try new products of European provenance. One manager added that an Irish product would garner attention at his store.

5.2. Secondary Research Insights

The high nutritional value of the product is driving the bars market (Market Research Future, 2017). The bar segment is projected to grow at a CAGR of 4.9% during the forecast period 2017-2023 (Market Research Future, 2017).

As per the finding of the secondary research, the demand for a healthy snack product category is convenience driven. Consumers have become increasingly sensitive to sustainability and corporate social responsibility. The proportion of those willing to pay more for packaged food and fresh food, which is environmentally conscious or eco-friendly.

Consumers are searching for authentic, raw products and experiences which are simpler and organic, thus moving away from complicated and processed foods (Angus and Westbrook, 2019). While veganism is also a rising trend among consumers.

In terms of marketing, social media has taken the leading role in reaching the target audience and tell the brand story through direct engagement with consumers (Angus and Westbrook, 2019). Consumers keep themselves updated through reviews and ratings, while their purchases are still influenced by their peers and online influencers (Angus and Westbrook, 2019).

In terms of the competitive landscape, leading brands that dominate the global nutrition bar market are Atkins Nutritionals, Inc. (U.S.), Clif Bar & Company. (U.S.), General Mills Inc. (U.S.), Kellogg Co. (U.S.), Kashi Company (U.S.), Quaker Oats Company (U.S.), Mars Incorporated (U.S.), Fulfil, Naked (Market Research Future, 2020). Major players in the Indian Bar market include Unibic, Yoga Bar, General Mills, HealthKart, and Eat Anytime. These players strive to increase their product visibility by expanding their distribution channels and adapting target-oriented product differentiation. For example, some players have positioned and marketed specific bars targeted towards a particular gender (Mordor Intelligence, 2019a).

Indian market is also very open to online purchasing of the bars, as most of these players are successfully selling through their e-retailers, such as Amazon India, Bigbasket, Flipkart, and Healthkart. At the same time, some also sell through their web portal (Mordor Intelligence, 2019a).

6. Market Opportunities

The research points towards two critical factors that provide new opportunities for Karma.

- International markets
- Re-discover the target audience

India is a developing market with high potential for such a product category, dominated by a few players (**Fig. 2**). The market is forecasted to grow at a CAGR of 5% by the year 2025 (Mordor Intelligence, 2019a). Major market drivers in this region are convenience, on-the-go healthy meal, ever-increasing health awareness and outlook for an active lifestyle, busier lifestyle, and higher disposable income (Mordor Intelligence, 2019a).

The sales value of snacks in India has increased from USD 2.14 billion in 2012 to USD 3.82 billion in 2016. Indian consumers are looking up for healthier options, causing a rise in demand for snacks, such as energy bars fortified with high protein content.

Major players in the Indian Bar market include Unibic, Yoga Bar, General Mills, HealthKart, and Eat Anytime. These players strive to increase their product visibility by expanding their distribution channels and adapting target-oriented product differentiation. For example, some players have positioned and marketed specific bars targeted towards a specific gender (Mordor Intelligence, 2019a). Indian market is also very open to online purchasing of the bars, as most of these players are successfully selling through their e-retailers, such as Amazon India, Bigbasket, Flipkart, and Healthkart, while some also sell through their web portal (Mortar Intelligence, 2019a).

Targeting emerging countries with a bigger young population, such as China, India, is the potential energy bar market opportunity (Mordor Intelligence, 2019b).

7. Market Segmentation

Market segmentation is a crucial part of the research as it helps a company identify and classify its consumer-based on parameters, such as age, income and behavior. This process helps to understand each category of consumers and improve the product to serve them with an adequate product (Qualtrics, 2019). Types of market segmentation done in this study include demographic segmentation, psychographic segmentation, geographic segmentation and behavioral segmentation (Chand, n.d.).

7.1. Demographic segmentation

It is a trend to create commodities common for older generations as well as younger generations and create a brand message that aligns with promoting a healthy, active lifestyle while also curbing indulgence (Hartman, 2016). Protein is generally something boomers and older adults can eat less of, especially in terms of meat; hence they need more protein in concentrated form from other sources (Hartman, 2016).

Nutritional bars are the best substitute for meals for individuals who require quick energy and have become a better alternative for the working population who find it challenging to get some time for meals.

The aim is to create a product for a broader range of consumers.

7.2. Psychographic segmentation

Consumers want nutrients and functionality of ingredients in a tasty and convenient format that fits their lifestyle (Hartman, 2016). Marketers need to be cautious about assuming that the only foodies who count are millennials," points out research director David Sprinkle (Hartman, 2016). Boomers spend more of their grocery budget on health and wellness products than other generations. They generally plan to add more fiber, pre- and probiotics, protein, calcium, whole grains and vitamins to their diet and reduce consumption of red meat. They prefer products reducing 'unhealthy' items, such as those making low carb, trans-fat-free, sugar-free and non-GMO. Convenient, portion-controlled, and ready-to-eat items tops on boomers' shopping lists. (Hartman, 2016).

7.3. Geographic segmentation

The global nutritional bar market is segmented into North America, Europe, Asia Pacific, and the rest of the world. The Asia Pacific emerges as a prominent market for nutritional bars and is expected to grow at a substantial rate on account of the rapid urbanization along with rising disposable income in countries like India and China, and likely to become the fastest-growing market over the forecast period. India and China are the major contributors to the nutritional bars market in the Asia-Pacific. The growing population and the increasing number of health-conscious individuals drive the demand in this region (Research and Markets, 2019).

