

Transformation from Traditional to Digital Marketing Communications: A Case Study on Parle-G Brand

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ABSTRACT

This article has been positioned as a research case. The objective of this study is to capture the journey of Parle-G, a household biscuit brand of India from traditional to digital mode of marketing communication. Four decades i.e. 1982 to 2021 marketing communication journey of Parle-G has been reviewed in this case study. This research case targeted to exemplify adopting innovative methods of marketing communication strategies undertaken by Parle-G to promote its biscuit brand in emerging economies like India. To comply with the contemporary marketing communication, it has been found in the study that during the period of 2016-2021, an emphasis has been provided by Parle-G towards digital marketing communication and there is also a paradigm shift observed from traditional to a digital model of marketing communication model of Parle-G for establishing digital connect between the consumer and the organization with the help of digital marketing.

Keywords: Biscuit, Brand, Digital Marketing, Marketing Communications.

Adhyayan: A Journal of Management Sciences (2022); DOI: 10.21567/adhyayan.v12i1.7

INTRODUCTION

In past, biscuits in India were made by using 'desi' or 'swadeshi' (items indigenously available in India) ingredients like ordinary flour, sugar and saturated oil and used to undergo industrial procedures of moulding, baking and cooling. However, an increase in the disposable income as well as changing tastes and preference of the Indian customers forced the biscuit manufacturing units to come up with a innovative range of biscuits. This challenge was met well with the innovation of salted biscuits by reducing the amount of sugar put in the batter by adding more salt. Other changes made in the production of biscuits were thinner crusts and addition of digestive ingredients to make them more nutritious. In current context, India is one of the largest biscuit manufacturing countries after the US and China. While the country is one of the largest biscuit consuming nations, per capita consumption is still very low at 2.1 kg – compared to Ireland, which is the highest at 21.76 kg. The market for biscuits and cookies in India has come a long way accounting for about 72% of the sales in the bakery industry (Singh, 2020).

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How to cite this article: Nandy, M., & Roy, S.S. (2022). Transformation from Traditional to Digital Marketing Communications: A Case Study on Parle-G Brand. *Adhyayan: A Journal of Management Sciences*, 12(1):51-65.

Source of support: Nil

Conflict of interest: None

Factors Responsible for Growth in India's Biscuit Selling

There are some crucial factors which influence on the significant growth of India's biscuit selling.

- Increasing consumption of packaged and convenience foods
- The availability of a variety of biscuits
- An increase in disposable incomes
- Change in consumers taste and preference
- Increasing concern & awareness for health & wellness
- Shift towards premium biscuits such as sugar free for end users or consumers having diabetes, oats, and wheat & multi-grain biscuits.
- Glucose biscuit as nutritional supplement product

The above important factor mainly provides a major boost in the sales of India's biscuit segment.

Market Size of India's Biscuit Market

India's biscuit market stood at \$3.9 billion in 2016, and is projected to grow at a compound annual growth rate (CAGR) of 11.27 per cent (%), in value terms, between 2017 and 2022, to reach \$7.25 billion by 2022 (Singh, 2020; Research and Markets, 2018).

PARLE-G COMPANY PROFILE: BRIEF OVERVIEW

Way back in 1929, Mohanlal Dayal, a Mumbai-based family of silk traders purchased an old dilapidated factory for the purpose of manufacturing boiled confectionery. His profound influence by the Swadeshi movement had provoked him to travel all the way to Germany to gain expertise on the art of confectionery-making a few years prior. He returned to India in 1929, acquiring the requisite skills and the machinery-imported from Germany for Rs 60,000/-. The small factory set-up was located in the villages of Irla & Parla. The factory started its operation with a mere 12 employees, with family members themselves-serving in the capacity of engineers, managers at confectionery markets. Much to surprise of any business entity, it is reported with that the founders were so deeply engaged with the manufacturing operation that they overlooked the nomenclature of the factory. Eventually, the first Indian brand of confectionery manufacturer was named after its place of birth. Hence it was called Parle (FinMedium, 2020).

Parle's first product was an orange candy & thereafter it started manufacturing various other candies & toffees. The first biscuit manufacturing commenced in the year 1939 when World War II broke out. The market then had British players like Britannia, Glaxo, United Biscuits etc. However these companies mainly targeted the elite class with expensive biscuits. In the face of intense competition against these established British players,

Parle launched its first product – Parle Gluco – with an aim to provide nutrition to the masses mainly for the poor people. Through the beginning was humble, Parle Gluco biscuits (Exhibit I & II) quickly found a place in the hearts of homes of Indian, primarily because it was cheap & it satisfied the Indian palate. Gradually the demand stretched beyond the households and started getting acceptance amongst the British-Indian army during World War II (Coursehero, 2020; Study Mode Research, 2020).

METHODOLOGY, LEARNING OBJECTIVES AND NOVELTY IN THE CASE

Methodology

This case has been developed based on the concept of 'Technology S-Curve'. Different publicly available sources have been used as listed below for developing this case.

- Corporate database extract of Parle-G
- Different websites

The case has been positioned as a research case. More specifically secondary information which had been published in the reputable corporate media as business news articles have been taken for developing this case study. To cross-check the authenticity of the information published in the online sources, the authors also have referred Parle-G's website, annual reports and corporate brochures for the cross validation purpose.

Learning Objectives

The specific learning objectives of this case are listed below.

- Understand the concept of Technology S-Curve with respect to diffusion of innovation.
- Aims at exploring the marketing communication journey of an age-old household brand PARLE G.
- To exemplify adopting innovative and contemporary methods of advertising strategies that have been

Table I. Evolution of Parle G (1929-2021)

<ul style="list-style-type: none"> • Initial Investment ₹60000 • Employee Strength-12 • Product range: Production started with confectionary items. 	<ul style="list-style-type: none"> • Total revenue of FY 2020-2021 was ₹9080 Crores as per audited report. • Product Range 150+ • Popular Brands 36 • Export Destinations 21+ • India's leading manufacturer of biscuits and confectionery.
Parle-G (introduced in 1938 as Parle Gluco)	<ul style="list-style-type: none"> • Makers of the world's largest selling biscuit, Parle-G • Parle brand name symbolizes quality, nutrition and superior taste.
1929	2021

Source: The authors



undertaken by PARLE G.

