A Comparative Analysis of Brand availability & Coverage of Britannia Biscuits in Punjab state of India.

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ABSTRACT

The research was conducted in Pathankot and Gurdaspur districts of Punjab covering 10 beats in which 300 retail outlets were selected through cluster random sampling technique. The sample size from each beat of Pathankot and Gurdaspur districts were 35 and 25 respectively. The information from various retail outlets was collected with the help of semi-structured schedule. The inference of the study was drawn through descriptive and relevant statistical techniques to check the influence of various customer relationship strategies on retailers’ attitude. The survey covered outlets in Pathankot where 159 out of 175 and in Gurdaspur 103 outlets out of 125 were covered by Britannia distributors. It has been concluded that the most important dominance in the market was of Britannia except in the beat of Dhaki road from Pathankot and College road and Babri mani beats from Gurdaspur In addition to this there was less coverage and low variety of Britannia biscuits experienced as compared to competitors especially Cremica and Parle. Britannia is giving tough competition to their competitors in all the beats except College road. The company needs to focus especially the NutriChoice and Marie variants as these variants are found unavailable at larger scale in all beats of both districts. In nutshell the study suggests that improving distribution, launch of RTM etc. are the viable strategies that have to be adapted to tap the immense potential of the market and based on the findings the organisation requires to enhance the positive attitude among the retailers and increase the sales in the rural areas of both the districts of Punjab.

Keywords: NutriChoice, Gur, daspaur retail outlets and RTM

Introduction:

The Indian food industry has grown from strength to strength in the past few years with recent upswing in the packaged and processed food industry. Indian bakery industry is one of the biggest sections in the processed food industry of the nation. The rising foreign influence, emergence of female working population and changing consumption patterns have attributed strongly in the growth trajectory of the bakery industry. Global bakery industry grew at an annual rate of approximately 6.5 per cent during 2007-13 and leading research associations project the global industry to grow at a compound annual growth rate (CAGR) of approximately 7 per cent in the next few years. The global bakery products market is forecasted to reach US$447 billion by the year 2017, driven by new consumer preferences for conveniently portioned and easy-to-consume bakery goods. Bread and Biscuits are fast and convenient food based on wheat. Its consumption is more in cities and towns where industrial working group population is more. Bread and Biscuit consumption is increasing day by day and these are being increasingly used for various feeding programmed for children managed by voluntary agencies and State departments of health. Biscuits, which constitute an important item of bakery industry, have now become a common item of consumption among all classes of people. With tea or coffee, a biscuit makes a tasty and nutritious snack. It has become more popular as a convenient food.

With the changing socio-economic environment i.e. increased literacy rate (about 65 per cent), higher per capita income, larger number of women going out for work to sustain family, higher living standard and increased tourist population etc., one can expect at least 5 per cent growth rate in case of bakery products in coming years. It has been estimated, there are about 1 lakh small scale industries (SSI) units producing items worth Rs.3000 crores annually. The per capita consumption of bakery products is the lowest in the world i.e. 1.27 kg, whereas, in advanced countries it ranges from 50-70 kgs (Bakery Industry in India, 2012). The Indian biscuit sector is dominated by players like Britannia, Parle and Sunfeast brand (ITC) together with other small players like Priyagold, Anmol Biscuits, Cremica etc.
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Objectives of the Study
1. To find out Britannia Coverage in Pathankot and Gurdaspur districts of Punjab.
2. To compare and check the Brand availability of the Britannia Biscuits at different stores.

Materials and Methods
The present study was based on both primary as well as secondary data collected from various sources. The Punjab district was selected on the basis of most efficient areas for the sale of Britannia biscuits, the study had been confined to the Pathankot and gurdaspur areas of Punjab. The present study used a multi stage procedure to form the clusters. At first stage all available clusters were prepared and finally two were selected on the basis of extent of rural population. The first cluster was Pathankot and second was Gurdaspur. At second stage, five beats from each cluster were chosen on the basis of decision of researcher. Finally, 35 and 25 sampling units were selected in the cluster to be a part of a final sample.