Growing health awareness will drive the nutritional bars market in the European market as well (Market Research Future, 2020).

7.4. Behavioral segmentation

Behavior segmentation analyses consumers' purchasing behavior, their interaction with different brands in a specific product category and understands brand loyalty for bars. This analysis will be elaborated more in primary research. My primary research findings reveal that consumers are typically less brand loyal to the bars they pick in the convenience stores and readily switch to another brand that offers promotions. The target audience mostly comprises of generation X, millennials and Generation Z, which are primarily students or young professionals.

Target is the health-conscious consumer segment that wants healthy without sacrificing taste.

8. Product Development Process

The target for the company should be to bring out Karma as an offering for all age groups and demographics. The product is quite fulfilling in terms of ingredients, nutritional content, and taste. Hence the game is more about making it appealing to different age groups. Therefore, the real game player here would be decent marketing that makes the product look like a snack for all age groups and not just a 'teenage-snack' or an energy boost for athletes. Having that in mind, Karma will need to differentiate the product slightly when trying to attract a lower age group, such as kids and boomers. The packaging and labels can be used by marketers to encourage potential buyers to purchase the product.

In order to target a younger audience, children, the brand will bring a new 'healthy candy' like concept associated with a Disney character is a good marketing strategy that works well for brands that aim to target 6-12 years age group. Karma has a 'Buddha theme' on some of its packaging, which is a good theme for baby boomers and millennials, however not as attractive as a snack for kids. It will be great to make slight variations to the product and associate it with an animated character.

This will be a parallel line launched for kids and can be called "Karma Kidzy" (**Fig. 3**). The findings of the research suggest that new packaging solutions offer the prospect of improved functions in the supply chain, delivering protection and preservation before reaching the ultimate customer. It also offers improved opportunities for better information and communication with consumers (Rundh, 2013).

A brand's image and personality are highly characterized by its extrinsic attributes, such as packaging, pricing, and marketing tactics (Lumen, n.d.). Karma brand's intrinsic characteristics, such as the design and shape of the product, are well-grounded; however, there is more need to focus on the extrinsic attributes.

9. Brand Positioning

9.1. 4 P's

An in-depth analysis of the marketing mix will help to determine new marketing options in terms of price, product, promotion, place so that Karma will be able to offer a specific customer demand.

PRODUCT- the brand Karma is a plant-based snack category that offers the product in five ranges, that is Blueberry Blast, Cocoa & Orange Zing, Pecan Pick Me, Cashew Chew-Chew and Minty Mingle.

PRICE. A single bar is priced at €2, while some retailers do offer some discounts on purchasing several bars. Some competitors provide bars in the same product category at lower prices that favorably compete with Karma Bars. The brand needs to adopt a cost-based pricing strategy in order to occupy a more substantial market share of the snack bars category.

PROMOTION. The brand is primarily promoting through digital marketing and has employed, with a decent website that neatly presents the brand message. Karma has also attempted a promotional strategy through recipe creation that involves Karma bars. However, the brand message is not loud in the market. There is a lack of an intense online marketing strategy for the brand, which is preventing the company from reaching its full potential. Such an approach would include the creation of product profiles, content marketing, social media campaigns, promotion through influencers, and bloggers.

PLACE. Currently, the product is available at major retail supermarkets, like Tesco and SuperValu. However, Karma has the potential to tap the online snack market. Karma's official website offers an online purchase option with a comparatively cheaper pricing strategy, allowing consumers to buy 18 bars pack at €19.99.

10. Strategy & Plan

The strategy based on the comprehensive analysis of primary and secondary research conducted to gain an in-depth understanding of the product category and the brand

Karma itself and to explore the brand's full potential in Domestics as well as International markets.

The strategy developed aims at increasing the offline revenue and to kickstart an online marketplace for Karma bars. The strategy consists of three main components:

-Online Retail

-Marketing

-New Product Development

10.1.Online Retail

Launch of online sale of Karma bars in the flourishing Indian virtual markets. The online retail is discussed in terms of A. Domestic Market

B. International Market

A. **DOMESTIC MARKET**

As per a Mintel Report (2019), about 58% of the Irish consumers are snacking 2-3 times a day (Gavin, 2019). 31% of Irish people snack when they are commuting or traveling, with another 23% snacking while shopping and 19% getting their fill when at a live entertainment event (Mintel, 2019). As a reason, consumers are looking for healthier options with an increasing demand for more healthy snacks that can be substituted for the nutrition that was found at mealtimes in the past (Mintel, 2019).

The prospects of E-Commerce of Online Retail in Ireland look strong as per the Euromonitor International Report (2020). Competition is also expected to grow for overall grocery in online retailing. A large online market share in Ireland occurs cross-border sales, with a significant share of these sales coming via websites from the UK, especially Amazon. Amazon maintains its lead, despite not having an Ireland-specific website, while SuperValu and Tesco are major grocery retailers in Ireland that operate online (Euromonitor International, 2020). The Irish government is also providing support to move online retail. Other prominent online portals popular for bars include Discount Supplements (discountsuppliment.ie), HP Nutrition (hpnutrition.ie) and Barron's Supplements.

The Domestic market retail sector shows good prospects for the snack segment to penetrate the online market, so it will be great to kickstart the online retail through portals, such as Amazon, Discount Supplements and HP Nutrition.

