

INNOVATIVE MARKETING STRATEGIES OF BRITANNIA BISCUITS

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ABSTRACT

The marketing tactics employed by FMCG businesses are well-known, and Britannia is no different from this marketing tactics. Britannia was founded in Kolkata in 1892 with a meagre investment of Rs. 295 and is now a household name in the biscuit industry with a market value of Rs. 12,400 crore. The company, which is well-known for its numerous biscuit brands on the market, provides a vast array of goods (dairy items, packaged foods, and bread) to suit different lifestyles. It makes use of some of the largest digital marketing budgets in the nation to maintain its substantial presence in the Indian market. The study is conducted to determine the innovative marketing ideas of Britannia biscuits by SWOT and Tidd and Bussant Innovation Model. The study also tried to examine the level of satisfaction on the support given by the company towards Retailers. The study also reveals the main three challenge of Britannia and also provide some innovative model for overcoming the challenges.

Keywords: FMCG, Marketing Tactics, Digital Marketing, Innovative Marketing, SWOT.

Introduction

Britannia Industries Limited is a food and beverage-related company that is part of the WADIA group directed by NUSLI WADIA based in India. Britannia is considered one of the oldest firms in the Indian food industry. The company is well known for its biscuits which it distributes in India and 60 other countries worldwide. The products of Britannia are available in close to 5 million retail outlets across the country and also reach over 50% of Indian houses. The company initially produced biscuits in a modest cottage in the heart of Kolkata. The Gupta Brothers Nalin Chandara Gupta, an attorney general, acquired the business where it was still in transit and operated as V.S Brothers. The company gained a considerable profit during World War II since there was a massive increase in the demand for biscuits. In 1971, the company name was updated to Britannia Industries Limited. The company holds 100 years of legacy in the country and created an annual revenue of ₹ 900 million last year. The company has significantly impacted the country because many generations of Indians have grown up with the Britannia brand. The company has made its presence in North America, Europe, Africa, and Southeast Asia. The company has a great vision to enter the market and create its Brand portfolio; as part of this, it has prepaid a strategic expansion plan for one new market or one new overseas country every year. Britannia takes pleasure in the fact that it has upheld the motto "Eat Healthy, Think Better" The company's portfolio contains over 50 % of the importance that the body needs. Britannia is also much concentrated on developing the poor and vulnerable groups. The company set up Britannia Foundation in 2009 and also began to operate in the area of public welfare. (Britannia, n.d.)

Objectives of the Study

- To study about the marketing strategy of Britannia Biscuits.
- SWOT Analysis of Britannia Biscuits.
- To identify the major three challenge faced by Britannia and make good innovation for overcoming the challenges

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Statement of the Problem

The public has a positive perception of Britannia products. The market as a whole benefits more from the Britannia products. Nobody can challenge the reality. However, the sales volume of Britannia products has significantly fallen. Both the producer and the sellers nowadays must be aware of the perception and preferences of the customers about a product. Only they can formulate appropriate policy decisions. In the research area, there is huge competition to increase sales. All manufacturers strive to understand consumer attitudes. But because Britannia is a competitor in the biscuit market, it needs to be aware of the issue and what is causing it in order to boost sales of its goods. For this purpose Britannia Biscuits should identify and analysis it's SWOT and PESTLE.

Research Methodology

Period of Study

The period of study is May 2022 - August 2022.

Source of the Data

Secondary data were collected from websites journal and other publications.

Data Analysis

The secondary data used for the purpose of Tidd and Bussant Innovation Model study, SWOT Analysis and PESTLE Analysis.

Tools Used for Analysis

- SWOT Analysis
- PESTLE Analysis
- Tidd and Bussant Innovation Model

Brief History of the Topic

A company's marketing mix is a conglomeration of several components from the marketing strategy. A minor activity known as segmentation, targeting, and positioning (STP) of its clients is performed when a business decides to promote its products to customers.

