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The Journey of Bisconni

Hammad Ali Khan, Samreen Komal, Kinza Noor

Murtaza Hassan is the new Head of Sales in Bisconni, one of the leading biscuits manufacturers in Pakistan. Introduced in Pakistan in 2002, Bisconni is looking to gain market share. Bisconni management is concerned about the brand's performance; it is convinced that the product, given its superior quality, could take the company to new heights. Pakistan is a difficult market to operate in. Murtaza's mandate in 2022 is to identify a local execution of the Marketing Strategy, such that it builds brand equity and also resonates with the target market. As Pakistan is facing huge economy crisis the raw material cost has increased. Most the Raw material is being import from foreign countries; due to this situation the cost of production is getting higher so the company tried to cop up with the situation by changing the packaging of Bisconni Cartons.

Company Overview:

Bisconni began its journey in 2002 under the umbrella of Ismail Industries Limited (IIL) with the aim of producing biscuits that meet global quality and food safety guidelines. Bisconni works from a state-of-the-art processing facility through Hub and Port Qasim and it has enhanced the output manifold ever since commencement. Bisconni decided to enter the Pakistani biscuit market with its chocolate-filled cookie, Cocomo, that over the years is now one of the famous brands of Pakistan. Moreover, we offer a diverse range of products, includes favorite such like Cocomo, Chocolate Chip Cookies, Choccolato, Novita, Rite, Ingredient Cookies, and Flo amongst the unmatched-portfolio, of products.

We make some of the most wellknown cream varieties, both simple and with ingredients, Wafersbased biscuits, and we have expanded our creativity by adding a Cake range in mid 2018. Bisconni's aim is always to "be a pioneer for the industry through new goods, that respond to the demands of consumers." The biscuit industry is one of Pakistan's fastest growing sectors.

People in our country enjoy eating Biscuits when they get together. Ismail Industries provides a diverse range of quality products to its consumers and business clients, ranging from delectable delicacies to industrial raw materials.

This adventure began with Candyland, the business's initial division, is not only a standout player for the group but also a leader in the confectionery goods market. Bisconni, which was founded in 2002 with the intention of providing the highest quality biscuits in Pakistan, was the next important milestone. Bisconni has developed to become Pakistan's market leader in the value-added cookies area. Snack City was founded in 2006 with the goal of becoming a significant player in Pakistan's snacks market.

Ismail Industries has established itself as Pakistan's largest candy maker and exporter since the debut of its flagship brand Candyland in 1988. Ismail Industries has grown horizontally by introducing brands like Bisconni (biscuits and cookies) and Snack City (chips, peanuts, and so on), as well as vertically through Astro Plastics, which makes packaging and plastic films.

Marker Competitors:

According to the Pacra food goods (confectionery and snack sector) analysis, Pakistan's overall biscuit market would be worth \$75 billion by 2022, with a CAGR of about 8% to 10%. Because Pakistanis appreciate the taste of biscuits, the biscuit industry is rapidly increasing, and Bisconni is benefiting by selecting the appropriate target market. English Biscuits Manufacturers (EBM), which has well-known brands such as Peak Freans Sooper Biscuits, Gluco Biscuits For Children, Marie Biscuits, Peanut Plus Biscuits, Party Biscuits, Farm House Biscuits, Saltish Biscuits, Click Biscuits, and Continental Biscuits Ltd. (CBL), which has well-known brands such as LU, TUC Biscuits, Bakeri Biscuits, Candy Biscuits, and Click Biscuit Biscuits are regularly taken as a meal replacement or to satisfy hunger.

The company has a dedicated Research & Development department that focuses on creating best-in-class goods while staying current with customer preferences trends. Quality is our first focus, which is why we have strict quality assurance programmes in place at all levels of the business and manufacturing facilities to ensure suitable and safe product delivery to consumers. Bisconni has ISO 22000 certification. They are also SANHA certified.

