



WINNING IN DARK WITH BOURNVILLE: EXPANDING THE DARK CHOCOLATE CATEGORY IN INDIA

INTER B-SCHOOL BUSINESS STRATEGY
COMPETITION

Mondelēz
International
SNACKING MADE RIGHT

CONTEXT



- ❖ Mondelēz International is a global snacking powerhouse with a portfolio of well-loved brands like Cadbury Dairy Milk, Oreo, Toblerone, Tang, Belvita, Ritz. The India business too has a very strong portfolio with a mix of global (Dairy Milk, Oreo, 5-star, Tang, Fuse) & local (Bournvita, Perk, Gems, Shots and Choclairs) brands.
- ❖ MDLZ being present in India for 75 Years, has been delighting consumers with some of the brands being the most loved and trusted in the country
- ❖ Mondelēz has traditionally had a strong play in the milk chocolate category in India over the last 75 years with the flagship Cadbury Dairy Milk brand in India; it has taken the lead on chocolate category creation and driving cultural relevance through occasions
- ❖ Within the chocolate category, the dark chocolate segment (defined with 50%+ cocoa content) has been growing 2X of the category, mainly driven by discerning consumers who love the intense cocoa notes that it promises or those who consume it because of perceived health benefits. The dark chocolate segment holds a lot of potential given that it contributes to just 2% of the chocolate category in India, while in developed markets it contributes to anywhere between 18%-25%
- ❖ Cadbury Bournville was launched in 2008 and was the brand that created the dark chocolate category in India and is uniquely positioned to drive category creation of this segment due to the Cadbury legacy.
- ❖ The category is still nascent in India and the key task is to drive category adoption and to educate the Indian consumer about the codes of the category (% Cocoa, Inclusions, Taste etc.) – and hence drive category penetration

FACTSHEET ABOUT DARK CHOCOLATE

Dark chocolate category is growing 2X of the chocolate category – it consists of broadly 3 segments



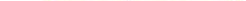
Mainstream brands
(E.g. Bournville, Amul)



Artisanal brands
(E.g Paul & Mike, Mason and Co.)



Imported brands
(E.g. Lindt, Godiva)



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More consumers are talking about dark chocolate

Headroom for growth

Dark chocolate HH penetration in India <5pp

Growing interest

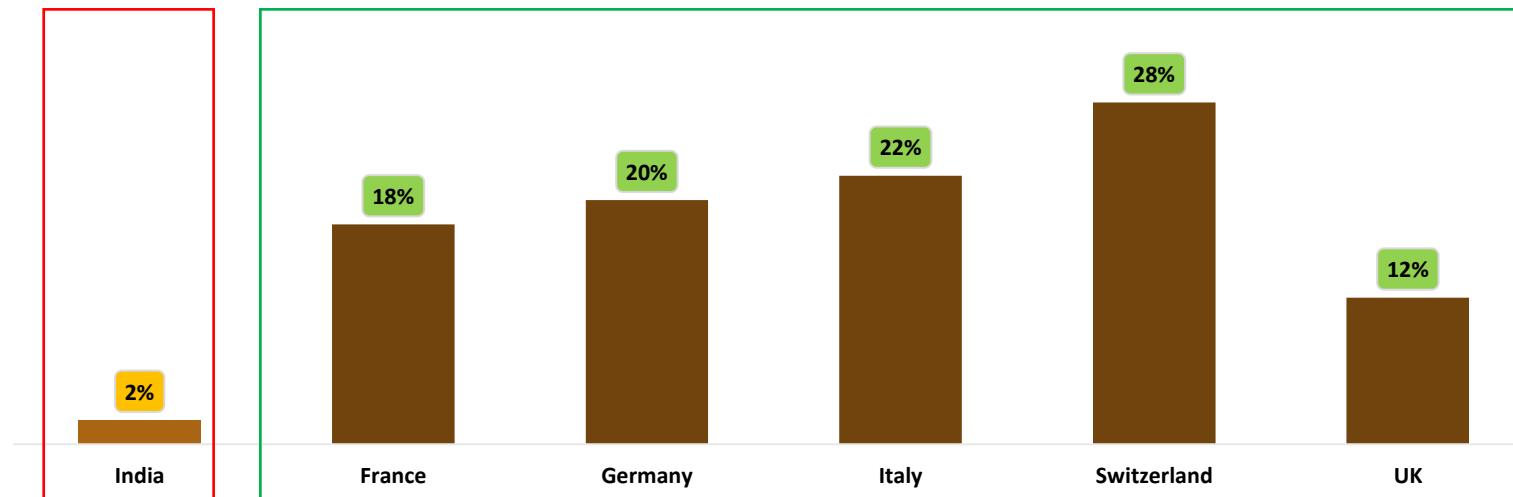
80% of dark chocolate users are new triers

Growing engagement

30% 4Y CAGR in mentions, searches and engagement

Segment holds strong potential to grow

Dark contribution to chocolate category is low in India compared to other markets



THE ASK

❖ UNDERSTAND KEY LEVERS TO EXPAND THE DARK CHOCOLATE CATEGORY IN INDIA

- ❖ EXPLORE THE KEY CONSUMER NEEDS THAT DARK CHOCOLATE CATEGORY CATERS TO BASIS RIGOROUS CONSUMER UNDERSTANDING
- ❖ IDENTIFY KEY CONSUMER CLUSTERS AND SOURCE OF GROWTH FOR THE DARK CHOCOLATE CATEGORY (E.G. HEAVY CHOCOLATE USERS, PEOPLE WITH A REFINED PALETTE, PEOPLE SEEKING PERCEIVED HEALTH BENEFITS ETC.)
- ❖ UNDERSTAND THE KEY TRIGGERS AND BARRIERS TO CONSUMPTION
- ❖ IDENTIFY/ESTABLISH THE FOLLOWING, WITH REASONS/EXAMPLES:
 - ❖ FACTORS THAT INFLUENCE CONSIDERATION AND PURCHASE OF DARK CHOCOLATE
 - ❖ KEY INTERVENTIONS TO DRIVE CATEGORY CREATION THROUGH BOURNVILLE

❖ SHARE YOUR "BIG IDEA"

- ❖ BASIS THE UNDERSTANDING OF THE CONSUMER AND THE CATEGORY, WHAT SHOULD BE THE "BIG IDEA" FOR MONDELĒZ TO BUILD LONG-TERM DISTINCT COMPETITIVE ADVANTAGE FOR BOURNVILLE TO BE THE 'FIRST CHOICE OF DARK' ACROSS THE 4P (PRODUCT, PRICE, PLACE AND PROMOTION)
- ❖ THE BIG IDEA NEEDS TO BE A HOLISTIC PLAN THAT COVERS BOTH KEY SALES AND MARKETING INTERVENTIONS

❖ TELL US "HOW TO WIN"

- ❖ BUILD A SALES AND MARKETING PLAN BASIS YOUR CHOSEN BIG IDEA THAT WILL HELP BOURNVILLE DRIVE DARK CATEGORY CREATION:
 - ❖ POSSIBLE DISTINCTIVE BRAND PROPOSITION THAT ADDRESSES KEY CONSUMER NEEDS TO DRIVE TRIALS
 - ❖ KEY ROUTE TO MARKET INTERVENTIONS THAT DRIVE POINT OF BUY AWARENESS AND CONSIDERATION
 - ❖ KEY INTERVENTIONS THAT WILL HELP BOURNVILLE DRIVE CATEGORY CAPTAINCY AND CREATION - 'BE THE FIRST CHOICE OF DARK' IN INDIA