



NORTHPOINT
CENTRE OF LEARNING

DISSERTATION REPORT

UNIBIC
COOKIES

Submitted By
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1. EXECUTIVE SUMMARY

The Indian biscuit market size is huge as 34840 Crs. & growing by nearly 11.9% in YEC 18. In India, cookies contribute highest as 30.5% of all biscuits segments with a growth rate of 12.8%, higher than the growth of the category. Unibic is a company based in Bangalore that mainly plays on the Indian cookie market & grows by 21.2% in YEC 18, almost double the growth in the cookie segment

Unibic is growing with geographical expansion, but for more pie in market share Unibic can use a way to add new consumers by manufacturing cookies specifically targeted towards the elderly. As Indians are ageing with faster rate and elderly generally reduce their intake of cookies due to unhealthy content & various health problems they face.

So, To understand this better and handle the business question, Nielsen's Retail measurement data is used in this research to understand Unibic at distribution level & also to determine geographies for the launch of the new product. Researcher used primary research to understand 'what to manufacture for elderly? Qualitative research carried out in 2 stages, first, to develop a hypothesis while second, after quantitative to deepen consumer behaviour. Quantitative research conducted to check hypothesis

Based on the findings of research, the product should be **protein & calcium** rich, packed in **box with single serving pouches** inside that can be eaten as **in between meals** and **enjoyed as a snack**. Statements such as 'a bite of energy for active lifestyle' & 'Feel good about yourself' can be used to communicate product functional benefits & emotionally connect with consumers respectively. To launch a new product for this segment Unibic can think of Metros in Kerala, Karnataka, TamilNadu & Maharashtra through Grocers & Modern Trade Banners to capture a maximum audience as it's Unibic's current strength. But while entering in to new market Unibic should focus to raise brand awareness amongst elderly

2. PROBLEM DEFINITION

Cookies are utterly trivial but immensely powerful. They are still a great value, relevant at all time of the day – from a breakfast option to a family indulgence on the sofa while watching TV after dinner. You also can dip the cookies in milk, just like how you dip cereals in a bowl of milk. There is a lot of different occasions that will be incremental for the cookie's category. Bread and fried crisps propose the same kind of benefits (anytime, anywhere & ready to eat, multi-ways consumption as with or without milk/coffee/cold drinks) like cookies do, but cookies have huge opportunity especially in the healthier nature of cookies against bread and fried crisps. Healthier products obviously exist in cookies (McVities, Threptin, Nutrchoice and Soffit) or other snack items (Saffola/Quaker oats, soups) but there is huge scope in positioning specifically for a particular segment like here for elderly. Despite expanding portfolio growth can be achieved by more portion packs, more impulse pack, and more premiumization & premium offerings. With the shift to natural, low sugar, no additives etc. consumers are also looking for innovative experiences and challenging flavours which is becoming a new norm.

Background to the problem

Problem of Elderly population- As adults age, their bodies become less efficient at absorbing and metabolising nutrients and they need to take in more nutrients through fruits & vegetables, high starch food items, dairy & alternatives, beans, pulses etc. than when they were younger. This is challenging, however, because Consumers tend to reduce rather than increase their food consumption with increasing age.

Food may not taste as nice as it did before (due to changes in sensory function), Certain foods may become difficult to consume (due to changes in oral health)

Therefore, the older gathering in danger of dietary insufficiencies however, simply attempting to push elders to consume more food is probably not going to be effective, given that their propensity to eat too little is the source of the issue

In all, more encouraging approach is the commercialisation of nutrient-enriched foods for elders, which can build nutrient consumption in the older without bringing down their general energy. These sorts of enriched food should look simply like typical nourishment items or in some cases better.

The problem in current biscuits formulation

Biscuits are a mainstream foodstuff eaten by all; however, they are typically high in fat and sugar that make them "unhealthy". In the manufacture of biscuit dough, it is conventional to use fat. The biscuit market is dominated by short dough biscuits having fat levels in excess of 20%. So, biscuits are an undeniable decision when consumers are approached to lessen their all-out fat intake. So altogether on the off chance that we think about current biscuits, at that point numerous brands have incomparable taste and flavours with less or no nourishing advantages which older individuals can't consume and at another side biscuit which professes to be healthy are mostly not remarkable in taste which limit elderlies from getting a charge out of yummy and healthy cookies.

Difficulties for Unibic

- ✓ With a limited amount of marketing budget, Unibic created awareness in South India. The moment they go to the north, west and east, they would be spending a lot more money & the returns they could get would be much less
- ✓ Also, they don't have a reliant and efficient distribution network north, west & east regions, which they are trying to build and invest in.
- ✓ Brand salience, the moment brand has that, getting distribution at the retail level across SEC A and metro towns that Unibic operates become easier

Industry Expert Interviews & discussions

Qualitative interviews as expert interviews to understand about elderlies' problems, current cookie drawbacks and additional nutrient needs for elderly etc.

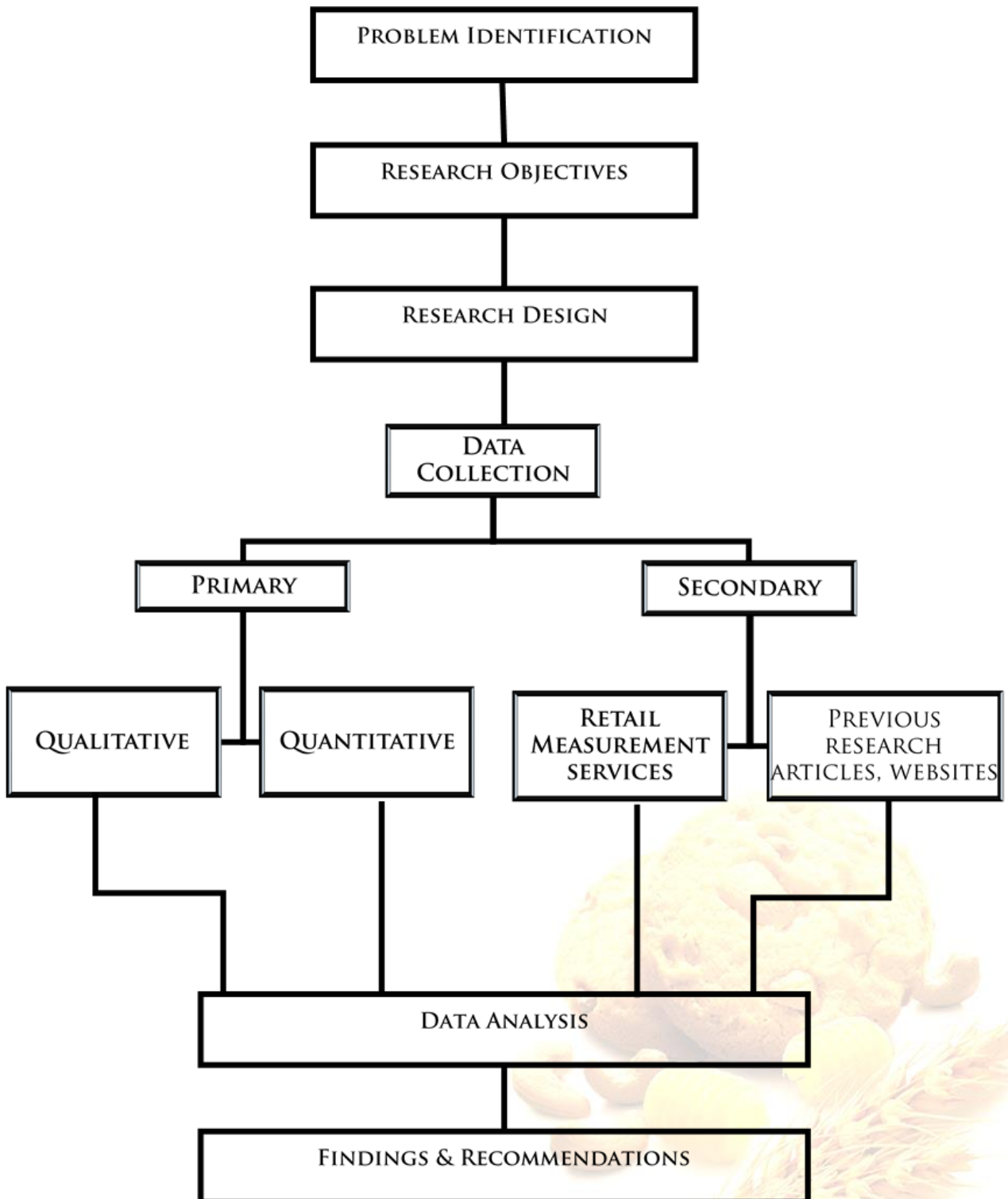
Statement of the problem

Unibic as a Company has been one of the fastest growing confectionary/ baked products category players. The Company has leap frogged itself to being in the top 5 most popular biscuit/ cookies Brand in the Country. They produce in various segments and want to introduce a range of cookies for the aged. How and what should they go about manufacturing to enter and capture this market?



3. APPROACH TO PROBLEM

- Broad approach



Hypothesis

Unibic has huge scope to manufacture & position brand in cookies on the dimension of vividness and indispensability targeted explicitly towards seniors by adding new variant in product portfolio with appropriate understanding of habits, preferences, different expectations, satisfaction & issues (pain points) with current intake of cookies as well other snack items of elderly to tie the knot with nutritional recommendation from dieticians/ nutritionist to come up with **relevant, yummiest and healthiest treat in stuffed in most preferred packaging** which will help to fulfil this cohort's taste buds as well as nutritional need through cookies. After achieving the first and most important step of **getting the product right** Unibic can capture the market by getting the right distribution and right positioning of the product

Research Objective

- To understand associations, habits & expectations from cookies
- To understand other snacking habits and what elderly expect from snacking
- To understand Brand awareness and brand leverage of healthy cookies
- To understand nutritional recommendation from dieticians/ nutritionist to fulfil this cohort's taste buds as well as nutritional need through cookies

Factors affecting research design

Target group for this study is above 60Yrs elderly and it's extremely difficult for them to express, articulate & communicate their say in effective manner so sample is recruited cautiously

Secondary research helped me to define my definition of elderly as above 60 Yrs. and NCCS class to focus on for Unibic (SEC A)

Discussions with course director Mr. Indranil Ray directed me to get Nutritionist in to picture to understand and solve elderly problems in an effective way

4. RESEARCH DESIGN

4.1 Type of research design

The research design is exploratory at first stage to define a problem & get right approach to solve it

Survey based – Qualitative + Quantitative

Qualitative –

In depth interviews

In this project qualitative is used to provide insights & understanding of problem & develop approach. Here one more thing considered is the information needed is not clearly defined, which makes this type of research exploratory study. This study is generally followed by quantitative research, but here used two phases qualitative research as

Pre – It is before making questionnaire to get idea & variables about cookies & habits of elderly with cookies to mention in quantitative questionnaire

Post – It is after preparing questionnaire to understand findings in depth

Expert interviews

In this project, qualitative research is not only done with consumers but also with some experts in elderly diet like nutritionist & Dieticians to understand about elderlies' problems, current biscuit drawbacks and additional nutrient need for elderly

Quantitative –

This is to be done to check specific, hypothesis and examine relationships to assist businesses to determine, evaluate, and select the best course of action to tackle a particular problem. Qualitative findings cannot be used in decision making without quantifying it with numbers. So, findings from research used as input in decision making

Information Needs

Consumer

- Consumers associations, expectations & experiences with cookies
- Likability, Relevance, importance, appeal, involvement, frequency of consumption & buying etc. with cookies
- Pain points with cookies consumption
- How they eat cookies? As snacking or as accompaniment?
- **Consumers general snacking habit and deep dive about preferences, reasons behind preferences etc.**
- Consumers definition of being healthy and health problems faced most
- Shopping habits of elderly
- Brand awareness, Brand Funnel & Brand leverage, Brand perception triggers etc.
- Purchase intent

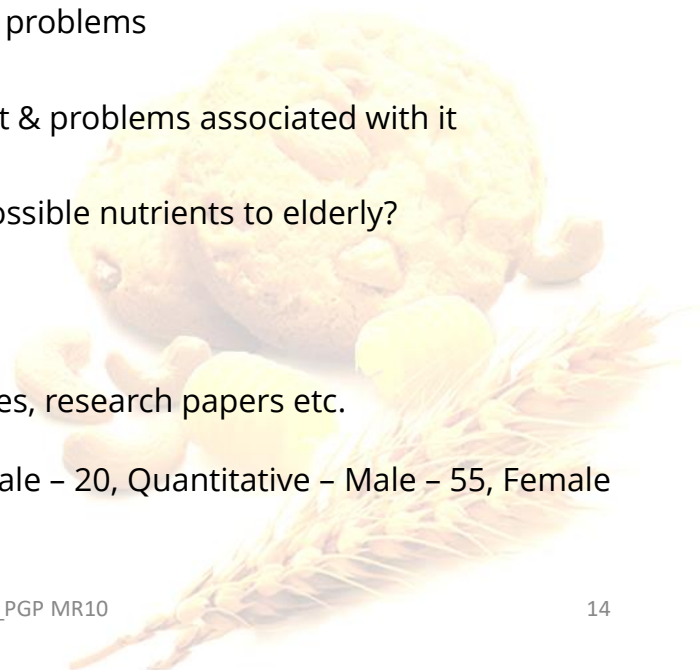
Nutritionist & Dieticians

- Common health problems faced by elderly
- Healthy diet importance in elderly
- Nutrients required for most common problems
- Opinion about tasty cookies in market & problems associated with it
- Which all food items can give most possible nutrients to elderly?

Data Collection

Secondary - RMS Data, Previous articles, research papers etc.

Primary - Qualitative - Male – 20, Female – 20, Quantitative – Male – 55, Female – 55



Target audience

Definition of elderly

- Officially, according to the Maintenance and Welfare of Parents and Senior Citizens Act 2007 a senior citizen is one who is **60+**
- The **Indira Gandhi** National Old Age Pension Scheme (IGNOAPS) is a non-contributory old age pension scheme that covers Indians who are **60 years** and above and lives below the poverty line
- As per ministry of statistics & programme implementation for both the gender above 60Yrs. Population is elderly

Male – Above 60Yrs. Female – Above 60 Yrs.