Strategic Marketing Plan:

Bisconni is one of the leading Biscuits manufacturers in Pakistan They have many well-known brands in biscuits category. The company has achieved many mile-stones under the leadership of GM Marketing Mr. Sabir in the recent past. In recent years Bisconni has developed many power brands like Cocomo, Rite, flo Cake, Chai wala, Biscuit etc. Bisconni has achieved Success by gaining the 30 % market share in Biscuits category as company is working on market development, exploring new avenues of opportunity for the company. As the dollar prices are increasing day by day, the company's raw material cost is also fluctuating rapidly so they decided to overcome this situation by changing the carton configuration they also started working on new product development. In new fiscal year 2021 the company has decided to get growth in sales of these brands so they opt for a growth strategy. In this They change the carton configurations of all brands as they were selling it 18x24 in each carton previously and now the Management came up with 24x30 in each carton. ultimately the market is not the position to accept this change so the company loss the volume sale as the carton configuration changed. The Major market obstacle was the price point as the shoe box price was previously Rs.120/-¹ and after new packing its now Rs.135/- as Bisconni took the decision to stand in this market with this price point. As company got hit in sales, they tried to penetrate in the rural market which was new market development as majority of the consumers belongs to rural market and it's a totally untapped market it was good strategic move which

¹ Rs.120 Conversion is \$0.66

ultimately helps Bisconni to gain more sales. What are the major problems at Bisconni that Murtaza is facing and the reasons for them?

Operational implications:

Marketing growth strategy was to gain sales hike in biscuits industry but It did not work out in the same way, so the team was reluctant as the markets was not responding as per conceived. Sales team started leaving the company because the monthly targets were not achieved Murtaza was worried about this situation. As the company was working on growth strategy in longer run so the company decided to increase their profits by changing the carton Configuration that will result in getting more profit previously the company was selling each carton with 18 boxes inside a carton but after changing the configuration it has 24 boxes inside a carton. Ultimately this has decreased the sales volumes (Annexure-1). Also, the Team of Bisconni was feeling reluctant for accepting this change. Also, the major issue was the market is not ready to accept this change as their mind set needs to be changed. In the beginning, The Bisconni Team was reluctant for accepting this change as they were getting a big hit in the sales.so the company initiated some sales training programs which help them in changing the mindset of the team and it also increased their harmony. Also, Company incentivize the team so that they will work with more passion for this company.

As the sales drops in beginning the cost to served also increased and the finances of the company decreased day by day. The stock at the warehouses got stuck as there was no upsurge demand in the market.

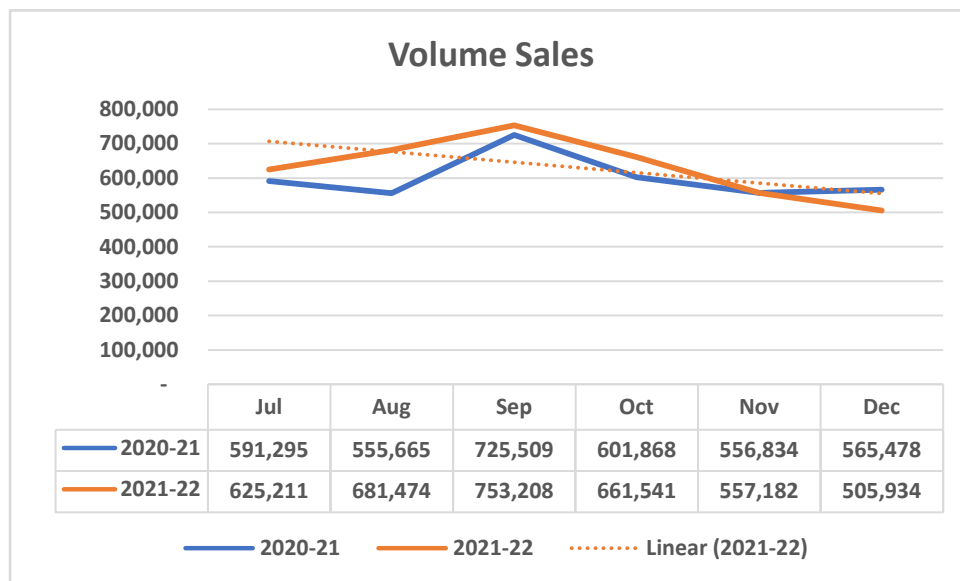
Murtaza decided to engage marketing team and started working on new product development, they required new resources, raw material and technology. So, they can meet the demand and supply of new products. The company inducted new machines the increase to capacity of production factory. What steps would you take if you were at Murtaza place in order to gain more profit? Human resource was the key driver in achieving any goal of organization in Bisconni. It plays a vital role in getting succeed. Company hired Trade marketing manager to roll out new Trade marketing strategy by new trade offer and trade plans for consumers. What do you think how Bisconni has inculcated this decision in team to Improve their performance?

