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## **Haldiram's: Navigating Growth and Competition in the Indian Snack Market**

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### **Abstract**

- **Background:** Haldiram's was founded in the 1930s in Bikaner, Rajasthan, as a small namkeen (savory snack) shop. Over the decades, it has grown into a global brand with an extensive range of products, including namkeens, sweets, frozen foods, and ready-to-eat meals.
- **Market Position:** Haldiram's is a household name in India, known for its diverse snack offerings that cater to regional tastes and preferences. It has a strong presence in both domestic and international markets, especially among the Indian diaspora.
- **Current Market Scenario:** The Indian snack market is rapidly expanding, with increasing competition from both local and international brands like PepsiCo (Lay's, Kurkure), ITC (Bingo), and Parle. Moreover, there's a rising demand for healthier snack options.
- **Objective:** Haldiram's aims to sustain its market leadership while catering to evolving consumer demands and increasing competition.

### **Problem Statement**

- **Increasing Competition:** The entry of new players and the expansion of existing brands in the snack segment are challenging Haldiram's market share.
- **Evolving Consumer Preferences:** There is a growing trend towards health-conscious eating, with consumers seeking low-fat, baked, and organic options.

- **Brand Perception:** While Haldiram's is known for its traditional snacks, younger consumers are increasingly drawn to innovative and fusion flavors.
- **Objective:** Develop a marketing strategy that helps Haldiram's retain its core customers while attracting younger, health-conscious consumers.

### **Market Analysis**

- **Snack Industry Overview:** The Indian snack market is one of the fastest-growing segments, driven by rising disposable income, urbanization, and changing lifestyles. The industry is expected to continue its double-digit growth trajectory.
- **Consumer Segmentation:**
  - **Traditional Snack Lovers:** Typically, older consumers and those from rural areas, loyal to classic namkeen varieties.
  - **Young Urban Consumers:** Primarily urban millennials and Gen Z, who prefer innovative and trendy flavors.
  - **Health-conscious Consumers:** A segment that prefers baked, low-calorie, or organic snack options.
- **Competitor Landscape:** The Indian snack market is highly competitive, with brands like PepsiCo, ITC, and Parle aggressively pushing innovative flavors, health-focused products, and strong advertising campaigns.
- **Consumer Insights:** Key factors influencing consumer choice include taste, price, convenience, brand trust, and increasingly, health considerations.

### **Marketing Strategy Development**

#### **1. Product Diversification and Innovation**

- **Healthy Snack Line:** Introduce a range of low-calorie, baked, or air-fried snacks to cater to health-conscious consumers.
- **Fusion Flavors:** Launch fusion flavors that blend traditional Indian tastes with international flavors, appealing to younger consumers.
- **Ready-to-eat Meal Options:** Expand the existing ready-to-eat range with healthier alternatives, targeting busy urban professionals and families.

#### **2. Digital Marketing and Brand Engagement**

- **Social Media Campaigns:** Focus on storytelling that emphasizes Haldiram's heritage, combined with innovative product lines that appeal to younger consumers.

- **Influencer Collaborations:** Partner with health and lifestyle influencers to promote the new healthy range and to create a buzz around new product launches.
- **User-generated Content:** Encourage customers to share their Haldiram's experiences online through interactive campaigns, contests, and discounts.

### 3. Packaging and Rebranding

- **Modern Packaging:** Redesign packaging for the healthy snack line to give it a premium, eco-friendly look that appeals to conscious consumers.
- **Limited-edition Designs:** Introduce seasonal or festive packaging to create excitement and increase brand visibility.

### 4. Distribution and E-commerce Expansion

- **E-commerce Focus:** Boost online presence through partnerships with major e-commerce platforms and direct-to-consumer (DTC) channels.
- **Urban Retail Presence:** Increase the presence of healthy and fusion products in urban supermarkets and health-focused stores.
- **International Expansion:** Further expand distribution channels internationally, especially in regions with a significant Indian diaspora.

### Case Questions

1. What are the primary challenges Haldiram's faces in the evolving Indian snack market?
2. How can Haldiram's reposition itself to appeal to health-conscious and younger consumers while retaining its traditional base?
3. What role can digital marketing play in expanding Haldiram's reach to new consumer segments?
4. How should Haldiram's measure the effectiveness of its new product line and digital marketing initiatives?
5. What strategic steps can Haldiram's take to strengthen its position in the international market?