SEC – A

- User profiles
 - Any cookies consumption (Healthy, normal & both)
- Pen portrait of the consumer

Allen is a 65 Yrs. An old business owner who lives in Bombay with his wife Nancy and their one of kid Albert. Allen spends some of the years in his young age in Powai doing a private job where he was happily working. Allen is a fan of sports and generally spend weekends at the home watching them on TV. He is a club member for oldies club where he prefers to yoga, walk and sometimes gym to be healthy and away from health issues. With increasing age, he is getting really concerned about his health. With sports, his hobby is to experimenting with food and he was a real foodie in young age. He had many types of cookies and biscuits before but everything stops at health nowadays. Taking doctor's recommendation is a regular habit of him now & because of that switched to a lot of healthy alternatives of food. He rarely thinks about eating 'not well for health food' but really missing taste from that product because of healthy aspect but he is more than happy to adopt if anything new brings joy and taste into biscuits for him but keeping health in mind at the same time

Scales Used

All 4 scaling types nominal, ordinal, interval & ratio are used in research.

- Nominal – Gender
- Ordinal – Age group, Education Level
- Interval – Perception of UNIBIC rating as Neutral, agree & disagree
- Ratio – Sales, market share

Questionnaire Development & pretesting

Secondary data through already conducted researches in related fields like biscuit industry, elderly health, nutrition required etc. helped to get broad understanding of topic, TG and then qualitative research was conducted to get variables for quantitative and approach to problem effectively & this helped to build questionnaire effectively. For pretesting, Firstly, used Qualtrics **PREVIEW** function to understand the flow and then Conducted 5 dummy interviews after developing a questionnaire to understand about ground problems and modifications required in the questionnaire

Sampling techniques – Non-Probability sampling

Qualitative Research – Purposive Sampling

Quantitative Research – Convenience Sampling

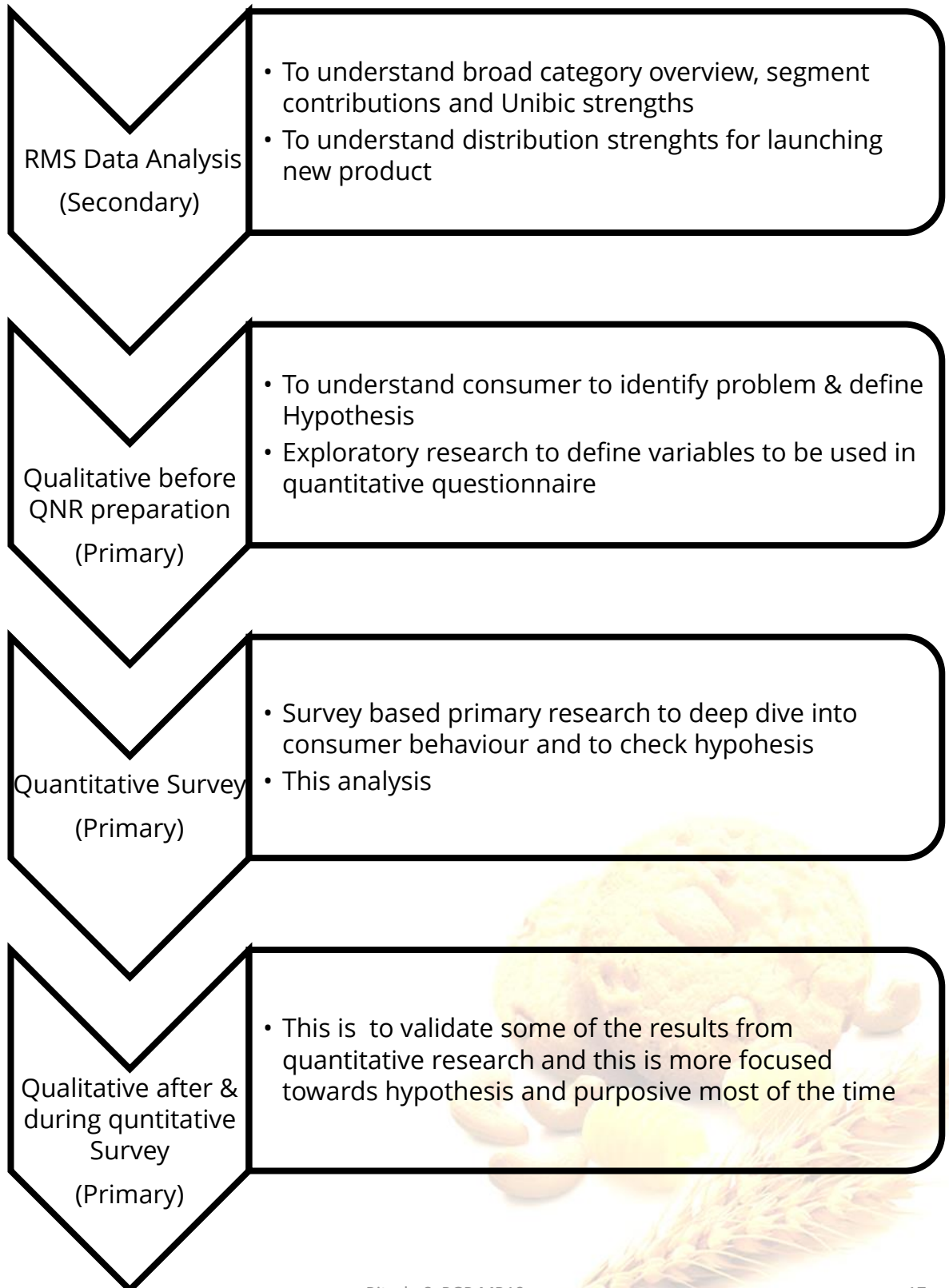
Work

Field work was conducted in **Mumbai. The** Sample was selected near supermarket, morning walk, parks etc. and also some in home interviews were conducted for qualitative research.

Because of less time availability I also distributed link among friends from Bombay and told them to assist elderlies in home to get it filled as elderly can't understand these questions & logics faster, but if someone close is asking them then they tend to give a right and articulated answer

5. DATA ANALYSIS

Plan of data analysis



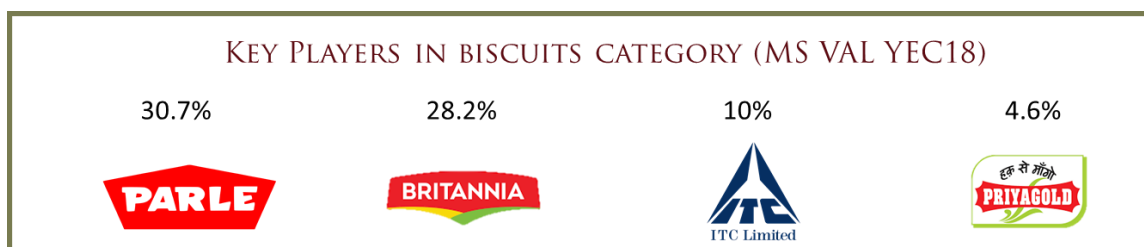
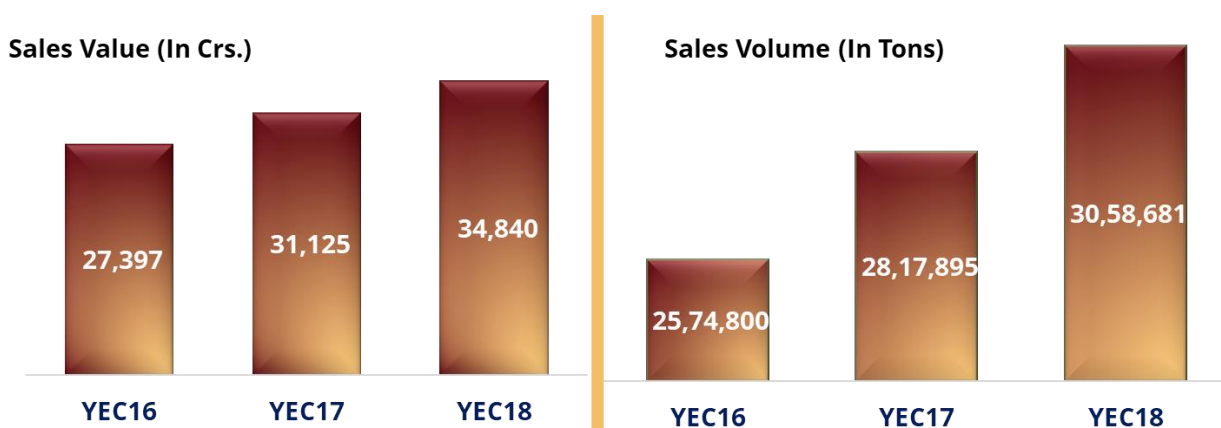
6. RESULTS

SECONDARY DATA ANALYSIS

Analysis of RMS data to approach problem

- Indian Biscuit market (Core & Noncore) –

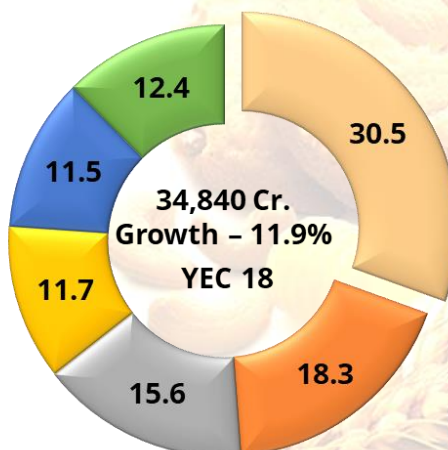
Measured at INR 34840 Crore on MAT Feb 2019 & growing with almost 11.9%



- Segment wise contribution & growth in biscuits

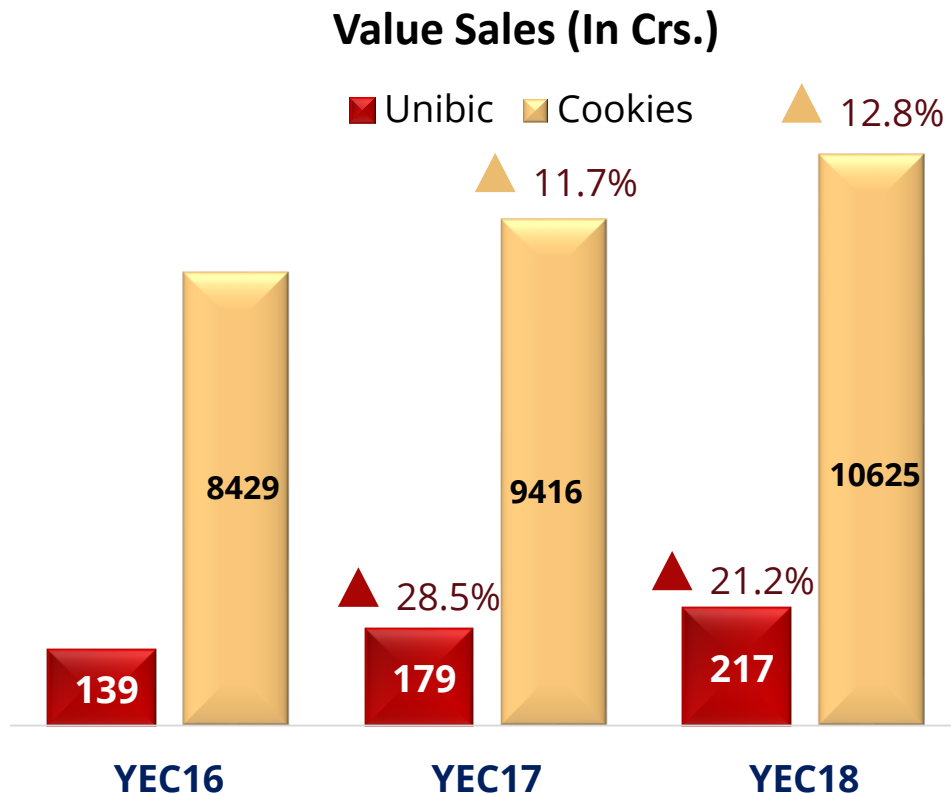
Segment wise Value Sales contribution

- Cookies
- Cream
- Glucose
- Marie
- Non Salt cracker
- Others



Unibic

- Unibic plays in 5 segments but cookies are the major one. Sweet cookies segment is growing with the same rate as the industry does but Unibic is growing with almost double than the rate of biscuit category & cookies segment.