- Highlights the details of digital marketing communication strategy of PARLE G to promote biscuit brand.

Novelty in the Case

The proposed case is novel in many ways which are listed below in a chronological order.

- This case highlights the marketing communication of Parle-G for the period of Period 1982 - January 2021 i.e. 39 years which means that almost 4 decades marketing communication model of Parle-G can be captured from this single case.
- From this case, the readers will understand how the paradigm shift which had taken place in the marketing communication model of Parle-G for connecting the consumers with the advent of technology and its variety of applications for performing the product promotion activities.
- This case might be beneficial for the FMCG marketers and practitioners to analyze that for promoting a low priced biscuit brand @ ₹2 or ₹5 per pack, how technological disruption in marketing communications help to sustain in the market place as well as to retain the market share in the operating industry.
- Two frameworks have been conceptualized during this case development process which are listed below and it may be beneficial for the practioners.
 - a) Traditional to Technology (T2T) Marketing Practice.
 - b) TCAE Framework (T=Technological Innovation, C=Change/Crisis Management, A=Adoption of New Marketing Tool & Technique, E=Ensuring business sustainability).
- At last but not least in emerging economies like India, where the price component always arise in the forefront during product purchase decision; this case may help the marketers to understand the relevant facts and figures for setting appropriate marketing communication model in the distant future.

THEORETICAL OVERVIEW AND FOUNDATION OF THE CASE

Technological revolutions occur in a cyclical pattern where periods of gradual change are interrupted by feverish outbursts of innovation. In an evolutionary context, these episodic events have been described using the term “punctuated equilibrium” (Priestley, M., Sluckin, T. J. & Tiropanis, T., 2020), capturing the relation between slow and fast phases of technological development. This pattern can be represented

graphically by an S-shaped curve that portrays the introduction (infancy), growth (expansion) and maturity.

The figure I explains the business life cycle. In the horizontal axis time has been plotted and in the vertical axis market reaction or growth has been plotted. We can visualize from the above figure that over the time period the curve takes the shapes and travels through different stages or cycles like ‘Infancy’, ‘Expansion’ and ‘Maturity’. In infancy stage we can find out that slow growth is reported, in expansion stage fast growth is reported and in maturity stage fast growth is reported. In the last stage zero growth is reported. S curves are phenomenon of technology adoption. They begin where a particular technology – in this case advertisement on search engines results pages (SERP) – arrive on the scene with chaotic, slow growth while early adopter figures it out. Then a dominant model emerges – eg. Google AdWords text ads- where the winning approach and the benefits become obvious, powering mainstream adoption at an exponential rate. But eventually growth levels off, adoption saturates and incremental improvements and benefits plateau. At this point new technologies, approaches and business models vie in the space to be the “next new thing” – to trigger a new S curve and that will overtake the old one. The beginning of the new S curve is again chaotic and slow: lots of idea, many of fail, many of which will initially be not as effective as the dominant winner in the old S curve. There’s usually resistance from the people on the old S curve, who have mastered the game and are reluctant to have the rules changed. Once the new proposition comes into focus for everyone else, people jump from the old curve to the new curve, and the new dominant model takes off exponentially (Chiefmartic, 2021; Dam News Staff, 2008) as depicted in the following Figures II and III.

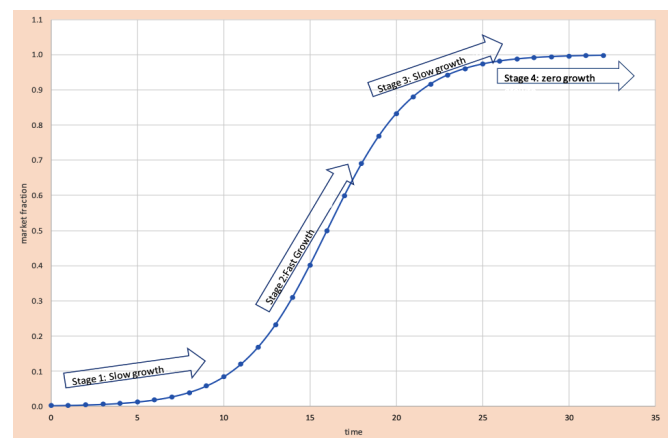


Figure I: S-Curve business life cycle

Source: Adapted from <https://blog.arkieva.com/basics-on-s-curves/>

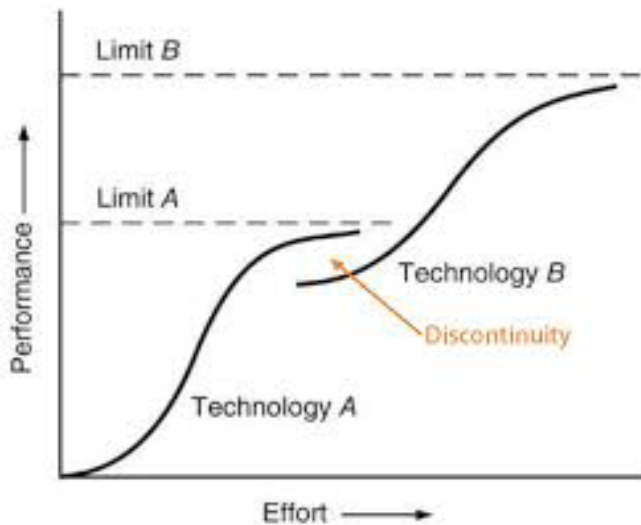


Figure II: Old curve to new curve shift
Source: The authors'

