

Analysis of Communication Mix Followed by Key Brands in the Packaged Breakfast Foods Market

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Abstract: The breakfast market in India had largely been dominated by traditional *nashtaa*. Earlier a cup of tea and biscuits was considered a form of breakfast. But now, the outlook towards breakfast has changed dramatically. Youngsters staying alone are now conscious of the importance of breakfast. With more women having active careers, more families are looking for convenient ready-to-eat, yet healthy options in all meals. The packaged breakfast producers seized the opportunity of targeting the health-conscious urban customers, by giving a lot of importance to the nutrient value of their products. Marketers like PepsiCo, Britannia, Marico, Kellogg's, MTR Foods, Nestle, Dabur, etc. have been able to make some space for themselves at the Indian breakfast table. While many bank heavily on urban consumption to rise on the back of health offerings like oats and muesli, others keep a close eye on opportune ethnic breakfast.

This study focuses at understanding the impact of communication mix in building a brand. The aim of this study is to generate various promotion ideas for a new brand entrant under breakfast cereal- muesli, which has lesser product awareness. The secondary analysis cover areas such as product benefits, price, place, promotions(tags) used for brand recognition. The focus is on identifying the communication strategies through which the functional and emotional benefits are conveyed to the consumers. This study contributes to building of brand awareness for muesli through product packaging, shelf space, pricing and various promotion techniques with the key focus on nutrition levels and health benefits that the product offers.

Keywords: Ready-to-Eat, Marketing strategies, Brand analysis.

1. Introduction

The hustle and bustle around the first meal of the day keeps the Rs. 750-crore packaged breakfast foods (cornflakes, oats, muesli and ethnic) mart on the edge. There is an increase in the level of penetration and frequency of purchase of packaged breakfast. The westernized forms of breakfast cereals, muesli and oats have seen a growth of 15-20% year-on-year while the ethnic food category has seen limited or flat growth. According to the National Food Survey-6 conducted by the Indian Market Research Bureau (IMRB) in 2010-11 on urban households across the top 10 metros, 84% of respondents are aware of cornflakes, but only 47% bought them once or more. For oats, it was 57% and 27%. In the case of muesli, the corresponding figures stood at 31% and a mere 2%. Though various brands of

Muesli are available, the product lacks awareness and is considered as a premier brand. Hence, through this study various promotion strategies are proposed to increase product awareness and penetration level in the Indian packaged breakfast market.

2. Literature Review

Ready-to-Eat food is food that is offered or exposed for sale without additional cooking or preparation, which is packaged on the premises where they are being sold and are ready for consumption. RTE/RTC foods cover the following food categories: Preserved foods like frozen and canned, instant foods (spices, pickles and ethnic easy to cook foods), dried nuts and fast foods. (P. Selvaraj, 2012) [1].

The consumption pattern of food was determined by the demographics, social status and economy of the family. RTE/RTC food were chosen based on the taste, quality, look, marketing, ease of cooking, family structure. Other factors positively influencing Ready to Eat food demand are increase in income level, western culture influence, globalization, travel, ease of preparing within less time and cost effective. (P. Selvaraj, 2012) [2].

Ms. Inderpreet Kaur and Dr. Sukhdev Singh (2013), in their study developed a model for choice of food based on demographics and psychology with respect to Indian market. There is a shift from traditional cooking to healthy ready to consume foods in nuclear families where both the family members are working. Cereal based food corporates like Kellogg's, Quaker, Mohun, Saffola and Britannia are exploiting modern marketing to the maximum to target nuclear families. Increase in income is followed by reduction in cooking time in the nuclear families. With more awareness related to scarcity of food, adulteration in food and unethical practices related to environment and animals consumers are keen about the origins of their food which led to increase in demand for healthy food [3].

In globalization era with intense competition among the corporate, marketers strategize on the efficient and effective ways to communicate the product awareness and consumption benefits (Clow, 2010) [4]. Communication is the basis of

marketing, through which the vision of the organization is promoted internally and externally in a business. Marketing communication has been used effectively to attract the target customers and to gain return on investment. (Shimp,2003) [5].