Segmentation

To better comprehend and generalise the needs and wants of the buyers, this technique involves grouping them into smaller categories based on shared characteristics. According to the analysis, Britannia's segmentation plan is as follows:

Demographic Segmentation	Behavioral Segmentation	Psychographic Segmentation
<ul style="list-style-type: none"> • Kids: Fruity Rolls, Tiger and treat • Youth: Little Hearts, Cream Biscuits • Adult: Good Day, Cream Cracker 	<ul style="list-style-type: none"> • Benefits: health benefits, all Nutri products, tea time snack biscuits • User Status: Little Heart Biscuit and time pass • Usage Rate: Marie Gold is for high usage rate Customers. • Occasion: Snack, Biscuit, Fruit rolls 	<p>Britannia has evolved to the Indian market and requirements throughout the last 100 years, such as conducting a few successful ads and offering some amazing items based on age group.</p>

Targeting

Targeting is the process that comes after segmentation in which the company chooses which client categories to serve. Britannia has spent the last 100 years not only focusing on the next generation of children, but also on the elderly with a variety of products:

- **Britannia Tiger:** Low cost and for low-income individuals
- **Gold, Britannia Marie:** Biscuits and Family size
- **Fruit Roll Treat:** For children during celebrations and on occasion.

Positioning

The last step of the process is determining the type of communication or position to use when marketing the product after deciding the client the business wishes to target.

Britannia has a variety of trademarks in its portfolio, and it cleverly uses each one to position itself in every market. Check out their clever positioning:

- **Tiger:** Positioning for the mother to choose for kids
- **Little Hearts:** Positioned as snacks for young people.
- **Good Day:** Positioning is as everyday biscuits which brings happiness in everyone lives.

Marketing Campaign of Britannia

- **Kushiyo ki Zidd Kro**

The Brand recently launched a campaign with Bollywood actress Deepika Padukone in which she urges people to pursue their dreams and focus on their goals. This message is simply stated as "Khushiyon ki zidd Karo." Simply put, this message suggests that in order for every day to be a good day, one should strive to be joyful.

- **Bourbon Campaign**

The company created a campaign that is predicated on capturing the wonderful moment with your best friends by focusing on friendship and connecting it to those whose lives revolve around their friends.

- **Britannia Kaho World Cup Jao**

Cricket is the most popular game in India. In order to take advantage of this cultural affinity, Britannia created the "Britannia Khao world cup jar" marketing. The two industries that are the backbone of India food and cricket are combined in this ad.

Analysis and Interpretation

Internal Resources

Internal resources are consistently identified as the economic and productive elements needed to complete an activity or method used for a business to produce the necessary results. Identifying the internal resource will always help the organization do innovative measures for the company's development. The firm's capabilities include human and material resources, and the current position of the Britannia group can be determined by using the analysis of internal resources. The company's capabilities are determined and assessed using a functional classification of the firm's operations. The influence of the internal resource on Britannia will be evaluated by SWOT analysis.

Strength S	Weakness W
Opportunity O	Threats T

Strengths of the Firm

- Brand Portfolio. Britannia covers up to 30% of the market share in the production of biscuits in India.
- Excessive brand recall. Britannia group deals with a variety of products, and the firm has an established market in the country.
- Serving the Indian markets for the past 120 years
- Britannia is the market leader in the bakery sector, which holds above 40% of the total market of bakery products.

Weakness of Britannia.

- Overdependence on Biscuit products. It is analyzed that nearly 75 % of the revenue comes from the biscuit business. Even though the leading brand portfolio is identified in terms of Biscuits, it is clear that the company is over-dependent on biscuits production.
- Dairy Business struggles dairy products add only 5 % to the total revenue of the company
- Excessive use of maida and flour makes the commodities and products of the group unhealthy.
- The group is not producing any unique product to compete with the market.

Opportunities for Britannia

- The innovative measures should always substitute the opportunities of the company; understanding the weakness and the possibilities will significantly impact the firm's revenue.
- Demanding healthier products according to the changing lifestyles. The availability of standard education and access to proper education facilities make the consumer know more about the pros and cons of the products in the market. The company is in its peak time to produce healthy products.
- Enter the foreign market even though the company has created its own space in the Indian Market, the company lacks a proper space in the world market. The company has reached more than 50 countries, and it cannot create its own space in any of these markets.

Threats for Britannia

- With increasing competition, the number of brands is growing rapidly in the market.
- The increasing price of raw materials
- The power of the buyers is increasing.

External Resources

The business mainly depends on external resources for its survival and growth. The strength of the company depends on the external factors of the business. The primary influence from external factors impact the business performance, decision making, and firm competitive strategy. The multiple elements that coin business development are constantly being analyzed by understanding the external factors. The innovative ideas of a company can be correctly identified by understanding the external environment. External factors can be said as the market of the company. Mainly through the knowledge of PESTLE, we can understand the external factors that make Britannia go for the innovative measures.