The sample used in this study consisted of the retailers having retail outlets in different areas of Pathankot and Gurdaspur districts of Punjab. The data were collected through filling up the semi structured schedule from retailers through market survey. The sample size for the study was taken as 300. The secondary data was collected through websites, journals, newspaper articles related to marketing, magazines of finance and market and annual reports published by Britannia at regular interval of time.

Methods of Analyzing Data
After collecting the data, the result has been analyzed by using descriptive statistics, pie charts and Graphs bars.

Results and discussion
Figure 1 depicts the coverage of Britannia in 5 different beats of Pathankot namely Dangu road, Dalhousie road, Lami and Mission road and Railway road. It has been analysed that each beat comprises of sample size of 35 retail outlets hence covering 175 retail outlets in Pathankot region. The study also revealed that in Dangu road beat out of 35 the Britannia biscuits were available at 32 retail stores and not available at 3 retail stores. Similarly, in Dalhousie road beat 31 retail stores were having the Britannia and 4 retail stores were not having it. However the Dhaki road beat shows the presence of Britannia in 32 retail outlets and absence in 4. While moving towards Lami and Mission road the availability increases to 33 and not availability to 2. At last, in Railway road the availability of Britannia biscuits was in 31 retail stores and not available in 4. In nutshell, it can be concluded that the Lami and Mission road shows the major coverage for Britannia in Pathankot district of Punjab. Meanwhile, it is suggested that, the Dalhousie road and Railway road should be focused more by the marketing personnels so as to enhance the coverage of Britannia in Pathankot District of Punjab.

Furthermore, the positive sign for Britannia in Pathankot District is the number of retail outlets in different beats. In totality there are 159 retail outlets that are having the availability of Britannia biscuits whereas rest 16 outlets show the unavailability. Therefore, the marketing and sales team should make the appropriate strategies so as to cover the rest 16 outlets and thereby make 100 per cent market coverage leading towards the increase in the sale of Britannia.

Source: Primary data.

Figure 1: Britannia coverage in District Pathankot
Note:  \( A \) represents Availability and \( NA \) represents Non-Availability

Figure 2 depicts the coverage of Britannia biscuits in 5 different beats namely Sangalpur road, College road, Jail road, Babri Mani and Geeta bhawan road. From the Figure it has been analysed that each beat comprises of sample size of 25 retail outlets. In Sangalpur road beat out of 25 retail outlets the Britannia biscuits were available at 22 retail stores and not available at 3 retail stores. In College road beat 19 retail stores were having the Britannia and 6 retail stores were not having it. However, the Jail road beat shows the presence of Britannia in 21 retail outlets and absence in 4. Similarly approaching towards the Babri Mani beat the availability of Britannia biscuits were in 20 retail outlets and not availability in 5. At last in Geeta bhawan road, the availability was in 21 retail stores and not available in 4 retail outlets. In nutshell, it can be concluded that the Sangalpur road shows the major coverage for Britannia in Gurdaspur district of Punjab. On the other hand the other beats especially College road should be focused by the marketing personnel so as to enhance the coverage of Britannia in Gurdaspur district.

Furthermore, the study reveals that there are 103 retail outlets that are having the availability of Britannia biscuits whereas rest 22 outlets show the unavailability. Therefore, the marketing and sales team should make the appropriate strategies so as to cover the rest 22 outlets and thereby make 100 per cent market coverage leading towards the increase in the sale of Britannia in Gurdaspur district.

In addition to this, it has been analysed from the statistics that Britannia is having more coverage in Pathankot district as compared to Gurdaspur district. However the probable reason for the less coverage in Gurdaspur district is due to the presence of more rural population then in Pathankot. Moreover the analysis conclude that there is a less number of retail outlets available in Gurdaspur district than in Pathankot leading towards decrease in market coverage and in particularly to the sales of Britannia biscuits. However, one of the most essential reasons for the less coverage and more non availability of Britannia biscuits in Gurdaspur district is due to the strong holding and presence of local brands especially Cremica. As these local brands were having less cost and more margin for the retailers in different beats of Gurdaspur district than in Pathankot. This has lead towards the presence of more local brands availability for biscuits than Britannia in Gurdaspur.