Advertisement and consumer’s buying behavior have a strong relationship regarding the FMCG’s (Fast Moving Consumer Goods) Oh & Xu (2003) say that mass media have the vital influence on our lives and thinking style. We deliberately put the efforts in our thinking, living styles, and our behaviors due to influence of advertisement [6].

Zain-ul-Abideen and Saleem said that advertisement is a key marketing communication strategy to gain brand awareness and create brand emotion. Consumers buy those brands whose emotional quotient matches that of the consumers [7].

Jakstien et al said all forms of product promotions are used as a major tool in affecting the buying behavior of the target population. Advertisements communicate product information and create an emotional attachment by targeting the emotional, behavioral and psychological quotients of consumers. There is a correlation between advertisements and consumer buying behavior. Due to television ads the demand and price of RTC foods increased [8].

3. Research objectives

From the literature review, we understand the trends related to consumer buying pattern related to RTE/RTC foods and the impact of marketing on the consumer buying behavior related to FMCG. Hence, in this study we try to understand how the RTE products use marketing mix to create a brand equity of their respective brands.

The objectives of the study are:

1. To analyze the communication strategies used by the key brands in the India packaged breakfast market
2. To generate marketing ideas for a new brand entrant under RTC category- muesli.

A. Research Methodology

The exploratory research is done to get insights about the

communication mix followed by the key players of RTC market. For this, data from currently used promotional activities, packaging details are collected and a comparative study is done for the different brands under the breakfast category- corn flakes, oats, ethnic and muesli.

4. Analysis and Interpretation

The packaged breakfast market comprises of Corn flakes, Oats, Muesli and Ready to cook traditional breakfast mix. Cornflakes dominates the packaged breakfast market followed by Oats, Ready to cook breakfast mix; currently, muesli occupies a small portion in the market.

The key players in the packaged breakfast market are as follows:

1. Cornflakes- Kellogg’s and Mohun’s cornflakes
2. Oats-Quaker, Saffola, Kellogg’s, Horlicks, Britannia Healthy start
3. RTC mix- Britannia Healthy start, MTR
4. Muesli- Kellogg’s, Bagrry’s, Express foods, Avesta Good Earth, Dr. Oetker Vitalis, Nourish Organics, Dorset cereals, Jordans.

A. Communication Analysis of Cornflakes Brand

Corn flakes which is widely used packaged breakfast was originally discovered by Kellogg's when treating maize. A patent for cornflakes was registered on May 31, 1895, and came into effect since April 14, 1896. Corn flakes was accidentally formulated during the end of 19th century when the Seventh-day Adventists team ventured into developing a new vegetarian food as advised by the church. Corn flakes was formed from some cooked wheat which was leftover by Kellogg and his younger brother, Will Keith Kellogg, at the sanitarium. Instead of disposing the stale wheat, Kellogg’s brothers tried to make it into sheets of dough using rollers, but it came out as flakes which they later toasted and served to the patients as a healthy morning breakfast. Kellogg’s brand entered India in 1995 with the flagship product: Kellogg’s Corn flakes followed by a wide range of varieties. India is now an important market for

Table 1
Communication analysis of Kellogg's cornflakes

Target customers	Entire members of Indian family as well as niche markets which cover areas such as weight management, digestive regularity and heart health.					
Positioning	Great tasting & nourishing breakfast cereals					
Brand	Functional Benefit	Emotional Benefit	Derived Positioning	Tagline	Celebrity involved	Price
Corn flakes	Full on minerals, fiber, iron- Healthy Start	Breakfast for the whole family.	Nutritious Breakfast	“Sunheri shuruat apno ke saath”		100gms- Rs.32(varies acc to flavours)
Special K	8 essential nutrients 98% fat free	2 bowls twice a day 2 weeks makes people envy at you	Healthy diet for women	“Be Special”	Deepika Padukone	140gms- Rs.48
Chocos	Vitamins, minerals, fiber	Tasty & healthy breakfast for the kids	Breakfast, snacks for kids	“School ke liye ek badiya shuruat”	Karishma Kapoor	125gms- Rs.42
All Bran	Provides 51% of your daily fiber	Feel lighter and more energetic	Breakfast to keep one energetic throughout the day	“Andhar se khush Bahar se khush”		425gms- Rs.140
Mutigrain	Benefits of wheat, barley, brown rice, golden corn & oats	Goodness of grains	Crunchy flakes that tastes delicious			125gms-Rs.40

