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# PROGRESSIVE GROCCER

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**INDIA EDITION**



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**WE HAVE TURNED  
PROFITABLE  
AFTER 15 YEARS  
OF SUCCESSFUL  
OPERATIONS IN  
INDIA**

— ARVIND MEDIRATTA  
MD & CEO, METRO CASH & CARRY INDIA

### BREAKFAST FOODS

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How retailers and manufacturers are making consumers stay interested and connected with their products by aligning product benefits with consumer needs.



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Retailers are increasingly serving “phytital” shoppers, who browse and buy in the physical and virtual worlds as their needs require. Consumers have shown an eagerness to cherry-pick more formats more frequently, and the trend of regularly buying groceries online is bound to pick up with time. Within 10 years, 20 per cent of all food would be sold online, it is being predicted.

Connecting with shoppers is the key. Experience continues to emerge as a key point of differentiation for traditional grocers facing digital upstarts, which have conquered convenience, selection and price. Grocers no longer just sell food – they barter in experience and information. Retailers have to become more comfortable talking science, technology and nutrition... and in preparing consumers for the next golden era of retail.

To thrive in this new retail world, innovation has to be pervasive in an organization. Players must experiment, learn and make changes on the fly. Adapting to digital retail is more about mindset than organizational structure; collaboration models need to shift, and retailers must hire digital talent.

One industry study has identified five key issues facing the industry: emerging new consumerism, artificial intelligence and technology, workforce, the new marketplace, and food production. Over the years, the industry has seen trends come and go, but never before has lasting change come on so strong. The truth is that we have not seen before an industry changing as quickly and violently as food retail is changing today.



**Amitabh Taneja**  
Editor-in-Chief

All feedback welcome at [editorpgindia@imagesgroup.in](mailto:editorpgindia@imagesgroup.in)

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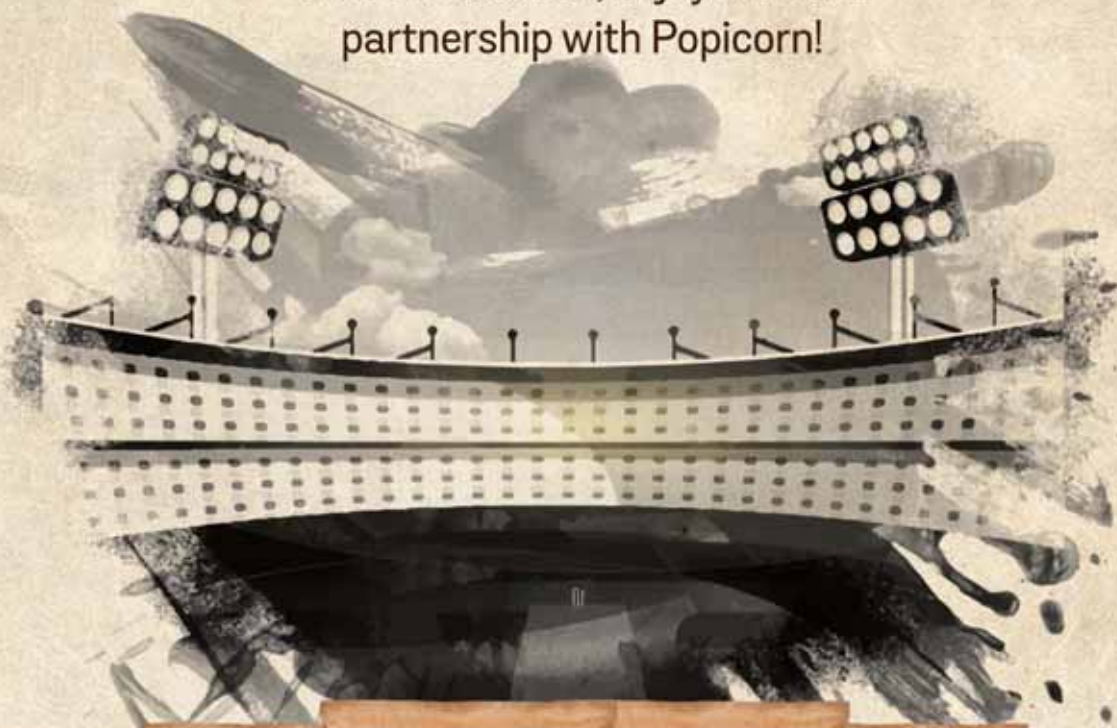
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### COVER STORY

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**ARVIND MEDIRATTA**  
Managing Director & Chief Executive Officer at METRO Cash & Carry India

### METRO CASH & CARRY TURNS PROFITABLE IN INDIA AFTER 15 YEARS OF OPERATION

METRO was the first cash & carry player to foray into India in 2003. Since then it has opened 27 wholesale distribution centers across the country spanning 1.8 mn sq. ft. of gross floor area and catering to over three million customers nation-wide. "It has taken us some time to find the right success formula in India but with a focused approach, we have been able to break-even and turn profitable after 15 years of successful operations in India," says Arvind Mediratta, Managing Director & Chief Executive Officer at METRO Cash & Carry India, in an exclusive interaction with Progressive Grocer.

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Work in Progress



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How organic foods are shaping the future of food industry



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Inspiring Operators



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Reshaping the morning meal landscape



Recent market research and analysis support the notion that what we eat for breakfast and how we eat it is evolving amid cultural shifts and emerging trends. Whereas influences like changing health habits, demographics and cost consciousness will continue to alter the choice and consumption of breakfast-oriented foods and beverages, we are also seeing a greater number of choices available even as manufacturers and retailers are aligning product benefits with consumer needs to make consumers connect with their products and stay interested.

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# Market Update

## MORE launches hypermarket in G. Noida; to take its supermarket store count to 1200 in five years



The More grocery retail chain, which was bought by Witzig Advisory Services last year from the Aditya Birla Group, opened a new hypermarket in Greater Noida recently. The chain operates 600 supermarkets and 20 hypermarkets across India currently. With a current turnover of Rs. 4,500 crore, the retailer is looking to grow its supermarket count to 1,200 and its hypermarkets to 120-125 stores over the next five years.

The More hypermarket has a retail space of 45,824 sq. ft. and will be catering to people in the Greater Noida-Noida neighborhood. Located inside the 1 million square foot Omaxe Connaught Place, the store aims to offer unbeatable value and quality in grocery, fresh food, home and apparel. “We aim to create a complete shopping experience that combines best-in-class quality products, customer service and store experience. Our aim is to create customers that keep returning for more,” said More’s MD Mohit Kampani.

“The mandate from our board is that in the next five years, the company has to grow three times. We would invest Rs. 1,000 crore to open new stores. It’s not only the front end, we would invest in the back-end operations also,” he said, adding that most of the funds would come from internal accruals as the company is profitable and is generating cash.

In a recent development, Amazon has acquired a 49% in Witzig Advisory Services, the company that now operates More supermarket stores. Amazon and Samara Capital, which owns the majority share in Witzig, have agreed to co-invest in a facilities support and management and value added services in Witzig with a view to invest and create opportunities for skill development, and employment generation. Witzig was fully owned by Samara Alternative Investment Fund when it acquired the More chain from the Aditya Birla Group in September 2018 for about Rs 4,200 crore. Witzig’s plans to acquire More, which also includes Amazon’s investment in it, had received the approval of the Competition Commission of India in January this year. Samara and its partners have together ploughed Rs. 4,046.45 crore into Witzig via private placement, which will be used to further the business objects of the company.

## Q Mart launches second store in Hyderabad

Q\_Mart, the Hyderabad-based boutique supermarket, has launched its second store in Hyderabad at Gachibowli. The new store – one of the largest stores in the country for a non-chain retail brand – was inaugurated by actress Amala Akkineni. The store offers customers an expansive range of gourmet, imported and specialty food products from all over the globe. The store will host products in both food and non-food categories. The new Q\_Mart store in the conveniently located shopping zone of Gachibowli is spread over 35,000 sq.ft. and will cater to the daily as well as exclusive needs of localities such as Gachibowli, Madhapur, Kondapur, Miyapur and other surrounding areas populated by citizens employed in the new CBD of Hyderabad. Commenting on the launch



of the new store, BVK Raju, Joint Managing Director, Q\_Mart said, “We are very happy to launch our second store in Gachibowli. Q\_Mart store will provide a unique experience to its customers with authentic and premium products from all over the world. Our mission is to deliver the highest standards of customer service and always look for the best quality products and we will consistently strive to be innovative and keep up with the latest International trends.”

The company has allocated Rs. 50 crore for opening three new stores. “In addition to the Gachibowli store, two new stores are also being planned to open at Kokapet and Kompally shortly,” said Raju. The company, established in 1997, is currently focusing on Hyderabad and would be looking at Visakhapatnam, Chennai and Bangalore in the years to come.



**Parle Agro's Appy Fizz asks consumers to #RiseUp with new summer campaign**

Parle Agro, the largest Indian beverage company, has launched a new summer campaign for its fastest growing brand Appy Fizz. The new campaign urges consumers to #FeelTheFizz by rising up and following their passion. With marketing spends of Rs. 75 crore, Parle Agro has adopted a hyper local marketing strategy with various initiatives to further connect with the consumers across India.

With nearly 99% market share in the sparkling fruit drink category, Appy Fizz's new brand campaign will play a pivotal role in consolidating Parle Agro's foothold nationally with Salman Khan as the brand ambassador and Jr. NTR

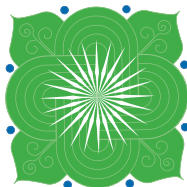


as the brand ambassador for southern markets. Appy Fizz this year has commenced its marketing campaign starting from March and will continue its communications throughout the year. Commenting on the campaign, Nadia Chauhan,

Joint MD and CMO, Parle Agro said, "Appy Fizz, a 740 core brand, has grown by 70% last year. This phenomenal acceptance from consumers has fueled our desire to chalk an aggressive marketing strategy and build this category to Rs. 4,000

crore. Both Salman Khan and Jr. NTR have a huge fan base, which will help us connect with our consumers and actualize this feat."

Conceptualized by Parle Agro's creative partner, Sagmesiter & Walsh, the 360 campaign will speak out to the young consumers, encouraging them to unleash their true potential and #RiseUp while achieving their goals in life. Sharing his thoughts on the continued association, Salman Khan said, "The new campaign is as exciting as the brand Appy Fizz. It resonates with my belief of rising up in life like the bubbles in Appy Fizz. I am sure my fans will love this new campaign as much as the previous one."



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### NatureFresh Professional showcases application of bakery shortenings and margarines

NatureFresh Professional, the fastest growing national brand of bakery shortenings and margarine from Cargill's oils business in India, engaged with customers and bakers through baking training sessions and sampling of bakery items during Aahar Expo 2019. The brand's stall was aesthetically designed as a café and hosted five eclectic baking training sessions on healthy baked recipes, food safety and hygiene practices, baked products with higher shelf life, dry cake varieties and Danish pastry. These sessions were curated by the brand's in-house chefs who shared some important tips with the visitors to make their baking skills more wholesome.

Keeping in mind the changing trend towards healthy baked delicacies, NatureFresh Professional's expert chefs



curated over 60 special recipes like ragi cookies, honey oatmeal cookies, and whole wheat cake at the expo. Along with this, there were new exotic recipes like linger torte, apple crumble and various Danish pastries. Bakers from across the world who visited NatureFresh professional's stall were enthralled by the recipes displayed and appreciated the display of expertise shown by the brand's chefs.

Over 3,000 visitors visited NatureFresh Professional's stall this year. Customers appreciated the session demonstrating the applications of the products and home bakers engaged avidly in the baking sessions at the stall. Along with this, bakers also shared their queries regarding new baking techniques during the sessions with the chef and received valuable guidance.

Speaking on the occasion, Piyush Patnaik, Managing Director, Cargill's Oils business in India said, "NatureFresh Professional is an important brand in Cargill's portfolio catering to both B2C and B2B customers. Witnessing first hand the customer love for our brand is always a humbling experience, which we have witnessed for the third consecutive year at the Expo."

### Bhopal's RNTU to establish MP's first Centre of Excellence in Food Processing



Bhopal-based Rabindranath Tagore University has signed a Memorandum of Understanding with the Food Industry Capacity and Skill Initiative to establish Madhya Pradesh's first Centre of Excellence in Food Processing at the university. The Centre will aim to train manpower for MSMEs and startups in various subsectors of food processing, along with building entrepreneurial capabilities in the State. Under the partnership, RNTU will impart training in Food Processing based

on FICSI's Qualification Pack (QP) as the training curriculum for the students. FICSI will conduct an assessment and provide certification to the students.

Rabindranath Tagore University (RNTU), formerly known as AISECT University, was established in Bhopal by the AISECT Group of Universities in 2012 as India's first Skills University. It is the country's first university to inculcate compulsory skills development courses across all its degree programs. All the students at the University have to learn at least one skill every semester so that by the time they graduate they have 5-6 skills handy. This time-tested practice of the University, has been successful in significantly raising the employability levels of the students.

### Pure Nutrition.me announces a new store launch at Mumbai International Airport T2

Pure Nutrition, an online nutraceutical brand, has launched its first ever store at Mumbai International Airport, Terminal 2. The launch of this store demonstrates Pure Nutrition's commitment to provide its holistic range of organic products, which are being developed and expanded to address various health needs. The new Pure Nutrition store clearly communicates the essence of the brand, which is to provide pure health to the end-users. The newly designed store will be open to the customers 24 hours every day. The store showcases extensive product offerings of the brand that includes dietary supplements, super foods, pure herbal infusions, cold pressed oils, protein powder and soups, besides other categories.

Commenting on the new store opening, Sushil Khaitan, CEO & Director, Pure Nutrition.me, said: "We have been receiving an overwhelming response for our products through our online presence and thus we thought of extending our unique formulations in tangible form to our target audience.


This is a first step the brand has taken to further enhance its presence in the retail space. In line with our continued efforts to provide new and unique formulations in the nutraceutical segment, we will soon be launching 8 different healthy product categories that will be healthy options for the travellers".







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### Walmart India opens 24th 'Best Price' Cash & Carry Store in India at Karimnagar, Telangana

Walmart India opened its first B2B Cash & Carry store in the city of Karimnagar, making it the second in the State of Telangana and the 24th "Best Price Modern Wholesale Store" in the country. The opening of the second Walmart store in Telangana reiterates Walmart India's commitment to the State where it plans to further expand its footprint and contribute to the State's economy. The new store has been simultaneously integrated with Walmart's B2B e-commerce platform.

Spread over 50,000 sq. ft., the store will significantly contribute to the local economy by creating an estimated 2,000 direct and indirect jobs. The store will also boost the small farmer and regional supplier eco-system as it will directly source from farmers and locally relevant food, non-food products from local suppliers to fulfill the needs of its members. Besides, the new store has been integrated with environment friendly practices like renewable energy, LED lights, water recycling through sewage treatment plant and ground

water recharging through collection of storm water and waste management practices have been incorporated.

Commenting on the opening of the first store in Karimnagar, Krish Iyer, President & CEO, Walmart India said, "Our second store in Telangana reinforces our belief in the ease of doing business under the leadership of Chief Minister K. Chandrashekar Rao. Telangana is an important State for us. We have signed an MoU with the State Government and at least seven new stores are in the pipeline."

The new Best Price Modern Wholesale Store store will enable Walmart India to meet its objective of empowering small businesses to prosper and cater to all the needs of underserved small businesses such as kiranas/resellers, offices & institutions (O&I) and hotels, restaurants and caterers (HORECA) in the region under one roof.



### SPAR celebrates the launch of its third store in Chennai with a healthy cook-off challenge

SPAR Hypermarket, one of India's fastest-growing retail chains, has opened its third store in Chennai at Marina Mall, OMR. To mark the occasion, it hosted a healthy cook-off challenge featuring top food bloggers from the city on March 27th. The new SPAR store at The Marina Mall offers customer, innovation-led experiential shopping, including not seen before uses of technology as well as novel design. Known for its customer-centric approach, SPAR offers a wholesome assortment of fresh produce, fish & meat, staples, consumer packaged goods, home and living products, apparels and more. All of this is available at both its online and offline touchpoints covering store, web, mobile app, call & order and more. Focusing on delivering a distinctive

brand connect and loyalty, SPAR brings together great merchandising and technology to deliver an experience that converges modern and traditional.

The store has been designed with a unique thought process, which considers emotional quotient and blends aesthetics, convenience and clear value propositions to deliver a fast, fun & friendly shopping experience. Innovative use of technology in the store includes self-assist screens and self-checkout counters. SPAR has developed experientially designed departments to make shopping more enjoyable. These sections range from Wonder Years – an exclusive kids area with some hands on tech; a special Grandma's corner which takes your taste buds back to your childhood; SPAR Kitchen, which brings together more than 20 local and global cuisines, "Freshly", a space for fun with fruits & vegetables and much more.

Rajeev Krishnan, SPAR India CEO & MD, said: "SPAR Hypermarkets have gained popularity all over India due to an expansive, diverse catalogue of products, which are notable for their high quality and freshness. Our first two branches in Chennai, at Vijaya Forum Mall and VR Chennai, have been met with great success. We are delighted to expand our presence in this welcoming city with our latest branch at Marina Mall."



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## *OLIVES FROM SPAIN participates at Aahar for its fifth promotional campaign in India*



**O**LIVES FROM SPAIN, one of the biggest exporters of olives, participated in Aahar Delhi 2019 to spread awareness about Spanish table olives. The purpose was to make the key industry stakeholders understand about the endless possibilities of this little fruit which is much more than a topping. The basic objective of the brand is to increase the exported volume in the Indian market. Aahar Delhi, the biggest trade fair for the food and beverage sector in India, has brought the professionals from the Indian industry as well as international food players together, in a five-day expo at Pragati Maidan from 12th of March to 16th of March 2019, to collaborate, network and connect for better business ventures in the future.