- For the past 40 years, Unibic has been treating the taste buds of Australians with cookies that are immensely delicious, varied in form and highly nutritious in nature. Having already taken Australia, New Zealand & UK by storm, Unibic began their romance with India in 2004 with the objective of carving a niche at the premium end of the market, Unibic has been delighting consumers with taste

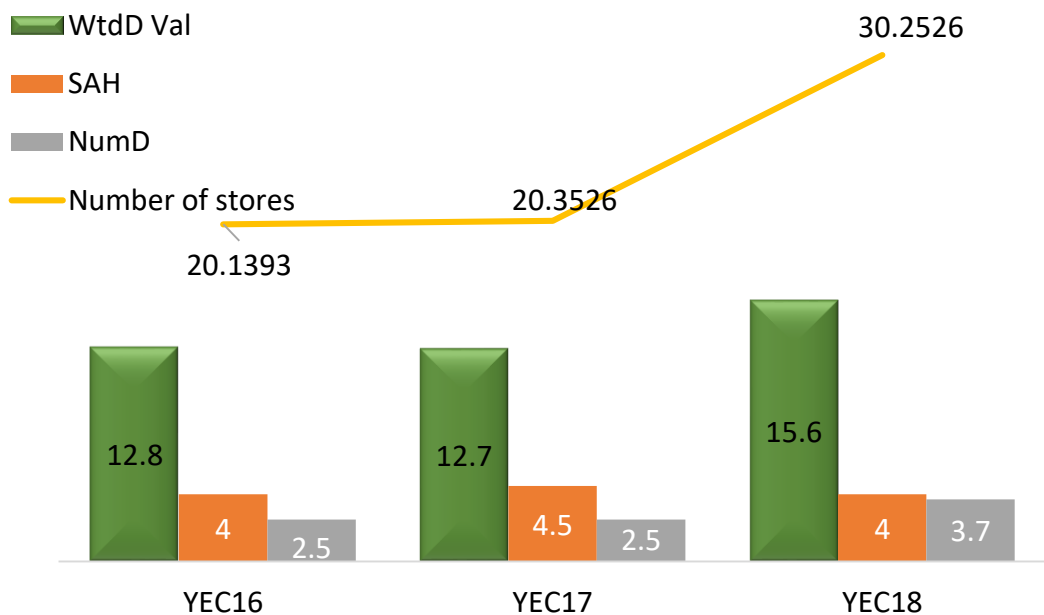
Reason for growth of Unibic

- Britannia operates in a certain space where it straddles the price points between 5 and 12 and dominates that. Anything below 5, Parle dominates. Unibic grabbed an opportunity in fighting with imported brands. As the south is home base as Unibic factory is there and so it expanded very easily initially. Cookies segment offers Unibic an opportunity both in terms of product offerings and geographical expansion

- Growth in the metro for Unibic is more than double the segments of sweet cookies, which is the main driver for overall Unibic growth. As on YEC18 metros contribute 42.2 % of Unibic sales (out of which base metros have 23.3% and mini metro 18.9%) which means out of 10 Rs sales almost 2.33 Rs. Comes from only six cities Mumbai, Kolkata, Delhi, Chennai, Bangalore & Hyderabad

Growth YEC 18	Sweet/Cookies	Unibic
Metro Total	11.33%	18.1%
Base Metro Total	9.57%	14.0%
Mini Metro Total	13.73%	16.05%

Geographical expansion



Unibic's growth is driven by increase in absolute number of stores. SAH which means consumer pull is going down and NUMD is increasing consistently from last 3 years

Indians are living longer than ever & aging faster than we think

- Life expectancy at birth raised up from 41 Yrs. In 1960 to 69 Yrs. In 2017 according to world bank data. Which means child born in 2017 can expect to live 69Yrs & almost 28 Yrs. more than child born in 1960
- Elderly population in urban areas have grown by almost 59% in 2011 & became 30.6Mn compared to 19.2 Mn in 2001 Census
- Percentage of beyond-60 population is increasing over time. From 5.6% in 1961 the proportion of elderly has increased to 8.6% in 2011 (MOSPI) and this is expected to rise up to 19% in 2050 to 34% by the end of century



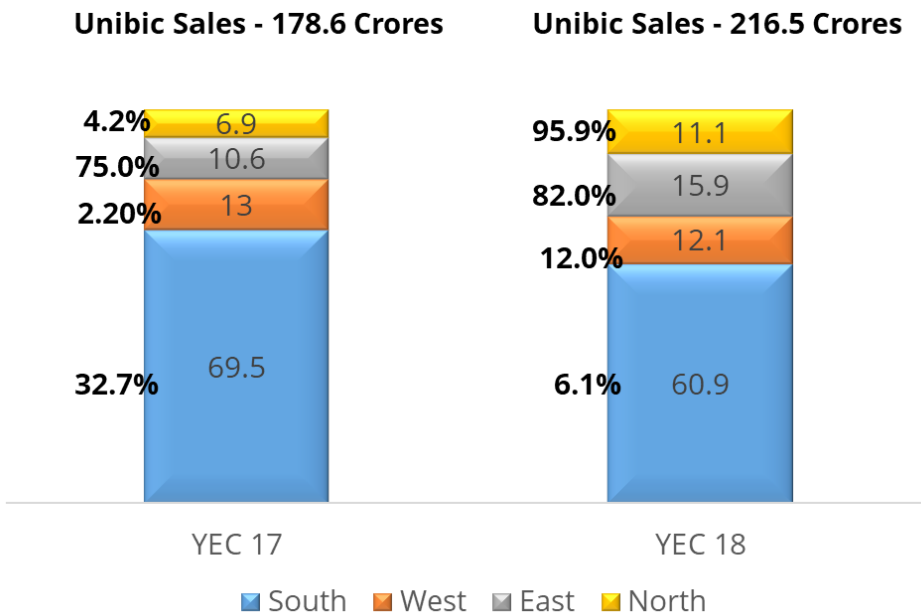


UNIBIC DISTRIBUTION



Analysis of RMS data to find distribution strengths

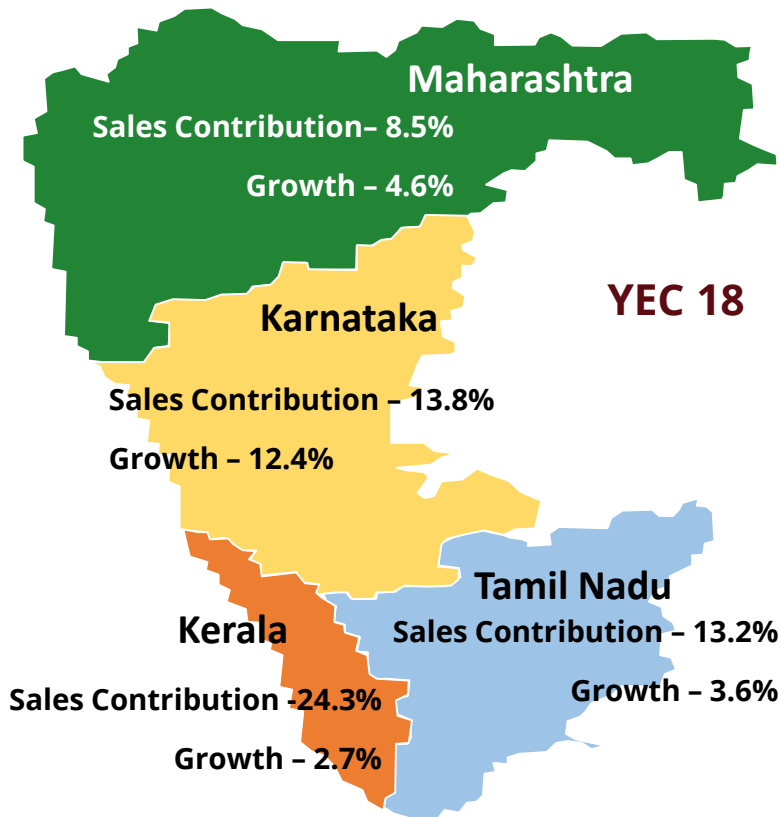
Distribution Strengths Zone wise



***Percentages outside graph shows growth over previous year**

South is the strongest zone of Unibic contributing almost 60.9 % of overall Unibic Sales followed by West with 12.1% of the contribution which is far less than south zone. In 2018 Rural has shown tremendous growth numbers as Unibic entered in new price point of 10 Rs. To expand and capture rural market.

Distribution Strengths State wise

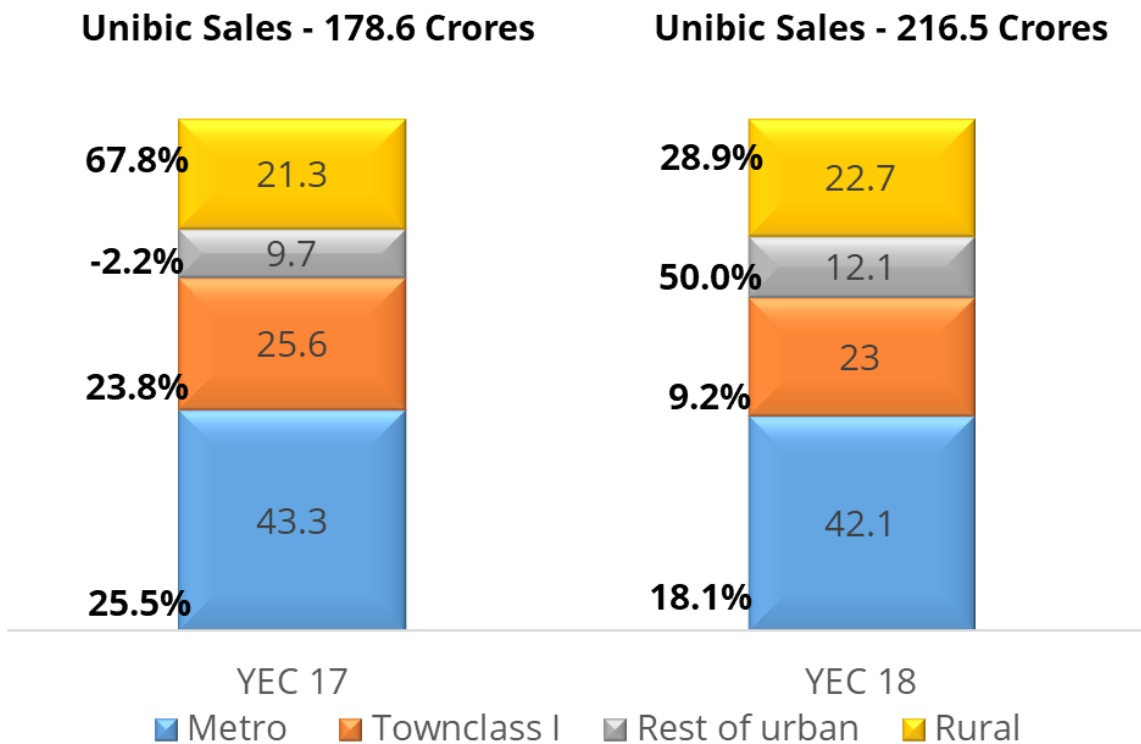


Contribution by 4 states
40.6% in 103.9 Mn Elderly

Contribution by 4 states
59.8% in 216.5 Crs. Sales

As a south & west are two top 2 zones for Unibic. Above-mentioned states are states in that zone, which contributes almost 60% Unibic sales & these same states also contribute to 40.6% of India's total elderly population

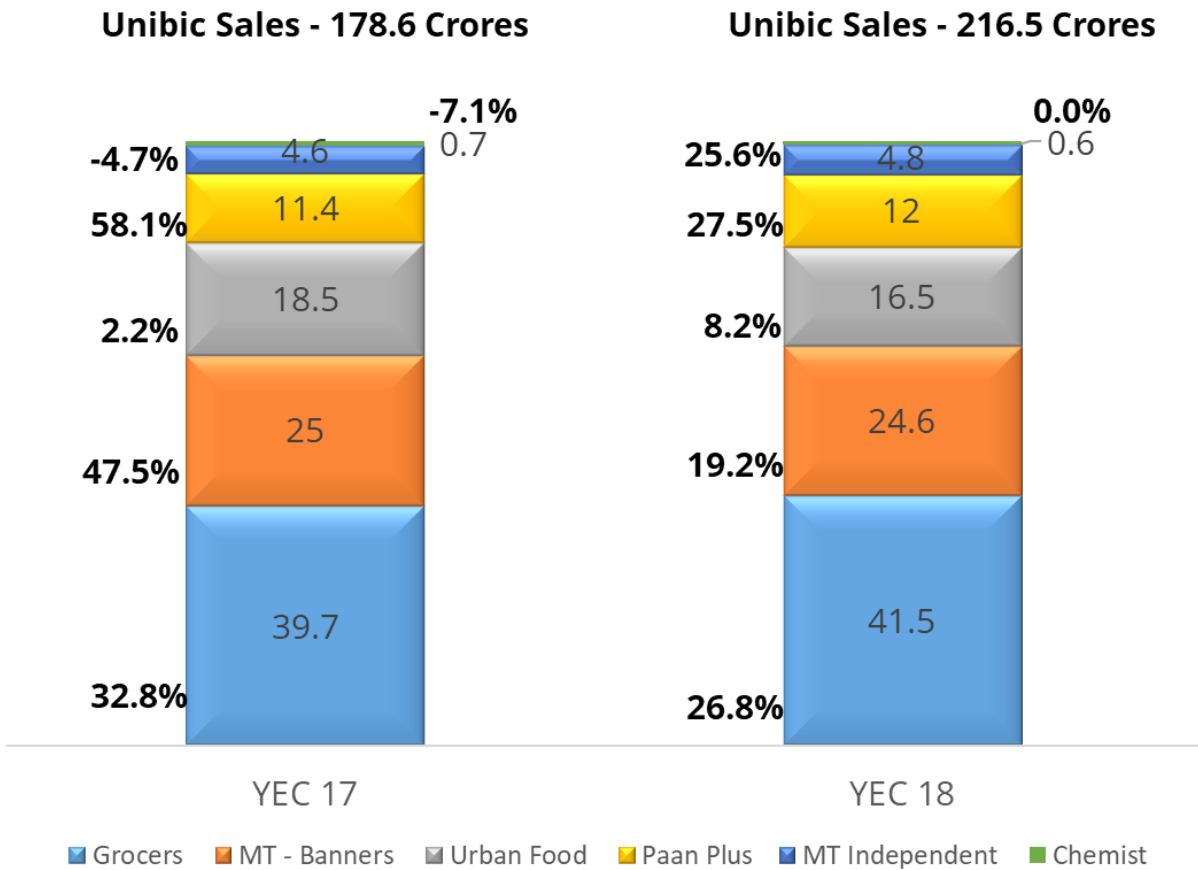
Unibic Distribution Strengths (Pop strata)



*Percentages outside graph shows growth over previous year

Unibic predominately playing in the premium segment of cookies, almost 65.1% of the sales come from Metro & town class I. Rest of urban & rural grows as a result of Unibic strategy of geographical expansion with new price points. But Metros are showing less, but consistent growth in last 2 years, so Metros are attractive on both the parameters of growth & contribution. Rural & Rest of urban is opening up new opportunities for current products, but for new product launch Metros are more favorable.