B. **INTERNATIONAL MARKET**

India, one of the booming Asian economies, offers tremendous opportunities for global companies (Roll, 2009).
Research shows the Indian commercial landscape as a nation of 1.2 million affluent households growing at a rate of 20% per annum. As per the research, 40 million middle-income families with an earning of US$20,000 - US$45,000 (adjusted for PPP) and around 70% of the population below 36 years of age (Roll, 2009). Hence, the market emerges to a nation with immense opportunities for foreign food brands for snacks.

The potential for the Karma brand to grow in this market is explored through both primary (interview of managers at two major snack retailers) as well as secondary research. India is the top fourth nation to generate most of the revenue in the Confectionary and Snack segment, with a market volume of US$54,001million (**Fig. 4**) (Statista, 2020).

The two major retailers that were interviewed were Dayal House (Jammu) and Monika Indian Groceries. Both the retailers are popular for selling fancy foreign products in the snacks category, like savory seeds snacks and some fancy drinks from Thailand, roasted nuts and chocolate-coated dates from Middle east, and some healthy snack bars from brands like General Mills India Private Limited, Naturell, Kellogs Nutri-grain bars, Clif Bars and Company and Eat Anytime (https://theweekendedition.com.au/stumble-guide/monika-indian-groceries/). Products do well at their store; however, they said that the price could be an obstacle. They explained that most of the health bars they sell range between Rs. 40 and Rs. 100. If one Karma bar costs €2 (approx. Rs. 160), then price could be a challenge, but otherwise, their customers tend to open to try new products of European provenance. Managers from both stores claim that the retails sector faces the highest competition in the snack category from e-Commerce platforms, mainly Amazon. However, they still hold a good percentage of the offline market share. On further investigating the online market, I found that India is very open to online purchasing of the bars, as most of these players are successfully selling through their e-retailers, such as Amazon India, Bigbasket, Flipkart, and Healthkart, while some also sell through their web portal (Mordor Intelligence, 2019a).

E-commerce has transformed the way business is done in India. To increase the participation of foreign players in E-commerce, the Indian Government also hiked the limit of FDI in the E-commerce marketplace model to up to 100 per for B2B models (IBEF, 2020). **Fig. 5** further shows the advantages of penetrating the Indian market through E-commerce.

10.2. Marketing

The process of launching Karma in the Indian market is divided into different phases:

10.2.1. Selection of Online marketplace.

Online platforms that are Amazon India, Flipkart, Snapdeal being the top sellers in Online snack retail. According to *Economic Times*, Amazon and Flipkart had been neck and neck in terms of GMV until FY18, when Amazon took over the lead with GMV of USD 7.5 billion as compared to USD 6.2 billion for Flipkart (Times Now News, 2018). As a reason, Amazon India has been identified as the most apt online retail platform for penetrating the Virtual Indian Snack market.

10.2.2. Selection of Offline marketplace.

The research focuses on destinations that are hubs of IT companies because of that, where we can better target our audience. The vision is to reach those spaces that are visited by our target audience (Old teens, 25-40 corporate burnout and young moms). For this, a handful of cities were selected, such as Mumbai, Delhi, Kolkata, Bangalore, Hyderabad, Chennai, Ahmedabad, Pune, Surat, and Vishakhapatnam. Out of these cities, I was researching for those cities that have top Universities and Engineering Colleges like IITs and also have flourished in the IT sector. Such cities accommodate the highest numbers of well-earning, busy corporate employees, and accept lakhs of student intake for higher education. Following these parameters, I identified Delhi, Mumbai, Pune and Bangalore for the launch of the Karma brand (**Fig. 6**). Delhi is the second most developed Indian city with prestigious academic institutions that attract lakhs of students from all over the country every year, and the city is also one of the biggest IT hub in Northern India. This shows that the city has a very high youth population owing to employment migration and academic migration (Mukherjee and Das, 2013). A similar trend is also noted for Mumbai, The financial capital of India. Bangalore is identified as a target city, as it is the IT hub of India. Bangalore is the center of the technology industry, notably ICT), and several large multinational technology corporations opened offices there. Due to the growing number of technology, software, and telecommunications companies, The city is also known as the Silicon Valley of India (Encyclopedia Brittanica, 2018). The IT boom in Bangalore attracts a lot of young engineering talent and even youth from other educational backgrounds. Likewise, Pune is also a hub of mid-level IT companies and invites youth for its top management schools.

Since these cities accommodate the maximum higher education students and corporate employees, these hold most of the consumers that I aim to target with my strategy through Amazon sales.

10.2.3. Introducing Karma bars to Indian consumers through popular influencers and bloggers.

Blogging has emerged as one of the most efficient online marketing tools for businesses in all sectors. Studies show that more than **75% of netizens follow blogs,** which means that about by 346 million people across the globe follow blogs. In India, food blogging has become a lucrative profession for food connoisseurs, since bloggers perform an essential role in consumer engagement and attract business by reaching out to the target audience (Bharech, n.d.).

As part of my strategy, I have identified 3 prominent bloggers that cater to their audiences with guidance on healthy foods, healthy lifestyle, organic foods, vegan foods.

1. Natasha’s Instagram page ‘organicandhapy’.

Natasha’s Instagram page ‘organicandhappy’ has over 79.6k followers and posts entirely about healthy eating, and shares convenience-driven vegan, organic recipes. If such influencers share recipes using Karma bars or even share videos of a review on Karma bars, such a move can create a buzz among netizens and incline the followers, especially young working mothers, to order the bars online on Amazon.