Spain is the world leader in table olive production, and it exports olives to more than 120 countries, representing 40% of the global market. The main markets for Spanish olives are –USA, Italy, Germany and France. Since 2007, OLIVES FROM SPAIN started targeting other potential markets, India was identified as a country where olive consumption is steadily increasing over the years.

OLIVES FROM SPAIN came up with a unique stall at Aahar and the stall was awarded by the Indian Trade Promotion Organization, as one of the best and most original displays of the fair. With an original artwork and design, the stall showcased its key products in the Indian market: green, black and

pimento stuffed olives. All visitors could taste, enjoy and experiment Spanish olives with a fresh twist.

The stall featured a “Spanish Marinating Bar.” The idea behind the concept was to make a better connection with the Indian HORECA professionals with an innovative way to use table olives in their daily activity.

Visitors, at the stall, could follow three basic recipes that were printed on the stall to experiment with the olives. It was an interactive approach to engage the visitors and allow them to prepare different marinade recipes.

OLIVES FROM SPAIN program at Aahar also featured two well acclaimed and interesting live cooking masterclasses conducted by Chef Saransh Goila, brand ambassador of OLIVES FROM SPAIN in India, at the Indian Culinary Forum Area. The two-day master class session on 13th and 14th of March, 2019, was attended by a curious audience: media professionals, bloggers, and Chefs. Chef Saransh Goila, OLIVES FROM SPAIN’s brand Ambassador for India had an interactive session with the audiences. He enlightened them with the basic key information on Spanish olives, and expressed his long-time passion for the little fruit. He also shared his culinary skills and knowledge on how to blend Spanish Olives with the Indian regional cuisines at the masterclass “Spanish Olives weds Indian Khanna;” fusion of Spanish olives with Indian masalas and chutneys was the idea of the master class. The purpose of these masterclasses is to spread knowledge on how to blend regional Indian cuisine with Spanish olives for a fresh twist to the traditional recipes.

Chef Saransh Goila stated that his keen sense of flavors told him that this juicy fruit had the potential to be a fitting ingredient for Indian cooking, to provide a twist to traditional dishes. He expressed, “I decided to experiment with the olives and started figuring out ways to integrate it in Indian cuisine as snacks and pickles with truly Indian flavors. Indeed, the product in Spain is a pickle itself. There, it is preserved in a brine containing vinegar, salt and different Mediterranean spices. They can also be combined with a huge number of ingredients. As I was captivated by its juicy texture, I started thinking of making pickles following the Indian pickle tradition using olives as the core product.” **PG**



**Chef Saransh stated that his keen sense of flavors told him that this juicy fruit had the potential to be a fitting ingredient for Indian cooking and to provide a twist to traditional dishes.**



# Work in Progress

Don't expect a food safety silver bullet anytime soon as the grocery industry continues to work through blockchain's potential and limitations.

By **Jenny McTaggart**

**B**lockchain is an emerging technology that holds exciting promise for the future of food safety. Consider these major industry headlines from the second half of 2018:

- Software giant SAP began piloting its SAP Cloud Platform Blockchain with farm-to-consumer produce suppliers, including Naturipe Farms, Johnsonville LLC and Maple Leaf Foods.

- The IBM Food Trust blockchain solution became generally available to the industry after 18 months in testing.
- Walmart announced that all of its leafy-greens suppliers must sign on to the technology in a year's time to prevent further outbreaks (and then Walmart's VP of food safety, Frank Yiannas, joined the U.S. Food and Drug Administration as deputy commissioner for foods and veterinary medicine, seemingly to help boost better traceability efforts in the country).



There's no doubt that blockchain would help improve traceability, and hopefully one day make a sizable dent in serious foodborne illness cases like the e. coli-tainted romaine lettuce outbreaks of 2018. But one blockchain and supply chain expert notes that beyond all of the hype, a lot of work needs to be done to find a viable, full-scale business solution that would work for the entire industry.

Henry M. Kim, associate professor of Schulich School of Business at York University, in Toronto, and senior research fellow for Moscow-based enterprise-grade blockchain platform provider Insolar, tells Progressive Grocer that the technology is currently showing the most potential among the big — think Walmart — and the small — specifically, locally operated growers and producers with a more singular supply chain. It will still take time, however, to find a workable solution for the often fragmented, multilayered and more complex food supply chain, especially “middlemen” such as producers.

Kim points to Walmart's huge scale and influence on the industry as obvious forces in its role as retail leader in blockchain. “Walmart is an 800-pound gorilla, so the company can enforce adoption just by handwringing,” he notes. “Walmart is at the receiving end — they can please their customers more, and because they're 're they're more downstream, they get access to a lot of valuable traceability information.”

It will be harder to get producers to participate in a blockchain initiative, however, since they wouldn't necessarily see a cost benefit or a competitive advantage, he reasons. (IBM Food Trust is allowing suppliers to contribute data to its network at no cost, at least for now, though.)

Essentially, because blockchain relies on multiple parties to input data, a wide-scale solution would need many participants in compliance to be successful, Kim says, or consumers won't see the value in a food safety solution that includes only, say, 20 percent of suppliers in a specific category.

**Key Takeaways**

- ▶ **Despite all of the hype surrounding blockchain, there's not yet a viable, full-scale business solution that would work for the entire industry.**
- ▶ **Consumers can benefit greatly from the technology, especially if it prevents wide-scale outbreaks of foodborne illness, but also since it can provide important farm-to-fork food production information.**
- ▶ **In the future, blockchain interoperability, or blockchains being able to communicate with each other, must be explored to make widespread usage possible.**



Walmart and Sam's Club have asked all of their leafy-greens suppliers to implement end-to-end traceability back to the farm using blockchain by September 2019.

Yet for suppliers, a network with everyone participating doesn't create any type of competitive advantage; rather, it becomes more of a “strategic necessity,” he explains.

**Project Updates**

Last September, Walmart and Sam's Club asked all of their leafy-green suppliers to “implement real-time, end-to-end traceability back to the farm using blockchain technology” by September 2019. At that time, Walmart noted that it had been working with Armonk, N.Y.-based IBM and 11 other food companies to develop the blockchain-enabled food traceability network for more than a year. (Others involved in the initiative include France's Carrefour and, in the United States, cooperative Topco Associates and retailer-owned cooperative Wakefern.)

IBM Food Trust spokeswoman Hannah Slocum tells PG that a number of Walmart's leafy-green suppliers are already joining the solution. She also says that IBM Food Trust aims to continue to onboard new members and develop new modules for the solution this year.



Another, somewhat smaller blockchain project being tested in the United States is SAP Cloud Platform Blockchain. The solution works alongside various SAP solutions to help build business intelligence for organizations in several industries, including food, transportation and pharmaceuticals, according to Lori Mitchell-Keller, co-president, industries for SAP, based in Newtown Square, Pa.

The platform is a blockchain-as-a-service solution.

The solution's farm-to-consumer capability is designed to "increase food safety confidence for food producers and retailers alike through supply chain trace-and-track technology," she notes.

On a much smaller scale, Kim recently studied an organic cattle farmer co-op in Arkansas called the Grass Roots Farmers' Cooperative, which is using a meat product-monitoring blockchain solution developed by London-based Provenance. Consumers can scan QR codes to learn about the meat's quality, as well as production. "They have a very straightforward supply chain — the end consumer knows they're getting something straight from the farm," he explains. "So the fact that this farm could say, these are the ingredients, these are the qualities of the cow, this is the person who raised the cow ... all this provided marketing for their brand."

For a large-scale poultry farmer, however, there isn't such a clear case for improved brand recognition, he says.

Ultimately, Kim believes that blockchain will continue to gain steam in the industry, with more proofs of concept in the next few years. At the end of the day, consumers have much to gain from this technology, especially if it prevents wide-scale outbreaks of foodborne illness, but also since it would provide valuable information about the path of food production from farm to fork. It remains to be seen, however, whether individual producers and manufacturers can find real business benefits from using it, versus its being a strategic necessity.

"This may entail getting more technology involved and more use cases," Kim notes. "I think it will also entail government incentivizing."

Looking even further into the future, blockchain interoperability, or the idea of blockchains being able to communicate with each other, will need to be explored to make widespread usage possible. For now, though, he says that "it's too early to talk about that." **PG**

## GLOBAL APPLICATIONS

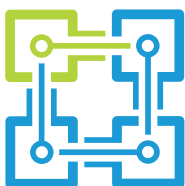
Around the world, food companies are experimenting with how blockchain can improve traceability efforts. France's Carrefour, a leading retailer with more than 12,000 stores in 33 countries, is using the IBM Food Trust blockchain network to strengthen its "food excellence" actions. Its stores are initially using the solution to provide information about a number of its own branded perishable products, including free-range chickens, and the solution is expected to expand to all Carrefour brands worldwide by 2022.

Carrefour has even built a consumer-facing app based on IBM Food Trust open APIs (application programming interfaces) to allow consumers to learn about the details of the particular food item they're purchasing, down to the time and place it was picked, according to IBM Food Trust spokeswoman Hannah Slocum.

Meanwhile, Chinese ecommerce giant Alibaba is working with several suppliers in Australia and New Zealand to test its Food Trust Framework initiative using blockchain technology. The company is working to address food fraud.

“  
Walmart is an 800-pound gorilla, so the company can enforce [blockchain] adoption just by handwringing.”

— Henry M. Kim, York University/Insolar







# USA Poultry Now in India

**U**nited states is the largest producer of food products in the world. Each year the U.S. produces more than 14 million tons of poultry (chicken, turkey, duck) and nearly 77 billion shell eggs. Producers and consumers insist on quality in every step of the process from grow out to processing to distribution. Vertically integrated companies process, market and distribute the products. Inside the processing plant, cleanliness is an obsession. Plants routinely shut down daily for a thorough sanitizing washdown.

## Poultry Nutrition

It has all the nutritional value of red meat, yet it contains about 30% less fat and fewer calories. It is low in calories and light and easy to digest.

## Producing Quality

Maintaining the highest level of quality and cleanliness requires constant attention. Most U.S. processors have advanced research and testing laboratories on site. Plants also work closely with poultry research labs and universities in their individual states. This helps many plants exceed the already high standards set by the U.S. Department of Agriculture (USDA).

## High standards and the USDA

The USDA and inspection standards for all places of poultry processing are the toughest in the world. Products for the export market are blast frozen and generally packed in bulk. U.S. producers and processors offer a wide variety of high-quality poultry products available in various cuts.

## USA POULTRY & EGG EXPORT COUNCIL (USAPEEC)

The USA Poultry and Egg Export Council (USAPEEC) is a non-profit trade organization that promotes U.S. poultry exports around the globe. Through its international offices and consultants in key markets around the globe, USAPEEC keeps current on issues that have a direct impact on U.S. poultry and egg exports. Because of its status as a not-for-profit entity, USAPEEC does not lobby, but the organization can and does not act as intermediary with USDA, both in Washington and at embassies and Agricultural Trade Offices around the world.



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# How organic foods are shaping the future of food industry

The practice of bringing in all food products under the organic label will erode the authenticity and genuineness of the organic category. It is therefore crucial for us to build trust to enable growth and sustain this practice. We must begin to focus on our biodiversity and the rare varieties to sustain the organic food industry in a healthy manner.

By **K C Raghu**

Over the past few years, India has seen a surge in people aiming at a healthy lifestyle. After decades of imbibing foods that were unhealthy, Indians have suddenly woken up to the fact that a sharp change is required in what they eat and drink.

One of the changes that this trend has brought about is a 'return to roots' in terms of food, particularly focused towards organic foods. The organic food trend has primarily been driven by urban metros like Bangalore, Mumbai, and Delhi. The rural population, though responsible for growing the food we eat, has not yet been entirely educated as to the ill-effects of contaminated food. But there is an age-old knowledge of foods and crops among the rural dwellers that works to their benefit. They also have access to fresher fruits and vegetables, which is one of the key products in demand in the urban metros.

People have begun to realize that more than 90 per cent of the lifestyle diseases are avoidable. Health care is growing more expensive, and



fear of ill health is also leading people to take enough precautionary food-based measures. This awareness is also supported by celebrities, in India and elsewhere, which is helping in promoting a healthy lifestyle and switching to organic diets. The celeb factor adds the chic quotient to the organic food lifestyle. Also, Indians have begun realizing the extent of contamination of food, right from the ground level. Social media has also helped create more awareness about the harmful effects of chemicals used in farming. Preventive health and food safety are the two most important factors that innately drive people to opt for organic foods.

There has been extensive coverage about the pollution levels in water and soil in recent years, giving rise to fears about what is on our plate. Parents are worried about the amount of lead in fruits and vegetables, which are fed to infants and children.

The shift towards organic food was first seen in these products. For a while, sugar, maida and other run-of-the-mill products were also being brought under the 'organic' category. Almost every product was available under the 'organic' category, including water!

Karnataka's push towards millets has created a new avenue of conversation of what constitutes organic foods. The government – both at the state and central level – has implemented some policies that help distinguish true organic food from the others.

The Jaivik Bharat certification was the first step towards this movement, wherein any brand claiming to be organic had to be certified. Such certification was the first major step in organizing this market.

The current certified and organized organic market is approximately Rs 2,500 crore and has been growing at a CAGR of 20 per cent. To ensure that this growth continues, the market needs to be scrutinized more and become more regulated. The focus has to be on building trust about this movement and the products, and to ensure that we do not veer away from the true intentions of this organic drive.

The practice of bringing in all unhealthy food products under the organic label will erode



the authenticity and genuineness of the organic category. It is therefore crucial for us to build trust to enable growth and sustain this practice. We must begin to focus on our biodiversity and the rare varieties to sustain the organic food industry in a healthy manner.

#### The way ahead

Almost half of Indian produce is organic by default due to the small holdings and dry land farming. Indian sheep and goat, backyard poultry, forest produce, jackfruit and tamarind easily qualify to be a part of the organic category.

While the Jaivik Bharat certification is a start, we need more regulations to stipulate what would constitute organic food. Farmers re-education is important, especially on the old, healthy ways of farming that are beneficial to the land and the farmer. The bigger markets for organic foods are the metro cities in India, especially those in south India. With the exception of Delhi-NCR, the northern parts of India are yet to fully enter the organic food market.

However, this is a growing industry and more brands are entering this domain. Over the next few years, the consumer will grow more aware about what is 'truly organic' and whether they should pay a premium for such foods. This will change the pricing patterns of food products across categories.

The growth of the organic food movement will also have a massive environmental impact. Eco-consciousness needs to grow alongside the organic food market, educating the customer if what they are consuming is truly organic. The farm to fork model will further evolve in India wherein what's on your plate is traceable right back to the origin of its seeds. **PG**

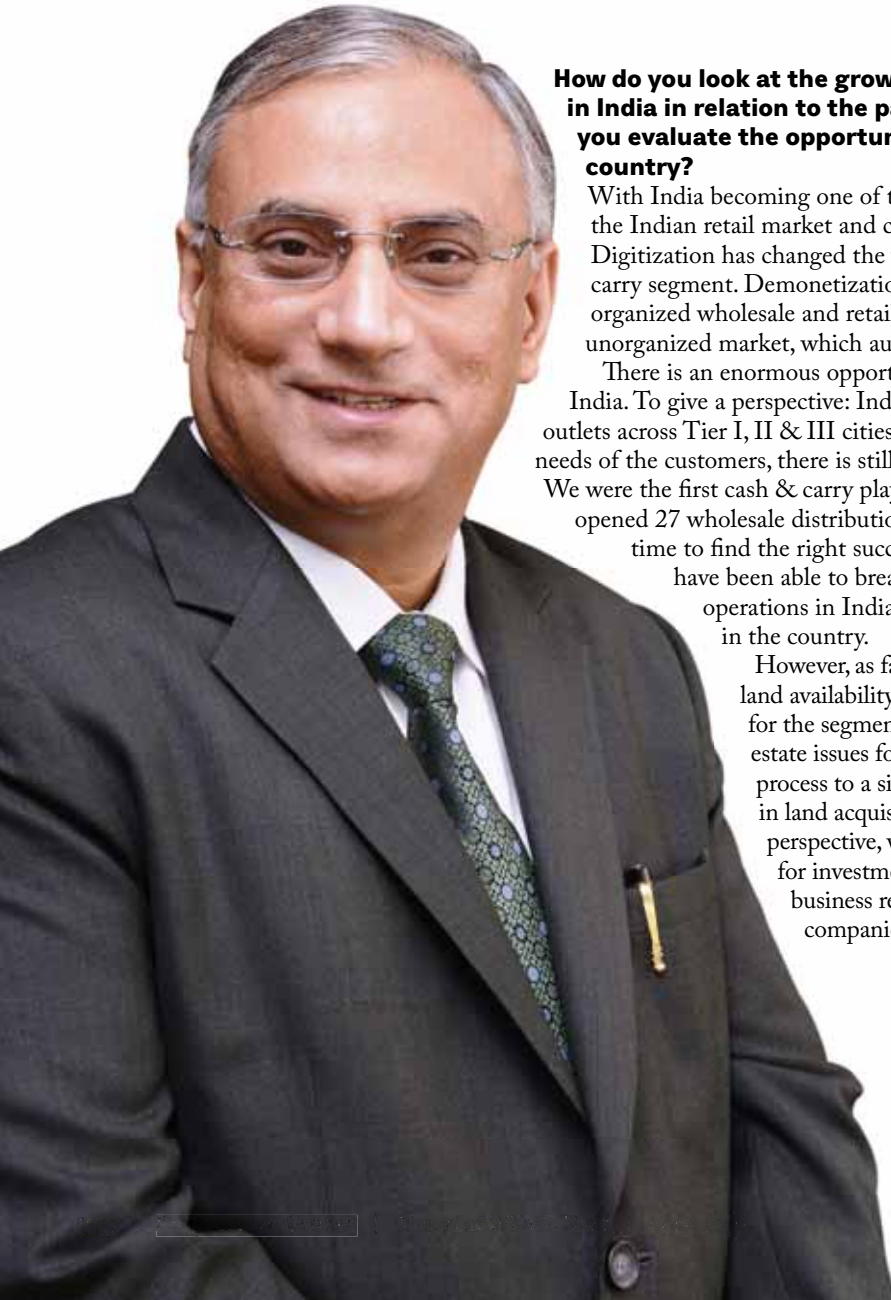
**The current certified and organized organic market in India is approximately Rs. 2,500 crore and has been growing at a CAGR of 20 per cent. To ensure that this growth continues, the market needs to be scrutinized more and become more regulated. The focus has to be on building trust about this movement and the products, and to ensure that we do not veer away from the true intentions of this organic drive.**



**The writer is Founder, Pristine Organics, a company engaged in R&D and manufacturing of organic and nutritional FMCG products ranging from organic paediatric supplements to critical nutrition**

# METRO Cash & Carry turns profitable in India after 15 years of operation

METRO was the first cash & carry player to foray into India in 2003. Since then it has opened 27 wholesale distribution centers across the country spanning 1.8 mn sq. ft. of gross floor area and catering to over three million customers nationwide. "It has taken us some time to find the right success formula in India but with a focused approach, we have been able to break-even and turn profitable after 15 years of successful operations in India," says Arvind Mediratta, Managing Director & Chief Executive Officer at METRO Cash & Carry India, in an exclusive interaction with Progressive Grocer.