Unibic Distribution Strengths (Channels wise)



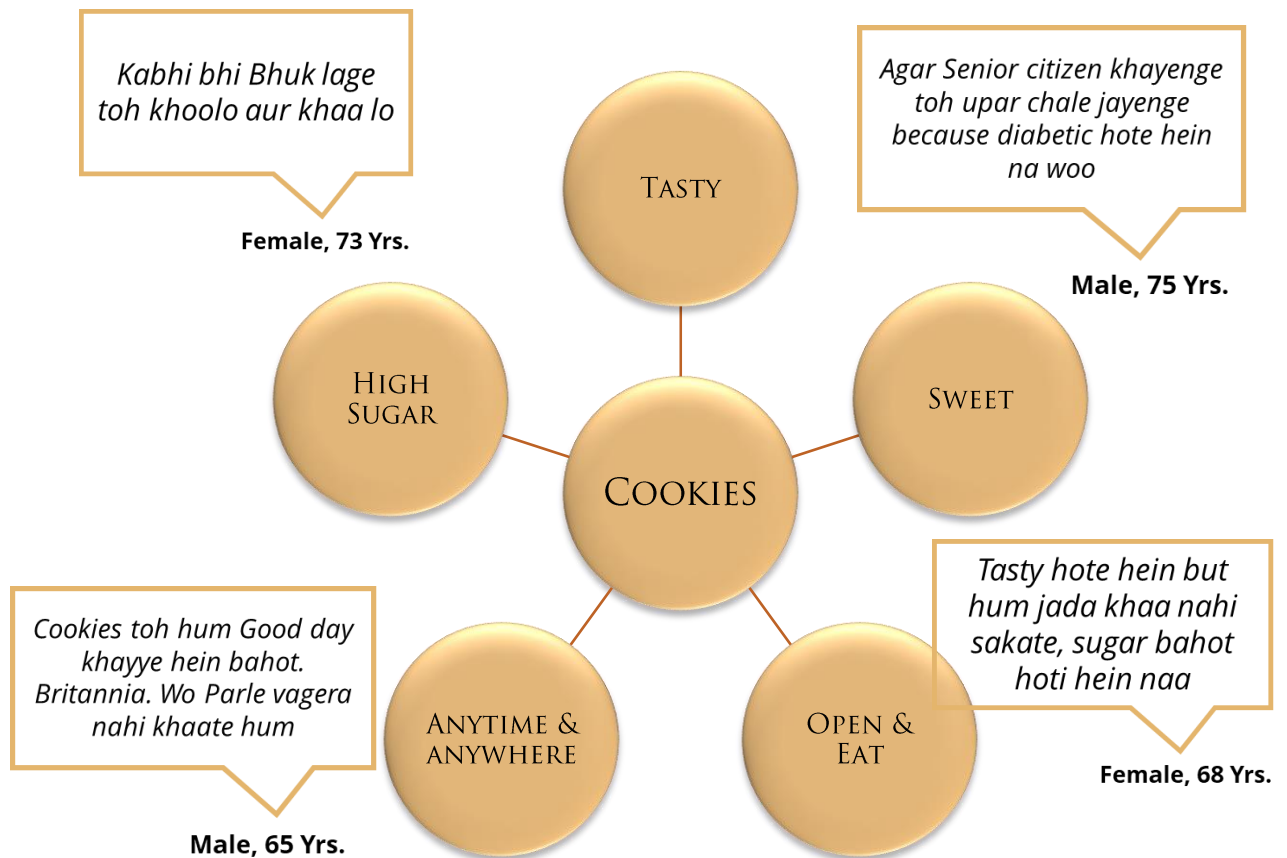
*Percentages outside graph shows growth over previous year

Till now retail measurement services, data shows that South & West Zone, Kerala, Tamil Nadu, Karnataka & Maharashtra states, Metros in Pop strata & Mumbai, Bangalore & Chennai are favourable for Unibic now researcher focused on the strongest channel for Unibic so they can leverage on that channel for new product distribution. Grocers & Modern Trade banners are contributing the highest in sales & also growing with healthy rates so these 2 channels can be focused for new products.



CONSUMER RESEARCH

Cookies Association (Qualitative)



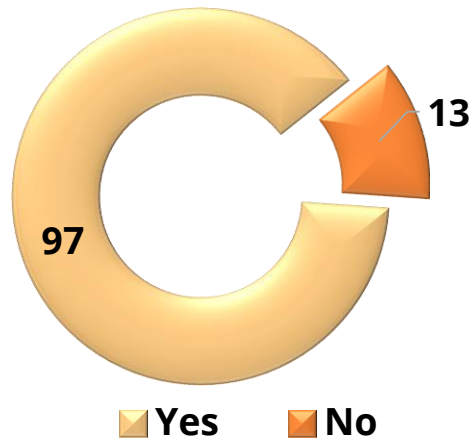
Cookies Association (Qualitative)

Cookie is a soft & crispy but most of the time sweet cake other than Marie, cream, glucose, salty/ Non salty crackers



Have you consumed any Cookies in in last 3 months?

Base - 110



Out of total base of 110 almost 97 respondents had any of the cookies in the last 3 months, so we are considering them as cookie consumers & remaining 13 are stopped cookie consumption.

Reasons For not consuming cookies

Que. If not consumed then what are the reasons?

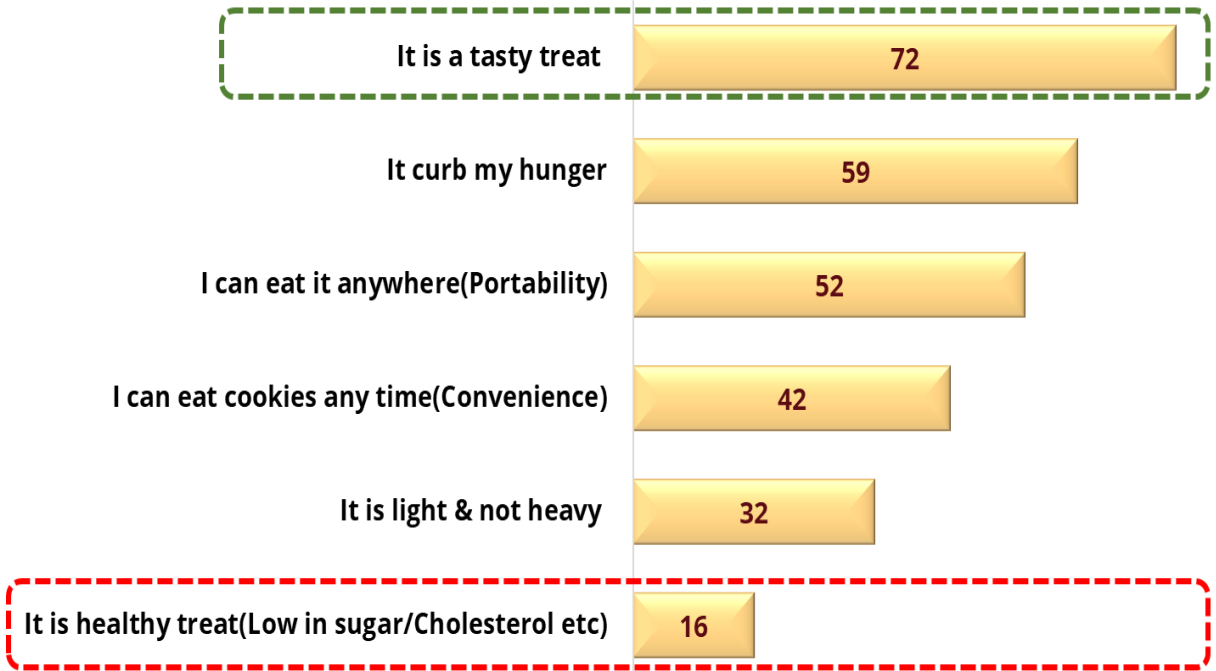
Base - 13



Cookies association/ Benefits (Quantitative)

Que. What all benefits does cookies provides you?

Base - 97



*Jaha tak muzze pata hein
Cookies mein bahot fats
hote hein aur sugar hoti
hein*

Female, 61 Yrs.

*Cookies kya tasty hote hein,
humare yaha ek home
made bana ke deta hein
butter waale. Ek dum mast*

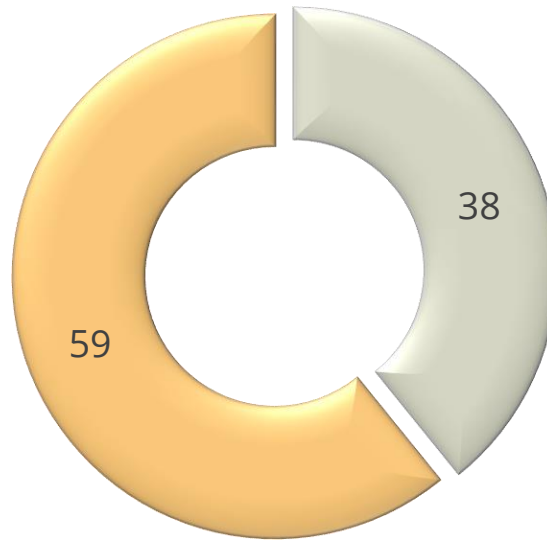
Male, 70 Yrs.

These variables are derived from primary qualitative research & secondary research of research done before in related categories. Out of all variables, cookies are considered as tasty treat and curbing hunger, but very less respondents think that cookies are a healthy treat. In short, cookies are considered as tasty treat, but not healthy treat

Cookies as accompaniment Vs as snack

Que. How you like eating cookies most of the time?

Base - 97



■ As accompaniment ■ As Snack

Generally Marie is good with milk but baki cookies aisehi khaya toh tasty lagata hein

Male 67 Yrs.

At evening it's good with milk or tea because after that no need to eat anything till dinner

Male 65 Yrs.

cookies fall in the milk and it becomes lumpy which I don't like it so I eat only cookies

Female, 72 Yrs.

Agar chai ke saath khao toh thoda khana assan ho jata hein aur soft bhi hota hein toh acchha rehata hein

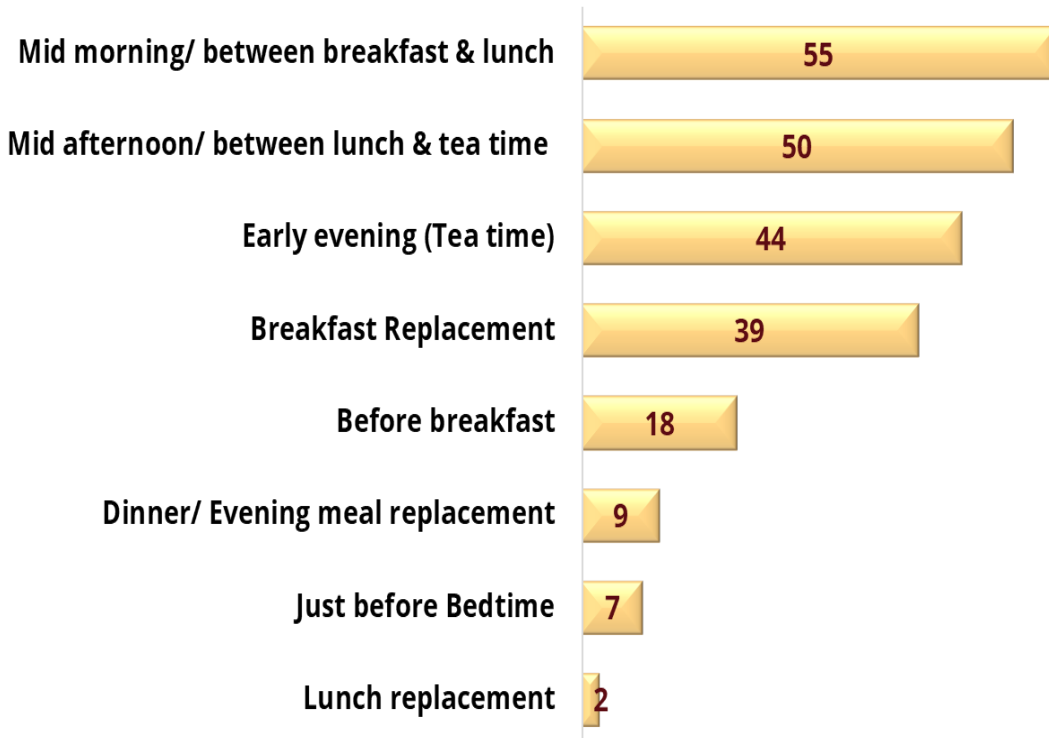
Female 81 Yrs.

Form qualitative research, researcher found that cookies are consumed by two broad ways first as snack which means only cookies and other is with something as accompaniment like with milk/ tea/coffee. Here researcher tried to understand what is elderlies most liked way of consuming cookies. Here almost 59 elderlies like eating cookies as it is as snacks

Preferred time of eating cookies

Que. At what time do you consume cookies most of the time?

Base - 97

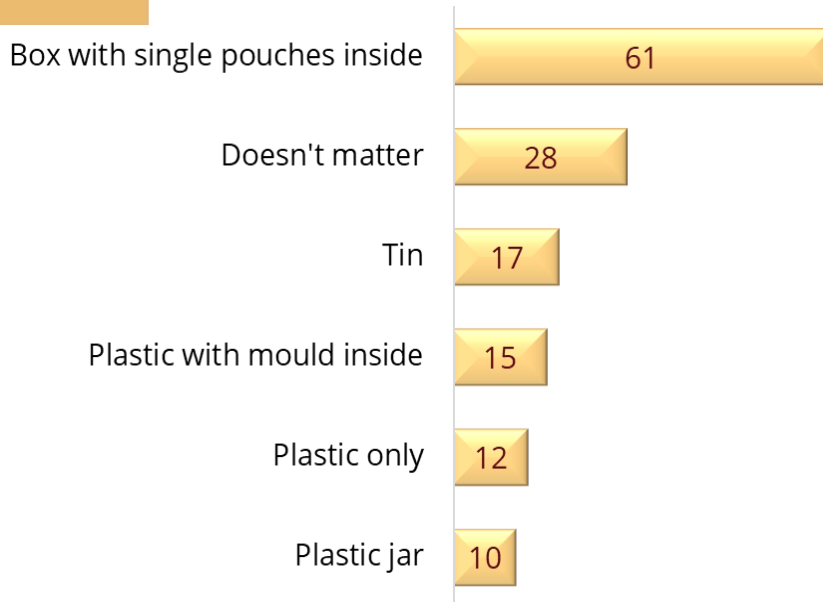


After understanding how elderlies eat cookies the next bit focused on is when they eat cookies or where does cookies fit in a day? For this researcher divided whole day meal wise. So normally everyone consumes three meals a day. Breakfast – Lunch – Dinner. Sometimes we eat something before and after meal, sometimes we eat in between meals and sometimes we replace our meal and eat something else so out of all these ways cookies fits in as an in between meal enjoyment by most of elderlies

Cookies as accompaniment Vs as snack

Que. Which is the most suitable/ preferred packaging for your cookies?