Table 2
Communication analysis of Oats brands

Brand	Brand Inception				
	Functional Benefit	Emotional Benefit	Derived Positioning	Tagline	Price
Quaker	Pepsico's Quaker made an entry in 2006 in the southern market where branded oats were non-existent by then.				
	Each serving contains 50% of B-glucon (not found in wheat, rice or corn) which reduce cholesterol. Offers wholegrain nutrition	Energy to keep you going. Helps manage weight Smart for your heart	Morning breakfast for a healthier heart. Smart heat challenge-campaign	"SAY GOOD MORNING TO YOUR HEARTS" "Say YES TO LIFE"	400gms-Rs.58 1kg- Rs.115
Saffola	Marico joined the Indian oats market with the launch of Saffola Oats in 2010. Currently one of the top 3 players with 10% share in oats market				
	High in Iron and Protein. Good source of a dietary fibre. Helps you stay fuller for longer High in protein	You won't believe these are oats! A quick, healthy meal anywhere, anytime! Now, your whole family will love eating oats!	Breakfast or a quick snack or a light meal	"The heart of a healthy family" "Do more with Saffola oats" "A delicious way to keep your family healthy!"- masala oats	200gms-Rs.32 400gms- Rs.55
Horlick's Oats	By the end of 2011, (GSKCH) strategically entered the breakfast cereals market with its launch of Horlicks Oats in South India, because the consumption of oats is high there.				
	Helps manage healthy Blood Pressure Helps reduce Cholesterol Helps manage weight	A small change for your loved ones health amidst his unchanged busy life	Heart friendly breakfast	"A small change for a healthy tomorrow"	200gms- Rs.32 400gms-Rs.58 1kg- Rs.125
Britannia Oats	Strong presence with 90%-plus penetration in biscuits and tea, but oats and muesli comprise less than 3%.In early 2011, Britannia stepped in with the pilot launch of Britannia Healthy Start*, a mix of oats and ethnic ready-to-cook meals such as poha and upma.				
	Balanced breakfast 100% Real Veggies Healthy choice	Gives your family a healthy start every day	Healthy start breakfast	"Healthy start, Happy life"	150gms- Rs.45
Kellogg's Heart to Heart Oats	Kellogg's Heart-to-Heart Oats, launched at 2010, is made of wholegrain oats and is targeted at males over 35 years of age				
	Manages Blood Pressure Reduces Cholesterol	Take care of your beloved ones	Heart friendly breakfast	"Because, who knows his heart better than you"	200gms- Rs.32

Kellogg's, after a report from Asia-Pacific business which has mentioned an overall sales growth of 4% in 2011 with 8% increase in its last quarter alone. The below table describes the communication analysis of the key variants of Kellogg's cornflakes in the Indian market.

B. Communication Analysis of Oats Brand

Oatmeal or oats porridge is also called as white oats or stirabout made from ground oat groats. There are different types of oat-meals like ground oats, steel-cut, crushed and rolled.

Regular use of a cup of oatmeal can reduce blood cholesterol because of its soluble fibre content. In the end of 1980s, there was an "oat bran craze" in the US because it was believed that oats lowers cholesterol. But the craze was a fad which ended in the early 1990s. Oats again gained popularity after January

1997 decision of FDA which stated that foods which contain a lot of oat bran or rolled oats can carry a label describing that it could reduce the risk of heart disease when used with a low-fat diet, since oats has beta-glucon in it. Sports people especially athletes and weight trainers consume rolled oats because it contains good amount of carbohydrates and water-soluble fibre which aids in slow digestion and normalizes the blood sugar levels. Compared to other porridge, oatmeal porridge has more of vitamin-B and calories.