2. Natasha Bhatt's "My Little World of Makeup'.

Blog by Natasha Bhatt "My Little World of Makeup', which caters women audience explicitly, has a specific category in her blog entirely dedicated to Snack Bars, the blog gives detailed insights on energy bars, healthy foods, snack bars, yoga bars and labels (Bhatt, 2016).

3. Fit-Shit.

Shashank's blog 'Fit Shit' is trendy among fitness lovers and the blog delivers a variety of healthy lifestyle-related content (Fit Shit, n.d.).

The blog goes into detail about the following topics:

- Best and Worst protein bars in India
- Product reviews
- Diet and body basics
- People's transformation stories
- 6 weeks of Intermittent diet
- How to read nutrition labels on packaging

It will be excellent for Karma to be introduced to Indian consumers by such influential personalities and likes of Shashank and Natasha.

10.3. New Product Development

10.3.1. Creation of a bar customized for kids, with slight change product size and ingredient and with a major change in the product packaging for children, for the Indian market.

Since young mothers form a significant segment of the target consumer, we still need to identify the product as the right fit for the final consumer, which is the children.

Karma will need to differentiate the product slightly when trying to attract a lower age group, such as kids. Though the product is quite fulfilling in itself in terms of ingredients, nutritional content, and taste, still the brand can sell itself to the younger audience through visual marketing, as visuals have the most definite impact on children's minds.

The visual marketing strategy that works well for brands that aim to target the 6-12 years age group.

Karma has a ‘Buddha theme’ on some of its packagings, while other packs just show colorful images of fruits. This is a good theme for baby boomers and millennials; however, it may not look as attractive as a snack for kids. It will be great to make slight variations to the product size and associate it with an animated character.

Bringing a new ‘healthy candy’ like concept associated with a cartoon character that personifies traits like strength and health is a great strategy to attract children’s attention. One such popular character is Popeye- The Sailor Man, as young mothers are also familiar with the style (**Fig. 3**). This will be a parallel line launched for kids and can be called “Karma Kidzy”, as shown in **Fig. 3**.

10.3.2. Bite-sized samples for store retailers, influencers, bloggers and to be given as freebie along with the product for a limited period (Flash Sales).

A crucial aspect of the strategy is to introduce bite-sized Bars. This will serve different purposes in terms of promotion, for flash sales. These bite-sized packs can be attached and given as freebie along with the actual product, during the initial launch of the product for a limited time period of two months. Assuming, if a consumer buys the Blueberry blast bar through Amazon, the brand can provide the user with a bite-sized sample of Cashew Chew-Chew. This will serve two purposes; first, the offer of a free sample will attract the online buyer, especially if the buyer knows that the offer to avail a free sample is only for a limited period. Second, this will make the buyer familiar with two of the Karma flavors on buying just one flavor. Hence, consumers will become more and more familiar with different Karma flavors.

10.3.3. Cultural customization of the product packaging.

Food brands generally strive to maintain their brand values and their message well defined across markets. However, when selling in a different continent, the cultural difference can drastically impact the performance of the brand. Hence, aesthetic customization becomes fundamental for a food brand in cross-cultural situations (Roll, 2009).

Though the Indian market offers tremendous opportunities for global companies, the region's firmly embedded cultural heritage poses challenges for foreign brands.

Hence, it is imperative for brands to simultaneously customize the product to the local culture and manage to retain the authentic brand identity and deliver their original purpose. For this, food brands often modify their offerings in terms of appearance, packaging, and taste in order to appeal to the local tastes and preferences (Roll, 2009).

Since Karma already offers a product that is vegan, organic and raw, there is nothing much to change about the product's intrinsic characteristics, such as the design, taste, ingredients and shape of the product. Also the brand's name "Karma" is likely to play a very positive role in fitting the Indian market, as the name finds its origin in the Indian Hindu philosophy of Karma (□□□□), that denotes the cycle of cause and effect- what goes around comes around!

However, we can still increase the probability of Karma being accepted by Indian Consumers by making a small change in terms of packaging. I have slightly modified the bar's packaging style. In this design, other elements of the packaging remain the same as in the original brand name Karma is printed in Indian scriptures (**Fig. 7**). In the new packaging, the Brand name is still published in English, but the alphabets are written in Hindi style Samarkan font (**Fig. 8**).

All these elements combined will make the brand more appealing and relatable for Indian consumers.

11. Promotion (Activation plan of 6 months)

11.1. Social Media Promotion (Ireland & India)

- YouTube
- Instagram
- Facebook

Social media marketing is one of the most efficient ways to launch and promote a business in the online marketplace, and to reach the target audience.

This mode of marketing allows the seller to create online ads and sharing content on their social media page that drives audience engagement.

The budget allocated for the selected three platforms is as follows:

	Facebook	**YouTube**	**Instagram**
Monthly Ads	€1,000	€1,000	€1,000
Monthly campaign management	€1,500	€1,500	€1,500
Total for 1 month	1,000+1,500= **€2,500**	1,000+1,500= **€2,500**	1,000+1,500= **€2,500**
Total for 6 months	2,500×6= **€15,000**	2,500×6= **€15,000**	2,500×6= **€15,000**
GRAND TOTAL	€1,500 + €1,500 + €1,500 = **€45,000**		

11.2. SEO

Search Engines Optimization is the process of increasing the visibility of a company's website to users of a web search engine by improving the quality and quantity of website traffic (Word Stream, n.d.). Google search engine works on an extremely complex algorithm that detects high-quality information, which is closest to the searcher's input. Hence, it is essential to maintain each page of the website highly optimized. In this strategy, the budget allocated for SEO is €1000 per month. The SEO will be conducted in three phases for 6 months:

- Phase I- September 2020
- Phase II- December 2020
- Phase III- February 2021

This implies, €1000 × 3 = **€3,000**. Hence, SEO will take up €3000 from the budget.