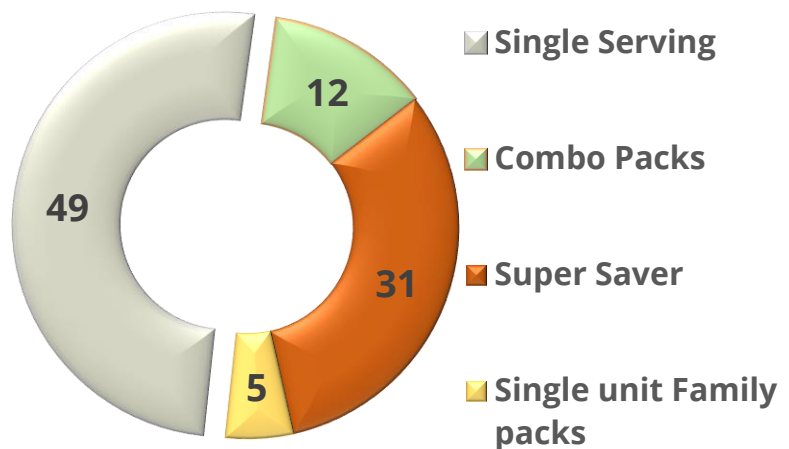
Base - 97



Out of all respondents most of them found box with pouches inside as suitable/ most preferred packaging

Que. What is the most preferred pack size for consuming cookies? (SA)

Base - 97

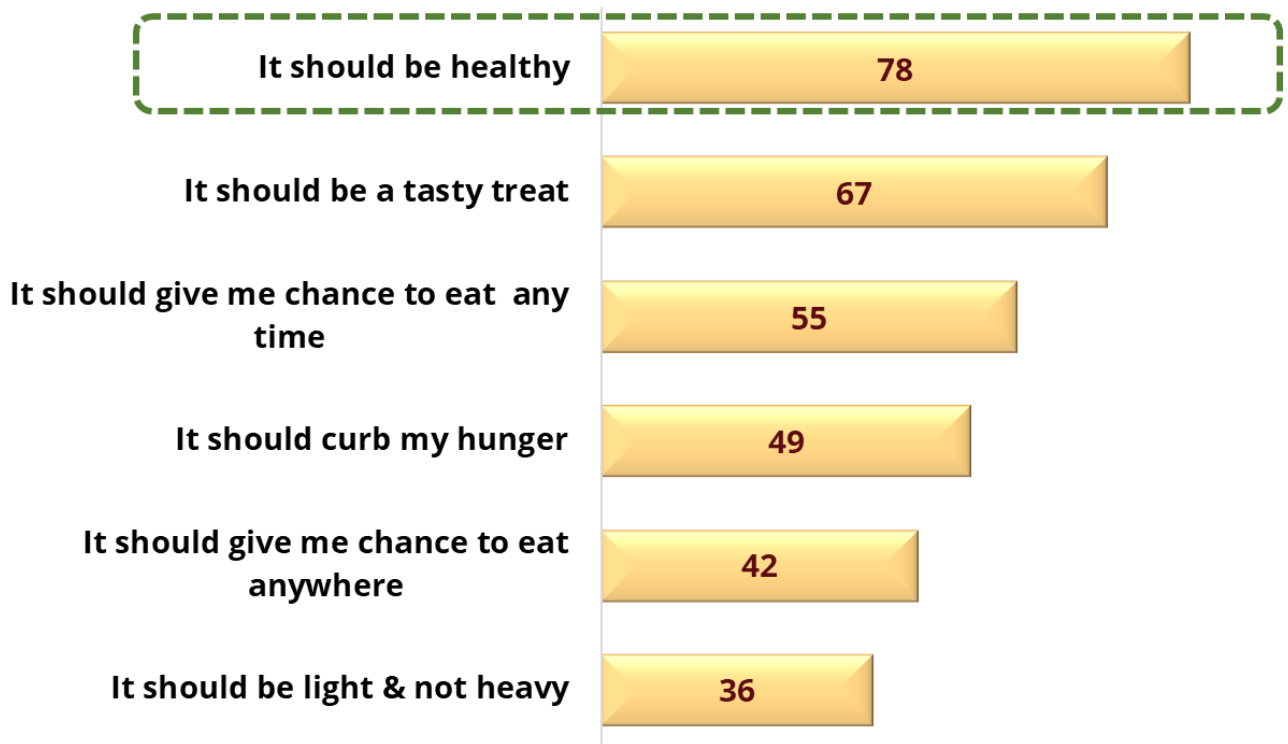


As elderlies think cookies gets soft if kept open and they can't finish the whole pack at once so single serving is most preferred & at the same time, elderlies tend to stock more so super saver packs are second preferred by elderlies

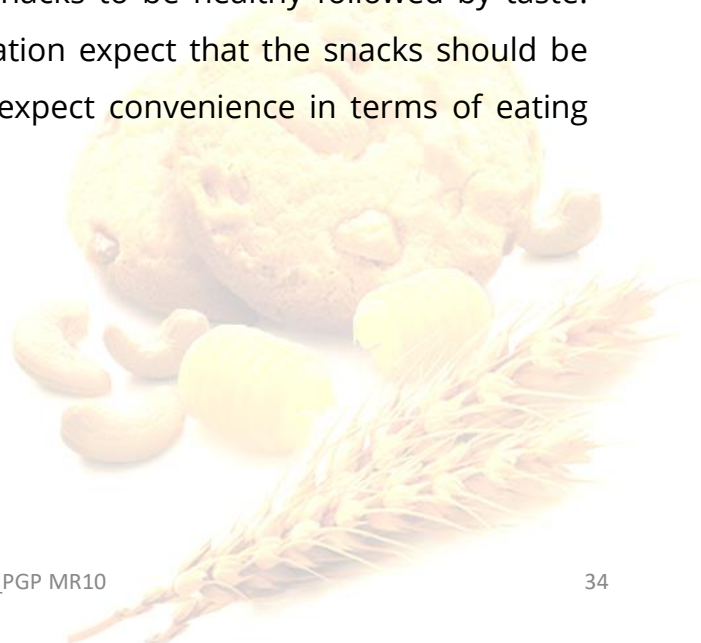
Expectations from snacking

Que. What are your expectations from snacking food items? Snacking I mean an fruits, fried/ baked snacks, dairy products, biscuits, Juices, raisins, breakfast cereals, Tea/ Coffee etc. (MA)

Base - 97



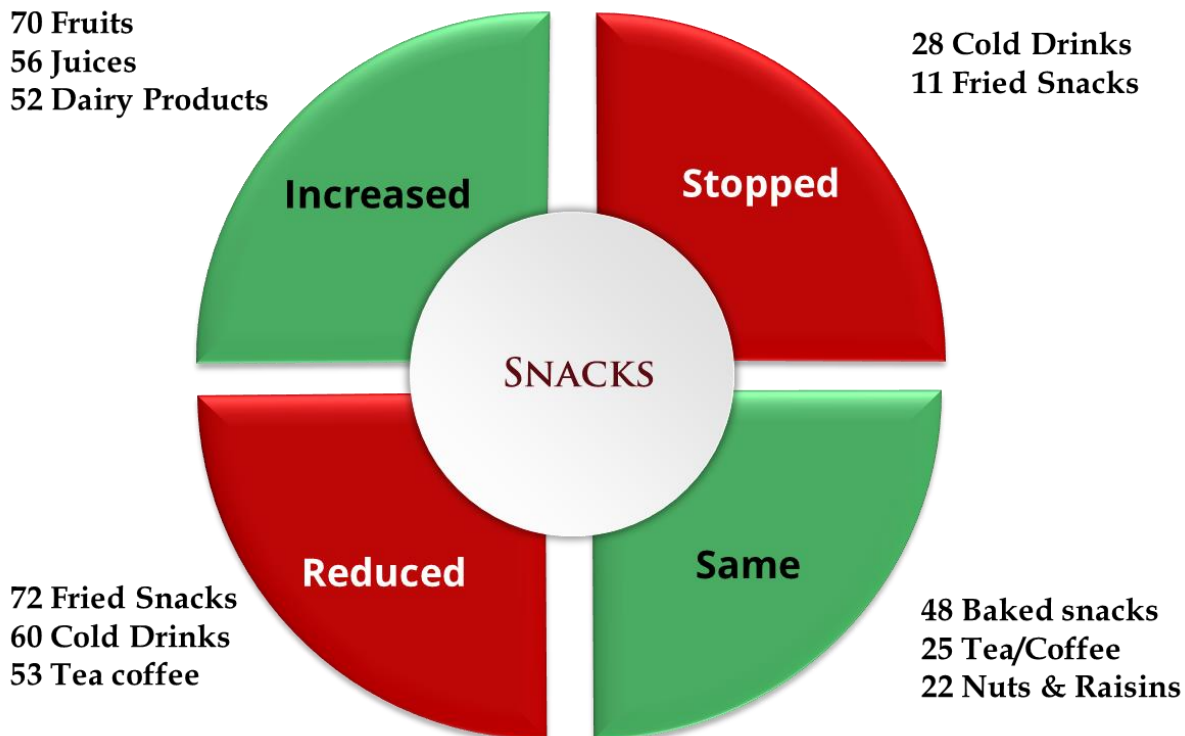
Highest number of elderlies expect snacks to be healthy followed by taste. And almost half of the elderly population expect that the snacks should be eatable any time which means they expect convenience in terms of eating cookies



Expectations from snacking

Which of the following snack items have you increased reduced or completely stopped in last few(3-5Yrs.) years? (SA)

Base - 97



***Numbers mentioned indicates number of respondents for increased, reduced, stopped or same as before snack consumption**

As people grow older, they tend to reduce or increase consumption of some of the food items. In increased section Fruits, Juices & Dairy products are top of list while on reduced/Stopped section Fried snacks, cold drinks & tea coffee are on top of list.

Que. The options which are reduced or stopped what are the reasons for That?

Base - 97

Reasons For reducing or stopping some Snacks

Health issues	55
Unhealthy ingredients	38
Family/Friend Suggested	30
Dislike/ not good taste	31
Doctors Recommendation	25
Any other	11

As we have seen in earlier chart that, elderly tend to reduce or stop consuming some food items and main reasons for this are health issues, unhealthy ingredients and friends & family suggestions

HEALTHY COOKIES IN MARKET

Diabetic Friendly Cookies



These cookies are launched by Britannia under Nutrichoice brand specifically targeted towards Diabetic people and positioned under essentials range of Nutrichoice. They talk about **Complex carbohydrates, zero sugar & extra Dietary fats**

Parle Nutricrunch



Parle launched its digestive cookies as Nutricrunch under Platina which is premium range of Parle. They positioned as High Fibre, Source of iron, Zero Cholesterol, Vitamins & Minerals

Sunfeast Farmalite



Sunfeast Farmalite Digestive is closely positioned for elderly population as they position cookies as '**Grains your Granny trust**' & their communication also focuses on elderlies. Contents highlighted are Oats & Fibre. They also talk as Made from Aashirwaad Aata

Patanjali Cookies



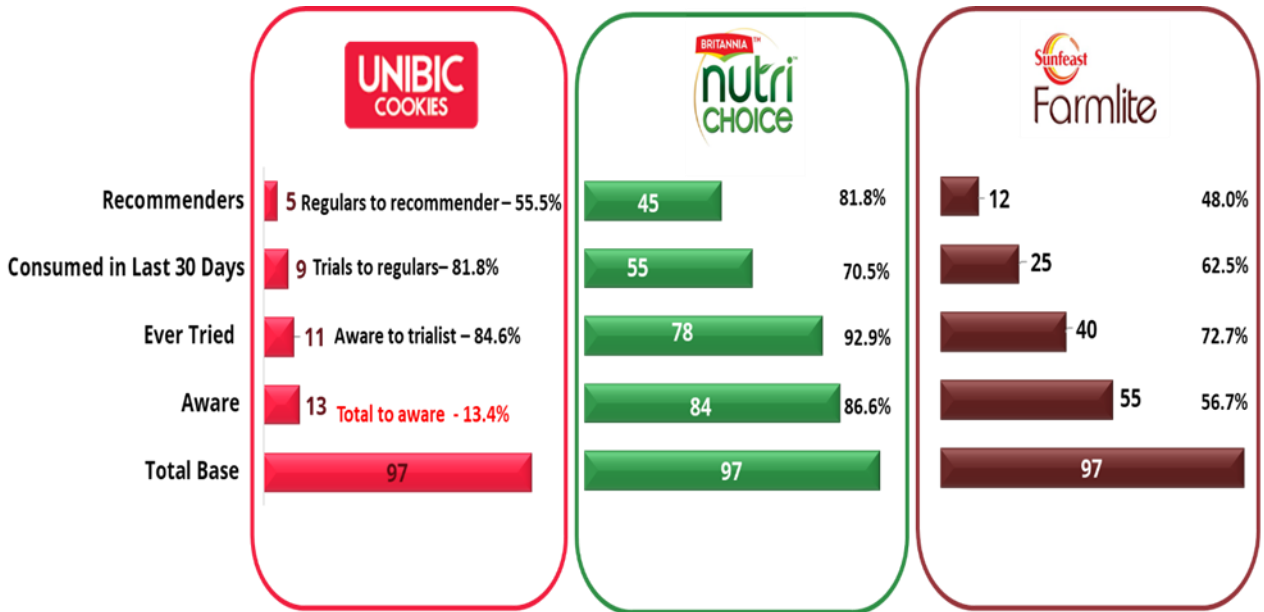
Patanjali launched Digestive cookies range packed in a box talking about Whole Wheat, more fibre & easy to digest