Political Factors

- Government regulations and deregulations. The administration complies with the guidelines set forth by the World Trade Organization. Both creations of policies and their implementation follow a consistent process.
- Regulatory practices. The country's ease of doing business is improved because it follows the regulatory procedures, which are streamlined with global norms.
- Political Governance system. The country has a stable political system. Britannia Industries can act and formulate strategies according to the stable political environment.
- Proposed Innovation. The proposed innovation will give the firm access to international markets based on global norms and policies.

Economic Factors

- The Federal Reserve's asset purchase program has caused a capital flood on all international financial markets. In such cases, Britannia Biscuits can obtain borrowing at a reasonable rate.
- The high employment rate can impact the firm in two ways it will provide customers for Britannia biscuits production, and secondly, it will make it expensive for Britannia Biscuits to hire talented and skillful employees.
- Proposed Innovation. Providing quality and healthy food supplements will directly make hike the revenue of the business.

Social Factors

- Proposed innovation. The attitude toward health and safety is always concerned as a parameter by Britannia. The proposed innovation will impact a positive stroke for the firm by gaining significant customer attention.
- Education Level in the society. The education level of the social impacts the quality of jobs and the income level of the customers. The high level of education has created awareness of health policies; this will impact the firm's innovative measures.

Technology

- Britannia Biscuits can use digitalization of various processes to overcome corruption in the local economy.
- Research and development. Systematic research and development actions should be framed periodically to understand the market structure and the market taste.

Legal Factors

- **Proposed Innovation**

The proposed innovation. The country has a very transparent legal system; the company will be further challenged or questioned legally through the proposed invention.

Britannia may be impacted by consumer protection laws and even laws governing the protection of intellectual property rights.

Environmental Factors

- Recycle policies. The company manages the recycling policies, and the waste segregation is systematically and recycled.
- CSR activities. The company is always committed to developing society's poor and vulnerable sections.

Three Major Challenges

- **Challenges 1**

Availability of raw material.

The Indian baking industry, especially the leading companies like Britannia, has advantages, including a large population, a plentiful supply of raw materials, and inexpensive capital requirements, including human resources. The fact that India is a central manufacturing hub of essential baking raw materials has put the sector in a favorable position for a long time. There was a considerable amount of profit made by the firm during the initial days of the company because the resources were plentiful. Currently, the fluctuation in raw materials, hefty taxes, and the sector's lack of organization are all considered to be the challenges in this area. The main challenge the Britannia company faces regarding the raw materials is just because they are subject to season variations. The Britannia company used to purchase raw materials from many states of the country. Several states canceled the interstate permits due to the unexpected hit of the Covid 19 pandemic, which made a significant impact on getting the raw materials for the firm. The country witnesses seasonal change every year, and the farmers are not able to predict the upcoming conditions. Additionally, the impact of covid 19 on the production of wheat and grain and the decline in the price of the commodity made the farmers stop cultivation. Several of the said reasons caused a shortage in the availability of products which impacted the market space of the firm. (Entrepreneur India, n.d.)

- **Challenges 2**

The Indian baking industries, small and large scale industries, are facing significant challenges regarding the issue of providing healthy cookies and biscuits. The Britannia Group, one of the biggest industries which serve the nation for an extended period, identifies this as a significant challenge. Multinational companies are invading the markets where the company has its own clear space by identifying the market potential dimension. The multinational companies which have plagued the area of Britannia serve the customers with healthy and nutritious food. Britannia should keep consistency, shape, and flavor for a more extended period. The biscuit must be made firm and sturdy. The materials and resources like trans fats are highly deadly, and in addition to having no nutritional value, they also result in a significant imbalance in the levels of good and bad cholesterol, infant vision issues, nervous system imbalance, other abnormalities, allergic illness, infant diabetes, and infant obesity. Considering this as the sufficient reason for eliminating the products of Britannia, the company is gradually losing the market space. Even though the company is making the outlandish claim that its products are trans-fat-free, this problem and challenges were identified. The consumption of Maida is again causing a significant challenge. Both adults and infants are struggling with this problem. Because there is no roughage or fiber in this flour, it is difficult for the biscuits to move through the intestines, resulting in sluggish digestion and making it challenging for the infants to evacuate feces. Numerous consequences, including anal fissures, vomiting, fecal blood, stomach cramps, bloating, and so forth, can result from constipation. The significant challenge that the company faces regarding finding the market space is this. There should be immediate action taken to prevent this problem. (No Biscuits, Cookies, Only Healthy Snacks in Meetings: Health Ministry, 2019)

- **Challenges 3**

Competition from small-scale bakery units.