Oats is in its budding stage in India, but developing at a fast rate. Out of the country oats is in its matured stage. In India it is consumed by the early birds who prefer healthy foods. In the Indian packaged breakfast market, oats are the rapidly growing category with great potential for growth but has a lesser product awareness. The below table defines the communication analysis

Table 3
Communication analysis of Ethnic packaged foods

Brand	Brand Inception				
	Functional Benefit	Emotional Benefit	Derived Positioning	Tagline	Price
MTR Daily favorite Breakfast mix	MTR Foods holds a 32% share in the ethnic food market. Re-positioned its instant mix portfolio as 'breakfast instant mix', thus pushing it to breakfast segment. It carried out door-to-door sales and trial campaign around 2010 called "Know Your Breakfast", which covered about 200 families in New Delhi and Mumbai. This resulted in an increased consumption of 1.8 packs a month from 1				
	Combined benefits of convenience, health and variety	Provides homemakers with a magical hand to make a special breakfast.	Daily favorites breakfast mix	"Your secret recipe since 1924"	Price range between Rs.25- Rs.200 for 100gm to 1kg based on variety
Britannia Healthy start	Britannia launched Britannia Healthy start under convenience food category at 2011. The product positions itself as a healthy bowl of breakfast with 100% natural ingredients in 5 minutes.				
	Balanced breakfast 100% Real Veggies Healthy choice	Gives your family a healthy start every day	Healthy start breakfast	"Healthy aur yummy breakfast sirf 5minute mein"	Price range between Rs.33- Rs.45 for 150gm to 170gm based on variety

Table 4
Marketing mix of muesli brands

Brand	Brand Description		
	Product	Place	Promotion
Kellogg's Extra Muesli	Kellogg's launched Muesli in the Indian market with its 'No Added Sugar' Extra Muesli in 2012. Positioned as 'Nutritious breakfast for all ages.' with its functional benefits of full on minerals, fiber, iron- a Healthy Start with low Cholesterol and Blood Pressure. With the promotions such as 'Nutrition that never tasted this good' and 'Makes every morning a mouthful of pleasure, providing moments of happiness.', the brand captures the emotional aspect of the consumers		
	Available in 3 flavors: Crunchy Fruit and Nut, Nuts Delight, Fruit magic Contains Californian nuts and raisins	Available in department stores and supermarkets across India	Print ads WOM advertising POP advertising Tagline on Packages -Fruit Magic- "Tastexplosion" -Crunchy fruit & Nut- "Delightfullyummy" -Nuts Delight- "Heavenlicious"
Bagrry's	Breakfast brand Bagrry's started in 1995 and has good market penetration in Muesli. Strength of Bagrry's is in-house packaged brand of the company which manufactures Maida and flour for Nestle, ITC and Domino's and 45 stock keeping units (SKUs) across four categories — oats, muesli, wheat-flakes and cornflakes.		
	1.Crunchy Muesli- Almonds & Raisins, No Added Sugar, Chocolate 2.So healthy Muesli- Almonds & Raisins, Strawberry, Honey 3.Fruit n Fibre Muesli- Apple, Strawberry, Pineapple, Banana, Mixed Healthy Crunch- Almonds & Raisins, Choco Delight 4.More Muesli's-Swiss Style, Light n Crunchy	Available in 130 cities and towns across India, Nepal and Bhutan Presence in the new and upcoming superstores as well the closest general store	Communication: 1.WOM advertising 2.POP advertising 3.Sales promotion Tagline: <i>Life insurance by Nature</i>
Avesta Good Earth	Started in 1989 as a partnership, Good Earth Foods Acquired by Avesthagen in 2005		
	Offers 4 varieties of muesli breakfast cereals (for children, youth, adult and also Diabetic consumers) and 3 muesli bars (for all) Point of difference: 100% natural	Available in supermarkets all over India and also in abroad.	Communication: POP advertising Tagline: <i>Make your muesli fun</i>
Nourish Organics	UK based manufacturer		
	Available in 8 flavors (not all the flavors in Indian market) Point of Difference: Certified under Organic and Food quality management system ISO: 22000.	Available in supermarkets and hypermarkets all over India.	Communication: POP advertising Tagline: <i>Healthy eating for urban living</i>
Dr. Oetker Vitalis	Dr. Oetker Fun Foods which launched Vitalis (Muesli) in the middle of 2011 and claims as India's first crunchy Muesli. Muesli is imported from Germany and it has 4 manufacturing plants in Rajasthan. The company has spent Rs. 50 lakh on OOH advertisements initially in Delhi.		
	Available in 4 flavors. Point of Difference: crunchiness till the last bite	Available in 5,000 retail stores across Mumbai, Pune, Kolkata, Chennai, Hyderabad, Bangalore, Delhi &NCR	Communication: OOH in Delhi alone in 2011 Tagline: <i>The healthy breakfast cereal</i>
Dorset Cereals	UK based manufacturer		
	Available in 11 flavors. Point of Difference: Packaging.	Available in metro hypermarkets all over India and abroad.	Communication: POP advertising Tagline: <i>Honesty, tasty and real</i>
Jordans cereals	UK based manufacturer		
	Available in 8 flavors(not all the flavors in Indian market) Point of Difference: Packaging.	Available only through online	Communication: POP advertising WOM advertising Advertisements (abroad) Tagline: <i>Caring for the british countryside</i>