Sofit Protein cookies



Sofit recently launched their cookies range in healthy category targeting sports loving population with tagline of Healthy Energy to do more & they added many nutrients like Omega 3, Fibre, Vitamins, Proteins with Whole Wheat, oats & soy. But out of all these elements pack highlights Protein

Unibic Brand Funnel



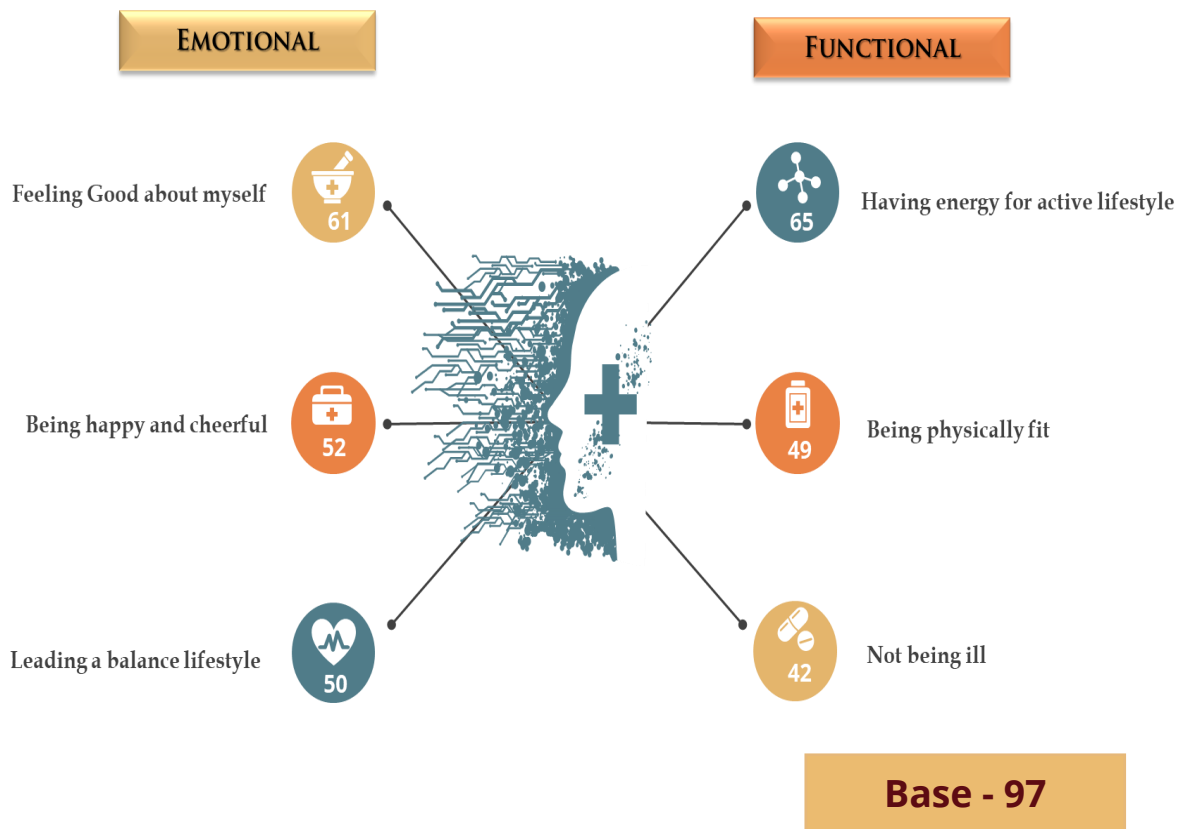
Base - 97

The Above graph shows brand funnel & conversion rates. Clearly Unibic is facing issues at an awareness level as it's only 13.4 % & then with trialist to recommenders. So first and most important step to be taken for Unibic is to increase awareness to improve their chances of getting selected in to the shoppers' basket



Definition of being healthy by elderly

Que. Which of the below statements you relate with for **Being healthy?**



Here researcher asked two questions to understand what is the definition of being healthy for target audience. Above mentioned are the top associations for being healthy. Feeling good about myself to connect emotionally and having energy for active lifestyle to communicate functional part.

Health & Nutrition

Health Issue in elderly	No. Of respondent suffered	Nutrients which may help
Reducing Bone strength	65	Calcium, Vitamin D, Dietary protein
Issues with eyes	53	Vitamin C & E
Diabetic	42	No sugar, Protein, Healthy carbohydrate
Constipation issues	37	Fibre, magnesia, Lactulose
Difficulty with teeth & gum	31	Protein, calcium, phosphorous, Zinc
Cardiovascular	31	Vitamin D, Magnesium, omega 3, Folate etc.
Depression/Anxiety	22	Vitamin B, Magnesium, Zinc, Omega 3
Diminishing appetite	21	Protein, Vitamin B, omega 3

Base - 97

Above table is mentioning about number of respondents facing a health issues and nutrients needed for curing the same. Out of which Protein, Calcium & Omega 3 are the most needed nutrients for most of the health issues



7. PROJECT LIMITATIONS

- The present research is restricted to certain locations in Mumbai city only. A comprehensive study of market potential in other metros would provide more insights in the research which would help in appropriate product formulation & positioning
- The sampling technique used is non-probability sampling because of cost & time issues so sample selection here relies on the subjective judgement of the researcher
- Another major disadvantage of non-probability sampling is that it's impossible to know that whether sample is exact representation of population and so you can't calculate confidence intervals and margins of error.
- Generalization and conclusions about the entire population is limitation in Convenience sample. Since the sample is not representative of the population, the results of the study cannot speak for the entire population.
- When human being is involved, a completely bias-free response or result is not possible. Effect of personal value, prejudice, attitudes, needs, and other socio-cultural factors affect the objectivity of research adversely. Subjectivity may lead to utter chaos. But here researcher tried to keep it as minimum as possible

8. CONCLUSION & RECOMMENDATIONS

CONCLUSION

- Cookies are considered as tasty & in between meals consumption bakery product
- Healthy is a topmost expectation but taste is an important aspect as well
- Nutritionists specify Protein, calcium, Omega 3 as most needed nutrients for the TG
- Cookies are considered as good quick & tasty snacking alternate with single serving packets
- Top contributors in Unibic Sales
 - Zones – South & West
 - Pop Strata – Metro
 - States – Kerala, Karnataka, Tamil Nadu, Maharashtra
 - Channel – Grocers & MT Banners

RECOMMENDATIONS

- **Increase Awareness of Unibic**
- **Product**- A healthy but tasty cookie enriched with Calcium & Protein. Which Can be considered as a snack alternative
- **Packaging** – Cookies packed in box with single serving pouches inside
- **Distribution** – Launch of product in Kerala, Karnataka, Tamil Nadu & Maharashtra Metros Through Grocers & MT Banners

9. EXHIBITS

Approach Note

Business Question -Unibic as a Company has been one of the fastest growing confectionary/ baked products category players. The Company has leap frogged itself to being in the top 5 most popular biscuit/ cookies Brand in the Country. They produce in various segments and want to introduce a range of cookies for the aged. How and what should they go about manufacturing to enter and capture this market

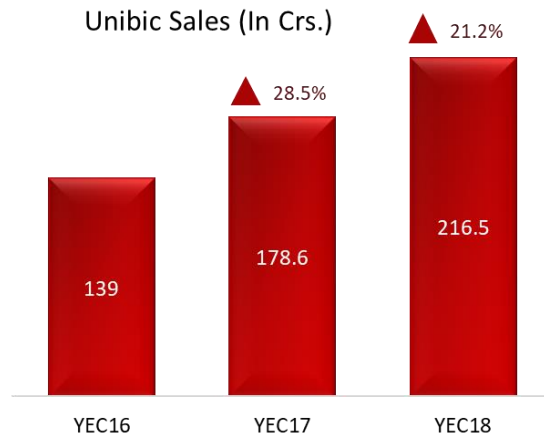
Cookies are utterly trivial but immensely powerful. They are still a great value, relevant at all time of day – from a breakfast option to a family indulgence on the sofa while watching TV after dinner. You also can dip the cookies in milk, just like how you dip cereals in a bowl of milk. There are a lot of different occasions that will be incremental for the cookie's category. Bread and fried crisps propose same kind of benefits (anytime, anywhere & ready to eat, multi-ways consumption as with or without milk/coffee/cold drinks) like cookies do but cookies have huge opportunity especially in healthier nature of cookies against bread and fried crisps. Healthier products obviously exist in cookies (McVities, Threptin, Nutrichoice and Soffit) or other snack items (Saffola/Quaker oats, soups) but there is huge scope in positioning specifically for a particular segment like here for elderly. Despite expanding portfolio growth can be achieved by more portion packs, more impulse pack, and more premiumization & premium offerings. With the shift to natural, low sugar, no additives etc. consumers are also looking for innovative experiences and challenging flavors which is becoming a new norm.

The behavior of category and brand

- Indian biscuit market (Core & Noncore) –
 - Measured at INR 34840 Crore on YEC 18 & growing with almost 11.9%
 - Sweet cookies with the same rate as the industry does but Unibic is growing with almost double the rate that biscuit category & cookies segment.

•Unibic

○Unibic plays in 5 segments but cookies are the major one. Sweet cookies segment is growing with the same rate as the industry does but Unibic is growing with almost double than the rate of biscuit category & cookies segment. Below graph represents Unibic sales



- For the past 40 years, Unibic has been treating the taste buds of Australians with cookies that are immensely delicious, varied in form and highly nutritious in nature. Having already taken Australia, New Zealand & UK by storm, Unibic began their romance with India in 2004 with objective of carving a niche at the premium end of the market, Unibic has been delighting consumers with great taste

Reason for growth of Unibic

- Britannia operates in a certain space where it straddles the price points between 5 and 12 and dominates that. Anything below 5, Parle dominates. Unibic grabbed an opportunity in fighting with imported brands. As the south is home base as Unibic factory is there and so it expanded very easily initially. Cookies segment offers Unibic an opportunity both in terms of product offerings and geographical expansion
- Growth in the metro for Unibic is more than double the segment of sweet cookies which is the main driver for overall Unibic growth. As on MAT Feb 19 metros contribute 41.77% of Unibic sales (out of which base metros have 22.93% and mini metro 18.79%) which means out of 10 Rs sales almost 2.3 Rs. Comes from only six cities Mumbai, Kolkata, Delhi, Chennai, Bangalore & Hyderabad

Growth YEC 18	Sweet/Cookies	Unibic
Metro Total	10.69%	21.44%
Base Metro Total	8.18%	18.33%
Mini Metro Total	14.11%	25.15%

○ **Difficulties for Unibic**

- With a limited amount of marketing budget, Unibic created awareness in South India. The moment they go to the north, west and east, they would be spending a lot more money and the returns they could get would be much less
- Also, they don't have a reliant and efficient distribution network north, west & east regions, which they are trying to build and invest
- Brand salience, the moment brand has that, getting distribution at the retail level across SEC A and metro towns that Unibic operates become easier

○ **Competition**

- In the chart below is current competition on Subbrand level in the super premium category as RPI falls above 180 for UNIBIC and it is second highest in the super premium cookies segment. Despite these top 10 some other players in premium cookie range who considers some sort of healthy aspect are Threptin (MS Val - 0.08), Nutrchoice digestive zero (0.05), McVities (0.03),

Cookies Subbrand	Sales Val (Cr)	MS Val on Biscuit category	MS Val on Sweet cookies	MS Val On Super premium Cookies	RPI
		34840 Cr.	10625 Cr.	1277.8Cr.	404.75
HIDE & SEEK CHOCOLATE CHIP	391.9	1.1	3.7%	30.7	219
UNIBIC	216.5	0.6	2.0%	16.9	192.7
BOURNVITA	128.4	0.4	1.2%	10.0	184.7
PILLSBURY	64.9	0.2	0.6%	5.1	364.2
NUTRICHoice OATS COOKIES	54.4	0.2	0.5%	4.3	237
GOOD DAY WONDERFULLS	44.8	0.1	0.4%	3.5	220.4
MILANO	39.8	0.1	0.4%	3.1	347.5
NUTRICHoice DIABETIC FRND	31.2	0.1	0.3%	2.4	341

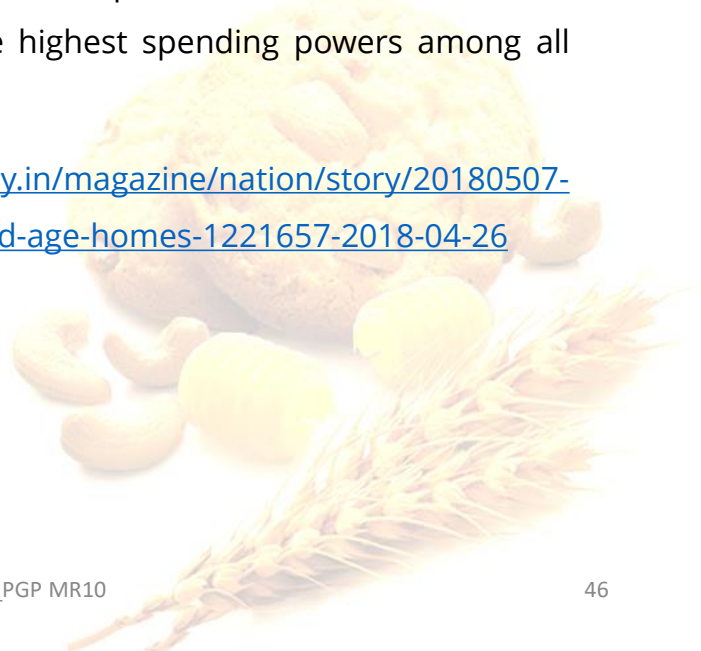
- **Definition of elderly**

- Officially, according to the Maintenance and Welfare of Parents and Senior Citizens Act 2007 a senior citizen is one who is **60+**
- The **Indira Gandhi** National Old Age Pension Scheme (IGNOAPS) is a non-contributory old age pension scheme that covers Indians who are **60 years** and above and lives below the poverty line
- As per National Policy on Senior Citizens 2011
 - Male - Above 60Yrs. Female - Above 58 Yrs.**
- As per ministry of statistics & programme implementation for both the genders is 60 Yrs.

