Cadbury Plc – Creating Local Brands Globally

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ABSTRACT

Today's era is characterized by rapidly changing consumer tastes and preferences. In this scenario, marketers strive to **delight** the customers, rather than merely satisfying them, by delivering more than the consumer can expect. This study aims to analyze the effectiveness of the branding & marketing strategies of the top confectionery brand in the UK – Cadbury Plc, and the competitive advantage that accrues to Cadbury, because of its differentiation strategy, in this oligopoly market.

Cadbury has been ranked as the fifth most popular brand in the UK as per a survey conducted by Nielsen (2010). It operates in more than sixty markets, and occupies the top or the second slot in more than a score of the world's confectionery markets. This report is focused on the UK market and utilizes primary research data to gain insights about the attributes of the brand which make it a popular household name.

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1. Introduction

1.1 Landscape of UK's Confectionery Market

The UK Confectionery market is said to be the largest in the European Union, and research has shown that Britons consume more chocolates than any other nation of the EU block (Barnett, 2006). Even in the turbulent times of recession and declining disposable incomes, this market has managed to clock a decent growth rate, due to the demand for treats and the in-between-meal snacking habits of Britons. Chocolate continues to be a major segment of the confectionery market. Between 2007 and 2009, the nominal growth rate of chocolate confectionery was 11.7% and its value stood at GBP 2.3 billion (CC, 2010).

The chocolate confectionery market is an oligopoly wherein the top 5 players account for almost 90% of the market sales and Cadbury, Mars and Nestle continue to be the dominant players (UK Confectionery, 2007). However, the focus on new product innovation has been on a decline in this sector and the companies are stressing primarily on brand extensions.

The increasing health awareness among the consumers coupled with introduction of healthier food alternatives by rival sectors like biscuits, cakes, etc. pose a threat to the sector and calls for innovative strategies to combat the same.

1.2 The Journey of Cadbury Plc

Cadbury Plc is the leading player in the UK market with its flagship brand "Dairy Milk" being consistently ranked as the most preferred chocolate brand by consumers since time immemorial. Headquartered in Cadbury House in the Uxbridge Business Park in Uxbridge, London Borough of Hillingdon, England, it is present in over 60 countries and has access to 35000 direct & indirect suppliers. It is the manufacturer and seller of various confectioneries like cocoa powder, chocolate bar, candies, cough drops, chewing gum, and breath fresheners. (Refer Appendix – Product Map of Cadbury). Its product range is marketed under popular brands such as Cadbury, Trident, Creme Egg, Halls, Green and Black's, Bassett's, Hollywood, Dentyne, Bubbaloo, Cadbury Eclairs, and Natural Confectionery. The company's manufacturing facilities are located in South Africa, Kenya, Swaziland, Ghana, Botswana, Namibia, Egypt, Lebanon, Morocco, and Nigeria (Global Data, 2010).

Its origin dates back to 1824 when its founder John Cadbury started it by selling tea, coffee and drinking chocolate at Bull Street in Birmingham. Since then, there has been no looking back for it. In 1905, it launched the 'Dairy Milk' chocolate bar which soon became the company's best selling product. In 1969, it merged with Schweppes to create an international brand Cadbury Schweppes. Cadbury had followed both the organic and inorganic route to create a global brand until 2010, when it was acquired by Kraft Foods Ltd. in a hostile takeover bid (Reuters, 2010).

On 2nd February, 2010, Kraft Foods successfully acquired 71% stake in the company and by 5th February, reached the relevant 75% stake ownership requirement, which resulted in delisting of the company from London Stock Exchange and FTSE 100

Index (BBC News, 2010). The company was a constituent of the index since the index's inception in 1984. The deal was valued at a whooping $18.9 billion.

Today the combined Cadbury-Kraft entity is the second largest confectionery giant globally after Mars – Wrigley (Kraft Foods, 2010). Kraft has retained the Cadbury brand and is aiming to capitalize on the synergistic benefits of the deal and the Cadbury brand.