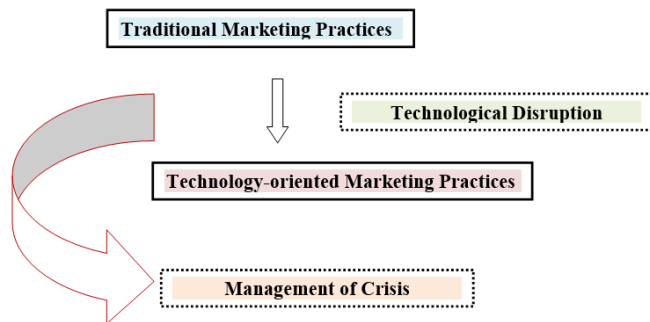


Figure III: Traditional to technology (T2T) marketing practice
Source: The authors'

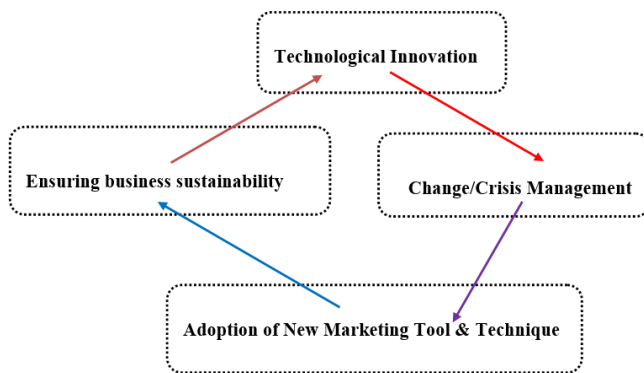


Figure IV: TCAE framework
Source: The authors
 T= Technological innovation
 C= Change/Crisis management
 A= Adoption of new marketing tool and technique
 E= Ensuring business sustainability

As discussed above the technology S-Curve portrays the journey of a technology in terms of diffusion-of-innovation. To overcome technological obsolescence,

the organizations are constant researching to combat the crises and incorporate the contemporary business practices to ensure the sustainable development in the business model. Products and brands are evolving from time to time in terms of both development and strategic decision-making to cater the consumer need by understanding their psychographics, need, choice and preferences. The above figure has been conceptualized based on certain critical factors of business practices in the context of fast moving consumer goods industry which are depicted in Figure IV:

Taking the TCAE framework into the consideration, this case study aims at exploring the marketing communication journey of an age-old household brand PARLE G. Being in the fast moving consumer goods (FMCG) business since 1929; this house hold low priced biscuit brand has witnessed a radical change in the FMCG business environment and this change has been observed mainly in the macro level environment. To embrace and to keep pace with the requirements of time, the PARLE G brand has undergone revolutionary changes in its marketing communication efforts and endeavors followed by the adoption of contemporary technology in the marketing communication system of PARLE G. This case study is mainly positioned to exemplify adopting innovative digital marketing communication strategy to promote a low-priced biscuit brand.

FINDINGS

The findings of this case are discussed in the following in a chronological manner.

Marketing Communication of Parle G (1982-January 2021)

Parle G undertook an array of promotion initiatives to promote the brand nationally. The primary medium of communication was through advertisement in the print media. The unique selling propositions (USP) of the brand were that of nutritional benefits. Parle G advertising journey has been quite iconic & has evoked nostalgia across generations the past 80 years. The first TV ad of Parle G was aired in 1982, for Doordarshan, with the slogan SWAD BHARE, SHAKTI BHARE. The advertisement featured Dadaji along with his grandchildren. The message did not restrict its target audience to any specific age group wise thus aimed at children as well as adults (senior citizens). 1998 witnessed the wave of popularity of the Indian Superhero Shaktimaan Parle G in the actor as the brand endorser, to leverage upon the popularity of the actor.



By sponsoring the popular TV soap ‘Shaktimaan’, Parle G etched an impactful position in the minds of the children, thus building its preference base amongst kids (Socialsamosa, 2019).

Advertising and Branding Initiatives of Parle-G

The literacy challenges of the rural populace led Parle G to focus on TV advertisements to penetrate deeper into the rural market. The brand was repositioned on the emotional value attached to itself. A brief period of research, revealed the inclination of parents to encourage their wards in extra-curricular activities. In 2002 Parle G undertook a six months duration campaign – ‘Mera Sapna Sach Hoga’. National level promotions were run that enabled kids to earn free scholarships and trips to Disneyland in Paris & Singapore. Having gained an insight into the parental psychology, Parle G decided to tap on the sentiment & in 2004 came up with the tagline ‘G mane Genius’. The advertisement campaigns comprised of ad stories/ films depicting the bravery, creativity & multi talents of children & the silent encouragement & support of their family



Exhibit I: Parle G: G for genius biscuit

Image Source: Parle corporate database extract

members/ guardians. “G mane Genius” was promoted in various forms & roped in Amir Khan as the endorser, thus reinforcing ‘Do Genius - EK TALENT’ proposition (Socialsamosa, 2019). The next wave of change came in 2006 when Parle G was considered as “Hindustan ki Taakat” – thus amalgamating the biscuit brand with the pride of India associating it energy, strength & intellect. In 2013, Ogilvy & Mather conceptualized “Kal Ka Genius” with the jingle ‘Roko Mat Toko Mat’. The heritage brand then decided to expand its foray & move beyond the emphasized on nostalgia benefits. Parle G emphasized on nostalgia, with ‘Wahi Pehli Wali Baat’ in 2014. This campaign comprised of a series of & five-second TV commercials highlighting on the fact that there has been a sea of changes over the years, Parle G has retained its originality ever since its launch in the market. The brand was repositioned in 2017 as ‘Bharat Ka Apna Biscuit’ The TV commercials highlighted upon the popularity of home grown brand. The ad sequence was that of young Indians, through their innovative



Exhibit II: Parle Gluco Biscuit (initial advertising in print media)

Source: Parle corporate database extract

Table II. Slogans used in TV Commercials for promoting Parle-G

Year	Slogan used during TV commercials (In India's National Language-Hindi)	English Translation (Nearer to accuracy)
1982	“Swad Bhare, Shakt Bhare”	“Taste Fills, Energy Fills”
2002	“Mera Sapna Sach Hoga”	“My dream will come true”
2004	“G mane Genius”	“G means Genius”
2006	“Hindustan ki Taakat”	“Power of Hindusthan”
2013	“Kal Ka Genius”	“Genius of Tomorrow”
2014	“Wahi Pehli Wali Baat”	“That’s the first word”
2017	“Bharat Ka Apna Biscuit”	“India’s own biscuit”
2018	<ul style="list-style-type: none"> • “Genius Badal Rahi Hai” • “Aap Ke Digital Geniuses Ke Liya” • “You Are My Parle G” 	<ul style="list-style-type: none"> • “Genius are changing” • “For your digital genius”

Source: The Authors.

contributions in various fields, made India to progress globally.