Bakery is considered the largest and most profitable business in the Indian Market. Britannia group is one of the country's largest producers of baked products with fully automated facilities. In this case, the challenge faced here is a large number of small-scale bakeries units producing fresh products in the local area. The price of the bakery products that are manufactured in the local area is comparatively significantly less than the products of Britannica bakery products. The people in the country always prefer the local products compared to the products of large companies because of the understanding larger companies are always using flavors and other chemical ingredients to an extent the local and small industries are not found in using such chemicals. The quality of the products that are manufactured in the local bakery units is comparatively very high than the products of Britannia.

Innovation in Action

Innovation refers to the ideas that consist in proposing something new, that is, having a clear and dynamic change in what is already existing. The construction of this novel idea into a matter of something which is tangible. The idea out of the abstract field enters into the physical realm. Finally, the application of this invention, when converted into results for the company, can be defined as innovation. (Tanzania university, n.d.)

The Importance of Innovation

- Innovation is consistently found to be the fundamental and significant element associated with the success of the business.
- Innovative enterprises typically achieve more substantial growth and will be more successful than the firms that do not innovate.
- The enterprises that gain the market share and increase profitability are those that tend to innovate. (Dal,2015)

The four P's of innovation that is largely used by Tidd and Bessant to the innovation types and this are favored by many.

- Product
- Process
- Paradigm
- Positioning

Product Innovation

- Product innovation is either a technological aspect of the factors that concern the market
- The embodiment of an innovation is often observed in the visible functional characteristics of the product. (Tidd & Bessant, 2019)

Process Innovation

- Process innovation refers to the change in the conduct of organizational activities.
- Process innovation adds to the operational efficiencies and improvement in the process innovation; the company may take strategies from identifying the raw material to the delivery of the product.
- Innovations can also be grouped or categorized under business function, and this can be done on the basis of marketing sales, finance engineering, and logistics. (Tidd & Bessant, 2019)

Position Innovation

- Companies often concentrate only on a single product or single audience in the initial stages of their business.
- Position-based innovation also deals with modifications and amendments to how a particular procedure or item is viewed or used. (Tidd & Bessant, 2019)

Paradigm Innovation

Paradigm innovation is characterized by changes in the fundamental models which underpin what the organization does. A fundamental change is how markets or customers view goods or services is required in paradigm innovation. (Tidd & Bessant, 2019)

Identified Innovation

The issue of supplying wholesome cookies and biscuits presents substantial challenges for both small- and large-scale baking businesses in India. Using the innovation process model, the challenges have been searched and mainly identified three challenges regarding raw materials, unhealthy products and finally, challenges from local bakery units. Determining the three main challenges regarding unhealthy and non-nutritional products have been selected. The corporation is steadily losing market share as consumers stop buying Britannia products because they view this as a good enough reason to do so. The company uses no nutritious and unhealthy raw materials to produce biscuits. Instead, the company should identify biscuits and bakery items that can be produced from nutritious and healthy raw materials. The company should be able to produce biscuits out of fiber-rich products such as wheat grain, Raggi grains, and seeds jackfruits. The three particular products are largely available as raw materials in the country's contest. Britannia should remove the Trans Fat from the products, approximately 8500 tones. The company should be able to stop the use of maida and fatty products completely. With the use of wheat grain, Raggi grains and seeds jackfruits, the company can produce healthy products which will create a clear space in the market for them

Leading the Innovation

The importance of business and companies is that all other business elements lie fallow without leadership. Only strong and proper leadership can help the organization to grow or achieve its target. Identifying appropriate and robust leaders can help [the organization maximize productivity and achieve its business goals. (Flaherty & Stark, 2010)

In an innovative sector, it is essential to be having proper qualities of leadership like