1.3 Aims & Objectives

This study aims to investigate the reasons and the attributes which have contributed to the success of the Cadbury brand. It is based on primary research data collected through the questionnaire method and seeks to achieve the following objectives:

- Compare the branding strategy of Cadbury with its competitors.
- Gain insights into the marketing and branding strategies of Cadbury.
- Analyze the branding strategies of Cadburys using existing models and theories on branding.

Besides these, it also seeks to analyze the effectiveness of its brand promotion efforts by gaining an insight into the brand recognition tools used by its consumers.

1.4 Dissertation Structure

The report has been divided into 5 sections. The 2nd section presents a brief literature review of the branding concepts and briefly introduces the popular models of branding.

The 3rd chapter discusses the methodology adopted to collect data and provides the rationale for using the same.

The 4th chapter presents the data and analyses the same to gain knowledge about Cadburys strategies vis-à-vis competitors.

The 5th chapter concludes the report with a brief summary of the findings and provides a base for future research by outlining the limitations of this analysis.

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2. Literature Review

2.1 Defining 'Brand'

Several practitioners have put forward different definitions of the concept - brand. Brands have been in existence since thousands of years (Moore and Reid 2008), but the modern idea of brands got operationalized in the late 19th century when trademarks and attractive packaging were introduced, (Fullerton 1988; McCrum 2000), positioned as 'a guarantee of authenticity' (Feldwick, 1991). The American Marketing Association (AMA, 1995) defined brands, focusing on the tangible brand attributes as points of differentiation:

"A name, term, sign, symbol or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of the competitors" (Wood, 2000).

Simply put, a brand is a distinguishing identity and promise which benefits the customer. Branding is an exercise conducted with a view to manipulate the perception a particular goods/services creates in a consumer's mind, as to whether it induces a sense of value creation in his/her mind, so the consumer sees the product as being "worth" and ultimately acts in terms of going for actual purchasing the product. If the brand experience and identity are strategically managed, it goes without saying that a

consumer can be convinced to pay a differential price premium for associating himself/herself with the brand. (Glenn Sasscer, 2009)

2.2 Dimensions of Brand

Experts have classified brand definitions under six headings:

1. Visual,

2. Perceptual,

3. Positioning,

4. Image,

5. Added Value, and

6. Personality. (Hankinson and Cowking, 1993).

Accordingly, there are various models of branding. One such model has been developed by Leo Burnett Brand Consultancy as shown in Figure 1. The Brand's essence is the centre-point or the main thrust area of the branding efforts. This essence is a function of the integration of four dimensions as shown: Functions of the product/service, Source, Personality/ Image of the Company and Differentiation from competitors. Brand's essence would be strong and brand power high when all the dimensions consistently support and complement each other. A single weak link in the entire framework can lead to confusion and improper communication to consumers' minds (Randall Geoffrey, 2001).

Figure 1 : Burnett model of Brand Dimensions

Functions   **Personality/Image**

What is it?   How do people feel about it?
What is it for?   Do they like/respect it?
What does it do?
                          Essence   User Imagery

How is it better?   What does the company stand
How is it different?   for?
                                          What are its aims?