The nearer to accuracy translation (Hindi to English language) has been made by the authors on the basis of the actual Hindi texts incorporated in the Parle-G commercials.

Paradigm shift of Parle G from Traditional Marketing to Digital Marketing

Digital marketing initiatives of Parle G: Period 2013 to 2020

The first T.V. commercial of Parle-G was aired in 1982 for Doordarshan till 2012 the brand utilized the conventional media for their communications. During February, 2013 the second phase of the campaign unraveled the TVC and various on-ground activities involving parents and kids. By virtue of this outdoor campaign, various curious children were bestowed with the opportunity of presenting the unconventional solutions to their problems using their novelty and aptitude. The campaign resulted in enhanced buzz around thereby aiding brand recall. This was the first move in the digital frontier ever since the inception of the brand in 1929. Previously the conventional communication channels were integrated for brand communications. As part of the initiative, the company launched edutainment portal named www.futuregenius.com for enabling interaction of kids and their parents. This initiative too was supported by the outdoor medium only. The main objective was to emphasize upon the idea that “there is no bigger school than childhood; and there is no better teacher than curiosity”.

The primary aim of the initiative was to invoke amongst the new generation parents that all kids are exceptional and creative, however the creativity is lost while the child grows up and confronts the world of conformity. Mr. Praveen Kulkarni (Head of Parle Products 1994-2016), stated in an interview that Parle Products had taken social media and blogging space for its various products. He also stated that the brand intended to explore mobile as a medium for advertising. According to Kulkarni, though 90% of the ad budget was dedicated to TV advertising, Parle did not fail to realize the impact of social media to connect with youths. For this purpose, Parle appointed the digital agency – Digital Law and Kenneth in 2010, to focus more on digital medium. A dedicated page was opened on Facebook. A Genius campaign was run with the objective of engaging youths. Moreover, nostalgic moments were shared on the Facebook page. Besides, the brand targeted parents

with the website www.futuregenius.com, thus enabling the new generation parents to share parenting tips with each other. This website provided information on parenting. The section “Genius Gyan” was dedicated to the mental well-being of children. In this section, child Psychologist Jeeven D’ Cunha wrote articles about child parenting. Besides, celebrity mother blogger- Kiran Manral and a kid blogger also contributed on the brand and child upbringing. Parents were facilitated to upload videos of their children, showcasing their talents. This platform was of immense help to parents and it was very encouraging for them as well. The site was very popular and attracted a large volume of traffic. In order to reinforce the connection of the brand with children, the noted writer, Ruskin Bond was roped in who played the role of guest blogger.

The notable writer shared his childhood experiences thus triggering intrigue in children. He contributed two articles every month in the form of letters to children, sharing the tales of mountains, adventures, nature or just about the beauty of life. The digital presence of Parle G extended to a collaboration of Zapak.com to create special games like “Super Gamer”. The primary objective was to promote Parle G. A game – RA ONE was created

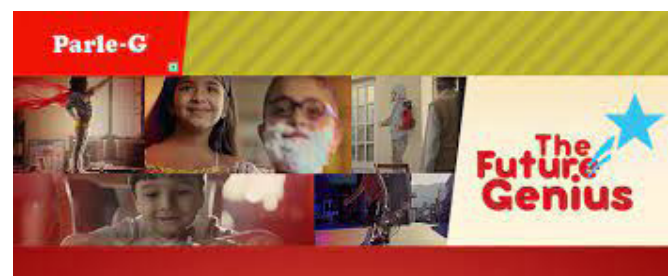


Exhibit III: The Future Genius Promotion of Parle-G
Source: Parle Corporate Database Extract

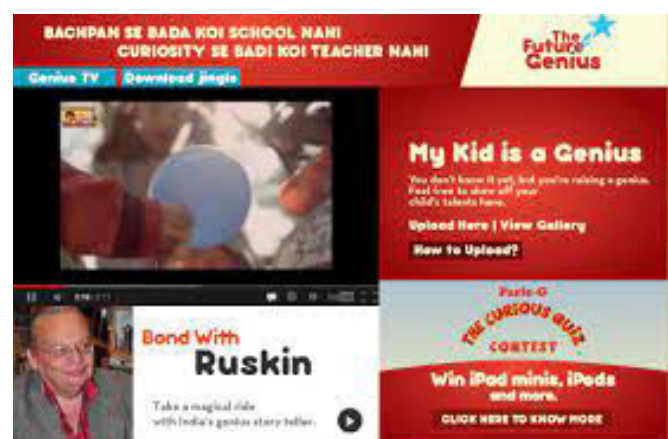


Exhibit IV: Notable writer Ruskin Bond's presence in guest blogger
Source: Parle Corporate Database Extract



by attaching Shah Rukh Khan. This game witnessed 10 million downloads in a day. In order to win, the users had to accumulate reward points to buy 'energy', so that the brand's presence in the game could be incorporated (www.allaboutoutdoor.com, February 2013).

2013: Launching videos on multiple social media platforms

In 2013, Ogilvy Mather initiated a new journey with the launch of one of the most ambitious and interactive initiative of Parle products – "Aao Banaye Kal Ke Genius" on multiple platforms. The campaign was supported extensively using outdoor medium, across India. The campaign was launched in two phases. In the first phase, the company launched interactive videos on multiple social media platforms like YouTube, Facebook, Twitter, parents' Forum and Blogs. A teaser campaign was conducted in the outdoor medium to drive traffic towards the digital medium, thus increasing the number of participants on the microsites, thereby enhancing participation and interaction in the campaign thus enabling information spread across target group. This was trailed by unfurling the first look of the TVC online on the 2nd of January 2013. The second phase of the campaign unraveled the TVC and various on-ground activities involving parents and kids.