11.3. YouTube Influencers

Popular YouTubers with a vast following base can stir a buzz among netizens through their reviews, DIYs, and recipes.

This strategy will be used for both domestic as well as the Indian market.

- Ireland. This mode of the promotion will be conducted in 3 phases over the period of 6 months, i.e., in September 2020, November 2020 and February 2021. Estimating the charges per blog in Ireland to be €450, this amounts to total **€1,350** for Irish market (450 × 3 = 1350)

- India. Three YouTubers identifies for this task is Rubisco Talks, who is known for uploading content about snack bars and deliver product reviews. Estimating the cost per video to be around €150, this amounts to **€900** for 6 months, which means 6 promotional YouTube videos in 6 months (150 × 6 = 900).

The total amount allocated for YouTube promotional videos accounts for (1,350 + 900) **€2,250.**

11.4. Blog marketing

Blog marketing will be used for both domestic as well as the Indian market.

- Ireland. Blog marketing will be conducted in 3 phases for 6 months, i.e., in September 2020, November 2020 and February 2021. Estimating the charges per blog in Ireland to be €350, this amounts to a total of **€1,050** for the Irish market (350 × 3 = 1050).
- India. Each of the three bloggers identified for the Indian market will conduct the marketing on their platform once every month (6 times) for 6 months. Estimating the cost of blog writing to be around €100, this amounts to **€600** for 6 months (100 × 6 = 600).

Total amount allocated for blog marketing accounts to (1,050 + 600) **€1,650**.

11.5. E-mail marketing

E-mail marketing is considered to bear one of the highest Return on Investment in the online marketing channels used. E-marketing will be especially useful in this strategy to attract customers by mailing them with discount vouchers and to send automated e-mails to the customer for the Abandoned Cart Recovering. The budget allocated for e-mail marketing is €600 per month, which accounts for a total of **€3,600** for 6 months (600 × 6 = 3,600).

11.6. Article Marketing- Health Magazine 'Krunch'

Article marketing through health and fitness magazines can be a very efficient tool in promoting health snack bars in the Indian market. For this purpose, a popular Health and Fitness magazine name "Krunch" is identified as an apt platform to attract young readers, especially mothers who look for health tips and diets. The cost per insert in the magazine is estimated to be €750. On printing article in this magazine once every month for six months, the cost amounts to a total of **€4,500** (750 × 6 = 4500)

12. Budget Allocation

Modes of Promotion	**Time period (1 Sept 2020- 28 Feb 2021)**	**Location**	**Budget Allocation (Ireland)**	**Budget Allocation (India)**	**Total**
Digital Promotions (Instagram, YouTube, Facebook)	Sep 2020- Feb 2021	Ireland and India	Facebook = €15,000 Instagram= €15,000 YouTube= €15,000		**€45,000**
SEO	Phase1-Sep 2020 Phase2- Nov 2020 Phase 3- Feb 2021	Ireland and India	€1,000/ per month = €3,000 for 3 months		**€ 3,000**
YouTube Influencers	India- all 6 months Ireland- 3 months (Sep 20, Nov 20, Feb 21)	Ireland and India	€1,350	€900	**€2,250**
Bloggers	India- all 6 months Ireland- 3 months (Sep 20, Nov 20, Feb 21)	Ireland and India	€1,050	€600	**€1,650**
E-mail marketing	Sep 2020- Feb 2021	Ireland and India	€3,600		**€3,600**
Magazine (Article Marketing)	Once every month for 6 months (Sep 2020- Feb 2021)	Specific to India	-	€4500	€4500
GRAND TOTAL					**€60,000**

13. Conclusion

This strategy report is a compilation of the research work conducted during the different phases of this project, including research plan and research report based on the findings of the primary research, secondary research and a holistic market analysis. The report is also based on the findings of various analytical approaches, like SWOT, Pestle, Porter's 5 forces, and 4P's. The brand's performance was found to be doing unwell in the current scenario and the primary cause behind the bad performance is poor marketing and brand unawareness. Though being a brand with great potential, Karma has failed to create an impact over consumers' minds and win loyal consumers.

The online marketplace is found to be an immense source of opportunities for Karma, as the virtual platform allows the brand to tap into the global market unexplored so far and reach a wider audience. On researching the global marketplace, India was found to be a potential target destination for this product category. After further analyzing the economic landscape of the nation, 4 major cities were identified as our target market, i.e., Delhi, Mumbai, Pune and Bangalore. These are cities of India that attract maximum youth from all over the nation because these cities are the IT hubs of India, so they have a flourished corporate sector that invites employees from other regions. These cities also accommodate students from all over the nation and international students, due to the presence of the most prestigious universities and colleges. Hence these cities are home to the students that rely on snacks QSRs and young well-earning, busy corporate employees that include young working mothers. Based on all these insights drawn from the secondary research, I found that these are the hubs of our target consumers and the strategy is designed to reach these places. As part of the strategy, there is also need to modify the product to build more relevance with consumers. For this, a parallel line of Karma bars, named as 'Karma Kidzy' will be launched after a slight variation in the packaging and a reduced bar size to suit the children. Cultural customization is also an important part, as the product needs to look relevant to the Indian audience and find acceptability in a culturally different market.