## **How do you look at the growth rate of the wholesale cash & carry trade in India in relation to the pace of growth in modern retail and how do you evaluate the opportunities and challenges for this format in the country?**

With India becoming one of the largest preferred retail destinations globally, the Indian retail market and cash & carry trade are both growing at a fast pace. Digitization has changed the whole landscape of retail and wholesale cash & carry segment. Demonetization and introduction of GST has further helped the organized wholesale and retail segments gain a significant share of pie from the unorganized market, which augurs well for modern retail and cash & carry business.

There is an enormous opportunity for the wholesale and cash & carry format in India. To give a perspective: India has a huge potential of about 600 Cash & Carry outlets across Tier I, II & III cities. Considering this sheer potential and the evolving needs of the customers, there is still a huge growth opportunity for this segment in India. We were the first cash & carry player to foray in India in 2003, and since then we have opened 27 wholesale distribution centers across the country. It has taken us some time to find the right success formula in India. With a focused approach, we have been able to break-even and turn profitable after 15 years of successful operations in India. We are committed to profitably expand our business in the country.

However, as far as the wholesale and retail segment is concerned, land availability and acquisition in India still remains a big challenge for the segment to grow. Government should take into account real estate issues for potential investors by streamlining the acquisition process to a single window clearance system and have uniformity in land acquisition regulations across states. Also, from an FDI perspective, we need standardization in labor laws across states for investments. Our labor laws need to keep pace with modern business realities and the Government needs to make it easy for companies to enter India with investments to fuel the economy.



### **ARVIND MEDIRATTA**

Managing Director & Chief Executive Officer at  
METRO Cash & Carry India





**In the food and grocery space, we have seen the co-existence of convenience, value, cash & carry, hypers and specialty formats over the past couple of years. Do you see this pattern changing in any radical way in the years ahead? Is there room for new formats or hybrid formats to emerge as the market evolves?**

The Indian retail industry is undergoing an interesting and transformative phase. The per capita income and consumer spending power has increased significantly. Given the size and growth rate, the Indian retail market has immense potential to grow both in the offline and online space, and there is ample room for more players and different formats to co-exist and grow.

Tech has been a great enabler for the evolution of newer formats, but relationship with businesses will remain the key to success. Indian consumers still prefer a human interface for a more personalized buying experience, which is one of the key reasons why the neighborhood kiranas rule the consumption market. These mom and pop stores (kiranas) form the bulk of the food and grocery business in India, and they will continue to dominate this space in the future.

**As head of METRO's operations in India, what is your current focus and business game plan?**

In our 15-year-long journey in India, we have put in a lot of effort towards listening and understanding the local needs, and providing tailored solutions to our customers. We know customer preferences and the local food habits change every 100 km. Our edge is that we know what our customer wants.

We have championed the cause of independent businesses and are making a big push in technology enabled services to work with independent businesses, especially kiranas and small traders. In line with our commitment towards the success of independent business owners, we launched Kirana Success Center to empower the kirana community with modernization & digitization solutions to help them attract more footfalls and profitability, as well as stay relevant in the modern competitive landscape. We have rolled out kirana digitalization with great success and have helped modernize operations of over 500 kiranas across the country. We plan to scale up the program significantly in the coming years.

Another big focus area for us has been our private label, which we call 'Own Brands'. Through our wide-assortment of Own brand products, we provide value proposition to our customers and an opportunity for small and medium scale businesses to market their products using our network strength. We have over 1,000 products in our 'Own Brands' in both food and non-food segment. Our Own Brands share currently is in single digit, which we plan to double this year.

**Tell us about your Kirana Digitisation and how are you scaling the program?**

India is a land of small and medium-sized businesses. After agriculture, independent business is the largest source of livelihood for people. We have close to 12 million of these neighborhood kirana stores across India. Despite the expansion of organized retail and e-commerce players, kirana stores hold their sway over the grocery retail

“

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— Arvind Mediratta  
MD & CEO, METRO Cash & Carry India





**There is an enormous opportunity for the wholesale and cash & carry format in India. To give a perspective: India has a huge potential of about 600 cash & carry outlets across Tier I, II & III cities. Considering this sheer potential and the evolving needs of the customers, there is still a huge growth opportunity for this segment in India.**



business with a whopping 90% share. However, in the modern landscape, kiranas are facing existential dilemma due to their closed format model and traditional methodology of operation.

As part of our effort towards empowering the kirana eco-system with the latest technology, we have helped modernize operations of over 500 kiranas in the country. We have provided sustainable solutions such as point-of-sale (POS) system, which can be bought on EMI. The point-of-sale system enables kiranas to track their inventory, sales and revenue; they can refer to the dashboard wherein they can track the slow and fast moving items like any modern retailer. They can run special promotions for high-value consumers and even send text messages and emails for promotions to their customers. They can also print GST-compliant invoices for their customers.

We have initiated this digitization program for kiranas to help them run their businesses more efficiently, enable more footfall, income and profitability for them, and ensure that they operate like any omni-channel store.

**What have been your latest initiatives concerning METRO's support & partnership programs for farmers and women entrepreneurs?**

At METRO, we have played an active role in bringing efficiency and strengthening the agrarian fabric of the economy. We are addressing quality,

**METRO'S STRENGTHS AND ACHIEVEMENTS**

With its focused approach of growing profitably and sustainably, METRO Cash & Carry has clocked the landmark achievement of turning profitable after 15 years of operation in India.

METRO has evolved and has come a long way after its foray in the Indian market in 2003. In the past 15 years, it has been part of countless growth stories of independent businesses and small and medium-sized enterprises (SMEs) across multiple sectors. "Our purpose statement is to be **'champion for independent business'**. Today, we anchor close to three million customer base in India across an expansive network of 27 wholesale outlets. We have become the voice of independent businesses, small traders/ kiranas and we believe their success is our business," asserts MD & CEO Arvind Mediratta.

About 99% of the products that METRO sells today are 'Made in India', and locally sourced from small and medium enterprises (SMEs) and local suppliers. This sourcing approach has helped METRO to fuel independent businesses and the entrepreneurial eco-system in the country. The retailer has been able to provide a platform to countless SMEs who have accelerated their businesses through METRO's extensive reach and network. These independent businesses have been able to access METRO's shelf space, storage, multi-market access, and multi-customer base at an optimal cost.

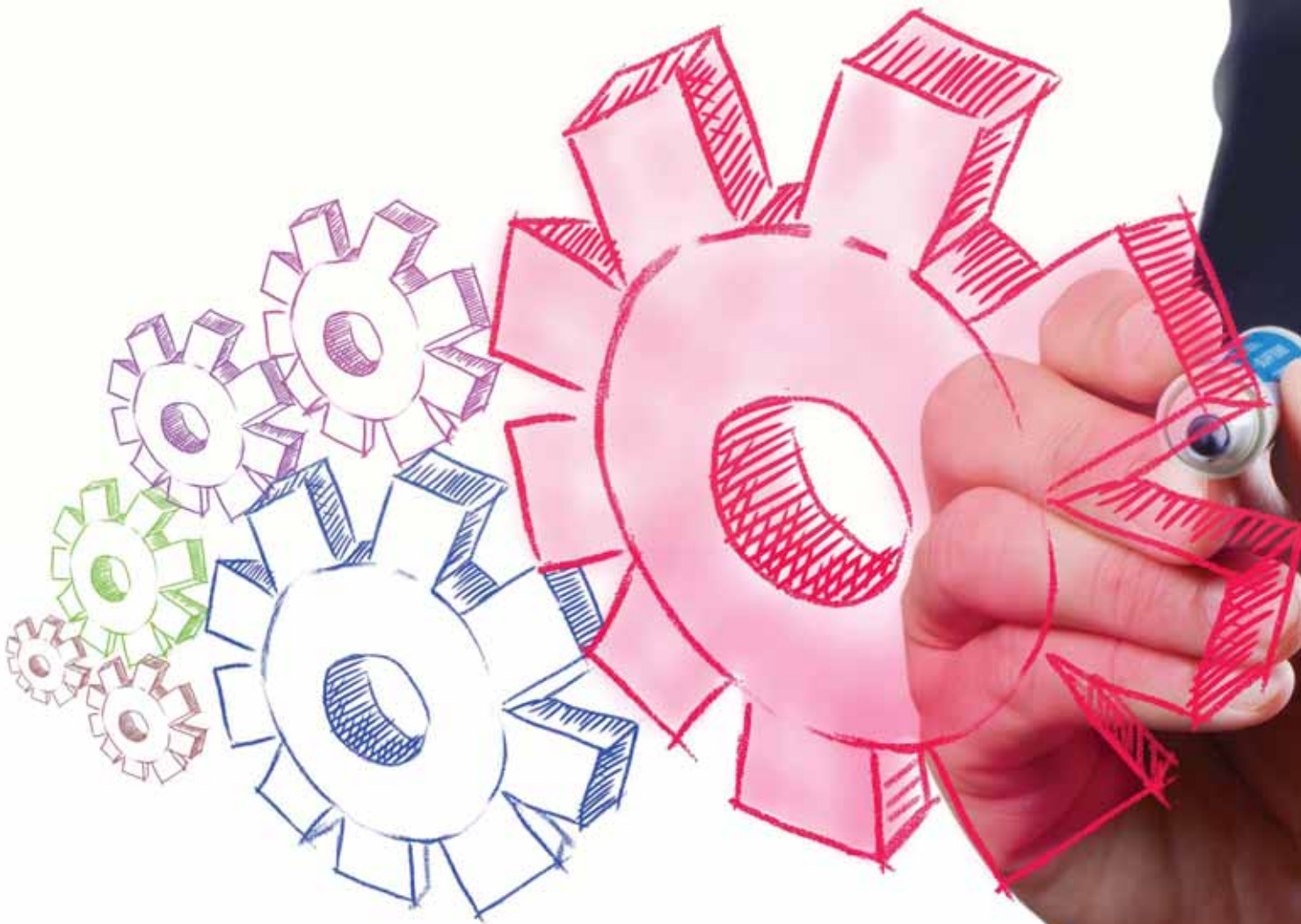
METRO is now leading the way in kirana digitization by enabling the kiranas to digitize their operations and modernize their backend systems. It is also offering interest-free credit solutions for traders & kiranas, thus helping them optimize their working capital. In addition to this, it also runs a 'Direct Farm' program under which it has set up six collection centers to procure fresh fruits and vegetables directly from farmers. It sources over 12,000 MT of produce per annum, positively impacting over 5,000 registered farmers across the country.

In the past 15 years of its operations in India, METRO has been nurturing new and innovative start-ups and local businesses to help curate an eco-system of entrepreneurship in the country. With its focus on driving sustainable and profitable growth, it has been consistently working towards augmenting its understanding of local customer needs and providing offers, assortment and services to them in order to add value to its growing three million customer base.

trust and pricing issues through our direct sourcing from farm that has positively impacted over 5,000 farmers across the country. As part of our 'Direct Farm' program, we now have six collection centers in the state of Karnataka (Malur & Chikkaballapur), Telangana (Vontimammdi), Maharashtra (Manchar), West Bengal (Barasat), and Haryana (Panipat). Through our fruits and



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## FACT FILE: METRO CASH & CARRY INDIA

**Brand Name:** METRO Cash & Carry India

**Launch Year:** 2003- First Cash & Carry in India

**Parent Company:** Metro AG

**No. of Wholesale Centers in India:** 27

**Number of states present:** 11 (Bangalore (6), Hyderabad (4), Vijayawada, Mumbai (2), Delhi-NCR (2), Kolkata, Jaipur, Jalandhar, Zirakpur, Amritsar, Vijayawada, Ahmedabad, Surat, Indore, Lucknow, Meerut, Nasik)

**No. of Customers:** 3 million customers

**Gross Floor Area:** 1.8 mn sq. ft.

**Number of supplier:** 5,000 suppliers

**SKU count in store:** Over 7,000 SKUs

First HACCP certified modern wholesaler in the country

**Number of Employees:** Over 5,000 (over 14,000 direct & indirect job opportunities in India)

vegetables collection centers, we procure over 40% of our total requirement directly from local farmers. Over all, we source 12,000 MT of produce per annum through direct sourcing.

Our collection centers support the farmers in sustainable production of high-quality fruits and vegetables and help eliminate the process of a farmer's produce being exchanged through many hands. We train our farmers in the adoption of new crop management techniques, optimum utilization of resources and agronomic practices. Suppliers of meat and fish are also trained in international quality and safety standards and certification systems.

Over the years, METRO has become a preferred partner for start-ups and regional brands to accelerate their business. We have been working with new-age food and tech start-ups, SMEs including women entrepreneurs, many of whom have now scaled up their operations from single city to multiple cities. A case in point is that of F-Gear – a brand started in 2004 by an enthusiastic entrepreneur Ruchi Jindal, who started the association with METRO as an exclusive brand.

Over the years, the brand built scale as a supplier to METRO and expanded its business with METRO's network presence. Today, the brand has diversified from school bags to a range of backpacks, suitcases, duffles, among other products. Another example is Wingreens Farms, a three-year-old start-up by entrepreneur Anjali Srivastava, which is into making signature dips, spreads, sauces, and baked snacks. They began their association with METRO in 2017 with dips. Today, they sell all their products across 22 of METRO's 27 stores.

We have growth stories of countless independent businesses and small and medium-sized enterprises (SMEs) across multiple sectors. We are constantly on a lookout to partner with start-ups/entrepreneurs who can add to the assortment range and help improve our in-store customer experience.

### Investor interest in India's online food and grocery has perked up as never before. What are the reasons for this heightened shift, and do you see a major channel transformation afoot in the industry?

Competition in the retail landscape promises more options for consumers. Food and grocery retailing is one segment that has over 50% spend from consumers and will witness a lot of action in the near future. Therefore everyone wants to grab a pie, be it offline or online. It will be imperative for players to provide a customized experience for consumers – a more personalized and targeted products, services and content. In the food segment, consumers are looking for innovative products and new flavors that are a fusion of local and global. But they want innovation and freshness that is healthy.

We are witnessing a definite consumer shift towards whole foods, fresh and organic produce. There will be an intensification of competition in some niche segments. All this will benefit the consumer with more options and their buying pattern is constantly evolving with the introduction of newer brands.





## Looking ahead five years from now, how do you visualize the F&G industry landscape in India and where do you see METRO India in the future perspective of things?

The grocery business in India is distinctive in many ways, primarily due to the diversity of consumers and the unique distribution models of the retail sector. With rising disposable incomes and internet penetration, the F&G industry is expected to grow by leaps and bounds in the near future.

New categories are getting created because of tectonic shifts in consumer lifestyles. The holy grail of the consumer business is to be able to anticipate these changes and respond to them with appropriate products and services. We are witnessing the rise of healthy and conscious consumption by consumers. With 65% of India below the age of 35, there is a move towards a healthy life that has created a new market for sports goods and sportswear in the urban cities.

Organic food, despite being slightly more expensive than regular food items, is still seeing tremendous growth as people are willing to spend more for better options which are healthier. We



have seen categories like air purifiers along with water purifiers, which are essentially luxury lifestyle purchases, see a good spike as people are now willing to spend on these aspects of their lifestyle.

We are extremely focused on nurturing a healthy and sustainable living and hence we have rolled out a whole range of 'pesticide-free' grocery range in our own brands range called **Fine Life Bio**, which includes a variety of rice, pulses & millets. We have collaborated with over 65,000 small and marginal farmers directly & indirectly through associated partners to source around 2,700 MT of pesticide-free produce for the

## → KEY INITIATIVES BY METRO INDIA

### Technology Adoption:

METRO Cash and Carry has launched Kirana Success Center to help convert the closed format kiranas into an open format new-age kirana. METRO is supporting kirana with sustainable technological and digital solutions by providing POS machines, remodeling, digital payment, credit solutions to help them become ready for a digital future. So far, digitized operations of over 500 Kiranas across the country.