By virtue of this outdoor campaign, various curious children were bestowed with the opportunity of presenting the unconventional solutions to their problems using their novelty and aptitude. The campaign resulted in enhanced Buzz around thereby aiding brand recall. This was the first move in the digital frontier ever since the inception of the brand in 1929. Previously the conventional communication channels

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2014: Adopting nostalgia to evoke the joyful sentiment of the viewers

In 2014, Parle G transported its target market to the past. The brand used nostalgia to evoke the joyful sentiment of the viewers. Scholars have postulated that by stimulating consumers' memories, it is possible to induce actions such as repurchasing and revisiting (Brawn La-Tour and La- Tour, 2005; Fourier and Yao, 1997; Sierra and Shaun, 2007). Parle G leveraged upon this concept and in collaboration with Everest Brand Solutions, prepared "Wahi Pehli Wali Baat" campaign. The campaign comprised of eight spots that juxtaposed people's reluctance to accept change with the fact that the biscuit has remained unaltered through decades. The message was compressed for a span of five seconds only. The various spots used in the ad were from slices of life depicting reality and connecting the film to Parle G. For instance, a woman in cloth shop was lamenting over the quality of cloth in the contemporary era. Cut to the shot of someone offering her tea with Parle G biscuits, promising "Wahi Pehli Wali Baat". The remaining spots follow the same route, albeit with different things.



Exhibit V: Parle-G promotion in Social-Media
Source: Parle Corporate Database Extract



Exhibit VI: Invoking curiosity through Future-genius-campaign
Source: Parle Corporate Database Extract

The "Newspaper" sequence has a man expressing his disappointment with current day newspaper. The "Book" Spot regrets over how contemporary writers cannot be patch on their older counterparts. The "Holi" spot has a man feeling nostalgic about the festivals were celebrated in the past. The spots of "Cinema Hall" and "Neta" highlighted on how heroines and political leaders have changed with times, respectively. The spots thus prepared were crisp and highly relatable. It was a fine way to reinforce the fact that Parle G has remained unchanged all through despite a major alteration in its business environment (www.firstpost.com dated May 27, 2014).

2015-2016: Integration between Parle G Biscuit and Android Based Game Chhota Bheem

Seventynine, part of India's largest digital media platform SVG Media made an initiative with respect to in-game branding campaign for Parle G as part of a special edition of Chhota Bheem mobile game developed by Nazara Games, India's premier game developer and publisher has broken all record in users reached and duration of game play for an activity of this kind. Chhota Bheem is one of the most popular mobile games on Android platform and Parle G is the world's largest selling biscuit brand (Adgully, 2016). Nazara Games creatively and strategically integrated Parle G brand inside Chhota Bheem Jungle Run, most downloaded game of Nazara with over 10 million downloads.

The brand campaign was experience by over 3.4 million gamers since its launch in November 2015, overshooting the original target of reaching two million users. Players consumed whopping 1.2 billion virtual Parle G biscuits in this time frame (Adgully, 2016). In 2016, Parle G, a household brand for decades revisits the magical era of 90's with 'Woh Din'. This five-part web series is a reminiscence of the simplicity of the days gone by, one that was marked by our love for cricket, movies and household biscuit, Parle G. Woh Din is the story of a nine-year-old boy named Babu and his best friend Shreedhar growing up in the small town of India. The series sketches the joys of childhood beautifully with an endearing story line and in the process, integrates Parle G into it effortlessly; so much so that it goes on to become a third character in the show. Each of us have had our brush with Parle G at some point while growing up. The coming together of 'Woh Din' and Parle-G is the pathway that leads backs to warm anecdotes, so vivid in our minds, yet never to return. Each 20-minute long episode chalks the ethos of the era, just as we have lived them (Adgully, 2016).



Exhibit VII: Parle-G's 'Wahi Pahele Wali Baat' campaign
Source: Parle-G Corporate Database Extract



Exhibit VIII: Integration between parle gluco biscuit, nazara and seventynine
Source: Adgully

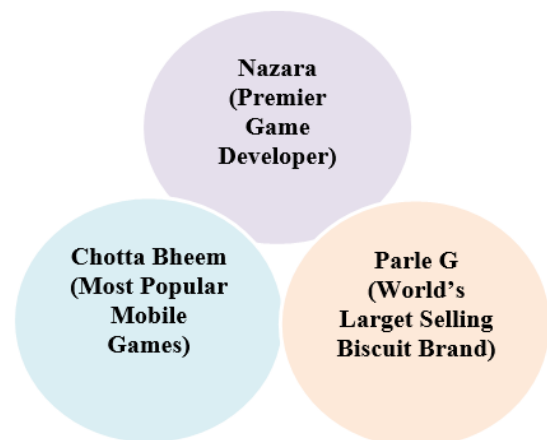


Figure V: Integration set
Source: Conceptualized by the authors



Exhibit IX: Parle G chhota bheem biscuit campaign
Source: Parle-G Corporate Database Extract



2017: Integration of Television Commercial (TVC) with Digital Campaign

The latest campaign is a natural progression for Parle-G that has been an integral part of most Indian households' right from its birth in 1938. Keeping the essence of Parle-G's highly successful ad campaign, 'Roko Mat Toko Mat' alive, the new 'Bharat ka Apna Biscuit' campaign highlights how young Indians, through their innovation and contributions in various fields, have been instrumental in making India a progressive and popular nation globally. With the new TVC, Parle aims to bring back the nostalgia associated with Parle-G and celebrate its journey in India's evolution and success (Adgully, 2017). The campaign had been promoted through a 360-degree approach and the TVC is the first leg of the campaign. The lyrics of the TVC, composed by renowned Indian lyricist Javed Akhtar, embodies passion and pride and fortifies Parle-G's position as India's favourite biscuit across time and generations. The TVC will be supported by a digital campaign and movie partnerships with Raees and Kabil (Adgully, 2017). Creatively spearheaded by Samir Chonkar of Everest Brand Solutions, the 30- sec TVC is an evolved film that graphically presents the new-found assertiveness of young Indians in the face of globalisation with Parle-G as a timeless supporter. Whether it is various triumphs in aeronautics and technology or women achieving feats in the military services and in sports, India is moving toward a brighter future (Adgully, 2017).