The strategy aims at penetrating the online retail marketplace. For the Ireland online market, Discount Supplements (discountsuppliment.ie), HP Nutrition (hpnutrition.ie) and Barron's

Supplements were identified as suitable online sellers for Karma bars. While for the Indian market, research shows Amazon India to be the right seller for our product category.

For this reason, a significant portion of this strategy focuses just on promotions and marketing. The given budget of €60,000 has entirely been allocated for brand promotion through various modes, such as social media marketing, blog marketing, SEO, website marketing, article marketing and reaching the consumers through influential YouTubers. All these different marketing methods are an attempt to reach the audience directly and visually and tell them about the brand message, values and story.

14. Appendix

Fig. 1.

QUESTIONNAIRE FOR ONLINE SURVEY

1. What age bracket do you fall into?
2. What is your gender?
3. What is your occupation?
4. Do you follow any of the below mentioned diets?
5. How often do you purchase and consume health bars (fruit & nut bars/ protein bars/ cereal bars)?
6. At what occasions do you generally consumer snack bars? You may choose multiple options.
7. Rank the aspects, such as **Taste**, **Nutritional Value**, **Sustainability**, **Value for price** and **Ingredients** from 1 to 5, in terms of what you prioritize the most while purchasing health bars to the least considered aspect. (where 1 stands for the factor you consider the most important and 5 for the least imp, while you buy)
8. What are the primary ingredients that you look for in your bars?
9. What nutritional value do you look for in your bars?
10. Are you familiar with the brand Karma- eat right, live right?
11. If you answered Yes for the previous question, then kindly rate Karma bars on a scale out of 10 for the given parameters.
12. Would you buy health bars through online retail?
13. If you answered No for the previous question, then what could be the possible reasons? You may choose multiple options
14. Would you replace your energy/protein bar brand, if another brand offers a similar product at a cheaper price, but is not as sustainable in terms of sourcing and of packaging?
15. If you were a parent, and knowing about the health aspects (natural cold pressed fruit and nut bars) and sustainability aspect of the Karma Brand, would you replace (or attempt) your child's favorite unhealthy sugar-loaded chocolate bar with Karma bars?

Fig. 2

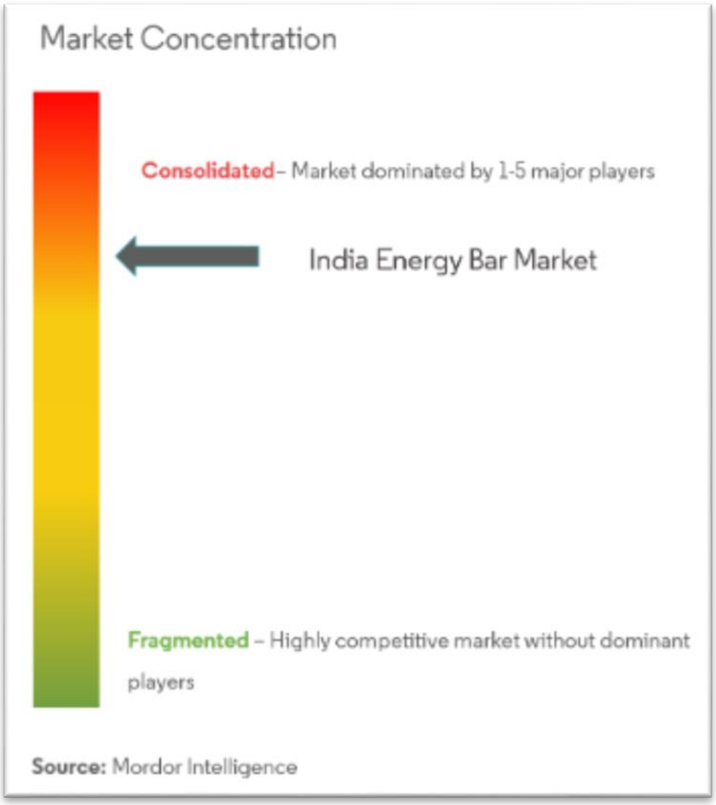
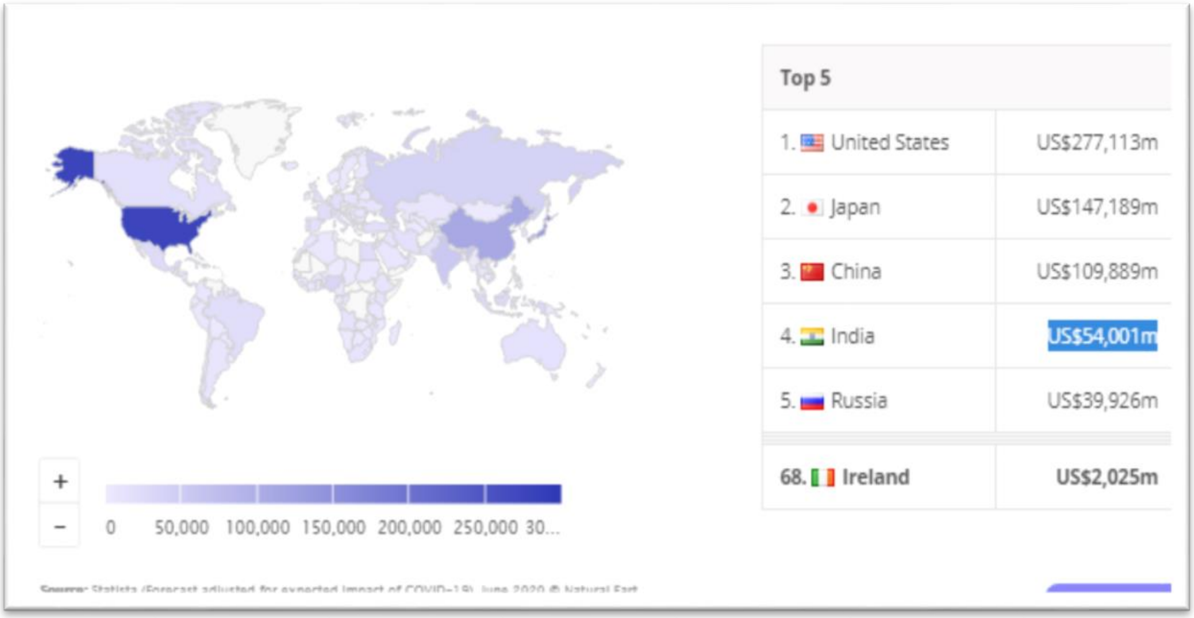