### Supply Chain Management:

METRO India has implemented the latest global supply chain practices into play to ensure lowest cost multichannel operation to support everyday competitive wholesale prices across the country wherein METRO operates. METRO sources farm produce and agricultural commodities mostly from where it is produced; follows stringent quality standards and offers top-quality produce and staples to their customers.

Uses using GPS & TMS solutions, which enable its business customers to track their shipments even before delivery.

**Private Labels:** METRO is providing value proposition through its Own Brands (Private Labels) and offers opportunity for small and medium scale producers to market their products using METRO's distribution channels. METRO follows global best practices for Own Brand product development process and has over 1000 articles under the category. Brands under the Food category are Aro, Fine Life, Fine Life Bio, METRO Chef, Rioba. In non-food category brands include- Aro, Sigma, METRO Professional & Tarrington House.

### Human Resource

**Policies:** METRO India has implemented a performance-oriented culture with a strong customer focus. The company has given impetus to consolidate its leadership position and

focus on profitability. Talent mobility in a big focus area to help provide multi-dimensional exposure to employees and create the next talent pipeline. METRO has inculcated an inclusive & diverse environment and has employed over 100 differently-abled people across 11 stores, enabling them to be a part of the mainstream.

**Customer Service:** METRO calculates quarterly Net Promoter Score (Customer Satisfaction Score) on all major parameters, and the performance on this index plays an important role in evaluation of work by employees. The score helps the internal team understand and address customers' needs. This keeps the entire organization aligned to the voice and needs of customers. Also, implemented a loyalty programs for customers to avail added benefits including dedicated billing counter and additional discounts on select articles and tied up with various financial institutes to

help customers avail financial benefits.

**SMEs Connect:** METRO believes India's future lies in entrepreneurship, and is committed to curate and nurture the success stories of independent businesses. Close to 99% products METRO sells are 'Made in India' (locally sourced from SMEs & local suppliers). METRO has provided a platform to several regional brands/ food & tech start-ups to grow and accelerate their business by leveraging METRO's distribution network.

### Farmer Engagement:

METRO's Direct Farm Programme has positively impacted lives of over 5000 farmers. The company has created 6 farmer collection centers- Karnataka (Malur & Chikkaballapur), Andhra Pradesh (Vontimamidi), Maharashtra (Manchar), West Bengal (Barasat) and Haryana (Panipat). Sources 12,000 MT of produce per annum and procure 40% of total produce through direct sourcing from local farmers.

'Fine Life Bio' range. We firmly believe in providing value-proposition to our customers and want them to consume healthy, pesticide-free food in an affordable and sustainable manner.

**In terms of your e-commerce business in India, how are you looking to grow and expand it and what are your goals for the future?**

Omni-channel solution will be the way forward for all. It will still take some time for online to pick up as in Indian context, relationship with the consumer is very important. The future is not a question of offline vs online, but how online can complement offline as both will continue to thrive in different ways. This will remain a key differentiator as we head into the future.

At METRO, we have enhanced our focus on providing omni-channel solution to our customer segment. As part of our omni-channel strategy, we have created virtual stores through OPD (order, payment, delivery) facility for small traders, kiranas and HoReCa customers (Hotels, Restaurants & Caterers). In the OPD system, our robust sales force visits customers with tablets and traders & kiranas can place their order, make payments (either to the sales force or electronically) and get their orders delivered. The delivery is done through a third party logistic partner with GPS-enabled trucks to track the movement real-time. This facility is offered at all METRO outlets across the country. The idea behind this strategy is to take the store to business owners via an expanded sales force. We have increased our sales force by 30% to over 800 sales force members to ensure better on-ground coverage for the omni-channel strategy.

The current retail eco-system is very robust and a synergy of online and offline will be the way forward. It is an extremely exciting time for retailers as well as Indian consumer.

**Will you consider changing your current path and direction if multi-brand retail is allowed?**

Unlike other players in the segment, METRO is the only player whose DNA is cash & carry. We have a strong brand equity built on food quality and being the trusted partner for food. Now that we are heading service, innovation, delivery and digital, there has been a strong word of mouth and resonance with the METRO brand. We have remained focused on our format and not get distracted with the noise around us. For us at METRO, B2B is our Origin, our Destiny, our Destination.



**What are your plans for the future?**

When India was defined as a market for accelerated expansion in 2014, we held the belief that profitability for our India operation will be realized via new store openings. The last few years of METRO India's development have shown that we can reach profitability by improving our existing infrastructure, by better understanding of the local customers and by enhancing our offers and services.

The objective of dedicated store network expansion in India is still valid as the market offers immense potential. Our commitment to expansion has been further underlined by the reorganization of our India operations, which included a split into North-East and South-West. This helped sharpen our regional focus – a key element to manage the peculiarities of customers and markets successfully. North and South markets have been our traditional strong-holds and there is plenty of room for growth.

With our capex-light expansion strategy, in the past two years, we have managed to open nine new stores and are working consistently on growing our footprints in newer geographies. Three new stores were launched in Meerut, Nashik and Ghaziabad in the last fiscal FY17/18.

Going forward, we will continue exploring options while keeping an eye on emerging markets in Tier II and III cities. We are exploring opportunities in Karnataka, Delhi-NCR, Mumbai, UP, Telengana, and West Bengal. We want to leverage our existing supply chain and economies of scale by opening and operating in the same geographies. **PG**

**The Indian retail industry is undergoing an interesting and transformative phase. The per capita income and consumer spending power has increased significantly. Given the size and growth rate, the Indian retail market has immense potential to grow both in the offline and online space, and there is ample room for more players and different formats to co-exist and grow.**





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# Reshaping the morning meal landscape

The morning meal is a growing but fragmented meal occasion. For food manufacturers and retailers to operate successfully in this meal space, they need to understand the 'why' behind consumers' morning meal behaviors. Understanding the 'why' behind food and beverage selections provides the knowledge to message to consumer targets in a way that resonates with their individual motivations. Recent market research and analysis support the notion that what we eat for breakfast and how we eat it is evolving amid cultural shifts and emerging trends. Whereas influences like changing health habits, demographics and cost consciousness will continue to alter the choice and consumption of breakfast-oriented foods and beverages, we are also seeing a greater number of choices available even as manufacturers and retailers are aligning product benefits with consumer needs to make consumers connect with their products and stay interested.

**By Sanjay Kumar**

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**T**he need of eating breakfast has been emphasized time and again for a person to be able to take on a busy day. While global food habits and practices are gradually shaping the way people engage with food in India, a majority of Indians still prefer breakfast at home to eating out. Traditional breakfast options continue to be a part of the Indian breakfast table and there is a big segment of people who still prefer home-cooked food for breakfast. However, given the growing importance of health and wellness in our lives, consumers are now making an effort to ‘healthify’ traditional meal items by using healthier ingredients.

For the most part, Indians are inclined to consuming their quintessential hot, cooked breakfast. Parantha remains a popular breakfast item in north, idli and dosa in south, flattened rice flakes (chivda/ poha) with milk in western and central India, whole wheat grits (dalia), and a mélange of regional staples in many other parts of India.

At the same time, the packaged breakfast food category has been gaining an edge with the increasing hustle and bustle around the first meal of the day in our fast-paced urban lives. Packaged breakfast cereals have thus become an essential part of the morning meal in almost all the corners of world. What were traditionally served as products of principal grains and rice that needed to be heated or cooked before being served, technological advances in the field of breakfast cereal have led to the development of a variety of ready-to-eat products that need no or minimal cooking.

Says Mohit Anand, Managing Director at Kellogg India and South Asia: “Ready-to-eat cereals offer the goodness of grains (which are an excellent source of complex carbohydrates), are naturally low in fat, are a source of fibre and, in our case, are enriched with key vitamins and minerals. Over the past two decades, Kellogg has introduced consumer-relevant products in the market and continues to innovate and invest in both ready-to-eat cereal and hot cereal category to introduce distinct and relevant products in the market. Kellogg has been involved in creating and developing the ready-to-eat cereal category in India and has established itself as a leader in the breakfast cereal category.”

### Market size and composition

In India, cereal marketers are trying to change traditional breakfast norms by increasing the level of penetration and frequency of purchase. Players are banking heavily on urban consumption of breakfast cereals which has grown on the back of health offerings like oats and muesli. For brands, cereal is

a dynamic market with a niche consumer segment. Owing to urbanization and increased income of the people, southern and western markets lead in the sales of breakfast cereals. Kellogg, the first entrant into this segment way back in 1994, dominates breakfast cereals with a 37% share. PepsiCo India, Dr. Oetkers, Marico, MTR, Bagrry’s, Patanjali Ayurved Ltd, Future Consumer Enterprise Ltd are the other notable brands in breakfast cereals. The success story of players like Kellogg, Bagrry’s, and others reinforces the belief in the potential of the breakfast cereal market. Though at a growing stage with few national and international players, the segment has been witnessing healthy year-on-year growth in the past couple of years, and the future is positive for business growth.

“The breakfast cereal market has finally come of age during the past few years and growing between 25 and 30 percent year on year. We’ve seen significant upward trends in the market, as well as greater awareness and acceptance in the consumer’s mind. The market has also evolved in terms of availability of more and more products and their variants. From the consumer’s perspective, there has been an increase in demand and a greater preference of products that offer health, taste, price and convenience. The availability of a wide range of imported cereal brands has also played an important role in evolving the category. They have enlarged the choice substantially over the years. What used to be a niche market once upon a time is now opening up, especially with the mushrooming of specialized modern retail formats and large stand-alone store,” says Aditya Bagri, Director, Bagrry’s India Ltd.



“**Kellogg has introduced consumer-relevant products in the market and continues to innovate and invest in both ready-to-eat cereal and hot cereal category to introduce relevant products in the market.**

— Mohit Anand  
Managing Director  
at Kellogg India and  
South Asia





**The availability of a wide range of imported cereal brands has played an important role in evolving the category. What used to be a niche market once upon a time is now opening up, especially with the mushrooming of specialized modern retail formats and large stand-alone store.**

— **Aditya Bagri**  
Director,  
Bagrry's India Ltd.

As a growth strategy, players like Bagrry's are using and highlighting the nutritional benefits of their breakfast cereals. They have been introducing healthy fortified options to suit the needs of different demographics. Bagrry's wide product range includes muesli, oats, corn flakes plus, oats for India, masala oats, organic superfoods and also healthy snacks such as makhana (foxnuts).

India's breakfast cereal market is forecast to expand to INR 2,610 crore by 2020 from INR 1,440 crore in 2015, according to market research firm Euromonitor International. According to 'India Breakfast Cereal Market Outlook, 2022', the breakfast cereal market is growing with more than 17% CAGR since the past five years. The market is divided into two categories viz. hot cereals and ready-to-eat (RTE) cereals. Hot cereals include products like oats, oat bran, wheat bran and porridge whereas ready-to-eat (RTE) cold cereals include cornflakes, wheat flakes, choco flakes, muesli, etc. Indian consumers prefer hot breakfasts; hence hot cereal category is growing at a much faster pace than ready to eat cereals. Cornflakes, as a product type, dominates the market with the highest market share whereas other cereals like oats and muesli add up for the rest.

However, in terms of growth, oats and muesli are growing much faster than cornflakes as people are getting more health conscious and venturing into even healthier foods. Oats are an excellent source of carbohydrate, protein and dietary fibre; they contain beta-glucan soluble fibre, which even helps to reduce cholesterol. The Indian oats story started as early as in 2006 when Quaker launched its plain oats in the market.

According to the report of "India Breakfast Cereal Market Outlook, 2022", the oats market is anticipated to grow at over 20% CAGR in the next five years whereas the cornflakes market is likely to register slow growth. Indians prefer hot breakfast and as oats are usually cooked by boiling them in milk, the category satisfies the traditional need of Indians. Oats have already emerged as an attractive breakfast option among the health conscious consumers living in metros and big cities. Although oats is still a small category in India, it has overtaken the popularity of cornflakes.

In terms of product offerings, players will need to focus more on enhanced variety and innovation, and also on efforts to boost



consumer trials. While there is no doubt about the potential of the breakfast cereal market in India, it is not going to be easy, with challenges abounding. The biggest challenge is competition, as there are more than 50 regional players in the segment apart from the major players. The bigger brands will need to develop a wholly new business model so as to extend their reach amid the intensifying competition. And although the number of known brands per se is still limited, experts say for a new entrant to make a mark, the positioning and marketing has to be crafted intelligently since the Indian palate overall is still greatly focused on traditional Indian breakfasts and their ready-to-eat and ready-to-cook options.

The ready-to-eat (RTE) breakfast segment primarily consists of cereals rolled into cornflakes, wheat flakes and muesli, which reflects the shifting behavior of the millennial consumer and the increasing acceptance of the market towards a packet of cereals as a breakfast option. Moreover, rising demand for convenient food options due to busy lifestyle and increasing disposable income is further pushing the demand for breakfast cereals. Further, manufacturers are also offering a large variety of breakfast cereals in different flavors like tangy

tomato, curry & spice, etc., to suit the taste of consumers, which is expected to fuel growth in India breakfast cereal market over the coming years.

**Growth drivers and segment leaders**

India, being a large market with a growing middle-income group and double-income households, holds great potential for the



**Key Segments**

Ready-To-Eat (RTE) Breakfast Cereals

Cornflakes

Muesli

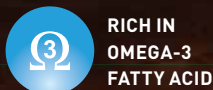
Others

Hot Breakfast Cereals

Oats

Others





RICH IN  
OMEGA-3  
FATTY ACID



HEART  
HEALTHY



CHOLESTEROL  
FREE



NATURALLY  
GLUTEN FREE



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# California Walnuts

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California Walnuts are grown, harvested and processed under stringent quality controls that exceed both USDA and California inspection standards, reputed to be the world's toughest. Many cutting-edge technologies are harnessed during the process in a sustained effort to deliver walnuts of uncompromising quality for consumers to enjoy year-round.

Walnuts are the only tree nut significantly high in omega-3 ALA. In addition, just 28 grams of walnuts is a powerhouse of other nutrients for optimal health including 4 grams of protein and 2 grams of dietary fibre. They also contain many other micronutrients and vitamins such as Vitamin E, Vitamin B6, folate and thiamin.

### PROPER STORAGE OF CALIFORNIA

Shelled walnuts are a semi-fresh raw material. Their shelf life can be greatly affected by temperature, light and humidity. When stored properly, they can easily be kept for up to one year:



- ✓ Use within a few weeks when kept in cold storage at 4°C (25°F)
- ✓ Use within several months when stored frozen at -18°C (0°F)
- ✓ Store in a dark place
- ✓ 55- 65% relative humidity
- ✓ Keep in an airtight, odor-neutral container
- ✓ They should not be broken up or ground until right before use
- ✓ Inert materials reduce the nuts' susceptibility to oxidize (stainless steel is better suited than steel or similar materials)

### BENEFITS OF WALNUTS

- ✓ Consuming walnuts may improve performance on some cognitive function tests. (Arab 2015)\*
- ✓ Daily consumption reduces risk factors for cardiovascular disease. (Wu 2013)\*
- ✓ Higher walnut consumption is associated with lower risk of type 2 diabetes. (Pan, 2013)\*
- ✓ Walnuts are an important part of a healthy diet that may reduce the risk of some cancers. (Hardman 2014)\*

### WHY ADD WALNUTS TO YOUR MENU

- ✓ Walnuts can be used in all day parts, from breakfast to lunch to dinner
- ✓ Walnuts add texture and flavour as a component of a plant-based protein replacement for meat.
- ✓ The top reason customers enjoy walnuts is because of their reputation as a nutritious addition to their diets.
- ✓ Walnuts can act as a naturally cholesterol-free thickener for soups and sauces, replacing cream and butter as a healthier option.



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Walnuts.org/ www.californiawalnuts.in

# Breakfast trends in India

## MTR 3 Minute Breakfast Khatta Meetha Poha, India



This vegetarian product is made of grains, is said to be free from preservatives and requires the addition of hot water. It is described as a flavourful twist to the classic Poha.

## Nestlé NesPlus Classic Multigrain Flakes, India



This product is described as an easy to prepare breakfast cereal made of whole grain wheat, rice, oats and traditional Indian millet, also known as jowar. It claims to be a source of vitamin D, calcium, B vitamins, iron, folic acid and fibre and is crunchy even with warm milk.

## Easy Breakfast Maa Made Little Millet Upma, India



This product requires the addition of water and can be cooked in five minutes. It claims to be 100% natural with no preservatives and is suitable for vegetarians.

## Soulfull Breakfast shake with natural grains



This product is said to contain 12 natural grains and sweetened with jaggery. It claims to be high in protein and free from preservatives. This product can be prepared either hot or cold. It comes with a shaker style bottle which enables consumers to eat product on the go.

Source: Mintel GNPD

➔ Breakfast is considered an important meal in India. In fact, according to Mintel research, almost 8 out of 10 Indian consumers eat breakfast more than once a week, which showcases that the first meal of the day has a strong following.

Right now, traditional options like milk and fruit and savoury breakfasts like poha/upma and chapatis/roti are the most popular choices, followed by eggs and vegetables. In comparison, cereal is a relatively new, and less well-known, breakfast option for Indian consumers.

Mintel research indicates that while consumption of cereal in India remains low, with per capita consumption below 0.1kg per year, the fact that so many consumers eat breakfast showcases opportunity for cereal manufacturers in India.

### Opportunities to innovate with hot cereal

According to Mintel estimates, India is one of the leading countries where hot breakfast cereals make up a large share of the total cereal market. There exists an opportunity for brands to promote hot breakfast options that are in line with Indian taste buds. Nestlé recently launched a cereal called NesPlus made from better-for-you grains, such as oats and jowar. Interestingly, it emphasises on the pack that it can be consumed with warm milk and will maintain its crunchy texture.