2018: Technological up-gradation in communication method

2018 witnessed a sea-change in the overall communication of India. With "Digital India", getting a stronger foothold, it become mandatory for marketers to abreast themselves with the technological up gradation in their communication method. Parle G was no exception to this. Parle G has significant presence in social media with 26,000 followers in Instagram, more than 36.2k on Twitter & 609k likes on Facebook page. Besides the advertisement strategies undertaken by Parle G, it has also initiated sales promotion techniques as a tactic to engage its customers. These initiatives have been modified over time to address various social, political or economic issues that prevailed in the market. Real or imaginary market had been an integral part of the brand & has been used in all promotional campaigns undertaken by Parle G (Socialsamosa, 2019).

From above figure we can visualize the sentiments of consumers as being expressed by customers in

the different social media in the context of Parle G's #YouAreMyParleG campaign.

2019: Tributary to all mothers in digital film

In May 2019, creative heads – Ghungroo Films & Entertainment conceptualized a campaign as a tributary to all mothers. The digital film honored all mothers who leave no stone unturned for the fulfillment of their child's dream. The primary objective was to appreciate mothers who are strong and don't let the harsh realities of life impact the dreams and hopes of their wards (Brandequity, 2019). The film captures the various struggles of motherhood. He film showcases the daily life of a working mother – her daily chores and care for



Exhibit X: Parle G who din campaign
Source: Parle-G corporate database extract

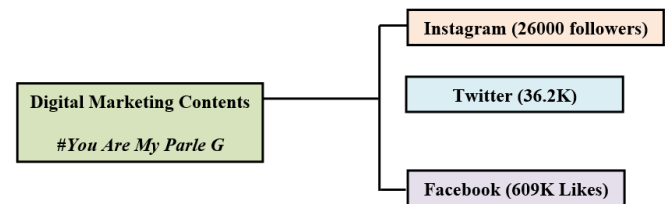


Figure VI: Connecting consumers through digital marketing
Source: The authors



Exhibit XI: Connecting past through nostalgia campaign of Parle-G
Source: Parle corporate database extract

her child. Parle G formed an integral part of the narration with a beautiful story on how mothers introduce Parle G to their children, by mashing the biscuits in milk and offering the same as baby food. The company released two television (TV) commercials across all channels in all metros as well as 10 regional markets including Kerala, Odisha, Assam, Punjab etc. There was physical distribution of vouchers in selected Parle G packs, pan India. According to Category Head of Parle Products, Mr. Mayank Shah, this campaign received an overwhelming response. The campaign enabled the company to connect with customers with the popular brand and this campaign marked the expression of gratitude to all customers for rendering love and support to the brand through decades. The Bumper prize (Renault Tiber car) was won by Mr. Jangapalli Nagaraju of Hyderabad. Throughout the campaign, there were numerous awards won across India. One notable winner amongst them bagged the international holiday gift voucher.

2020: Collaboration with dating website

February 2020 marked the collaboration of Parle G with the popular dating website – Tinder. On the occasion of Valentine’s Day, there were exchange of tweet between Parle G and Tinder. The primary objective of this campaign was to increase engagement. Parle G directed a tweet to Tinder. The resulting conversation found a perfect match for the biscuit brand in ‘Chaayos’. The first tweet by parle G was followed by an interesting and engaging thread involving active conversation between both Parle G and Tinder. In May 2020, Parle G aligned its forces in favour of the mission ‘Vocal for Local’. This mission was in sync with India’s ‘Make in India’ movement. The mission was further reinforced by the brand Parle G since it was first launched in 1929 as he ‘Swadeshi’ biscuit. The company achieved its

highest sales record since the last eight decades during lockdown. The market share of Parle G shot up by 5%; 80-90% of which was credited to Parle G.

July 2020 marked the release of the movie ‘Shakuntala Devi’ on a popular OTT platform. Parle Products announced its partnership with ‘Shakuntala Devi’. The lead actress of the movie – Vidya Balan, amalgamates the brilliance that has been portrayed in the previous



Exhibit XIII: Parle G Vocal for local campaign
Source: Parle-G corporate database extract



Exhibit XII: Parle G Tributary to all mothers in digital film campaign
Source: Parle-G corporate database extract



Exhibit XIV: Parle G’s ‘Shakuntala Devi’ campaign in the OTT platform
Source: Parle-G corporate database extract



messages of Parle G – emphasizing on the “Genius”. Parle G demonstrated the message “G Maane Genius and Genius yanni Shakuntala Devi” with this association. The co-branded video displays courage, confidence and provides a glimpse of Shakuntala Devi’s journey from being a child prodigy to gaining global recognition as the ‘human computer’ (www.brandequity.economicstimes.indiatimes.com, 29th April 2020) witnessed the worst situation that usurped all advancements made in the world through the history of evolution of mankind.

The events that have been experienced so far, this event shook the very foundation of human race that no power could prevent and that brought the entire human race together, irrespective of their habitat – COVID. On the outset, Parle G launched a digital film dedicated to all frontline warriors who were protecting or giving relief to thousands old people. It was to showcase gratitude to these brave hearts and ended with the message “Aap hain toh hum hain”. The ad film features a bunch of kids wondering why their parents stepped out of their homes with a nationwide lockdown in place; in spite of knowing that they were at an extremely high risk of getting infected. Ten one of the kids were found explaining that his parents have told him that the entire nation was going through grave situation and that their parents are needed as soldiers to fight against the pandemic. The film depicts the diligence of Parle workers in performing their duties and obligations – ensuring that they are maintaining the protocols of thermal screening, sanitization, disinfecting the machines, wearing masks and gloves.