Conclusion:

The company implemented a new product development strategy which help them in gaining some market share as they have launched Rollies cake, Yuppie biscuit. Trade marketing Department has also initiated a trade offer with 4.25% on all Products which also increased the sales (Annexure-2). Also new market development of rural market helps company to increase their sales through exploring new rural markets. Company also started heavy advertisement & promotion of Cocomo and Rollies cake which's impact in sales too as the retailer and wholesaler were not accepting the new carton configuration but after consumer promotions and advertisement on TV increased the consumer demand in the market and now the retailer and wholesalers are forced to get the stocks of new carton configuration which will ultimately increase the sales of company and it has changed the mindset of the retailer. wholesalers and

the team too. But still company is not satisfied with the measures it took, what measures would you take if you are provided the opportunity?

Annexure-1:



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Annexure-2

Bisconni Trade Schemes- for SND, Non S&D, Primary & Rural Towns

Effective from 01-Feb to 28-Feb-22

SAP Code	SND Code	SKU's	Box in Carton	Trade Price- (Rs.)	Schemes Rupee Value			
					Invoice Price- Rs.	In Box (Invoice)	In Carton (Invoice)	Scheme in %
						Primary & Secondary Schemes		
40124087	201125	COCOMO Double Choc 18 BOXES Rs.5 New	18	115.50	103.15	4.91	88.36	4.25%
40126431	201410	COCOMO DOUBLE CHOC 18 BOXES RS.5 (S&P)	18	115.50	103.15	4.91	88.36	4.25%
40125909	201410	Cocomo Rs.05 CP 24 x 18	18	115.50	103.15	4.91	88.36	4.25%
40127250	201200	Cocomo Ch Rs.5 30Pack x 24Box	24	144.38	128.93	6.14	147.26	4.25%
40127133	201180	Cocomo Ch Gold Rs.10	24	115.50	102.67	4.91	117.81	4.25%
40127159	201195	Cocomo Milk Gold Rs.10	24	115.50	102.67	4.91	117.81	4.25%
40127180	201190	Cocomo Orange Rs.10 Gold	24	115.50	102.67	4.91	117.81	4.25%
40127161	201185	Cocomo Strawberry Gold Rs.10	24	115.50	102.67	4.91	117.81	4.25%
40125028	201165	Cocomo Double Ch 12 x 24 Box Rs10	24	115.50	102.67	4.91	117.81	4.25%
40124942	201145	COCOMO MILK 12 PACK X 24 BOX RS.10	24	115.50	102.67	4.91	117.81	4.25%
40124943	201150	COCOMO ORANGE 12 PACK X 24 BOX RS.10	24	115.50	102.67	4.91	117.81	4.25%
40125062	201160	COCOMO STRAWBERRY 12 PACK X 24 BOX RS.10	24	115.50	102.67	4.91	117.81	4.25%
40124230	201225	COCOMO CH S/POUCH 24 BAGS	24	45.98	40.92		Nil	
40127603	201250	COCOMO CH S/POUCH 48 BAGS	96	45.98	40.92		Nil	
40125136	201230	Cocomo Milk Standup Pouch 24Bag	24	45.98	40.92		Nil	
40127659		COCOMO MILK CH S/POUCH 48 BAGS	96	45.98	40.92		Nil	
40127377	201235	Cocomo Standup Pouch Ch Rs.25	96	22.99	20.46		Nil	
40127430	201240	Cocomo Standup Orange Rs.25	96	22.99	20.46		Nil	
40127431	201240	Cocomo Standup Milk Rs.25	96	22.99	20.46		Nil	
40127432	201255	Cocomo Standup Strawberry Rs.25	96	22.99	20.46		Nil	
40125818	202215	Rite Vanilla S/W Rs.5 24pack x 24Box New	24	115.50	103.15	4.91	117.81	4.25%
40127510	202235	Rite Core Rs.05 (30pack)	24	144.38	128.93	6.14	147.26	4.25%
40125973	202220	Rite Vanilla Rs.10 12Pack x 24Box New	24	115.50	102.67	4.91	117.81	4.25%
40126452	202220	RITE VANILLA RS.10 12PACK x 24BOX (S&P)	24	115.50	102.67	4.91	117.81	4.25%
40127296	202230	Rite Rs.10 15pack	24	144.38	128.34	6.14	147.26	4.25%
40125802	202200	Rite Vanilla Rs.20 6Packx24Box New	24	115.50	102.67	4.91	117.81	4.25%