Differences   **Source**
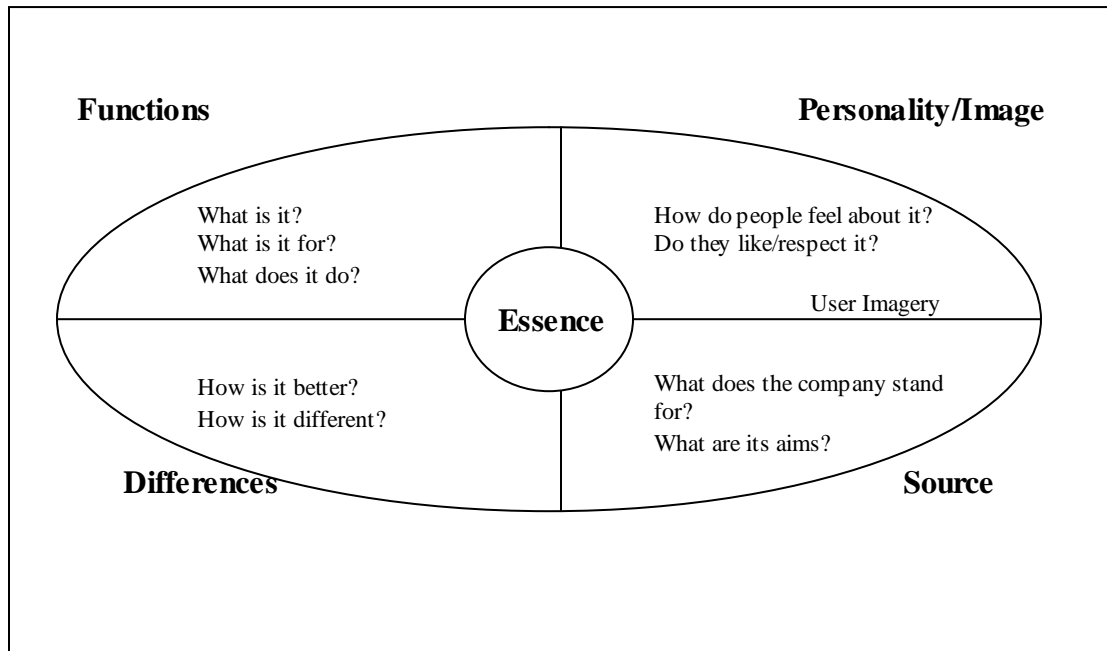
Source: Leo Burnett Brand Consultancy

Another popular model is the 3i Model, proposed by the marketing scholar Philip

Kotler. It is a recent development in the field of marketing, and it terms Positioning,

Branding and Differentiation as the pillars of the marketing strategies. The 3i's refer

to Brand Integrity, Image and Identity as demonstrated in the following figure:

Figure 2: The 3i Model

Source: http://emanuelschachinger.blogspot.com/2010/12/3is-matrix-and-10-credos.html

Brand identity refers to the positioning of the brand in the minds of the consumer. The positioning should be unique so as to have a noticeable impact on the minds of the consumers.

Brand Image refers to the acquisition of a share in the consumer's minds. The brand value should be such that it should appeal to the consumer's needs and aspirations beyond the traditional concepts of product features and functionalities.

Brand Integrity is a type of test of authenticity which develops as the brand fulfills what it had communicated to fulfill. It refers to credibility and honesty of the brand. It targets the spirit of the customer and aims to instill trust and faith in it for the company's brand (Kotler, 2010).

2.3 Benefits of Branding

The benefits of branding can be discussed under two broad heads: financial benefits and social benefits.

Peter Doyle (1990) gathered several evidences of brand popularity and profitability which have been discussed underneath:

- Brands that have a market share of 40% have been found to generate three times greater return on investment than those with a market share of just 10%.
- In UK grocery market, the top brand generates six times return on sales of the second leader brand, while the third and fourth brands are unprofitable.

Brands are an asset to their owners. It is an important intangible asset in the company's balance sheet, which can reap significant benefits. It helps create a niche for the company's products in the consumer's minds and assures of high sales on account of brand loyalty and brand recognition. Besides these, it also aids in total quality management processes of the organization through its aim to achieve zero-defect output and produce high quality output on a consistent and sustainable basis.