2021: Emotional & Cognitive Intelligence

In January 2021, Parle G released the next leg of #GManeGenius campaign with three advertisements. These ad films have been conceptualized and created by the agency Thought Blurb. All the films carry the tagline ‘Jo auron ki khushi mein, paye apni khushi’, wherein Parle G forms an integral part of the narrative. The campaign aims at invoking conversations among the audience about emotional intelligence in addition to their cognitive intelligence for the all-round development of children. The tagline is in synchronization with Parle G’s social endeavor of distributing crores of biscuit packets amongst the poor and migrant workers on their way to their hometown, during the pandemic. The campaign fits well with the brand personality of providing relief thereby finding happiness by helping others (www.afaqs.com dated January 21st 2021).

The above table discusses the adoption of digital marketing tools and techniques of Parle-G for the period

of 2016 to 2021 (till May 2021). From this table we can find at a glance that how Parle-G has travelled to the path of adoption of digital marketing strategy in their FMCG (fast moving consumer goods) business model to



Exhibit XV: Parle G’s ‘Shakuntala Devi’ campaign in the OTT platform

Source: Parle-G corporate database extract

Note: OTT (over-the-top) advertising is a mode of advertising which is delivered directly to the viewers over the internet through streaming video services or devices, such as smart or connected TVs (CTV).



Exhibit XVI: Parle G’s ‘Aap Hain Toh Hum Hain Campaign’

Source: Parle-G corporate database extract

Note: ‘Aap Hain Toh Hum Hain Campaign’ meaning in English is: Since you are there I am there’.



Exhibit XVII: Parle G’s ‘G maane genius campaign’

Source: Parle corporate database extract



Exhibit XVIII: Parle G's 'G maane genius campaign'
Source: Parle corporate database extract



Exhibit XIX: Parle G's 'G maane genius campaign'
Source: Parle corporate database extract

Table III: Digital marketing initiatives of Parle-G to promote biscuit brand [2016-2021]

<ul style="list-style-type: none"> • Parle G brand inside Chhota Bheem Jungle Run, became the most downloaded game of Nazara with over 10 million downloads. • The brand campaign was experience by over 3.4 million gamers since its launch in November 2015. • Players consumed whopping 1.2 billion virtual Parle G biscuits in this time frame. • Chhota Bheem Jungle Run featuring Parle G biscuits secured over 40 million screen views. • Average time spent on the game per user is 6.35 minutes. • The campaign delivered over 8.4 million impressions and over 627,000 clicks to Parle G in less than two months of the game's launch • Introducing 'Woh Din': five-part web series 	<ul style="list-style-type: none"> • Parle-G's highly successful ad campaign, 'Roko Mat Toko Mat' alive, the new 'Bharat ka Apna Biscuit' campaign highlights how young Indians, through their innovation and contributions in various fields, have been instrumental in making India a progressive and popular nation globally. • The TVC supported by a digital campaign and movie partnerships with Raees and Kabil. 	<ul style="list-style-type: none"> • While keeping 'Genius' at the core, the brand made a minor shift in communication form 'Kal Ka Genius' to 'Genius Badal Rahi Hai'. The brand collaborated with Taproot Dentsu & enhanced its digital activity. 'Aap Ke Digital Geniuses Ke Liya' was one such attempt in the direction. • The brand requested consumers to write about whom they associated with Parle-G in their personal circle. There were 5 digital films that were inspired by real life portrayal of consumers. These stories were short listed from several entries that they had received during the launch of campaign, back in May 2018. 	<ul style="list-style-type: none"> • The digital film honoured all mothers who leave no stone unturned for the fulfilment of their child's dream. • The primary objective was to appreciate mothers who are strong and don't let the harsh realities of life impact the dreams and hopes of their wards (Brandequity, 2019). 	<ul style="list-style-type: none"> • Collaboration of Parle G with the popular dating website – Tinder. • July 2020 marked the release of the movie 'Shakuntala Devi' on a popular OTT platform. Parle Products announced its partnership with 'Shakuntala Devi'. The lead actress of the movie – Vidya Balan, amalgamates the brilliance that has been portrayed in the previous messages of Parle G – emphasizing on the "Genius". • Parle G launched a digital film dedicated to all frontline warriors who were protecting or giving relief to thousands old people. • On the outset, Parle G launched a digital film dedicated to all frontline warriors who were protecting or giving relief to thousands old people. It was to showcase gratitude to theses bravehearts and ended with the message "Aap hain toh hum hain".
2016	2017	2018	2019	2020 & 2021

Source: The Authors



Table IV: Statements of business leaders on digital marketing initiatives of Parle-G