Source: Primary data

Figure 5.2: Britannia coverage in District Gurdaspur

Note:  \( A \) represents Availability and \( NA \) represents Non-Availability

To confirm the presence of competitors with respect to Britannia, the present study also made check for the relative comparison of brand availability of Britannia with others. To analyze these results the respondents (retailers) have been asked to provide the response in terms of the availability of Britannia products/biscuits at respective outlet viz on viz competitors. From the Figure 3, it has been concluded that in district Pathankot Lamini and Mission road is depicting the presence of competition among the local brands also. The analysis revealed that Britannia is having the presence of availability of products at 33 retail outlets followed by Cremica (31), Parle (30), ITC (25) and others (23) respectively. However, it has also been analysed that Britannia is giving tough competition to its competitors in all the beats except Dangu road where the position of Britannia (32) to its major competitor Cremica (33) appears to be on second position.
It’s further been concluded that there is very high competition among the availability of Parle(31) and Britannia(32) biscuits for the retail outlets in Dhaki road.

On the other hand, it has been analysed that Britannia as a market leader for biscuit industry can focus on all retail outlets in different beats as the non-availability of Britannia products compared to other national and local brands is comparatively less except in Dangu road(3). It has been analysed that the marketing and sales team should focus more on Dangu road where the relative share of non-availability of Cremica(2) is less than Britannia.

In nutshell it has been suggested that the Britannia should make the appropriate strategies and analyse their potential compared to their competitors so as to deliver the timely and more marginal product to the retail outlets in different beats. This will help in building up the better relationship among the retailers and the sales team of Britannia thereby lead towards the improvement in the sales and revenue of both partners.

**Figure 3**: Brand availability of Britannia and its competitors in Pathankot district

From the figure 4, it can be concluded that in district Gurdaspur where the availability and the presence of Britannia was less than Pathankot district have noticed that College road (19) and Babri Mani (20) are indicating the less coverage and low variety of Britannia biscuits as compared to competitors. It has been analysed that Britannia is giving tough competition to its competitors in all the beats except College road where the position of Britannia (19) is not good to its major competitor Cremica (20) and other local brands (21). It’s further been concluded that there is very high competition among Britannia and local brands especially Cremica for the retail outlets in all the beats except college road where the local brands and Cremica are leading the market.

On the other hand, it has been analysed that Britannia as a market leader for biscuit industry can focus on all retail outlets in different beats as the non-availability of Britannia products compared to other national and local brands is comparatively less except in College road. It has been analysed that the marketing and sales team should focus more on College road. In addition to this the Britannia can make the appropriate strategies and analyse their potential compared to their competitors so as to deliver the timely and more marginal product to the retail outlets in different beats especially the beat of College road.

Consequently Britannia should focus more on Lamini and Mission road followed by Dhaki road because of more availability of biscuits in the regions. They can further reduce the margin of non-availability to nil if the appropriate policies will be adopted. These policies can be in terms of advertisements, promotional activities, increasing margin for retailers and increase the visits of sales personnel to the retail outlets.

So it has been suggested that the Britannia should make the appropriate strategies and analyse their potential compared to their competitors so as to deliver the timely and more marginal product to the retail outlets in different beats. This will help in building up the better relationship among the retailers and the sales team of Britannia thereby lead towards the improvement in the sales and revenue of both partners in both the districts.
Figure 4: Brand availability of Britannia and its competitors in Gurdaspur district

To have a more elaborative and comprehensive picture of Britannia biscuits in different beats in the respective districts a relative comparison for the availability and non-availability of different variants have been analysed.