Brands looking to capitalise in the Indian market can also look at offering hot cereals paired with traditional breakfast options, promoting a well-rounded meal. Appealing to Indian consumers' love for 'traditional' breakfast food options will be important for brands, as these breakfast foods will continue to be more popular than cold cereal for years to come in India.

The packaged breakfast foods market is seeing a move from international offerings, like cold cereal, to more traditional breakfast options such as upma, poha, and pongal. Big players in this category include MTR Foods, Quaker Nutri Foods, and Nestlé.

### Playing up authenticity

Mintel research reveals that almost a third of Indians who eat breakfast would be encouraged to try packaged

breakfast if it had authentic/home-style taste.

According to Mintel Trend 'The Real Thing', consumers are becoming more critical of products and experiences and craving authenticity. They are becoming more sophisticated and can identify watered-down attempts at authenticity. Credibility for any brand lies in providing real experiences to consumers.

When it comes to food, Indian consumers are very particular about the taste; as such, it has become essential for brands to ensure uncompromising taste in packaged foods.

While Indian consumers prefer homemade food, overly busy lifestyles are driving them to settle for packaged food options. In such scenarios, brands need to ensure that the packaged food options are 'homemade' and carry strong authenticity cues.

### Catering to busy, health-conscious consumer

Mintel Trend 'Transumers' explores the rise in the new commuter class—a consumer demographic that is in a seemingly perpetual state of transit. This opens up the opportunity for portable and on-the-go products, as well as the potential for advertising campaigns that address out-of-home consumption. As consumers are looking for food options that can be eaten on the go, opportunities exist for innovations in packaging and food formats that allow for single-hand consumption.

Brands like Soulfull have quickly identified this need by launching an on-the-go smoothie which claims to provide a combination of cereals and protein.

Furthermore, to avert any lifestyle diseases, Indians are becoming conscious of how they can lead healthier lives. Many accomplish this by being mindful of the food they eat.

Mintel research indicates that almost two-thirds of Indians want to achieve a balanced diet and many are looking to reduce unhealthy food, such as fried foods, sugar, and salt, from their diet. Breakfast food companies should focus on their 'healthy' reputation and provide Indian consumers with options that aim at balanced nutrition and taste.



**Natasha Kumar, Food & Drink Analyst, India, Mintel**



breakfast cereal market, which in turn must provide healthy, convenient, and tasteful options. Increasing urbanization, health consciousness, and incidences of such diseases as heart attacks, diabetes, and blood pressure are pushing consumers to switch eating preferences from indulgent to wholesome.

Breakfast cereal manufacturers are likely to benefit from this trend as health benefits are one of the factors due to which consumers purchase cereals. The surge in demand will also drive innovation in the breakfast cereal market, with the introduction of better product offerings as well as international brands. Experts say that like the ready-to-cook (RTC) breakfast options such as upma/poha mixes and idli/dosa batters, breakfast cereals is gaining popularity as a niche category for it is positioned under the segment that requires absolutely no cooking.

Consumers are looking to make smarter food choices, and category consumption is being driven mostly by consumers' desire to start their day with more convenient and better-for-you breakfast options — either at home or on the go. Also, with consumers continuing to look for more at-home breakfast options, it will be imperative for companies to offer high-quality products at an affordable price. Driven by the ongoing consumer preoccupations of convenience and better health, and assisted by the further introduction of great-tasting products that fit these parameters, manufacturers will only keep increasing the number of better-for-you product offerings, which will keep growing.

**Market opportunity**

Millions of people in India skip breakfast each day and this fact alone presents a significant



opportunity for food and beverage marketers to reach these consumers. Marketing messages emphasizing the importance of having a morning meal should be age and gender specific in order to increase their effectiveness. To convert teens, a two-pronged approach may be necessary – one that appeals directly to teenagers; the other to provide strategies for parents of teens.

Even today, breakfast remains the unhealthiest meal of the day with the least protein consumption. Cereals account for roughly 4% of the breakfast pie with traditional breakfast constituting 16%. The remainder consists of bread, beverages, and other options. Traditional options like idli, dosa, upma are more popular than cereals. Certain experts feel that irrespective of millennial consumption patterns, breakfast cereals will only be used as a substitute to mainstream Indian traditional breakfasts. Many feel that cereals cannot be enjoyed on a regular basis and as such RTC mixes and batters will continue to hold an edge over breakfast cereals.

Moreover, the traditional Indian breakfast will be always preferred since it is preservative free. In such a scenario, say experts, brands should be clever enough when positioning their product and should refrain from ruffling traditional mindsets by reiterating that their bag of cereals is far healthier and more nutritious than Indian home-made breakfasts. Brands should position their cereals as a breakfast option high on the convenience and fun factors, while also being healthy.

**Breakfast trends – health, taste, convenience, new products...**

Remember when Mom told you that breakfast was the most important meal of the day? She knew what she was talking about. In addition to providing energy for the day, eating a good breakfast is a way



“  
**The breakfast category is witnessing strong growth largely fueled by regional players. There is a strong demand seen in the easy-to-prepare healthy food options.**

— **Rajeev Krishnan**  
 MD & CEO, SPAR  
 Hypermarkets

**KEY SEGMENTS OF BREAKFAST FOODS**

Ready-To-Eat (RTE) Breakfast Cereals:  
 ▶ **Cornflakes** ▶ **Muesli** ▶ **Others**

Hot Breakfast Cereals:  
 ▶ **Oats** ▶ **Others**

NORTH	SOUTH	WEST	EAST
Paratha	Idli	Poha	Luchilkochuri
Puri Sabzi	Vada	Upma	Panta bhath
Chhole	Dosa	Ghatia	Bread Omelet
Jalebi	Poha	Jalebi	Rice
	Upma	Dhokla	Aloo Dum
	Kesari Bhath	Shira	
		Thepla	
		Thalipith	
		Bhakri	



Some brands are reformulating products to meet new better-for-you expectations and interests. Many companies are trying to reformulate, with products that are made with all whole grain and more fiber and bran, and are fortified with nutrients such as calcium, magnesium, and potassium.

## EUROMONITOR COUNTRY REPORT ON BREAKFAST CEREALS IN INDIA

**Breakfast cereals increasingly consumed throughout the day:** Breakfast cereals are no longer only consumed for breakfast, with consumers increasingly eating products in this area during the day and as snacks. High versatility makes breakfast cereals ideal snacks, with manufacturers promoting muesli and granola not only for meals but also for direct consumption as snacks. Consumers have started to consume muesli and granola as snacks, replacing fried savoury alternatives. Muesli and granola are also being used as ingredients to prepare snack bars at home. Hot cereals like oats are being used to make many traditional Indian dishes like poha and idly, rather than conventional porridge. Owing to such multi-purpose uses, hot cereals, muesli and granola continue to see faster growth compared to other breakfast cereals. Consumers looking for weight loss, balanced intake of minerals and nutrients, along with a quick alternative to a traditional breakfast, will contribute to growth within breakfast cereals.

### Traditional breakfast cereals face intense competition from oat-based cereals:

Consumers are gradually moving towards hot cereals, muesli and granola from flakes as they have started to realize the health benefits of the former. Consequently, retail value growth within flakes was lower than for other breakfast cereals during 2018. Flakes have high sugar content and are fried, thus making them unhealthy options for consumers who eat breakfast cereals regularly. It is expected that retail value growth within flakes will decline further during the forecast period as consumers move towards healthier options in breakfast cereals. In response to growth opportunities in hot cereals, granola and muesli, breakfast cereal manufacturers like Kellogg India are introducing new flavours in flakes to promote sales. Smaller pack sizes, affordable pricing, trail packs and attractive packaging are some of the strategies that will be used by manufacturers to promote sales of flakes.

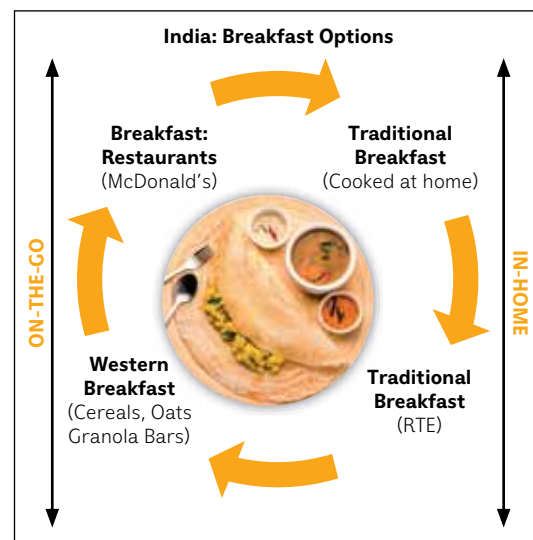


to jump-start one's daily nutrient intake. These days, health is increasingly on the minds of people as they figure out what they're going to eat for the day and a growing number of consumers willing to pay more for healthy foods.

Rising demand for better-for-you foods — and the evolving definition of “better” — is evident in the breakfast sector. Many breakfast food companies are responding with new products and promotions geared toward better-for-you breakfast choices. The push for healthier eating has prompted cereal companies to focus on nutrients, which is what people are looking for in breakfast. Cereal makers are introducing new varieties with no artificial flavors, no colors from artificial sources or high-fructose corn syrup to bring movement to their brands.

Products like dark chocolate and granola, which are a good source of fibre, are finding higher consumer responsiveness and acceptance. Beyond the big companies, brands newer to the cereal industry are shaking things up with better-for-you options by offering products that are 100 per cent organic, non-GMO and come with a host of other health attributes. In addition to cereal, other recent product launches support the idea that better-for-you breakfast foods are in shoppers' sights across a variety of product types.

Cereal bars promise nutrition and the taste of cereal in a highly convenient format, but how well have they been delivering the goods? Breakfast bars, many of which contain cereal grains, are seeing an increase in sales and popularity. Consumers today want hardworking ingredients and delicious options to fuel their day-to-day life and brands are focusing on product innovations to include ... nut butters, pumpkin seeds and whole nuts...and make them accessible at an affordable price. Along with







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“  
**Today’s new breakfast food launches reflect consumers’ shifting needs and demands, from better-for-you choices spanning organic, natural, nutrient-dense, gluten-free and other attributes, to convenience-oriented breakfast foods that can be consumed in a matter of a few minutes.**

— **BVK Raju**  
 Promoter,  
 Q-Mart Retail Ltd.

an emphasis on healthier product, manufacturers are offering more transparency than ever before to accommodate the ingredient-conscious consumer.

Beverages typically consumed at breakfast are getting a nutritional boost, too. Companies are introducing new lines of vegetable and fruit juice beverages as well as newer flavors and blends of vegetable and fruit juice, to its portfolio. Also, in an indication of the growing strength of cold-pressed super-premium juices, players are coming out with a new line of cold-pressed fruit and vegetable juices in conveniently sized bottles.

Like-wise, bakery players are coming up with innovative offerings such as toastable fruit-and-grain breakfast breads that are non-GMO, lower in sodium, vegan, and fat-, nut- and dairy free. Products are becoming portable and convenient, and you can have them toasted with butter, cream cheese or nut butter, or just as is, because they are infused with fruit. Consumers are looking for an easy, convenient solution for baked goods that taste just like homemade and are made with the same basic ingredients that they can find in their own pantry.

Some brands are reformulating products to meet new better-for-you expectations and interests. Many companies are trying to reformulate, with products that are made with all whole grain and more fiber and bran, and are fortified with nutrients such as calcium, magnesium, and potassium. Also,

a growing number of products are being made with less sugar, as well as more gluten-free items and other recent technological innovations that are finding their way into cereal bowls. Fibers such as inulin and fructooligosaccharides are being added as prebiotics to the diet to increase the chances of good bacteria thriving in the intestine. The benefit of all of these products is that they add to the fiber in the diet. The benefits of eating cereal containing prebiotics and probiotics can be tangible for consumers with stomach problems and digestive ailments ranging from constipation to colon cancer.

These sorts of cereals are more likely to be found now on the shelves of mainstream retailers looking to corner the lucrative health and wellness market. And even the most basic breakfast foods are being looked at with a new kind of health halo. Consumers are growing an insatiable appetite for protein, especially at breakfast. Typically, most of the protein we consume is eaten at dinner, but that’s beginning to shift, and people are looking for high-quality protein options throughout the day, and that includes breakfast. The protein megatrend is expected to continue for the next five to 10 years, say market analysts.

Meanwhile, globally inspired ingredients are lending fresh flavors to the breakfast fare. In its latest report on breakfast trends, the Chicago-based American Egg Board highlighted the influence of Asian flavors on breakfast items, noting that millennials and Generation Z consumers enjoy Asian products like sriracha, fermented foods and chili sauces that work well with classic breakfast comfort foods. Many common breakfast foods – like eggs – offer a mild flavor base to layer on the salty, tangy and spicy flavors of Asian cuisine. Several brands that offer breakfast-style products are going international with new items. Bolder flavors – which may or may not be ethnic in origin – are also a hallmark of many new breakfast products.

So, ranging from boxes to bowls, sticks to bars, breakfast products are coming in different formats – they run hot, cold and somewhere in between. They come in grab-and-go and single-serve formats, as well as family-size. Nutrition bars and cookies are other hot spots within the breakfast arena. There are also bright spots for many other products consumed for breakfast or, for that matter, breakfast foods that can be consumed at other dayparts. At the same time, consumers are seeking more grab-and-go foods while on other occasions looking to take greater ownership of making their own meals. There’s room for both ways of preparing and enjoying breakfast, just as stalwart favorites stand on store shelves alongside new items.



Consumers' parallel interests in high-quality, better-for-you foods are bumping up against their need and desire to get moving in the morning. There will always be times when we're out of time — you slept through your alarm, your kid was sick in the morning — and you take shortcuts. So, we're still looking for things that are quick and easy that time of the day. But it looks as though consumers will make more room in the morning to prepare foods. They want ownership, but their mantra is, 'How do I get out of the kitchen quickly?' That seems to be the changing definition of convenience — fresh, in a quicker amount of time. These parallel and shifting habits are also being watched by breakfast food companies even as consumers continue to value quick, easy-to-prepare, satiating breakfast items that are also convenient to eat on the go.



In short, there are more options for breakfast meals and breakfast-type foods now than even just a few years ago. Depending on consumers' moods, schedules, budgets or other considerations, they can heat up a frozen breakfast bowl in the microwave, pop a whole grain English muffin in a toaster, fry up a couple of eggs, toss a nutrition bar into a bag or make a quick stop at the grocery deli on the way to work for a hot egg-and-cheese burrito. And they can wash it all down with antioxidant-rich juice or a ready-to-drink cold-brew coffee.

"Today's new breakfast food launches reflect consumers' shifting needs and demands, from better-for-you choices spanning organic, natural, humanely raised, nutrient-dense, gluten-free and other attributes, to convenience-oriented breakfast foods that can be opened and consumed in a matter of a few minutes while dashing out the door," says **BVK Raju, Promoter, Q-Mart Retail Ltd**, one of the leading supermarkets of Hyderabad and a leader in gourmet, imported and specialty food retail in the region.

Finally, bringing it full-day circle, there's no time like the present to promote the next day's breakfast. The main way to ensure customers think about the grocery store for breakfast options is to make sure that retailers have the product when the consumer is in the store, so they know you are a destination, whether it's for an individual breakfast or office/family get-together," advises Raju. He continues: "Have breakfast options available during the early-evening rush hours for the next day so consumers don't have to stop on their way in to work, and ensure a large bakery breakfast display bright and early during the weekend."

### Breakfast-selling ideas

Breakfast is on the move. At SPAR Hypermarkets, which enjoys a strong presence of its own store brands in each of the breakfast sub categories, south Indian RTC mixes, millet flours, oats and breads are the popular breakfast foods in demand. According to **Rajeev Krishnan, MD & CEO, SPAR Hypermarkets**, "The breakfast category is witnessing strong growth largely fuelled by regional players. There is a strong demand seen in the easy-to-prepare healthy food options. For example, there is a steep increase in the consumption of products like breads, oats, millet flour and idli. The traditional healthy breakfast products are witnessing higher than Western food alternatives like cornflakes, jams, juices, etc. Also, a great demand from customers for products that are tasty, healthy and affordable. There is already a strong participation from regional brands that meet these needs and are helping to drive repeat purchases. While there is a natural pull for these categories, the demand generation for conventional breakfast cereal products like cornflakes needs a push."

Industry insights back up the notion that as the clock has opened up for once-morning-only meals, the timing is right for new ways of developing and selling breakfast foods and beverages, both in packaged products and in supermarket-prepared meals. The expansion of breakfast stems from a variety of lifestyle shifts — not only have people changed the model of working from 9 to 5 and are now

**Players are banking heavily on urban consumption of breakfast cereals which has grown on the back of health offerings like oats and muesli. For brands, cereal is a dynamic market with a niche consumer segment. Cereals need to be viewed as a separate breakfast category, aside from RTC mixes and batters that cater to a segment slightly older than millennials.**



**Beyond the big companies, brands newer to the cereal industry are shaking things up with better-for-you options by offering products that are 100 per cent organic, non-GMO and come with a host of other health attributes. In addition to cereal, other recent product launches support the idea that better-for-you breakfast foods are in shoppers' sights across a variety of product types.**

working all day, but breakfast foods that are easy and relatively inexpensive to get are appealing to millennials, who like to customize and like value. These days, it's an all-day way of eating, as people spoon cereal, toss a muffin into a backpack, pick up an egg-cheese-and-veggie burrito or crank up the juicer at virtually any time.