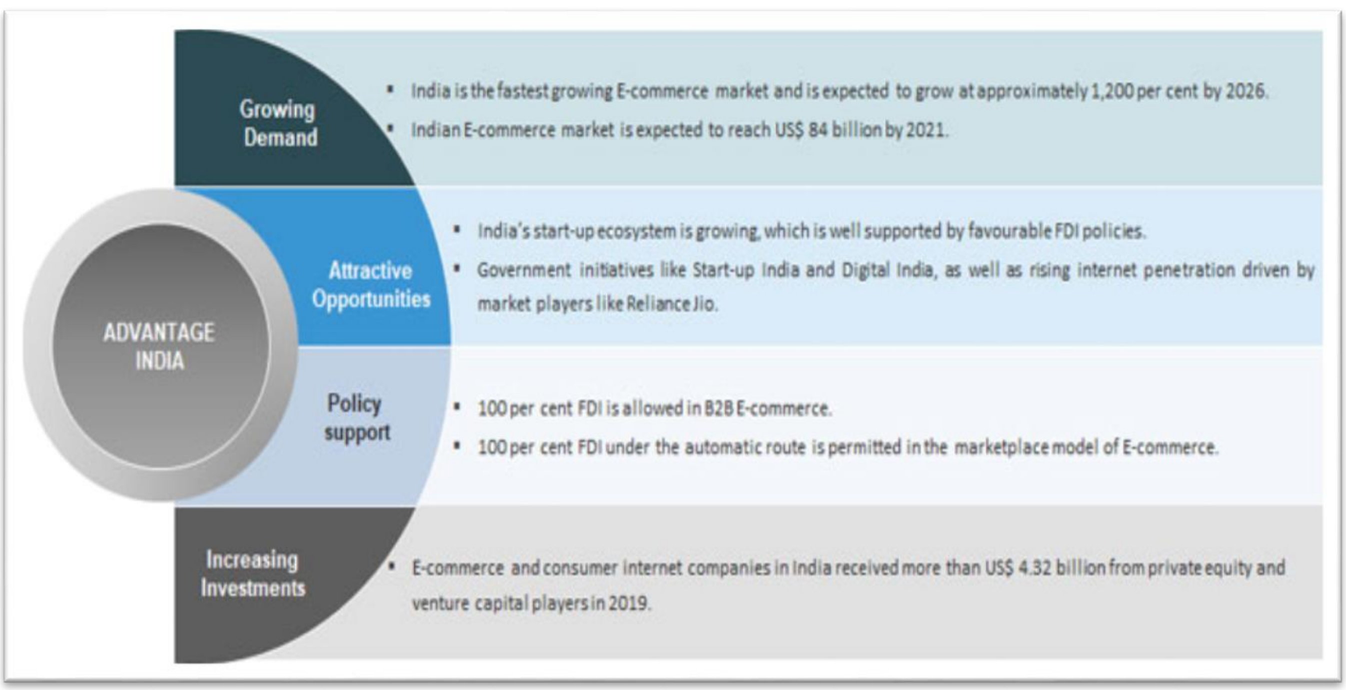
Fig. 3. Karma Range for kids (Karma- Kidzy).

Fig. 4. Revenue generated by leading economies in the Snack category.



(Source: Statista, 2020)

Fig. 5. E-commerce Industry in India.



(Source: IBEF, 2020)

Fig. 6 Top 4 cities identified in India.