From Figure 5, it has been analysed that the variety of Glucose biscuits is leading the other variants in all the beats of district Pathankot except the beat of Railway road where the availability of Cream biscuits is more than other variants. Glucose is followed by GoodDay and 50-50 biscuits in all the beats except the Railway road beat where the variant of Cream biscuits is leading all other variants of Britannia biscuits. The availability of Cream biscuits is quite good in the beats of Dalhousie road, Lamini & Mission road and Railway road but not good in the beats of Dangu road and Dhaki road. So the company needs to focus on these two beats in order to make Cream biscuits more available in the market. Milk biscuits of Britannia are also not available that much as compared to Glucose and GoodDay so the company also needs to focus on this variant in order to make it more available.

There are only two such variants of Britannia biscuits which are found highly not available in all the beats of district Pathankot. These two variants are Marie and NutriChoice, these variants are more unavailable in the market due to their high price as compared to other variants. Thus the company needs to consider these two variants very much, because the main reason for the non-availability of these two brands is their size and price. So Britannia can increase the availability of these variants by giving more margins to retailers and also by introducing small size packs of these variants in order to increase the sales.

Figure 5: Availability of Britannia variants in Pathankot district.
From Figure 6, it has been analysed that also in district Gurdaspur, the variety of Glucose biscuits is leading the other variants in all the beats except the beats of Sangalpur road and Jail road. Glucose is followed by Cream biscuits in district Gurdaspur and holding the second position in terms of availability but the company needs to focus on it in the beats of College road and Babri Mani where its availability is less as compared to Glucose. In Sangalpur road beat GoodDay is leading other variants but in other beats its availability is less as compared to Glucose and GoodDay. The availability of 50-50 is good in the beats of Sangalpur road, College road and Geeta bhawan road but not so good in beats of Jail road and Babri Mani. Overall GoodDay and 50-50 biscuits are approximately equally available in district Gurdaspur. The variants of Milk, NutriChoice and Marie are found more unavailable than other variants of Britannia biscuits in all the beats of district Gurdaspur. So the company needs to focus mainly on these variants in all the beats of district Gurdaspur to make these variants of Britannia biscuits more available. Being a rural area, the customers of Gurdaspur are not much aware about these variants such as NutriChoice and Marie. The size of the biscuits and price according to size of biscuits also effects the availability of these variants which causes less demand by customers. So due to such reasons the unavailability of these variants is very high especially in rural areas.

Thus, at last the company needs to consider all the variants but needs to focus especially the NutriChoice and Marie variants in all beats of both districts as only these two variants are found more unavailable in both districts. So Britannia can increase the availability of these variants by giving more margins to retailers and also by introducing small size packs of these variants in order to increase their availability which in turn helps to increase the sales.

![Figure 6: Availability of Britannia variants in Gurdaspur district](image)

**Conclusion**

It has been concluded from the study that Britannia is having more coverage in Pathankot district as compared to Gurdaspur district. However, the probable reason for the less coverage in Gurdaspur District is due to the presence of more rural population than in Pathankot. Moreover, the analysis conclude that there is a less number of retail outlets available in Gurdaspur District than in Pathankot leading towards decrease in market coverage and in particularly to the sales of Britannia biscuits. It has been analyzed that Britannia is giving tough competition to their competitors in all the beats except Dangu road where the position of Britannia to its major competitor Cremica appears to be on second position.

**Recommendations**

- It has been suggested that Britannia should focus on strengthening its existing distribution network in Gurdaspur as the local wholesaler is having the dominant grip over the market and it is attracting the existing retailers or prospects through lucrative offers given to them. The distributor of Britannia can also allow credit facilities to some extent in order to cover more market.
Britannia needs to focus on the beats having less coverage in both districts. In Pathankot, the focus should be on the beats of Dalhousie road and Railway road. While in Gurdaspur, the beat that especially should be focused is College road beat.

To retain its market leadership Britannia can increase their market share through sales promotion activities, intensive distribution and attractive schemes to retailers. Britannia should focus more on strengthening its supply chain.

References
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