The all-hours drive for convenience and the concurrent clamor for choice are evident in the expansion of prepared breakfast foods in many traditional and specialty markets. Whether offering something as simple as a breakfast sandwich and coffee, setting up a hot-food bar with different egg-based dishes and build-your-own oatmeal, or adding more breakfast-menu items to a grocery area; stores are recognizing and, in some cases, latching onto the success that many quick-service restaurants have had with breakfast foods.

Convenience is likely the most important attribute consumers want from their grocery store when it comes to breakfast products, especially if it will rival weekday on-the-go options. However, variety in the assortment, including a little bit of indulgence for weekend breakfast occasions, while having healthful options for during the week, is also important. To be sure, many supermarkets tout breakfast offerings in their in-store cafés, hot-food bars and deli counters. The supermarket deli's access to a vast variety of fresh ingredients places it in a unique position to

**Leading manufacturers of breakfast cereals in India, 2018**

▶ Kellogg Co.
▶ PepsiCo Inc.
▶ Marico Ltd.
▶ Bagrry's India Ltd.
▶ GlaxoSmithKline Plc.
▶ Avesthagen Ltd.
▶ Express Foods Pvt. Ltd.
▶ Mohan Meakin Ltd.
▶ Avey's Products India Ltd.
▶ Private Label

Source: Euromonitor



draw consumers versus what other types of quick-serve and convenient breakfast locations can offer. Fresh smoothies, healthful grab-n-go items, and specialty products like cheeses and meats can help differentiate a grocery retail breakfast from a sandwich shop down the street.

There's a host of merchandising opportunities for prepared breakfast foods at supermarkets, including items that can be eaten beyond the morning hours.

Retailers have to think about what physical changes they can make in the store to be prepared to make the breakfast experience top of mind. Looking at different days of the week, as well as different dayparts, is another approach. Retailers can get creative on the weekend by leveraging their cafe and deli areas to promote breakfast offerings for those that don't necessarily want to make a big breakfast in-home. This approach can be more effective on holiday weekends. On another note, supermarkets can also do a great job with a combination of things, including easy access to quick coffee and something that's edible in the car without messing yourself up too much.

In addition to packaged snacks, supermarkets can sell fresh made-to-order breakfast menu items like breakfast subs and burritos, breakfast sandwiches, flatbreads, and oatmeal topped with dried fruit, nuts and brown sugar, all of which are customizable. As grocers look to explore and add prepared breakfast foods, supermarkets can ramp up





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**Products are becoming portable and convenient, and you can have them toasted with butter, cream cheese or nut butter, or just as is, because they are infused with fruit.**

sales of breakfast foods in traditional spots like the in-store bakery and in the center store. To generate excitement in a competitive market, grocers can show up more innovative and on-trend products in these areas of their store. They can make products like bagels, muffins and doughnuts as breakfast food staples in the in-store bakery as shoppers are increasingly looking for baked goods that meet their lifestyle and taste demands.

Consumption trends such as the ongoing growth of organic products and clean labeling, along with more “free-from” claims and “flexitarian” options are becoming ever-more popular as are trending bakery ingredients like functional flour and sprouted grains. Indeed, better-for-you options are on point right now for a variety of breakfast foods. The fact that many traditional breakfast foods are high in protein bodes well for these types of products.

Manufacturers, on their part, need to keep reinventing their cereal offerings by continuously rolling out new products and remaking old ones through new flavors, line extensions, premiums, Web sites, and flavor and nutritional enhancements that appeal to kids and their moms, youth and adults. A growing percentage of consumers today are limiting their carb

intake, but finding foods that taste good and offer variety in the diets is challenging. Manufacturers can respond to this challenge by introducing cereals that give consumers a good-tasting, wholesome option for a low-carb lifestyle, and that also helps them get important nutrients they may be missing with popular low-carb diets.

Luckily for retailers managing the cereal aisle, the manufacturing community is trying hard by introducing alternatives to carb-laden goods. Whether from the big brands or specialty manufacturers, the low-carb choices for cereal buyers keeps growing and herein lies an opportunity to market cereal products as ‘high-fiber,’ ‘high-protein,’ or ‘low-carb.’ But it is important that manufacturers have a strong baseline of products, keep introducing new products, and a package redesign. Products that offer consumers with healthy, delicious options made from wholesome, natural ingredients catch on faster.

At the same time, redesigning the packaging with an eye-catching, modern design and beautiful new photography helps to give the product a new look, an enhanced shelf appeal and positive sales. Marketers can look to making cereal products a top seller this summer by introducing literally smashing graphics and bright colors to the packaging that appeal and attract the kids and their moms.

### Conclusion

The future of healthier cereals for mainstream and niche players alike is limited only by manufacturers’ ability to innovate. CPG companies have clearly made nutritious cereals a high priority. Companies that focus on three things – taste, nutrition, and value – when considering new products and product reformulations, can expect to excite consumers’ interest for their products and get their attention. Going ahead, consumers in increasing numbers will search for cereals that are natural, organic, gluten-free, high in protein and lower in sugar, and those varieties that fit these needs will gain in precedence. **PG**



**In the pages to follow, we bring you the profiles of some cutting-edge brands in the Breakfast Foods category and what they are doing to offer high value, branded products that deliver convenient solutions to consumers.**



## NOURISHING, NATURAL AND WHOLESOME

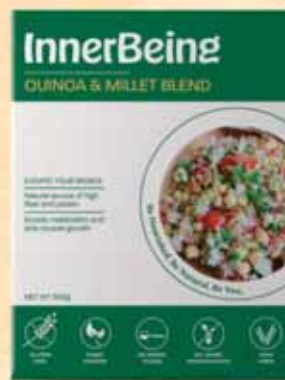
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# Providing delightful breakfast foods at affordable prices

➔ **Company and brand profile:** “Tops” by G.D. Foods Mfg. (I) Pvt. Ltd., commenced operations in 1984 and has become one of the largest FMCG brands in the Indian processed food industry today. The brand is committed to providing delightful food experiences for the entire family – from morning to midnight – at affordable prices.

**Product portfolio:** Tops products are present in 19 product categories – pickles, ketchup, sauces, jams, corn flakes, custards & jellies, ready to cook instant mixes, vermicelli, and more. The brand has a special focus on the breakfast range where it offers a number of SKUs and offerings in different categories – cornflakes, choco flakes, vermicelli, instant mixes and accompaniments such as jams, pickles, and sauces.

**Brand USP and differentiator:** Tops value proposition is to provide “superior quality products at affordable prices”.

For instance, Tops mixed fruit jam has 60% fruit pulp content as against 46% being provided by the leading national player, which is a testimony to the brand’s quality. Similarly, Tops tomato ketchup has 28% of tomato paste, which conforms to the international standards of the industry.

**Key markets:** The brand enjoys a prominent national footprint in all trade verticals – General Trade, Modern Trade,

“



**With lifestyles becoming busier today, Indian consumers are looking for cereal products that can be had “on-the-go” and comes in innovative packaging that is portable, and makes for easy consumption. Rising adoption of nutritious meal options in breakfast is spurring the demand for cereals, multi-grain products, and foods that include nuts & seeds.**

– Nitin Seth  
Vice Chairman, Tops  
(G.D. Foods Mfg. (I) Pvt. Ltd.)

with people of all ages and groups, and housewives in particular who have the dual responsibility of looking after the family’s nourishment needs in addition to managing the household’s budget.

**Market opportunity and strategy:** Tops marketing approach is to target consumers who are increasingly health-conscious and brand savvy. It employs an array of ATL & BTL activities, which help deliver an emotional connect with the consumer. The brand regularly participates in trade exhibitions and health & wellness events, where it showcases its product range with professional chefs conducting interactive cooking workshops to give audiences an engaging first-hand experience of the products.

In addition, the brand also makes use of conventional marketing tools – TV, print and in-store brand activations – which help to reinforce its brand communication in the customer’s mind. Also, digital activations form a major part of Tops marketing mix, helping it to establish a focused connect with its existing and prospective consumer base.

Tops strategy for entering into any new market is guided by the principle of “staying relevant” to the people of that area and offering products that are in line with the catchment’s disposable incomes.

**Way forward:** With busier lifestyles today, Indian consumers are looking for cereal products that suit their needs for breakfast, which is “on-the-go” and comes in innovative packaging that is portable and makes for easy consumption. Consumers are now looking for cereals that are fortified with extra vitamins and minerals, options that appeal to families consisting of children, or older consumers whose nutritional needs include added calcium or iron. Rising adoption of nutritious meal options in breakfast is spurring the demand for cereals, multi-grain products, and foods that include nuts & seeds. All in all, the future of breakfast category and cereals definitely looks very promising.

Institutions, HoReCa, and e-Commerce. The bulk of its business comes from North India and General Trade continues to be the leading contributor to overall sales with Modern Trade, e-Commerce and exports gaining momentum every passing quarter. Tops products are popular





# Market leader in filter coffee

→ **Company and brand profile:** Cothas Coffee Co. is a seven-decade-old company with expertise in producing the finest quality of Indian filter coffee, which is very much an integral part of the breakfast food category. Cothas Coffee was founded in the year 1949 in Bangalore to supply and market roast and ground filter coffee powder through four neighborhood stores in the city. Seeing the ever increasing demand for the unique taste and flavor of filter coffee, a centralized coffee roasting plant was set up in the early 1980s with state-of-the-art roasting, grinding and packaging machines brought from Europe. With better technology and processes, the company was able to enhance the quality and became the most favorite filter coffee powder in Karnataka in the 1990s and in the other parts of the country by the turn of the century.

**Brand USP and differentiator:** The taste of Cothas Coffee has always been distinct due to its flavor and mouthfeel. Families hailing from South India have been strongly connected with the brand for many years. Once they consume “Cothas”, by and large the consumers don’t switch to any other brand as the company has been able to maintain the same taste and quality for many years and cup after cup. Apart from homes, most of the South Indian vegetarian restaurants strongly believe that a good cup of coffee after a meal/tiffin can satisfy their customers fully and Cothas Coffee has been one of the most preferred filter coffees in such restaurants. The company enjoys a well-earned

“



**The filter coffee category is a tough category to crack. But if the quality and consistency of the product is acceptable, which is proven in the case of Cothas Coffee, there is a great opportunity to grow with new users as well as consumers switching from the other brands.**

– C.S. Nitin  
Director, Cothas Coffee

reputation for its expertise in filter coffee and has been able to maintain market leadership in the filter coffee category in south India due to the product’s distinct / consistent taste and aroma.

**Market size and opportunity:** The filter coffee market size is about 7,500 metric tonnes per month (organized sector) and Cothas Coffee is aiming at 15% volume growth on a year-on-year basis even though the category is growing at only 1% per annum. The company’s growth rates at about 15% is due to better brand awareness and quality perceived by the consumers, and Cothas Coffee intends to hold on to this growth rate in the future as well.

The company believes that filter coffees/ cold coffees will continue to have a bigger presence in the breakfast foods and as such it is fully equipped to meet the demand on a pan-India basis and with a bigger infrastructure. Filter coffee in moderation is always known to be a healthy option and as long as manufacturers like Cothas Coffees continue giving the product the

right ingredients, which it has been doing for close to seven decades, consumers will accept its coffee as a good option.

There has also been a good demand for cold coffees and being a pioneer in filter coffee, the company has test marketed cold coffees, which has a distinct filter coffee flavor (unlike the other cold coffees available in the market) by using pure coffee extraction, which is the first of its kind in India.

**Key markets:** Tamil Nadu and Karnataka have been the strong markets for filter coffee and Cothas has been a dominant player in these parts. There is a scope to grow more due to more brand switch happening in these two states. Andhra Pradesh/ Telangana, and metro cities like Mumbai, Delhi and Kolkata are also priority markets and company sees a good potential to grow faster in these markets. The target customer segments are households, QSR, FDRs and other vegetarian hotels/ chains.

**Marketing strategy:** The company has been positioning its products in the premium category with a value-for-money proposition for end users and with the promise of delivering consistently fine quality of filter coffee. It makes sure through its marketing strategies that the consumers in the new markets get to taste its filter coffee. The company also helps them to understand how to prepare the coffee with the aid of various filter coffee-making apparatus.

**Retail gameplan:** Since Cothas Coffee products are in high demand in South India, its products sell at most of the retail outlets, modern stores and online stores besides also having annual contracts with these players.

**Roadmap ahead:** The company has positioned itself as an expert in filter coffee and will continue to drive consumption at all touch points and remain as a clear market leader in the category. With Indian filter coffees also gaining momentum in the international markets, Cothas coffee will play a strong role towards this opportunity.



# Pioneers in breakfast mixes and wholesome range

➔ **Company profile:** Gits, as a brand, was founded in 1963. It was a family business that turned into a pioneering brand in convenience foods. Gits was the first company to conceptualize the idea of instant mixes – idli, dosa, gulab jamun and other mixes.

**Product portfolio:** Gits has over a dozen products in the breakfast mix category, including a new range of wholesome breakfast. Its breakfast range consists of some popular breakfast options for Indian consumers – idli, dosa, and dhokla enriched with superfoods such as flax seeds, brown rice, oats and ragi.

**Brand USP and differentiator:** Even though there are several competitors in the market with the same range of products, Gits stands out for its superior quality of raw ingredients used in the products. For greater value addition to its products, the brand is procuring newer machines and



adapting better techniques to enhance product quality and shelf life on a constant basis. Gits has always been health positive and its all natural and preservative free promise is in keeping with its motto: “We will not sell what we don’t relish.”

**Market size:** The RTC instant mixes and RTE ready meals market size is over Rs. 1,000 crore. Out of this, breakfast mixes account for nearly Rs. 300 crore. The company believes that there is a huge potential to grow in these categories.

**Marketing strategy:** The brand has launched a new marketing campaign for its breakfast mixes across all mediums – television advertisements, social media and digital platforms. The objective of the campaign is to spread the message that Gits saves your day with its instant mixes products when you are running out of options and time. Besides ATL, BTL is the backbone of brand’s marketing. There is a large team of women promoters who help to promote the products’ samples to customers at retail outlets.

**Key markets and customer segments:** There exists a huge market for Gits products in India. For its breakfast mixes, the strongest market is west India. It is also exporting all its products to over 40 countries, including the USA, the UK, Australia, the Middle East and Canada, which are its strongest export markets.

**Retail strategy and reach:** The brand’s strategy is to be global but act local.

While the fast moving SKUs are present pan-India and globally, it is focusing on building a stronger consumer base by tapping into local delicacies to build consumer loyalty. For example, there is a range of Bengali mixes such as dhokla, which is by far the highest seller in all the eastern states. Moreover, in south India, products like khaman dhokla is doing well as there is a growing popularity for regional products. The brand is present across general trade, modern trade, e-commerce and HORECA/institutional platforms. However, general trade is yet the core outreach followed by modern trade in India. In the international markets, it is present in all ethnic retail stores as well as mainstream chain stores such as Walmart, Sainsburys, Woolworths, ASDA, etc, in select countries. Gits has even launched its own E-store on the website [www.gitsfood.com](http://www.gitsfood.com) to engage directly with the consumers. Fresh products are shipped directly from the factories to consumer’s doorsteps in India.

**Roadmap ahead:** With the line blurring between RTC and RTE, products that were earlier considered only RTC are now also available in RTE. So, the famous Gits gulab jamun mix is now available in an open & eat version. In the coming years, there will be more products in the RTC that will transition to quicker and more convenient preparation options. However, though product lines will expand, taste and quality will remain paramount.

“



**Since our inception, we have never compromised on quality to increase profits or be more price competitive. These basic family business values have ensured that we continue to source the best raw materials and technology and that our customers always get the perfect product.**

– Sahil Gilani  
Director, Sales & Marketing, Gits Food Products Pvt. Ltd.

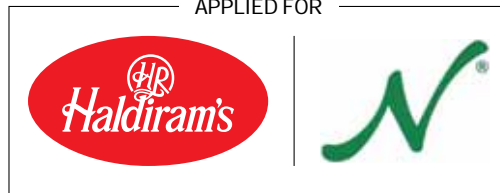




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# Bringing the best from around the world to the tables

**→ Company Profile:** Founded in 1948, D.C. Johar & Sons Pvt. Ltd. has diversified into various verticals with experience in sectors like Distribution (National and Regional), International Trade, Manufacturing and Retailing for various companies such as Nestle, HLL, Britannia, Parry's, GSK, TATA, Mi Xiaomi, Dish TV, Nikon Cameras, Arvind Garments, United Colors of Benetton, Kingfisher and United Spirits Limited (now Diego). It also has its own brand of alcoholic beverages – Johars – currently one of the oldest brands in Kerala.

**Product Portfolio:** In the breakfast category, D C Johar is importing Dilmah Tea from Sri Lanka, Soyfresh Soyamilk from Malaysia, Weetabix in cereals and Alpen in the museli range.

**Brand USP and differentiator:** The ingredients in Weetabix cereals and Alpen

muesli are unique, which is their selling proposition. Weetabix is made out of 100% whole grain, is rich in fiber, allows for a healthy digestion, gives a boost of energy and is also low in sugar and salt, which helps prevent diabetes and obesity. The combination of these ingredients has made Weetabix the number one healthy breakfast in the UK.

Alpen muesli uses the finest and most natural ingredients – creamy rolled oats, roasted almonds, juicy raisins, crispy whole grain wheat flakes – which are rich in flavor and offer unmatched taste. Soyfresh Soya Milk has high soya protein soya milk and is a source of protein, calcium, and Vitamins A, B1, B2 and B12. It is a nutritional yet savory drink for modern healthy living and an ideal product for vegetarians as it is plant-based, contains no animal fat and is made from non-GMO beans imported from Canada.