- **Why the segment is attractive?**

- According to a 2016 report by the ministry for statistics and programme implementation, India has 103.9 million elderly, people above age 60, about 8.5 per cent of the population. These numbers are reliant on the 2011 census. The elderly population has grown at about 3.5 per cent per year, double the rate for the population as a whole; a 2014 report by the non-profit HelpAge India shows that while India will be the youngest country in the world by 2020, by 2050, as many as 325 million people, or 20 per cent of the population, will be 'elderly'. While the overall population of India will have grown by about 40 per cent between 2006 and 2050, the report adds, the elderly population will have grown by 270 per cent.
- As they are in better financial shape than millennial or rest of population which boasts the highest spending powers among all age groups

Source - <https://www.indiatoday.in/magazine/nation/story/20180507-branded-corporate-elderly-care-old-age-homes-1221657-2018-04-26>



The problem of the elderly population

As adults age, their bodies become less efficient at absorbing and metabolising nutrients and they need to take in more nutrients through fruits & vegetables, high starch food items, dairy & alternatives, beans, pulses etc. than when they were younger. This is challenging, however, because

- Consumers tend to reduce rather than increase their food consumption with increasing age.
- **Food may not taste as nice as it did before (due to changes in sensory function)**
- **Certain foods may become difficult to consume (due to changes in oral health)**

Therefore, the older gathering in danger of dietary insufficiencies however simply attempting to push elders to consume more food is probably not going to be effective, given that their propensity to eat too little is the source of the issue. In all more encouraging approach is the commercialisation of nutrient-enriched foods for elders, which can build nutrient consumption in the older without bringing down their general energy. These sort of enriched food should look simply like typical nourishment items or in some cases better.

The problem in current cookies formulation

cookies are a mainstream foodstuff eaten by all; however, they are typically high in fat and sugar that make them "unhealthy". In the manufacture of cookies dough, it is conventional to use fat. In addition, the cookies market is dominated by short dough cookies having fat levels in excess of 20%. Along these lines, cookies are an undeniable decision when consumers are approached to lessen their all-out fat intake. So altogether on the off chance that we think about current cookies, at that point numerous brands have incomparable taste and flavours with less or no nourishing advantages which elder individuals can't consume and at another side cookies which professes to be healthy are mostly not remarkable in taste which limit elderlies from getting a charge out of yummy and healthy cookies.

*As Unibic already launched a sugar-free variant of oatmeal, oat honey, raagi flavours of cookies there is a clear move towards healthy aspects (which is trending in the overall food market in India) which they can further take forward by focusing at elderly segment who need healthy nutrients yet missing taste aspect of it. While positioning to this segment as healthy cookies other age groups will automatically attract to a particular healthy proposition which can be the additional benefit

Hypothesis

Unibic has huge scope to manufacture & position brand in cookies on the dimension of vividness and indispensability targeted explicitly towards seniors by adding new variant in product portfolio with appropriate understanding of habits, preferences, different expectations, satisfaction & issues (pain points) with current intake of cookies as well other food items of elderly to tie the a knot with nutritional recommendation from dieticians/ nutritionist to come up with **relevant, yummiest and healthiest treat in right appearance stuffed in most preferred packaging** which will help to fulfil this cohort's taste buds as well as nutritional need through cookies. After achieving the first and most important step of **getting the product right** Unibic can capture the market by getting the right distribution and right positioning of the product

Rather than focusing on healthy first and tasty later for all food items for elderly Unibic can formulate proposition of cookies which is **'Tasty bhi aur healthy bhi'** so taste as a primary factor in it and health as secondary which differentiate them from any other healthy food elderlies consuming

Explanation

Relevant - Easy to chew, digest, open/ with tea, with coffee or only cookies, with filling (Cream) or without etc.

Yummy & healthy - Nutritious and taste balance

Right appearance - Round /square/ any other etc.

Packaging - Box/ Tin/ Plastic

Packaging - Combo for bulk buyers buying same cookies and small packs for a variety of cookies etc.

Right distribution - Attractive Zone, State, Channel, Pop strata (Metro specific channels), preferred channel by TG

Right positioning - How to Advertise and points to be focused on positioning the brand, influencers to purchase etc.

Key Information Areas

Consumer

1. Look for strong emotions, conflict, tension or discomfort. The frustration that surrounds any given experience to locate the core motivating factors finds frustrations. Out of all pain points which all are stopping consumers from achieving what they want to achieve with a given product, service or experience?
 - General health problems
 - Problems while eating food items
 - Problems in food items which avoids them to have it like extra sugar, fat, sodium or cholesterol etc.
 - Whether to have food item for their delicious tastes or not to have because of its unhealthy contents
 - Are they missing any product which they were enjoying before and after facing health problems they are not?
1. How consumers think and feel about different alternatives of food items they are consuming & factors affecting on selecting options? & also their Expectations from food
2. Preferences and their changing nature - The main unit of preference is utility. The utility is a trade-off between pleasure and pain or the measure of satisfaction and this satisfaction can be measured on the basis of their (Hunger satisfaction, tasty, quality, brand, healthy, packaging etc.) A comparison between different alternatives of cookies and choosing the one,
 - Which food items are more pleasant and brings more enjoyment. This concept is based on the mental attitude of a person.
 - According to different specific features like (quality, taste, hunger satisfaction etc.) which will bring better satisfaction by the product and favours it over other alternatives
 - The straightforward decision between a specific range of choice options (Various food items consumed by them) and their attributes (Which mentioned in previous points), by making a ranking from the least to the most preferable.

- Is there any Emotional value related to cookies - **feelings of comfort, satisfaction, romantics or happiness, fear and disappointment or any nostalgic feelings?** This value can arise unconsciously or unwillingly as an answer to experience. Such phrases as “I would enjoy the product” or “it gives me pleasure” or “I want to use it because it makes me feel better” can be used to explain emotional value (Through Qualitative)
- And also some strong emotive loyalty
- Sacrifices and benefits equation
 - Which amongst below elderly can sacrifice to get better & relevant product (Price, time, efforts, etc.)
 - If one is ready to sacrifice on some factors what product benefits they may expect (quality, utility, taste, brand etc.)
 - Same as before what personal benefits one can expect for sacrifice (personal satisfaction, enjoyment of taste, Good health, etc.) and
- These sacrifices and benefits together result in perceived customer/relationship value.
- Elderly lifestyles (healthy **lifestyle** practices (exercise, avoidance of tobacco, alcohol, good dietary practices, functional ability, maintenance of health and high quality of life.)
- Which cookies they were consuming at an early age in childhood, likings and reasons behind them why they were liking particular cookies over others?
- Are they Omega consumers who shop on auto-pilot or are they Delta consumers who engage in scrutiny mode shopping and are experimental?
- Are they behaviorally committed to any of the brands?

- Triggers and barriers for cookies consumption
- Social class, income, and education level, age, gender, culture, profession, background
- Decision maker/ influencer (Culture, media, peer groups, family and friends, social media influence)
- Path to purchase – how generally purchase any product for them?
- Purchase intent
- Media habits and sources of information

Category

- Experience with cookies - The ability of customers to attain their desired end-states or goals is determined by the experiences of the product use. These experiences are linked to the original purposes or purchase goals and may be positive or negative
- To understand Positive desired experiences called benefits. Like in case of cookies, hunger satisfaction, easy to carry, tasty etc.
- Negative experiences can also be like e.g. price, time and difficult in chew, bite, open packs etc.
- A negative experience can appear when supposed positive consequences are not received, hence, corresponding negative ones appear. Therefore, it is considered that a value is a trade-off between negative and positive experiences.
- If one consumes cookies then how they consume? Like only cookies or with something like coffee, milk etc., preferred packaging (Plastic, tin & small, combo, promo packs etc.)
- Is there any Drive for elderly in cookies category - An Activated or Unsatisfied want And it must be strong enough to motivate What elderlies would like to experience from cookies and which health problem or issue they would like to reduce by consuming it?

- Category switch triggers (In-store or pre-store) like promotion, price, product descriptions, packaging, advertise external influencers etc.
- Current cookies & the expectation from cookies - Which kind of cookies are preferred by elderlies currently or which kind of cookies they wish for? In terms of shape, texture, packaging etc.
- Likability, Relevance, importance, appeal, involvement etc. with cookies

Brand

- **Brand awareness** - Are people aware of your brand and are they able to recall it unprompted?
- **Brand Funnel & Brand leverage** - Awareness, Consideration, Trials, Regulars, Dependable (MOUB), Prefers & recommenders to understand low commitment to high commitment for the brand by understanding conversions we can interpret where the problem lies for brand
- **Brand perception** - Measuring brand awareness will tell you if people know your brand, but [measuring brand perception](#) will tell you what those people think of the brand. What does the brand represent for consumers? What do they think of its products and services? How does this perception compare with competing brands?_Overall liking, value for money, unique and distinct proportion, relevance etc. can be covered in this
- **Brand associations** - Following on from brand perception, you can [discover and measure brand associations](#) consumers have when thinking about your business. If you are a luxury brand, you need to know that you are maintaining that exclusivity and admiration.
- **Sentiment and satisfaction** - Sentiment analysis can provide a quick overview of public opinion on any topic. A human analysis of the data can surface more nuanced emotions, such as joy, humour, frustration, anger, and so on. Working through the data you can understand if customers are satisfied or frustrated and why helping you address any issues.
- **Shopping experience** - Whether your shop front is brick-and-mortar or e-commerce, understanding perceptions of your shopping experience is also valuable.
- **Competitor analysis**
- **Brand Purchase triggers**

Nutritionist & Dieticians

- What are the Most Common problems faced by elderlies?
- How diet can be effective to control those problems?
- What would be the best nutrients for the elderly according to them?
- Which products do they recommend elderlies to consume more and why?
- What problems elderlies can face if they consume current cookies in the market?
- If the elderly consume cookies then what all benefits elderlies must get from it?
- Deficiencies in currently preferred cookies by elderlies and Unibic cookies which if improved may help elderlies to control some of their health problems
- Which ingredients in currently preferred cookies and Unibic may cause a problem for elderly which must be reduced in a new product?
- To give a standard formulation of ingredients in cookies which can help elderlies

Research Methodology

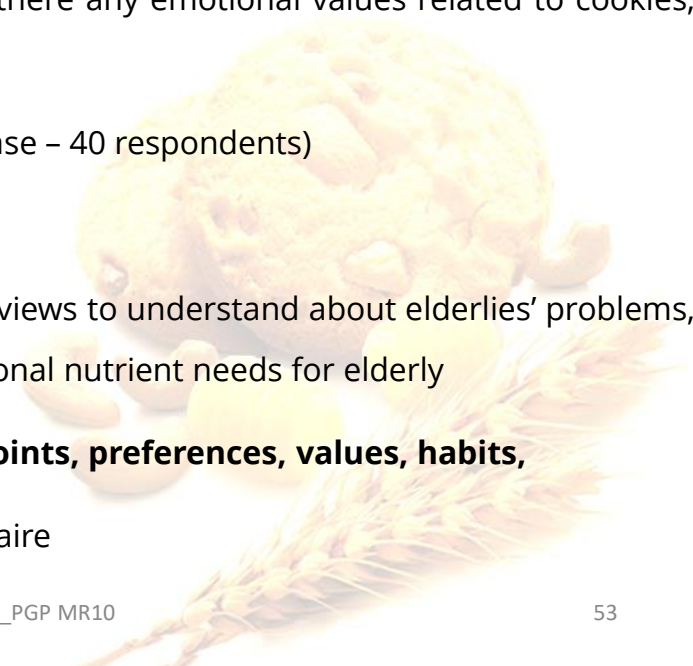
Primary Research

Qualitative

- To get information about food habits of the population. And why the consumer is choosing one over others? Also are there any emotional values related to cookies, brand associations etc.
- In-depth interviews – Face to face (Base – 40 respondents)
- **Nutritionist /dieticians –**
- Qualitative interviews as expert interviews to understand about elderlies' problems, current cookie drawbacks and additional nutrient needs for elderly

Quantitative – To understand pain points, preferences, values, habits,

- Online surveys to fill out a questionnaire



Secondary Research –

- This is to be done to understand the problem, define the problem and to develop approach to the problem and hypothesis.
- Nielsen Retail panel data of biscuits category
- Previously done research papers on cookies, health & elderly population
- News articles, websites of cookie and related products companies etc.

Sample distribution

- **Sampling method – Non-Probability sampling** – Convenience + purposive sampling for all the quota
 - For Quant – Convenience
 - Male – 55
 - Female – 55
 - For Qualitative - Purposive
 - Male – 20
 - Female – 20
- **Interview Method**
 - **For Quant**
 - CAPI – Computer aided personal interview which is appointment based, real time (face to face)
 - **For Qualitative**
 - Face to Face at convenient place for respondent
- **Scaling techniques to be used in questionnaire**
 - All 4 scaling types nominal, ordinal, interval & ratio to be used in questionnaire



- **Pen portrait of the consumer**

- Allen is a 65 Yrs. An old business owner who lives in Bombay with his wife Nancy and their one of kid Albert. Allen spends some of the years in his young age in Powai doing a private job where he was happily working. Allen is a fan of sports and generally spend weekends at the home watching them on TV. He is a club member for oldies club where he prefers to yoga, walk and sometimes gym to be healthy and away from health issues. With increasing age, he is getting really concerned about his health. With sports, his hobby is to experimenting with food and he was a real foodie in young age. He had many types of cookies and cookies before but everything stops at health nowadays. Taking doctor's recommendation is a regular habit of him now & because of that switched to a lot of healthy alternatives of food. He rarely thinks about eating 'not well for health food' but really missing taste from that product because of healthy aspect but he is more than happy to adopt if anything new brings joy and taste into cookies for him but keeping health in mind at the same time.