of the well-known brands in the oats category of the packaged breakfast.

C. Communication Analysis of Ethnic foods brand

Major social, economic and demographic changes over recent years had great influence on the food we eat, and on where, when and how we do so. This has led to nearly 70% increase in the ease-to-cook sector creating a potentially huge market. Convenience foods are foods which are easy to cook, takes less time with reduced spoilage, comparatively long shelf

life but with little loss of flavor and nutrients. These products tend to be used because of less cost, reduced preparation time, variety of flavors, packaging and processing techniques, such as canning, freezing, and irradiation, reduce spoilage and the presence of bacteria in the consumed products; making foods available all times of the year. The table below describes the communication of the benefits offered by the ethnic foods brands.

D. Communication Analysis of Muesli Brand

The national and international brands of muesli haven't yet launched any commercials for muesli. The only advertisement available so far is a print advertisement of Kellogg's Extra Muesli. Hence the marketing strategies of the various brands are discussed here within an exception for Kellogg's for which both the communication and marketing strategies are analyzed.

5. Discussions and Implications

This study of the brand communication imply that all the key players use endorsed brand architecture. Pricing of national brands are low compared to international brands. Also, availability and purchase of international brands is very low due to brand unawareness. International brands are known for its attractive packaging while Indian brands have the same packaging style with an exception of Avesta Good earth. Highly recognized brands like Kellogg's and Bagrry's are available in all the stores while the other brands are limited to hypermarkets across the metros.

6. Conclusion

The Indian packaged breakfast market is proliferating with increase in urbanization. There is an increase in adequacy of breakfast, the tactic is to find a place in the morning breakfast table. From the study it is found that, RTC/RTE brands rely on the communication mix to enhance their brand image and market penetration. It can be concluded that a new brand entrant in the packaged breakfast market should signify its functional benefits as its POP with the key players and emphasize its POD through the emotional benefits communicating through the 4P marketing mix.

7. Recommendations

A. Based on the 4Ps of marketing

Product: The new brand should focus on the nutrition quotient and product attribute to meet up-to the standards of the international brand. Packages of various sizes and ease of storage should be considered

- **Place:** Currently only few brands are available in the supermarkets. Hence the new brand should be made available at all retail outlets and online stores for ease of purchase.

- **Promotion:** POP and WOM are the commonly used forms of promotion for the existing brands of muesli. Hence, the new brand could gain a first mover advantage if the brand invests on Advertisements (TV, Print ads, Celebrity endorsements, use of opinion leaders), Sales promotion (conducting health related campaigns and events), Retail outlet promotions.
- **Price:** To get the better of the premium product brand, the new entrant could provide variants of muesli at par with the pricing of the other RTE products (cornflakes, oats and ethnic).

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