



IIMC CASE RESEARCH CENTER (IIMCCRC)
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RESTAGING GOOD DAY – MAKING “GOOD” DAYS “BETTER”

INTRODUCTION

It was a cool and breezy Friday evening in Bangalore in March 2015, but the Good Day brand team had no time to enjoy the weather. They were rushing to a meeting with Ali Harris Shere, Vice President, Marketing, at Britannia Industries. Shere had called the meeting but had not divulged the agenda, and the team could only speculate what he had in mind.

When they entered Shere’s office, they immediately sensed that this meeting would not be a routine one. He began with a pointed question, “*How is Good Day doing?*”. Good Day, launched in 1986, was Britannia’s premium cookie brand. Not sure where the question was leading, a member of the brand team responded with the facts,

“Our sales are up by 16% in terms of volume and 24% in terms of value. We currently hold 30.6% of the overall cookie market.”

Shere was silent for a few moments. Then he told them that he would like to propose a restaging of the brand in the upcoming meeting with the Managing Director (MD). To an outsider, Shere’s proposal might have seemed counter-intuitive, even shocking. Why restage the brand when the performance metrics were good? However, the brand team, having been deeply involved with Good Day and the premium cookie segment, saw where Shere was coming from. While they had also felt the need for some sort of intervention, but they wondered whether restaging the brand was the right move.

Good Day had not changed dramatically since its inception. The values, volumes and number of packs were on the rise, and it was the preferred choice of customers, so the team could not help

This case was written by Prof. Megha Sharma of the Indian Institute of Management Calcutta, Nishant Verma, and M Rao. The case was prepared solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation.

but think, “*Why restage?*”. Further, there seemed no need for change nor was there any crisis facing the brand. Sensing their apprehension, Shere remarked,

“Our signature brand, Good Day, has lost differentiation over the years; every other cookie in the market looks similar, and cashew, which is our best-selling variant, is no longer the gold standard of taste nor is the cashew visible in the product. The cookie needs a makeover to keep pace with ever-evolving consumers.”

The team saw merit in the rationale, but they had their doubts: *What if the restage of the brand brought unexpected disappointments? Could we take it? Was it not better to maintain the status quo, and if need be, make some minor changes? Was a restage worth the risk?* Sensing the team’s doubts about his restaging proposal, Shere added,

“This is precisely why I called this meeting. Please do voice all your doubts, as I want the team to prepare a case for the restaging of Good Day, which I plan to present to our MD. I would like the team to provide an in-depth analysis of Good Day’s performance trajectory, both quantitative and qualitative, and, more importantly, key consumer and product metrics that will power our future growth, which should clear your doubts as well as any other doubts that are likely to be raised in the meeting.”

Shere was convinced of the need for a brand restage and equally convinced that Britannia should be strategically proactive. In his mind, change was not merely an option, but a necessity. The brand team had mixed feelings and was eager to begin data analysis to either support their doubts or clear them.