Year	Business leader name and designation	Company name	Statements
2016	Siddharth Kelkar, Business Head	Seventynine	"Parle G's goal was to build a strong brand connect and engage with their core audience of children. We're thrilled to have delivered them a campaign that not only met all its objectives and gave Parle G a fantastic and innovative medium to connect with their customers, but in the process set new benchmarks in demonstrating how successful in-game branding can be" (Adgully, 2016).
2016	Mayank Shah, Deputy Marketing Manager & Head Biscuit Category	Parle Products Pvt. Ltd.	"We are delighted that this campaign came out as a win-win for both the marketer as well as the consumer; the spectacular results including 367 years of game play and consuming a whopping 1.2 billion virtual biscuits are proof that the audiences we were targeting totally loved the game and the associated Parle G branding (Adgully, 2016)."
2016	Manish Agarwal, CEO,	Nazara Games	"The partnership with Seventynine and Parle G demonstrates the marketing magic that is possible when a creatively-conceived concept brings together hugely popular app and a brand that is directly targeting the app's users (Adgully, 2016)."
2016	Manish Agarwal, CEO,	Nazara Games	In the original version of the game, a player has to collect laddoos (English meaning: a type of Indian sweet) to score higher points. With the idea of integrating Parle G into the game, it seemed like a fresh idea to introduce Parle G biscuits along with laddoos using SVG technology. Thereby by achieving brand integration while making it interesting for the young players. We are delighted that the marketing campaign by Seventynine achieved its targets ahead of projected timelines" (Adgully, 2016).
2016	Juhi Mehta, Head of Brand Solutions	Qyuki	"The growing appetite for web series makes the foray into the digital space as a natural progression for any brand. However, Parle G deviates from the pop culture identify so heavily present in the digital forum. Qyuki Digital Media helped provide the much required "away from the norm" experience. Woh Din serves as the perfect brand solution simply because it is a story about growing up in the 90's, the decade so widely popularized by the brand over the years. The sheer magic of family and familiarity, the cultural shocks with new beginnings, almost everything that a kid in the 90's has experienced, has been dished out in an all-new manner. You can call it Qyuki's latest attempt at redefining pop culture!" (Adgully, 2016).
2016	Mayank Shah, Deputy Marketing Manager & Head Biscuit Category	Parle Products Pvt. Ltd.	"With young consumers consuming media across multiple screens beyond TV, our goal was to produce engaging content that captures emotional moments and how the brand was part our growing up years. With growing appetite for web series among youngsters, it is a natural progression for any brand. Qyuki's 'Woh Din' serves as the perfect brand solution simply because it is a story about growing up in the 90's, an era so widely captured by the brand and its ethos. We've all had our share of Parle-G and with time, it has acquired a taste of nostalgia within us" (Adgully, 2016).
2016	Sandeep Jha, co-founder added	Emotion Fulls	"The idea to recreate the 90's has been an ongoing desire for long. Having grown up in that era, we wanted the new generation to know what it was like back then. More importantly, we wanted to provide our generation something to reminisce about. What better brand than 'Parle-G' to partner with, one that has witnessed it all while being an important part of our childhood" (Adgully, 2016).
2017	Mayank Shah, Deputy Marketing Manager & Head Biscuit Category	Parle Products Pvt. Ltd.	"We at Parle are proud of the achievements and milestones of young Indians. Whether it is in science, technology, fashion or sports, Indians today are making a difference in the world. Parle-G, which is one of the most loved brands of India, has always been a champion of excellence and today it continues to be a part of India's advancement as a global economy" (Adgully, 2017).

Year	Business leader name and designation	Company name	Statements
2017	Samir Chonkar, Creative Head	Everest Brand Solution	"It's not every day that a brand becomes an intrinsic part of people's lives. Legendary brands like Parle-G do, simply because it is loved by generations and it is difficult to find an Indian who has not eaten Parle-G. The content in the TVC is a showcase of India's growth story and the messaging talks about how Parle-G has been a constant through this process. Moreover, we made it a point to use a new, never before technique to convey the message (Adgully, 2017)."
2019 To 2021	Mayank Shah, Deputy Marketing Manager & Head Biscuit Category	Parle Products Pvt. Ltd.	"Through this film, we want to pay tribute to moms all across the globe for being a constant companion and support to their children no matter how harsh life is. It is a tribute to mothers' unconditional and selfless love". During the ICC World Cup in June 2019, Parle G announced its promotional campaign, thus allowing consumers with opportunities to win exciting prizes such as Amazon vouchers, mobile recharges, gold gift vouchers, smartphones, International holiday vouchers, as well as cars. This campaign was headlined as "Parle G Khao Crores Ka Inaam Pao".

Source: The Authors

establish a connect with the consumers with the help of internet, technology and marketing techniques for the promotion of its biscuit brand in an engaging manner.

From above table to come to know the different statements of leadership team of Parle-G. All the statements have been reviewed from the different published corporate news articles and presented in a tabular format as above. The table speaks that the leadership team of Parle-G was extremely proactive in adopting technology in the business model to promote and take forward its Parle-G biscuit brand in a contemporary manner to attract the modern customers who are technological savvy and hence different endeavours had been taken by the leadership team of Parle-G to establish a strong connect with the consumers with the help of technological applications and digital marketing techniques.

DISCUSSIONS AND CONCLUSIONS

From the above discussion we have understood that how Parle-G has adopted technology for the promotion of its biscuit brand. We have also observed that there was a paradigm shift from traditional marketing practices to the adoption of technological tools for marketing its biscuit brands to ensure business sustainability as being conceptualized in two different frameworks in the study viz. Traditional to Technology (T2T) Marketing Practice (Figure III) and TCAE Framework (Figure IV). We have also seen in this case study that how different technological tools and techniques are being used by Parle-G as a part of their marketing communication strategy. Sometime the company (Parle-G) has used dating website, the other time the

company has used digital films & digital campaign to connect with the consumers. In this case study we have also witnessed that how social media tools are helping Parle-G in their marketing communication strategy to connect with its consumers in frequent manner. Adopting android gaming technique and campaign pertaining to emotional and cognitive intelligence also have played a significant impact in the contemporary marketing communication model of Parle-G. Moreover in the context of intense digitalisation, the digital connect between the consumer and the organization is recommended with the help of internet. Likewise, conversations on social media platforms happen in 24x7 environments, so that a brand cannot just publish, and they have to follow the sentiment of the consumers in social conversation around their publications and even stimulate the participation of users to achieve higher engagement. All these needs may be some hidden needs of the consumers' marketers are not catering now. It's also a matter of caution that organisations working in the digital marketing platform must be careful in managing the critical situation when any crisis happens.

PRACTICAL IMPLICATIONS

This case study may be beneficial for the practioners like advertising agencies, brand managers, product managers and consultants dealing with FMCG brands to chalk out the digital marketing strategy for promoting a biscuit brand in emerging economies. The academicians and researches working in the area of digital marketing space can refer and review this case since this case has been developed by connecting 4 decades (1982 to 2021) of marketing communication journey of Parle-G.



Moreover the policy makers in the top management of the fast moving consumer goods (FMCG) companies can consider this case as a tool to frame the digital marketing strategies. This case can also be considered as a classical example pertaining to transformation from traditional mode of marketing communication to digital mode of marketing communication.

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