Dilmah Tea is uniquely handpicked, packed and supplied from its origins. It is an ethically produced tea and processed traditionally without using any CTC. Dilmah Tea is rich in antioxidants and flavor; also its quality is checked at different stages before it reaches the customers. The authenticity of the tea is celebrated in the quality of the single region Ceylon tea. whilst its function – the health benefits in tea – are embodied in the use of high quality, garden fresh teas.

**Marketing strategy:** The company works closely with the retailers and gets their feedback on the consumer needs and expectations. It tries to make the required modifications in the products as per the market requirement.

**Market and brand reach:** The company was focusing on Tier I, earlier, but now the focus has shifted on the traction received from Tier II cities. The brand is more focused on expanding its reach to those markets.

**Brand connect:** D. C. Johar runs trade schemes and consumer offers at both general and modern retail outlets to boost sales. Online channels offer the advantage of discounted sales.

**Roadmap ahead:** The company is trying to educate its consumers in general on the health benefits of its products, so that overall category growth takes place.

For Dilmah products, the company is planning to bring infusions range and also organic range in the near future. Also, it is planning to bring in new exotic variants with greater health benefits in Soyfresh Soyamilk. For Weetabix products, it is focusing on introducing various exotic ranges that are major sellers in the international market. The company wants to tap into more households with Weetabix and gain a better market share in the coming years.

“



**Consumer awareness is driving the growth for our products. All the brands are growing at double digit and we see more pickup happening in the coming months. Consumers are more knowledgeable about the products they are consuming and we are focusing on the digital platform to reach our target consumer.**

– Y.V. Vijay Kumar  
General Manager, D.C. Johar & Sons Pvt. Ltd.







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# Growing its customer base by offering the best International brands

**→ Company and brand profile:** Bajoria Foods Pvt. Ltd. is one of India's fastest growing FMCG distribution and marketing companies, specializing in international food, health and personal care products. The company provides multi-channel distribution and brand development services for brands in grocery stores, modern trade, pharmacy, departmental stores, HoReCa and online stores and excels at distributing and building retail brands representing a wide range of premium brands and international companies in India.

**Product portfolio:** The company has a great range of breakfast products for the modern Indian family. It has American Garden peanut butter, mayonnaise and pancake syrup. These products have become a regular staple of the Indian households. Apart from this, it has Chabaa fruit jams from Thailand and recently it launched The Laughing Cow cheese in India, which is world's leading cheese brand.

**Brand USP and differentiator:** Bajoria Foods focuses heavily on each of the brands within its portfolio, and on creating a tailor-made retail distribution and brand development plan for each one of them. The company brings to its principals fresh thinking and delivers added value through dynamic sales, marketing and distribution



**The market for international brands is very big in India and I believe that the pie is growing year on year. In most of our categories, the growth is between 16% and 22% CAGR. Certain new categories like vegan, gluten-free, etc, have seen dramatic growth.**

— Sanjey Bajoria  
Managing Director, Bajoria Foods Pvt. Ltd.

benefits. American Garden Cider Vinegar is the best example. Recently, it tied up with Fromageries Bel, the makers of The Laughing Cow cheese and launched it in India. The cheese contains 5 vitamins, apart from minerals and protein. TLC is made from cow's milk and is a healthy and deliciously fortified cheese.

**Market opportunity and reach:**

Bajoria Foods' strategy is to reach out to consumers who are looking for international products to satisfy their taste buds. Its strength lies in the retail business where its products and brands are present in modern as well as GT retail format across all major cities in India, including Tier II cities. The HoReCa sector is the principal contributor to its business and a quite a few products from its portfolio are mainly for the HoReCa segment.

At the same time, there are many categories that are growing year on year like spreads, sauces, cheese, healthy snacks, pasta, olive oil, sea food, fruits, etc. These new emerging categories, including breakfast cereals such as museli, health drinks, gluten-free products and organic products offer tremendous scope and market opportunity for players like Bajoria Foods.

**Marketing and branding strategy:** The company engages in a lot of social media activity and maintains a constant connect with its customers through Facebook, Instagram, YouTube, and other digital platforms, etc. It also conducts and carries out extensive sampling and demos of its products at retail stores to reach out to its customers.

**Roadmap ahead:** The world is too exciting to ignore and Bajoria Foods wants to share its many flavors with the consumers. The company may be over 20 years old, but it has never felt younger, bolder, and more adventurous. With its appetite for life, the company keeps looking to the future, be more innovative and evolve to meet the needs of consumers. With an attitude that encourages its customers to eat well, live well and try everything, Bajoria Foods will keep rejuvenating the Indian taste.

strategies to grow the brands and increase their market share.

The USP of Bajoria Foods is the consistency in products' taste. The products enjoy several other advantages, including 'freshness on the shelves' for the customers. The company has also been working on the health-products category for a long time and has introduced several International products known for their nutrition







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# Offering the best of food products with quality and price focus

**→ Company and brand profile:** Pagariya Food Products Pvt. Ltd. is a food manufacturing company, marketing under the brand name Kwaliti. The company has its headquarters in Bangalore and is ISO 22000:2005 certified. Health and convenience are the two founding elements of the brand.

**Product portfolio:** The company has one of the largest range of breakfast cereals in India, which covers three categories—breakfast cereals, masalas, and instant mixes. Its products for the adult range includes cornflakes, cornflakes almond honey, cornflakes honey, and cornflakes strawberry health range apart from muesli crunchy, muesli mixed fruit, muesli fruitnut, oats, and ragi flakes. The children’s range has products like choco flakes, choco fills, strawberry fills, and fruit rings.

**Brand USP and differentiator:** All the products are made in India. The brand does not believe in added artificial colors, flavors and preservatives. All raw materials are directly sourced. The brand is providing good quality products at a reasonable price. The products are marketed in India and exported to 20 other countries. Pagariya Food Products were one of the first food makers in India to come out with innovative products like ragi flakes and Fruitooos.

**Consumer connect:** In order to spread the brand’s reach, the brand’s major focus is on R&D and on constantly working toward developing new products, keeping the health and nutritional perspective in focus. The products are modified to suit the taste palate of the Indian consumers.

“



**We believe that the key to grow the category is to offer the right product at the right price for the right consumer. Our strategy is to provide good quality products at the right price and good value for money.**

— Naresh Pagariya  
MD & Founder, Pagariya Food Products Pvt. Ltd.

“



**The factors driving the growth for our products are their good quality, reasonable price range as well as the fact that all the variants are available under one umbrella in small size packs.**

— Dheeraj Jain  
Director, Pagariya Food Products Pvt. Ltd.

**Marketing strategy:** Providing a good quality product at the right price is the marketing strategy of the brand. For modern trade and E-com, the company focuses on larger packs and for general trade, it is focusing on trial and small size packs. Its strategy of introducing a range of value packs, which are priced Rs.10 and below to target Tier 2 cities and smaller towns, has been a big hit with consumers.

**Growth rate:** The brand has been growing in the breakfast category at over 50% per year for the past 3-4 years now.

**Market reach:** Kwaliti products are available in markets across India, the UAE, Qatar, Nepal, Angola, Mauritius,

Bahrain, Fiji, the Seychelles, Maldives, the US, Sri Lanka, Tanzania, and other overseas markets. In India, the brand is available in almost 25,000 general trade outlets. It is present in modern trade outlets like D-Mart, Big Bazaar, Metro, LuLu, among others. E-commerce for this category is growing rapidly and will be the brand’s focus in future.

The bulk of consumption of Kwaliti products happens in Tier-1 and Tier-2 cities. Affluent consumers who shop at modern trade outlets and A-class outlets are the brand’s target customers.

**Roadmap ahead:** The company is always looking for opportunities to come up with newer products that are innovative and different from what the competition has to offer.





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# Frontrunner in the breakfast cereal category globally and in India

**→ Company and brand profile:** Kellogg's is a pioneering global food brand offering a variety of breakfast cereals and snacking options. It entered India in 1994 and since then has innovated, invested and built the breakfast cereal category in the country.

**Product portfolio:** Kellogg's serves consumers with a wide range of cereals, which are made with the staple grains of India like wheat, corn, rice and ragi. They appeal to a variety of age groups and cater to their distinct needs. Starting with its flagship offering of Kellogg's Corn Fakes that caters to the nutrition needs of the entire family, the range of Kellogg's chocos is aimed at children. Kellogg's Chocos Fills is a nutritious snack for teenagers, Kellogg's Special K, Kellogg's All Bran Wheat Flakes, Kellogg's Muesli and Kellogg's Oats look to cater to the 'health and wellbeing' seeking consumers. It also offers the popular Pringles under snacks.

**Brand USP and differentiator:** Kellogg India hosted a flavor conference last year where food stalwarts came together to 'Map the Future Flavours of India'. With an agri-superior economy like India and the related nutrition credentials of its grains, the power of local and ancient grains of India came out as a clear winner on the Flavour Conference day. Kellogg is proud to have used this insight and has been the frontrunner in championing the

“



**We are, at the end of the day, a breakfast cereal company and we have a very good portfolio. Now the focus is how do we take the current portfolio forward and build the market within the core occasion – which is breakfast – because there is still huge opportunity for us. So my first task is to do category development of my core business, first within the same occasion and then within multiple occasions.**

– Sumit Mathur  
Director - Marketing, Kellogg South Asia

importance of cereals in one's breakfast though its food for over a century globally and over two decades in India. As a conscious food player in this space, it believes it's extremely relevant to leverage the rich experience of the food proponents of India who, through this conference, enlightened all with the trends in food and flavours that are likely to shape consumers' lives in the near and far future.

Secondly, the company sees two food trends that are currently gathering momentum. One is 'health & wellness' and the other is 'going back to roots'. Kellogg India is looking to create delightful food experiences based on these two insights

with all-new 'Real Inclusions & Authentic Indian flavors' range of Kellogg's Cornflakes at the heart of the two trends.

**Market opportunity for growth:** Kellogg's is, at the end of the day, a breakfast cereal company with a very good portfolio. Now, the company's focus is how to take its current portfolio forward, and to build the market within the core occasion – which is breakfast – because there is still huge opportunity out there. So its first task is to do category development of its core business, first within the same occasion and then within multiple occasions.

**Marketing and branding strategy:** Kellogg's marketing strategy stems from the fact that it is a category leader and can further grow this category through its product portfolio and proposition. Hence, it is critical to maintain its salience in the breakfast occasion and, simultaneously, extend into ancillary occasions. The company aims to grow the business penetration and, for that, it will continue to build sharper propositions in terms of benefits. It would look at strong communication insights that are relevant, not just for metros but also for Tier I and Tier II towns, so as to generate a demand for its products among time-pressed nutrition seekers.

Secondly, it wants to keep offering a product portfolio that is more relevant and delightful because ultimately, it's all about food that tastes great. The company is pushing the envelope on crafting the kind of food that needs to be crafted. That has become its second lever for growth. Thirdly, the company is looking at doing experiential at scale and explore alternate media models, besides looking for the best ways to invest on its brands because the market landscape keeps changing. So, the third lever would be to reach people with sampling and digital. For Kellogg's, these three will be the basic strategies with ultimately the same objective, which is to grow the penetration of the breakfast category in the market.







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# Offering fresh, healthy, quality nut butter for the on-the-go generation

**→ Company and brand profile:** Pintola manufactures a whole range of butters. The brand is popular for its all natural nut butters, which are free from any kinds of sugar, salt or harmful preservatives. It operates its own manufacturing unit, which is ISO 22000, HACCP, BRC (European standards) certified and FSSAI-approved.

Pintola has been able to maintain the taste and goodness of its products over the years due to its aggressive manual selection method of the best quality peanuts from the farms before putting them into production.

Leveraging on its modern, hygienic and well-equipped infrastructure, the brand produces about five tonnes of healthy, tasty and pure peanut butter per day in its factory. Right from processing until the final dispatch, every step of the production system is keenly observed by an expert team of quality controllers.

Pintola's business ethics and principles has helped it gain recognition as the best-selling brand out of 48 brands in the breakfast category on e-commerce websites like Amazon and Flipkart.

**Product portfolio:** The company has successfully created 11 products and it exports and sells them under the Pintola brand. Its products include peanut butter, almond butter, cashew butter, walnut butter, organic peanut butter, and some more.

**Brand USP and differentiator:** Though there are many start-ups trying to break into the breakfast category and several brands produce nut butter in the Indian

market, the company believes that most products have unhealthy ingredients – added preservatives, salt, sugar, etc. On its part, Pintola stands out for its healthy and affordable products. It has a 100% natural range of nut butters, which are ISO, FSSAI certified. The brand's basic principle is to serve fresh and quality products to its customers. It strives to add only healthy products to the portfolio in the future so as to become truly strong in health foods.

**Market size and opportunity:** According to the brand's analysis of the market, the nut butter industry is currently worth Rs. 250 crore approximately. The brand has witnessed remarkable growth in the past four years and it expects to grow even faster as healthy lifestyle is picking up as a trend among the consumers.

The brand sees a huge opportunity with the emerging trend of people becoming more health-conscious. Breakfast has become the most important meal of the day and with people being busy and with little time to cook and consume healthy food, Pintola's on-the-go breakfast items and its healthy peanut butter smoothie or peanut butter sandwich have emerged hot favorites among consumers today.

**Growth rate:** The brand has witnessed 100% growth in sales since last year. The reason behind this growth is that people are going for quality, freshness and brand trust when choosing to eat peanut butter.

**Marketing strategy:** Pintola is focused on customer experience and the brand believes that nothing is as powerful as word-of-mouth marketing. The brand ensures that all its customers are happy with the quality of its products so that they are encouraged to recommend the brand to their friends and family.

“



**We have a 100% natural range of nut butters besides having our own ISO, FSSAI-certified manufacturing unit. We believe in utmost quality and freshness and that's why Pintola is the best-selling breakfast brand in category out of 48 brands in the past year on Amazon and Flipkart.**

– Kamlesh Patel  
Managing Director, Pintola Peanut Butter

**Market reach:** Currently, Pintola is available at some 900 A+ and A counters in Delhi (south & west), Mumbai (west & south), and at some other locations. In almost 95% of the stores, the brand is best sellers in the category. In the retail chain segment where it has been launched recently, the brand is present in Modern Bazar outlets in Delhi and has become the highest-selling nut butter brand with the chain. It is now focusing on expanding to more retail chains.

**Roadmap ahead:** Pintola plans to launch some fresh new products going ahead. The brand is already growing at a healthy clip and wishes to maintain the same growth to improve its market share in offline retail as well. The brand has established itself in terms of quality and freshness and it hopes to maintain its best-selling and best-rated brand tag on platforms like Amazon and Flipkart. At the same time, it is also looking to enter new retail options for reaching out to its growing customer base.





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# Channeling the nutri factor to lead in the market

**→ Company and brand profile:** InnerBeing Wellness Pvt. Ltd. is a food company focused on nutrition based products. The company believes that the current alternatives available in the market – the so-called healthy products – are mostly fortified, synthetic, and processed with a high level of sugars and salts, preservatives and chemicals. Therefore, it feels that the need of the hour is to go for a preventive approach instead of a curative one in terms of product development.

**Product portfolio:** InnerBeing Wellness' value proposition is to offer products made from ancient grains such as gluten-free millets, plant protein, no added sugars and preservatives, and which are chemical-free and high fibre breakfast foods. The company has a varied product range of breakfast ready-to-eat products – jowar idli, jowar upma as traditional foods and ragi malt, millet pancake mix, ragi chocolate drink, jowar flakes, ragi flakes, quinoa porridge, foxtail millet, protein bites, cookies, pops, namkeens, and other products for the millennium consumers.

**Brand differentiator and USP:** Innovation is at the forefront of InnerBeing's philosophy with a clear focus on developing products that offer value in terms of the consumer's need. The brand engages in continuous research and market feedback from the channel partners, and its products are designed and developed as per consumer insights, experts' opinion, data trends, and its feedback from participating in exhibitions and trade fairs. The company invests a lot of time and effort in R&D, and takes a strategic approach to product development in collaboration with institutes like the Indian Institute of Millet Research (IIMR), National Institute of Nutrition (NIN), National Institute of Food Technology and Management (NIFTEM), Mount Carmel College of Nutrition- Bangalore. With a dedicated R&D team, the brand has developed

“



**With our dedicated R&D team, we have developed and launched unique products like millet pizza, pancake mix, ragi chocolate mix, millet cookie mix with plant protein, and no maida and no-added sugars with natural preservatives products. Our brand pillars are to make products that are gluten-free, have plant protein, contain no-added sugars, and are preservative-free and high-fibre foods.**

– C. S. Jadhav  
Director and Co-founder, Inner Being  
Wellness Pvt. Ltd.

and launched unique products like millet pizza, pancake mix, ragi chocolate mix, and millet cookie mix with plant protein. The products contain no maida, no added sugars, and are made with only natural preservatives. The brand's principal pillars of product development are to make products that are gluten-free, have plant protein, contain no added sugars, are preservative-free, and are high on fibre and calcium. For example, its ragi chocolate mix has 20% more calcium and quinoa porridge has 15 proteins in the mix.

**Market size and opportunity:** Rapid urbanization, changing lifestyles and lack of awareness with respect to the required nutrition intake have led to a greater demand for nutrition and healthy food for a better living.

The growing middle class of 400 million people in India is fuelling the demand and market potential for breakfast foods. Thus, InnerBeing's focus is to target the urban middle class, which is 28 per cent of the population. An increase in lifestyle disorders such as diabetes and stress has already impacted nearly 33 per cent of the urban population in India. There is also an increasing awareness among consumers about the availability of health-promoting alternatives. InnerBeing is tapping those segments where consumers prefer health products. The products are primarily aimed at the urban markets and the targeted customer segments include those who are health conscious, are in the growing upper middle-income groups between ages 30-55 years, and those with lifestyle disorders. There are 90 million health-conscious individuals – affluent, urban Indians that are both aware and concerned about lifestyle-related health issues.