2.4 Capitalizing Brand Equity through Brand Extensions

The success of any brand management strategy lies in the effective segmentation, targeting and positioning of the brand (Lane & Sutcliffe, 2006). Building and managing an iconic brand is an ongoing process that requires substantial planning and efforts. Powerful brands bring in brand equity. Brand equity refers to the complete set

of associations and behaviors on the part of all of the brand's consumers, channel members, and the parent corporation that helps the brand command greater volume or higher margins than it could, had the brand name not existed. Brand Equity provides the brand with a stronger, sustainable, and competitive differential advantage in the market (Chay 1988). Well established brands can command premiums in similar diversified lines of business provided the customer base remains the same, through brand extensions (Tauber, 1981). Brand Extensions in simple terms implies using an existing brand to market a new product to a similar customer base the brand was catering to. There exists the risk of cannibalization of the existing sales (Aaker & Keller, 1990), but the strong brand equity helps avoid this as shown by research. Tauber's (1981) matrix has been adapted to suit the confectionery market which has undergone rapid re-branding, re-positioning and re-packaging in the past years (Keynote,2005). The Jigsaw Branding Model is a suitable tool providing strategic directions for brand extensions (Lane & Sutcliffe, 2006).

Figure 3: The Jigsaw Branding Model

Source: The Marketing Review 2006, p 99
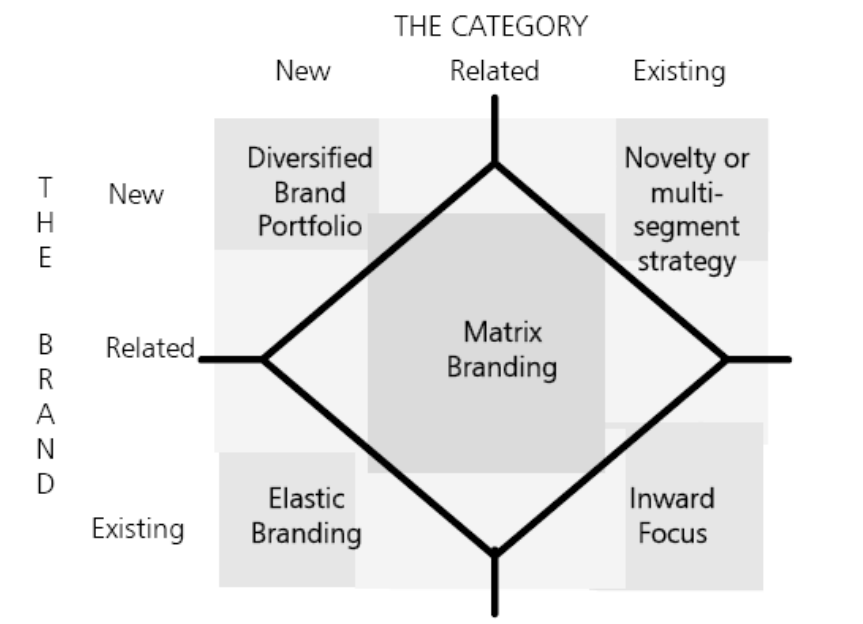
As the model shows, inward focus is the most conservative strategy and diversified brand portfolio the riskiest. Matrix Branding utilizes elements of both brand and category extensions, but without taking much risk.

De Chernatony (2001) assert that the value of the brand's personality is a significant differentiation tool and research has furthered on this by establishing that brand personalities functionality is the primary driver of customer's preference and usage. These factors further contribute to a strong brand with significant brand equity which can be used for future growth and diversification.

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3. Research Methodology

This report is based primarily on data collected through primary research data collection methods, along with data collected from secondary sources.

3.1 Data Collection Method

Various methods are available to collect primary data like focus groups, group discussion techniques like Delphi Technique, questionnaire method etc (Primary Data Collection Methods, 2010). Since this study aims to analyze data about consumer's individualistic perceptions and images of the brand Cadbury, the questionnaire method was deemed suitable.