- **We needed to develop cookies in this segment in which we plan to convert consumers who lapsed out from category and currently consuming healthy or normal cookies whom we can convert**



Questionnaire

Q1 Gender (SA)

- Male
- Female

Q2 Age (SA)

- 60-69
- 70-79
- 80-89

Q3 Please tell me our Marital Status (SA)

- Married
- Married with Kids
- Married with married kids
- Widowed
- Divorced
- Separated
- Never married

Q4 Please have a look at list and mark which all Items do you have at home? (Owned by any of the family member) (MA)

- Air-conditioner
- Fridge-Refrigerator
- Washing machine*
- Colour TV/LCD/LED/Plasma TV
- Personal Computer / Laptop
- Electricity connection



- Ceiling Fan
- LPG stove Means Gas Connection
- Two Wheeler
- Car/Jeep/Van
- Microwave

Q5 I would now like to know something about the main earner of your household. By main earner, I mean the person who contributes the maximum to the household income. What is his last attained education qualification?

- No formal schooling but literate
- School up to 4 years
- School 5th-9th Class
- SSC / HSC
- Some college but not Graduate (Incl. Diploma)
- Graduate / Postgraduate - General (e.g. B.A., B.Sc., B.Com., M.A., M.Com.)

Graduate / Postgraduate - Professional (e.g. B.E., B.Tech., M.Tech., C.A., M.B.B.S., L.L.B., MBA)

Q6 Which of the following problems you suffered or have fear of suffering in future?(MA)

- Diminishing Appetite
- Constipation issues
- Diabetics
- Arthritis Problem (Overall strength of bones)
- Medications which make mouth dry & bitterly
- Food won't taste good now

Lack of desire to eat food

- Cardiovascular (Heart)
- Anxiety & Depression
- Dementia - Ability to think
- Difficulty with teeth & gum
- Difficulty with swallowing
- Loss of muscles
- Increased falls

Issues with eyes

Q7 Which of the below statements you relate with for **Being healthy? (Emotional)(MA)**

- Feeling good about myself
- Being able to deal with stress
- Being happy & cheerful
- Being alert & bright minded
- Leading a balance lifestyle
- Being able to relax & having good time
- Maintaining a spiritual balance
- Being confident & about achieving my goals

Q8 Which of the below statements you relate with for **Being healthy? (Functional)(MA)**

Not being ill

Being physically fit



- Having energy for active lifestyle
- Not being overweight
- Consuming natural & wholesome food

Q9 Who usually purchase food items for you?(SA)

- Own
- Son/Daughter
- Grandchild
- Daughter in law
- Any other _____

Display This Question:

If Who usually purchase food items for you?(SA) = Own

Q10 Generally, if buying on your own then from where do you buy?(SA)

- Nearby Grocers(Kirana Shops)
- Any Modern trade like Haiko, Big Bazaar or single standalone supermarket
- Specific MT
- Anywhere & not fixed
- Online
- Any other _____

Q11 Please tell me from where you get any Information? please specify favorite content (MA)

- Newspaper _____
- Television _____

Social Media _____

Radio _____

Other _____

Q12 Which of the following snack items have you increased reduced or completely stopped in last few(3-5Yrs.) years?(SA)

	Increased	Reduced	Completely Stopped	Same like before
Fruits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Breakfast cereals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Biscuits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cold Drinks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fried Snacks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Juices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tea/Coffee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dairy Products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nuts & Rasins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Baked snacks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 What are the reasons to reduce or stop consumption of some food items ?(Text)

Health issues

Unhealthy Ingredients

Doctors Recommendation

- Family/ Friend Suggestions
- Dislike/ Not good Taste
- Any other _____

Q14 What are your expectations from snacking items? Snacking I mean any fruits, fried/ baked snacks, dairy products, biscuits, Juices, raisins, breakfast cereals, Tea/ Coffee etc. (MA)

- It should curb my hunger
- It should be light & not heavy
- It should give me chance to eat it any time(Convenience)
- It should give me chance to eat it anywhere(Portability)
- It should be a tasty treat
- It should be healthy(Low in sugar, Cholesterol, Fat etc.)
- Others _____

Q15 Which is the most preferred place to have snacks generally?(SA)

- At restaurant
- At home`
- At work
- Out/On the go
- Any other _____

Q16 **Have you consumed any Cookies in the last 3 months?** cookies I mean sweet tasty little crispy cake other than Marie, cream, salty, non-salty crackers, milk or Glucose biscuits (SA)

- Yes
- No

Skip To: Q28 If Have you consumed any Cookies in the last 3 months? cookies I mean sweet tasty little crispy cake... = No

Display This Question:

If Have you consumed any Cookies in the last 3 months? cookies I mean sweet tasty little crispy cake... = Yes

Q17 Are you aware of cookies brand called Unibic?

Yes

No

Display This Question:

If Are you aware of cookies brand called Unibic? = Yes

Q18 Have you ever tried Unibic? If No please specify why?(SA)

Yes


No

Display This Question:

If Have you ever tried Unibic? If No please specify why?(SA) = Yes

Q19 Which among the below sentences do you find close to your experience with Unibic?(SA)

	Agree	Neutral	Disagree
I liked it very much	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's better in taste than any other brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has a very nice and unique texture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality is at an affordable price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It curbs my hunger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This is so relevant for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good value for money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is a premium brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This gives me unique experience of cookies ever	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Display This Question:

If Have you ever tried Unibic? If No please specify why?(SA) = Yes

Q20 Have you had it last in 30 days?(If No please specify why)

Yes

No _____

Display This Question:

If Have you had it last in 30 days?(If No please specify why) = Yes

Q21 Would you like to recommend the brand to others?(If No please specify Why?)

Yes

No _____

Display This Question:

If Have you consumed any Cookies in the last 3 months? cookies I mean sweet tasty little crispy cake... = Yes

Q22 How often do you consume cookies? (SA)

More than once a day

Once a day

Once in 2 days

Once in 4 days

Once a Week

Once Fortnightly

Once a month

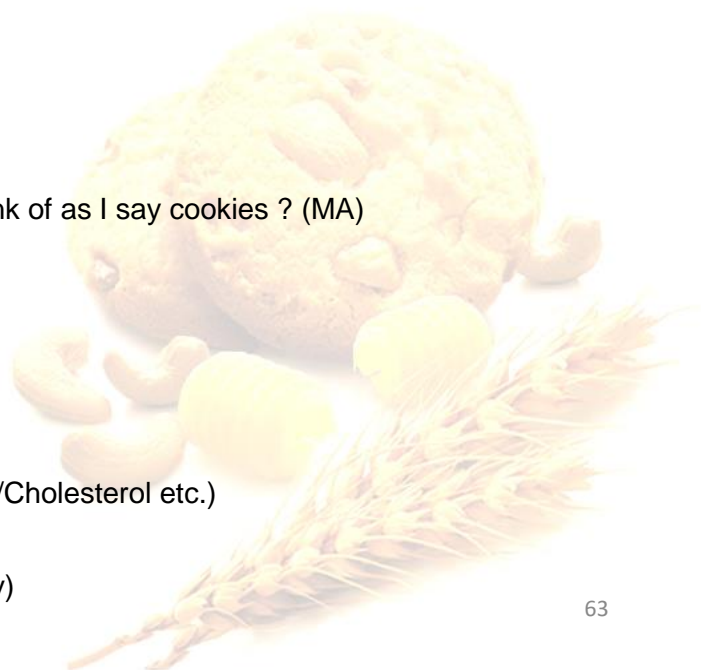
Q23 Which of the following sentences you think of as I say cookies ? (MA)

It curb my hunger

It is a tasty treat

It is healthy treat (Low in sugar/Cholesterol etc.)

I can eat it anywhere(Portability)



I can eat cookies any time(Convenience)

It is light & not heavy

Other _____

Display This Question:

If Have you consumed any Cookies in the last 3 months? cookies I mean sweet tasty little crispy cake... = Yes

Q24 Which is the most suitable/ preferred packaging for cookies?(MA)

Plastic with mould inside

Box With Pouches

Plastic only

Tin

Plastic jar

Doesn't matter

Any other _____

Display This Question:

If Have you consumed any Cookies in the last 3 months? cookies I mean sweet tasty little crispy cake... = Yes

Q25 What is the most preferred pack size for cookies?(SA)

Single Serving(Sufficient for an individual)

Combo Packs(Different variants in one pack)

Super Saver(Additional volume with comparatively low price)

Single but family packs

If Have you consumed any Cookies in the last 3 months? cookies I mean sweet tasty little crispy cake... = Yes

Q26 What is the best way of eating cookies most of the time?(SA)

Only cookies as snack

With Tea/Coffee/Milk as accompaniment

Display This Question:

If Have you consumed any Cookies in the last 3 months? cookies I mean sweet tasty little crispy cake... = No

Q27 At what time do you consume cookies most of the time?(MA)

- Before breakfast
- Breakfast Replacement
- Mid morning/ between breakfast & lunch
- Lunch replacement
- Mid afternoon/ between lunch & Tea Time
- Early evening (Tea time)
- Dinner/ Evening meal replacement
- Just before Bedtime

Q28 If not consumed then what are the reasons?(MA)

- Don't like it now
- Don't find them tasty anymore
- Health issues
- I prefer other types over cookies(Please specify)

Any other _____

Q29 Which among the below cookies brands are you aware of?(MA)

- Nutrigo (Britannia) Diabetic Friedly, Digestive cookies, Oats cookies etc.
- Threptin

McVitties (Ginger cookies, Chocolate cookies)

- Sofit
- Sunfeast Farmalite (Oats, Oats Fibre, Protein Power)
- Nutricrunch (Parle)
- Gaia
- Patanjali (butter cookies & Digestive cookies)
- Other Local Biscuits
- Any other _____

None of the above means not aware

Display This Question:

If Which among the below cookies brands are you aware of?(MA) != None of the above means not aware

Q30 Which of the following cookies brands have you ever tried?(MA)
(Please take care ,the brands which you are aware that only you can try)

- Nutrigochoice (Britannia) Diabetic Friedly, Digestive cookies, Oats cookies etc.
- Threptin
- McVitties (Ginger cookies, Chocolate cookies)
- Sofit
- Sunfeast Farmalite (Oats, Oats Fibre, Protein Power)
- Nutricrunch (Parle)
- Gaia
- Patanjali (butter cookies & Digestive cookies)
- Other Local Biscuits
- Any other _____

None of the above means not tried

Display This Question:

If Which of the following cookies brands have you ever tried ?(MA) (Please take care ,the brands whi... != None of the above means not tried

Q31 Out of all you ever tried, Which all you had in last 30 Days?

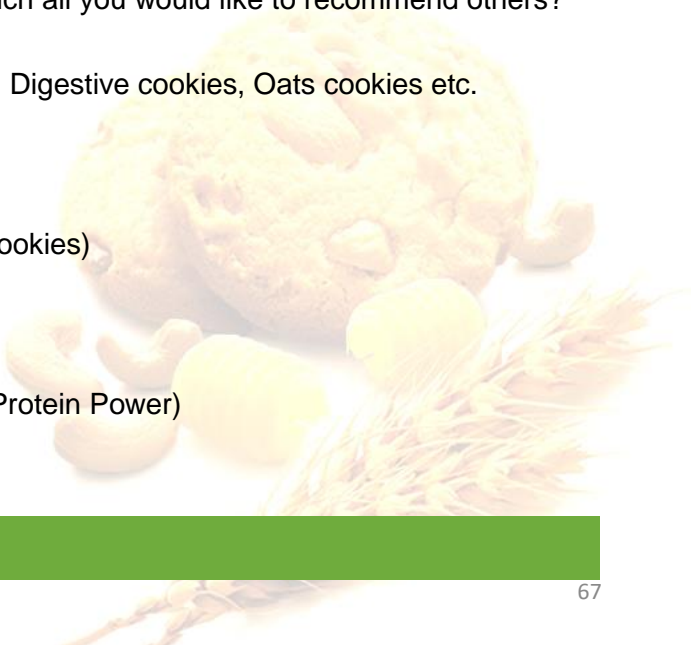
- Nutrichoice (Britannia) Diabetic Friedly, Digestive cookies, Oats cookies etc.
- Threptin
- McVitties (Ginger cookies, Chocolate cookies)
- Sofit
- Sunfeast Farmalite (Oats, Oats Fibre, Protein Power)
- Nutricrunch
- Gaia
- Patanjali (butter cookies & Digestive cookies)
- Other Local Biscuits
- Any other _____
- None of the above

Display This Question:

If Which of the following cookies brands have you ever tried ?(MA) (Please take care ,the brands whi... != None of the above means not tried

Q32 Out of all cookies had in last 30 Days, which all you would like to recommend others?

- Nutrichoice (Britannia) Diabetic Friedly, Digestive cookies, Oats cookies etc.
- Threptin
- McVitties (Ginger cookies, Chocolate cookies)
- Sofit
- Sunfeast Farmalite (Oats, Oats Fibre, Protein Power)
- Nutricrunch (Parle)
- Gaia



Patanjali (butter cookies & Digestive cookies)

Other Local Biscuits

Any Other _____

None of the above

Q33 If any cookies brand is coming up with a additional benefits & solving your problems then how much extra you can pay then current brands? (Willingness to pay)(SA)

5%

10%

More than 10% is also fine

No issues with price

Only if at the same price range of current consuming brands

Display This Question:

If If any cookies brand is coming up with a additional benefits & solving your problems then how muc... != Only if at the same price range of current consuming brands

Q34 If you are paying extra then what all things would you expect from that cookies?(MA)

Taste

Quality Texture

Nutrition

It should curb my hunger

New flavor and variety

Other _____