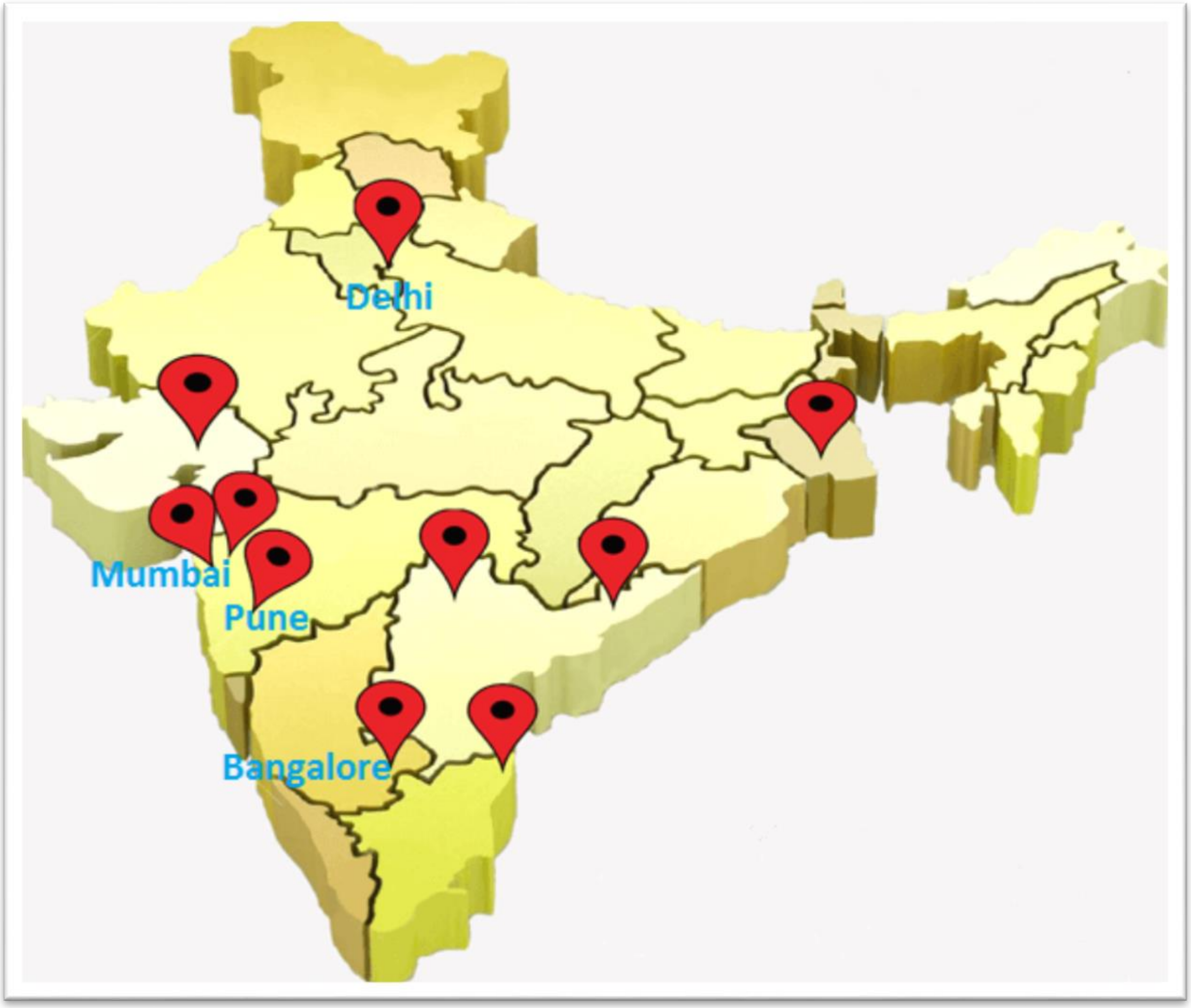


Fig. 7. Customized packaging with Brand name "Karma" written in Hindi scripture.

Fig. 8. Customized packaging with Brand name "Karma" written in English, but in Hindi -Style Samarkan font.

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16. Reflective Learning Section

- **What were your three biggest challenges during this project and how did you overcome these challenges?**

  The first biggest challenge that I faced during this project was to gather adequate data through primary research owing to the restrictions due to pandemic. It was challenging to conduct interviews with mums over the phone and chats, as they were at times unavailable, or the respondents would usually revert very late. So, I had to manage the research with a limited number of respondents that willingly answered the survey. Primary research was especially tricky in terms of market analysis and retailers' insights. There were few days when the lockdown was eased and I got the opportunity to interview two managers at nearby retail stores, however later, the lockdown was again re-imposed. As a result, further research could not be conducted.

  I took significant help from family, friend and friends of friends who voluntarily helped me to get enough responses for the survey by sharing my survey on their social media.

  The second big challenge was to interpret and analyze the findings of the survey and strategically structure them to dram insights and develop a marketing strategy based on those. So, I had to go through a number of online sources to get a better understanding of data analysis and strategy development.

  The third challenge was to adjust to the contemporary situation of isolation that built up a lot of pressure, thereby making the work feel heavier. I tried my best to remain in contact with class peers and friends through social media.

- **What did you learn about yourself?**

  Resilience. I think not just me, but all the students must have learned to rely on whatever is currently available to us and try to make the best out of it.

  Academically, when I first looked at this project, I thought it would be nearly impossible for me since I do not have any business or marketing background and have minimal knowledge of the subject. But I acknowledge that the backgrounds do not lead to the final results. As I conducted the research, at each stage, my ideas gradually started getting clear and the project started taking a direction.

- **What would you do differently if you had to start this project again?**

  If I were to start this project again, I think my plan would take a different direction, since now I have a better understanding of how to conduct marketing research and develop a strategy. Also, I would rely on various sources of secondary research than the ones that I used.

- **What were your key learnings from this project?**

  I learned about different consumer trends in the bar segment of Ireland and that of India. I could compare and contrast the two market trends and perceived a holistic sense of the two markets.

  While developing the strategy, a comprehensive study on the subject through secondary sources helped me to learn about the various marketing techniques that food companies use to promote their brand. For example, I did not have much knowledge of technical terms, like SEO.

  Also, while allocating the costs, I got a better sense of pricings that are involved in the marketing of a brand, since that was a topic that I had never paid attention to before.

  I learned basically how research and data could lead to strategies and shape companies.