3.2 Use of Ordinal Data

Data can be classified into various types, the primary classification being ordinal and cardinal (Types of Data, 2010). This report seeks to gain insight into the relative ranking of the various brands and the respective attributes in the consumer's minds and is based on qualitative data. These factors cannot are not quantifiable, for example, a person cannot quantify how much he/she likes chocolates (Fink, 2003). Hence the Likert scale approach to collect ordinal data has been used. Here, respondents are asked to rate the options on a scale with the most preferred attribute being ranked as No. 1 and so on (Kumar Ranjit, 2005).

3.3 Designing the Questionnaire

The questionnaire is the primary tool of research in this report and hence has to be planned carefully and logically. The major problem with the questionnaire method is that data is not collected through personal contact, but through other forms of communication. Hence, there are several risks involved including risks of no response, misinterpretation of questions, to name a few. The problem gets amplified when the data to be collected is mainly subjective. While designing the questionnaire, the approach followed was to keep it simple, objective, and less time-consuming. Open ended questions were avoided, and it emphasized on ranking of various attributes so as to minimize misinterpretation (Oppenheim, 1992). Pilot tests were conducted to determine the objectivity of the questionnaire.

3.4 Pilot Tests

The questionnaire was initially administered to a small group of 10 people and their feedback was collected as to how simple and objective they found the questionnaire. Accordingly, changes were made and the final questionnaire was prepared. For example, initially the questionnaire did not list the various brands, but asked for the companies only. It was found that companies were more aware of the brand, rather than the company promoting that brand. Due to confusion among the respondents, it

was amended and the second question explicitly stated the names of the popular chocolate brands.

3.5 Administering the final questionnaire

Due to time and geographical constraints, this survey was restricted to a sample of 50 persons. The Simple Random Sampling Approach was deployed to obtain the data. Accordingly, the data collected was tabulated through the use of tally marks, and their median values were obtained to get a general overview of the demographics of the sample surveyed.

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4. Data Analysis

A brand is a metaphor which is used to denote the complex pattern of associations that exists in the mind of the consumers (or users) rather than the minds of the marketing personnel (Gordon Wendy and Ford-Hutchinson Sally, 2002). Thus, I intend to begin my analysis by analyzing the demographics of the sample surveyed.

4.1 Demographics of the Sample Surveyed

The questionnaire was electronically administered to a large sample in a random manner, and 80% of the target sample responded back. We ignore the non-respondents and take our sample size as 50. Cadbury Plc is a global brand that practices the strategy of wide differentiation and is not focused on any particular consumer section. Its products are targeted across all ages and all locations, without any bias.

The age profile of the survey respondents has been shown in the following chart. We see that the respondents belong mainly to the age group 18-30 years and above 50 years. There was no response from the teenagers group.

Figure 4: Chart Depicting the Sample's Age Group

Age profile of Sample Surveyed

31-50 yrs
16%

18-30 yrs
44%

Above 50 yrs
40%

Legend:
- 18-30 yrs
- Above 50 yrs
- 31-50 yrs
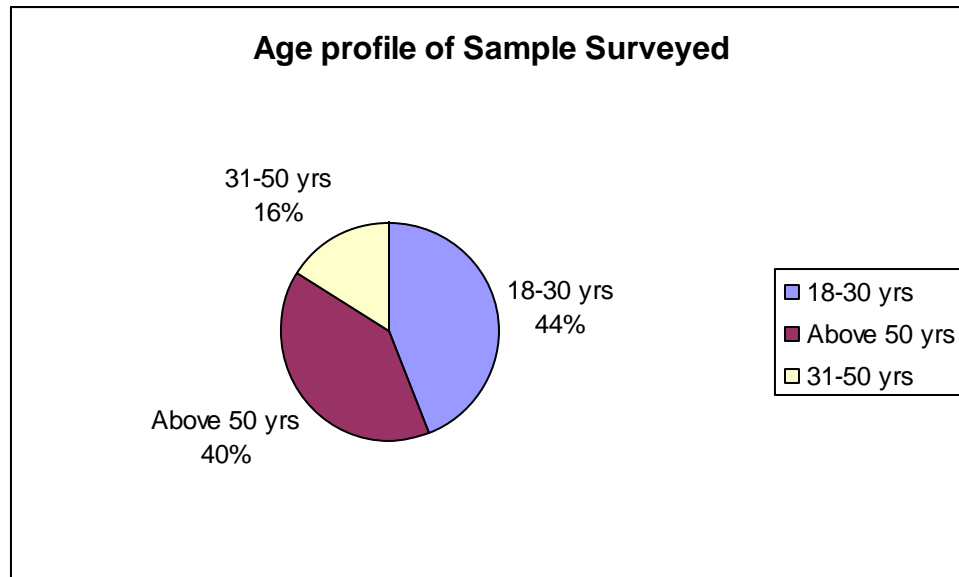
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This sample was free of gender bias as the percentage of male and female respondents were almost equal (52% and 48% respectively).