**Key markets:** The key markets for the brand are the metropolitan cities with the focus on top 10 cities. With a clear focus on this target segment, the company piloted and first launched its products





in Hyderabad. With its success in the Hyderabad market, the company has recently launched the InnerBeing brand in Mumbai and Pune and is now looking to expand to other cities like Delhi-NCR, Bangalore, Chennai, Ahmedabad, Lucknow, Chandigarh, and Jaipur over the next two years.

**Marketing strategy:** InnerBeing believes in innovation – be it market innovation or product innovation. It has a clear differentiating factor in the marketplace for the brand. At InnerBeing, the marketing innovation strategy is to involve

expand to Europe and the US. With 2023 being declared as the International Year of Millets by the United Nations’ Food and Agriculture Organization, the company plans to launch its products in International markets around this period.

**Retail gameplan:** InnerBeing has adopted a multi-channel model to reach the consumers and is ramping up its presence in Modern Trade. Apart from having a presence at reputed Modern Trade stores like Heritage, Ratnadeep, Spencer’s, HyperCity, FoodBazaar, Balaji Grand, and others, it has now entered into

channels – Bigbasket, Flipkart, Snap Deal, and it was selected as a preferred company in the Health and Nutrition category at the Amazon launch pad.

**Challenges:** The brand faces indirect competition from various competing segments – the unorganized players/ social organizations such as NGOs, imported products (quinoa) traders, breakfast cereals like oats, protein-based products, companies in the fortified food and beverage (FFB) segment and better-for-you (BFY) products like trans-fat and low sugar.



the relevant communities like dietitians, nutritionists, wellness & health experts and synergize this involvement and collaboration for promoting wellness and healthy food.

By integrating this approach with its marketing plan, the brand is building on its vision of being a trusted and responsible brand. InnerBeing follows an integrated communication strategy for promoting the products through Facebook, Twitter, Instagram, and Google ads. At the same time, it actively participates in the awareness programs on Diabetic Day, World Health Day, Heart Day, and Women’s Day. These activities apart, it also creates awareness through media, PR, exhibitions, workshops, wet sampling etc. The company is now investing in R&D on various fronts – in product development, packaging, new recipes, along with working to improve on a range of more than 25 products.

With the fundamentals in place, the company is now set to go international. It plans to take its products to markets in Dubai and Singapore, as well as

high-end apartments retail stores, B-class supermarkets, pharmacy food chains and Tata Quality Malls (TQMs). The brand is currently available in about 200 stores in Modern Trade.

The brand has a consolidated position in the hospital segment and has become dietitians’ preferred choice for health products. They recommend InnerBeing products, which are being served in major hospitals like Apollo, Kirloskar, Continental, Citizens, Indo-American Cancer Centre, and others. Currently, InnerBeing products are available in about 25 major hospitals.

The brand is also leveraging hotels for promoting its products through chefs. Currently, the brand is supplying to most 5-star hotels like Taj Group, ITC, Novotel, Lemon Tree, Hyatt, Daspalla, Marigold, Taj Vivanta, and servicing 30 hotels overall.

In the institutional domain, the brand’s products have been received well at the food kiosks of IT companies like Microsoft, Infosys, and others. InnerBeing products are also available on e-commerce

InnerBeing is countering the competition through product innovation, market innovation, unique distribution strategy, and by targeting new-age millennials.

**Roadmap Ahead:** With the increasing demand for breakfast ready-to-eat products, the company has witnessed 50% growth year-on-year over the past three years of its operations. This year and over the next, it will expand its footprint further across the country and also foray into the global markets. Currently, the company has 15 SKUs and would be introducing another 20 SKUs in a couple of years for different age groups in the breakfast section. Especially in the millet and healthy breakfast segment, the company is looking to attain a leadership position with at least 25% market share in the next two years. It has also developed a sustainable model with a mission to assist more than 10,000 farmers for improving their livelihoods and, at the same time, reach one million consumers for its healthy living products.

# Delivering on its brand promise of 'Maa ka haath ka khana' across instant breakfasts and meals

**→ Company and brand profile:** Alimento Agro Foods Pvt. Ltd., makers of the M.O.M (Meal of the Moment) brand, manufactures and markets instant breakfasts and meals. As a relatively new brand, its focus is on health-positive products, not only from a business point of view but also as part of its core corporate beliefs. The company does not add any preservatives or artificial flavors in its products and uses only quality ingredients that have a lower percentage of oil than other products. M.O.M meals are geared towards mimicking "Maa ka haath ka khana" – in taste and nutrition.

**Brand USP and differentiator:** The brand's competitive advantage is its products, which are an extension of its core brand values and beliefs. M.O.M products stand out for their home-made taste, which reminds us of being served with "Maa ke haath ka khana!" In terms of taste, aroma, quality of ingredients and packaging, the brand does everything the way a loving mom would do for her child. The company has also built in operational excellence in every aspect of its manufacturing and supply chain.

**Product portfolio:** M.O.M's instant breakfast range includes poha, khatta meetha poha, veggie upma, masala upma, seviyan upma, idli sambar and sambar

mix. All one needs to do is to simply add hot water and the meal is ready in a few minutes.

**Retail reach and strategy:** The M.O.M brand is available across all leading retail chains and stores, online as well as at Indigo Airlines, PVR & Carnival Cinemas and various other touch points.

**Rate of growth:** In its second year of operations – FY18-19 – the brand grew almost 400%, largely due to its small base figure. This fiscal, it plans to achieve 100% growth. The brand has reworked its packaging, which is much more attractive now, introduced a couple of more products, and is expanding its geographic footprint.

**Marketing and branding strategy:** Its branding strategy is to position the brand in complete alignment with the brand promise of providing 'Maa ke haath ka khana' across its whole range of breakfast and meals. With its very clear brand vision, M.O.M is engaged in growing its loyal customer base. In terms of marketing, the brand enjoys a good presence on digital channels, apart from focusing on in-store activations and corporate tie ups. In terms of distribution, it is seeking to expand to all major cities in the coming months on the back of higher brand visibility through activations and digital media.

**Key markets and customer segments:** M.O.M's customers are an extremely varied group. Though the core of its TG remains young working couples, single working men,

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**The market will continue to trend toward healthy, convenient and quick-fix breakfasts. Consumers have started to realize that cornflakes and similar offerings are actually quite unhealthy. Overall, consumers want to go back to their roots and eat traditional Indian breakfasts.**

– **Mugdha Bhagchandka**  
COO & Co-Founder,  
M.O.M (Meal of the Moment)

students away from home and migrants, the brand is seeing product adoption from even senior citizens and mothers.

**Retail outreach:** M.O.M enjoys good sales across various MT stores, including Star Bazaar, SPAR, Big Bazaar, Reliance, Nature's Basket, among others. Every month, it has been growing in terms of number of stores – both standalone and MT. This has been made possible thanks to its strong distribution team who are constantly pushing for more points of sale and growing the brand's retail presence in a sustainable manner. The brand is also making use of various marketing campaigns and videos online to drive sales and brand awareness and is looking to collaborate with retailers from time to time for customer offers to drive trials. This strategy has helped it win over repeat customers. **PG**





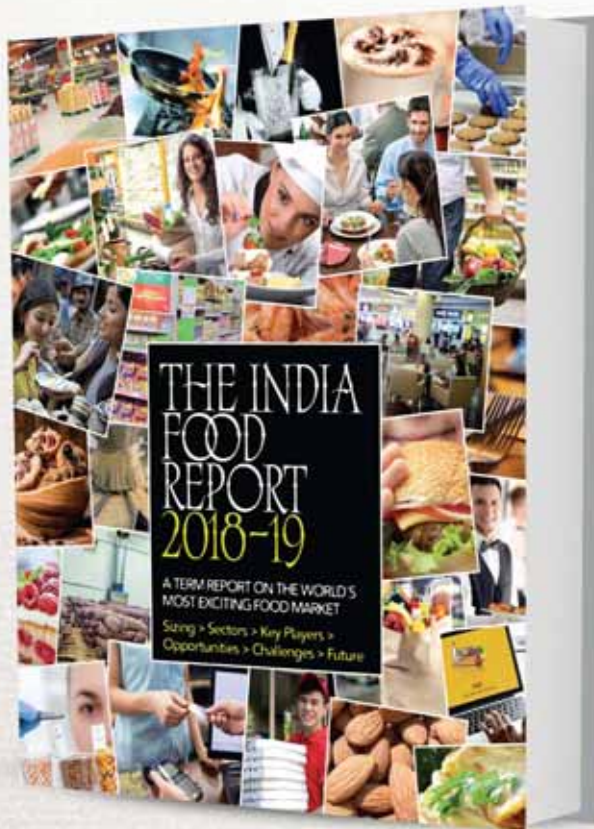
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# Inspiring Operators

A McKinsey report details strategies for a fast-changing grocery landscape. Independent grocers have already put many of them into practice.

By **Kat Martin**

**M**ckinsey recently released a report, “Reviving Grocery Retail: Six Imperatives,” outlining the three major factors that are disrupting the grocery industry: consumers’ changing habits and preferences, intensifying competition, and new technologies. Most of the independents honored this month mention at least one of these factors as a driving force behind some of the decisions they’ve made to ensure that their businesses continue to succeed.

To help retailers, McKinsey also offered six solutions that retailers could employ to help address those three disruptors:

**1 Define a distinctive value proposition – Convenience, inspiration, value for money:** All three of these are right up the independent’s alley. Your stores are typically smaller and easier to shop, providing a quick get-in-get-out shop if needed. “It takes you longer to get from your car to the shopping area in some of the big boxes than it does to walk our whole store,” notes Walt Churchill, owner of Walt Churchill’s Market, in Ohio, and winner in the Outstanding Multistore category. Several operators also offer inspiration; both Gooseberries, in Wisconsin, and Gelson’s, in California, are showcasing new store concepts that are all about spurring shoppers to try new things. Independents further know that value doesn’t necessarily mean the cheapest: Almost all of the winners note that they aren’t the cheapest in town, but they’re the best when it comes to offering value for their products and services.

**2 Shape your ecosystem – and either go big or get out:** McKinsey’s report noted that technology was the key here, especially winning on last-mile delivery. This is something that BFL Grocery Co., a winner in the Technology category, knows a little something about. The company, which operates several banners near Oklahoma City, is introducing autonomous delivery vehicles that will be able meet customers’ demand for groceries delivered when they want them.

**3 Put technology to work in every part of the value chain:** This can be anything from self-checkout to digital marketing. Some of the real value, however, may be found in the “back room,” where customers don’t ever see it. Sedano’s, a Hispanic market in southern Florida and a winner for Technology, has introduced an automated hyperlocal fulfillment center that can “shop” 60 items per minute to quickly fill customers’ ecommerce orders.

**4 Win back lunch and dinner:** Prepared foods or other fresh departments were noted as the key to winning today’s consumer’s dollar. Many of the operators featured in this issue note how they’re using this department to grow sales, but Vintage Grocers and Woodlands Market, both in California and winners for that category, share insights on how their differing operations are using prepared foods to win all three dayparts.

**5 Rethink all of your real estate:** McKinsey’s report noted that grocers should look at shedding unnecessary stores, something that independents don’t tend to have, but it also suggested looking at how you use the real estate within the four walls of your store. Again, this is something both Gooseberries and Gelson’s had to do with their new concepts. Rob McDougall, CEO of Gelson’s, observes that his team often shrinks the back-room space to add more enticing customer-facing elements.

**6 Innovate 10 times faster:** This is something all independents excel at doing. They have no long chain of command to approve any needed changes, so if they see something, they can implement it swiftly. Several operators note that they travel around the country and the world seeking inspiration, and can implement ideas almost as quickly as they want.

If you’re interested in reading the whole McKinsey report, you can find it online at [www.mckinsey.com](http://www.mckinsey.com). Also, to see how real-life operators are putting these suggestions into action, be sure to read about all of the 2019 Outstanding Independent Operators in this issue. **PG**





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## HIGHLIGHTS OF THE NEXT THREE ISSUES

**MAY 2019 BEVERAGES:** To make consumers respond enthusiastically, retailers and brands are taking to more creative combinations within the category.

**JUNE 2019 FROZEN FOODS:** Consumers appreciate the variety, taste, ingredient quality, and dietary options of today's frozen meals, helping the category to clock a double digit growth in recent years.

**JULY 2019 SNACKS:** When it comes to snack products, retailers and manufacturers need to consider regional and local taste preferences when developing a successful growth strategy.

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The Report has inputs from some of the world's most respected consulting and/or market study organizations, retail business heads, brand analysts and consumer research companies, among others. It offers extensive mapping, sizing of the food manufacturing, marketing and retailing sectors, benchmark figures on consumer spends and retail market size across key food categories and segments, opportunities for business and growth in key areas of Food Retail, along with observations by industry experts on key consumption trends, new concepts in F&G, FMCG, and F&B.



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# what's next

▼ Puratos India's new range blends health with taste

Puratos India – manufacturer of a range of quality & innovative ingredients for bakery, patisserie and chocolate businesses – has come out with its Puravita range of products. The Puravita range of bakery mixes have improved nutritional value, are rich in fibres and minerals, contain limited salt making them a perfect contribution to a healthy balanced diet filled with taste. The Puravita range has three bread mixes – Easy Puravita Multigrain, Easy Puravita brown bread and Easy Puravita whole wheat.



▼ Kwality launches a range of pasta in Indian flavor



Kwality, from the house of Pagariya Food Products Private Limited, has launched Kwality Insta Pasta in Indian masala flavour for the first time in India. The pasta is healthy as it is made from durum wheat and extruded unlike noodle, which is made from maida and is fried. This product comes at an unbeatable prize of Rs. 10. It comes in packs of 54gms with a tastemaker inside it. It has unique design on the pack and it is light weight.

▼ KOSH instant oats launched in spicy variants

KOSH, the premium oats grain brand of Future Consumer Limited, has added three more exciting flavours of instant oats to its product range – Oats in Bombay Pav Bhaji Masala, Panch Phoran inspired Oats in Bengal Spice Mix and the popular Oats in Schezwan Masala. The new range of instant oats can be a healthy snacking dish or even a meal that can be prepared within just few minutes. It comes in packs of 40 gms and is available at Big Bazaar, Easyday, HyperCity, Heritage, Nilgiris, Foodworld, Aadhar and WH Smith stores across the country.



▼ Fazlani introduces bigger packs of Foody Fusion

Fazlani Foods has re-introduced its famous Foody Fusion range in bigger packs and at a lesser price range. The 'Chipotle Mexican Rice' and 'Brown Rice Pilaf' of the range are now available at Rs. 125 in packs of 250 gms. Among the other features like taste and perfect fusion in the products, it is also totally natural, gluten free, and without any added preservatives. Other than e-commerce websites like Amazon and Flipkart, the entire ready to eat range of the brand is available on the website [www.readytoeat.com](http://www.readytoeat.com)



► Marico launches vegan gourmet range - Coco Soul

Marico Limited has launched a range of vegan gourmet products under the brand name 'Coco Soul'. The organic variants marks Marico's first foray into the organic products space. The range includes 100% organic virgin coconut oil, 100% natural virgin coconut oil, and 100% natural infused variants of cold pressed virgin coconut oil. Coco Soul Foods includes coconut spreads, coconut chips and 100% organic coconut sugar. The Coco Soul virgin coconut oil range is available in 250ml, 500ml, 1 litre bottles along with a 500ml jar. The range starts at Rs.230 and goes up to Rs.749.





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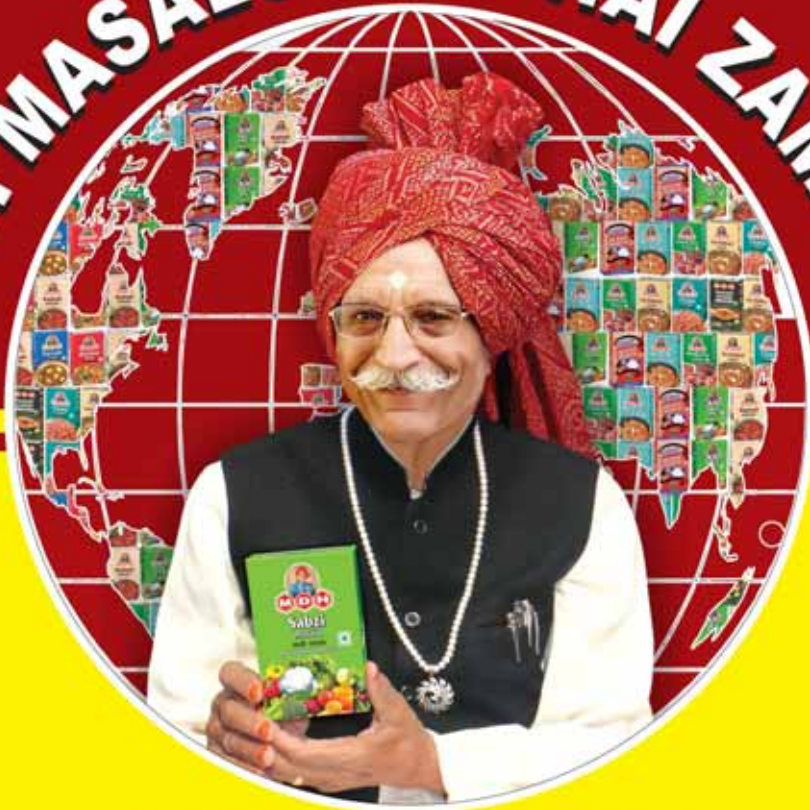
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