- Make explicit the mutual expectations
- Ensure that everyone has apparent goals and performance standards and is familiar with them.
- Are adept at communicating where the team is today and where it needs to be through planning and communication.
- Provide ongoing feedback.
- Establish goals and make sure they have the manager's and their coworkers' full support.
- Make sure that team members and outsiders alike recognize accomplishments
- Promote and strengthen team members' self-belief (Abe & Chowdhery, 2011)

The above-said elements of leadership are vital for the success of the innovation, which is preferred above. To be justified the elements because the company is implementing the plan of action of change to products in a fast way. The change in the quality of standards is a significant task for the entire production team. The considerable hike in the price of the product and production stands as a challenge for the leader. In this case, for this, the leader should have the practical dimensions and technics as the above mentioned. (Wooden, 2005)

For having proper and quality skills, the leader should be able to have effective skills in changing the tactics and strategies according to the changing taste of the market. The innovative ideas should be communicated to the public through strategic planning. The change in the trends and loopholes the company creates should be managed easily. Here we are implementing innovative ideas in providing quality and healthy foods. If the taglines are not conveyed properly, there will be considerable impact or questions from the general public, and that problem shouldn't have happened. The leader should have the proper managerial skill to resolve the issue and challenges. The leader must adopt a change management plan because they know how the global marketplace is evolving concerning where they are and where they want to go. We understand that because of the rapid pace of change in our world, adaptation is the only strategy for surviving. Therefore, enterprises worldwide must grasp change since they must deal with increasingly volatile markets, demanding stakeholders, discriminating clients, and a different marketplace than they did even two years ago. (Abe & Chowdhery, 2011)

A leader must seek out chances for improvement and bring about change to increase performance across the board. Here in the proposed innovation, it is all about risk-taking; the leader of the organization should be able to take the risk, with the knowledge that only the leaders who are ready to take risks will be paid further. It is also a very important factor that the leaders should be able to have a product plan that is a clear idea on producing healthy food for the coming days, and along with that, he should be able to understand the strength of the competitors, unlike the previous days the competition is

easily possible from all over the world because E marketing facilities are much strong. The leader of the proposed change should be able to know what has worked in the past day since in the case of Britannia, the stakeholders of the business welcomed all the changes that had happened in the firm but because if the organization should be strong enough in the market, there should be change taken with all the effective strategies by the leader. (Keller et al., 2022)

More Liked Products of Britannia

Product	Weighted Average	Rank
Good Day	31.4	I
Crackers (50-50)	29.9	II
Marie Gold	22.8	III
Tiger	8.4	IV
Milki bikis	5.2	V
Treat	3.3	VI
Jim Jam trent	2.8	VII
Little heart	1.6	VII
Pure magic	1.2	IX
Nice time	0.8	X

- The respondents have ranked Good Day is more liked product of Britannia.
- The respondents ranked crackers 50-50 as the second leading product of Britannia
- The respondents have ranked Marie Gold and Tiger as Third and fourth leading selling products in the market.
- Nice time and pure magic have very little role in the market.

Findings

The marketing and social media initiatives for Britannia are more concerned with tying together flavour, nutrition, and life's beautiful moments. It has effectively taken up a substantial portion of the market in the dairy, bread, and biscuit businesses. The creation of new products and the promotion of good nutrition and health have also been priorities for Britannia. Similar to this, Britannia has employed famous people and influencers to promote its numerous marketing campaigns.

Suggestions

In order to maintain its market dominance, the business should focus on sales promotion initiatives that will boost Britannia product sales. Programs specifically designed to encourage dealers and retailers for encouraging sales. Retailers ought to be aware of what their customers want and need. The company seems to extend its replacement programme to more retailers. The target customer should receive more offers. The company should be aware of its target customers' awareness. Company might need to offer an increasing number of distributors. Customers must receive the best support possible from the company. Britannia Marie biscuits should be kept in greater supply by retailers because consumers expressly request them.

Conclusion

The innovative measure for Britannia is identified in the report. The company is one leading biscuit and bake industry in India which holds a legacy of 120 years; during the years, the company witnessed several up and down. The company is facing significant and many challenges at present to run. The study mainly identified three challenges and the innovation was proposed on the basis of the same. The SWOT analysis and PESTLE analysis is also supporting the findings that is made above. Both the analysis are strong justification for the proposed innovation. The E market is rapidly growing in the country, and several multinational companies are trying to make its root in India. To conclude, it is the peak time to make the proposed amendment in the production proposes.

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