4.2 Consumption Patterns of the Sample Surveyed

Cadbury Plc is an iconic brand in the confectionery sector which is positioned as a regularly consumed consumer product. Even in the survey conducted there was no respondent who never consumed chocolates. However, the frequency of consumption differed with significant differences being noticed across the age groups 18-30 years and above 55 years. No significant consumption differences were noticed between the male and female respondents. The graph below illustrates the consumption patterns of the sample population surveyed:

Figure 5: Consumption Patterns Across the Sample Population (Age

Group Segregation)

Consumption Behaviour of the Sample Population

	Daily	Weekly	Monthly	Annually
18-30 yrs	2	11	8	1
31-50 yrs	1	3	4	0
>50 yrs	15	2	3	0

Consumption Frequency

No. of Respondents

18-30 yrs
31-50 yrs
>50 yrs
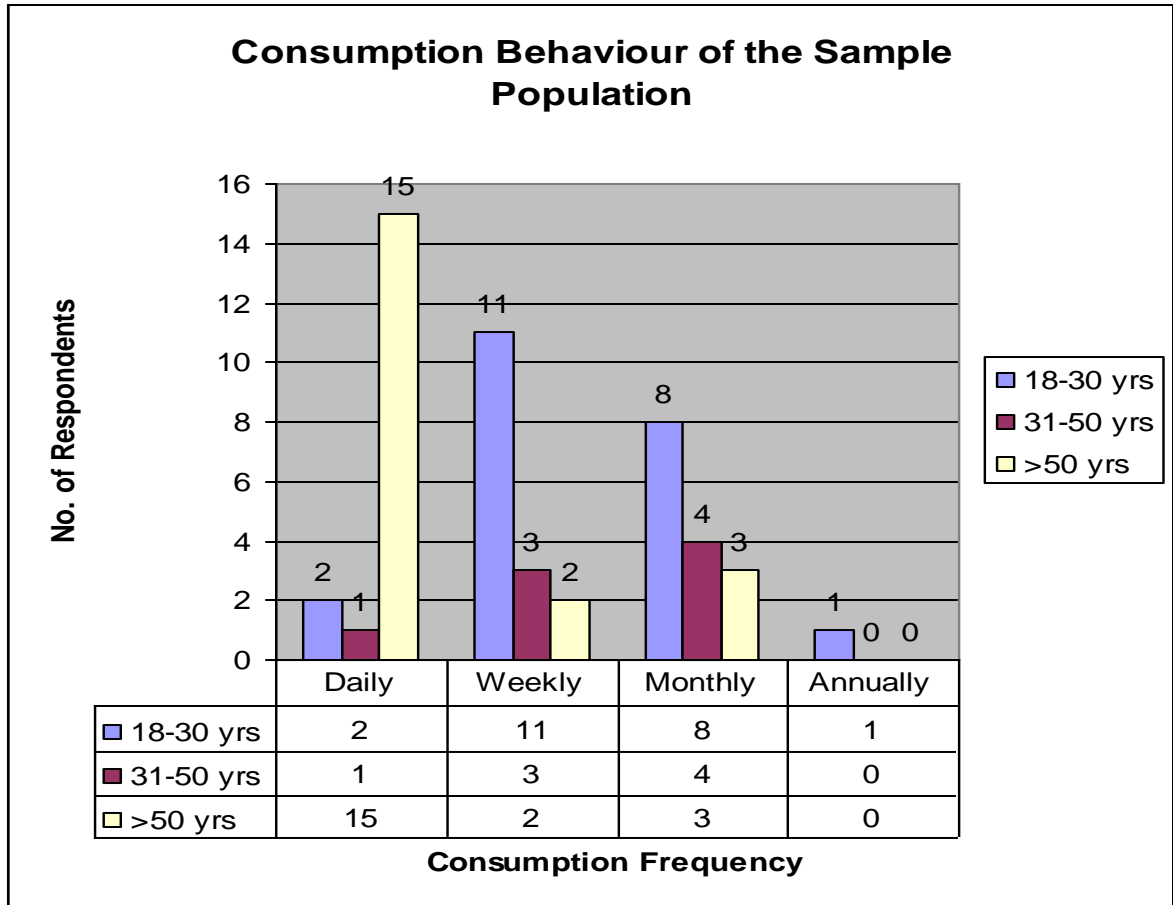
We see that the respondents of the age group >50 years consume chocolates everyday while those of the age group 18-30 years consume them on a weekly basis, while the group 31-50 years is a predominantly monthly consumer. This can be attributed to the growing health and fitness consciousness amongst these age groups as was also predominant in their desire for low fat and high nutrition from Cadburys unlike the age group >50 years which aspired for broader volumes and low prices in their future expectations from Cadburys. On an average the frequency of consumption was almost same as depicted:

