

"A man is
great by
deeds, not by
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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Evolving Oats Market in India (A) 2006- 2019: Competitive Strategies, Business Outcomes and Way Forward

Joffi Thomas ¹
Kripa Varghese ²

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Please contact the corresponding authors if you would like to access the full case.

¹Professor, Marketing Management Area, , Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnammangalam, Kozhikode, Kerala 673 570, India; Email - joffithomas@iimk.ac.in, Phone Number - 0495-2809117

²Academic Associate, Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnammangalam, Kozhikode, Kerala 673 570, India

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Abstract:

The case describes the evolution of Indian oats market during the 2006-2019 period. PepsiCo which acquired Quaker in 2001 launched Quaker Plain Cooking Oats in 2006. Quaker acquired a market share of 8.5 % in the breakfast cereals market with sales of Rs.586 MM by 2011. Saffola Oats launched by Marico in 2010 replaced Quaker as the leader in 2019 with sales of Rs. 3,034MM. Saffola instead of competing for a share of the breakfast table launched plain Oats to be used as an ingredient in preparing meals or snacks. It also launched Masala Oats as a healthy snack and positioned it as a healthier and tastier option to manage weight.

By 2019, from just being considered as a breakfast cereal, oats was becoming a part of many type of healthier offerings used by different consumer groups for different purposes. Wider acceptance of ecommerce channels, use of health apps and fitness trackers, health conscious consumers, influencer led communications, and new entrants with innovative offerings was fast transforming the health and wellness consumption space.

The objective of the case is to understand and analyze different growth strategies employed namely market penetration, product development, market development, and also evaluate possible Blue Ocean Strategies. It could be used in Marketing Management and Strategic Management courses in sessions dealing with formulating growth strategy, product-market decisions and value innovations applying Blue Ocean Strategies.

Participants are required to analyze the growth strategies employed by Quaker Oats and Saffola Oats during 2006-2019. They are required to propose growth strategy for one of the two major players- Saffola or Quaker, considering a 3-5-year time frame. Which emerging market opportunities should they focus, to retain or regain market leadership in the evolving health and wellness market space?

Research Office
Indian Institute of Management Kozhikode
IIMK Campus P. O.,
Kozhikode, Kerala, India,
PIN - 673 570
Phone: +91-495-2809238
Email: research@iimk.ac.in
Web: <https://iimk.ac.in/publications>