Figure 6: Consumption Frequency of the Sample Population

Consumption Frequency of the Sample
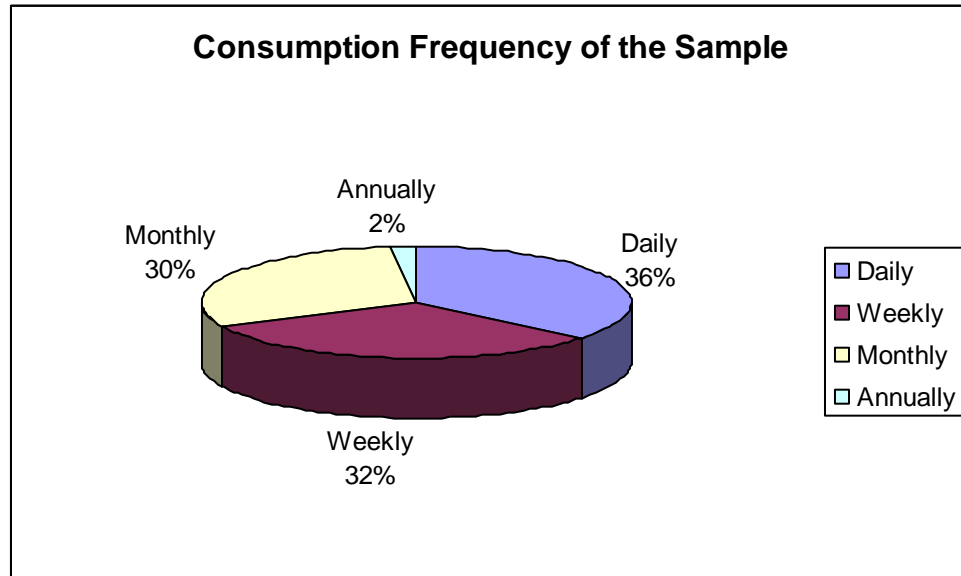
The above chart clearly shows that Cadburys is a fast moving consumer product which is consumed on an equal rate monthly, weekly and daily. Very few respondents consume it annually and there wasn't any respondent who despised chocolates.

4.3 Consumer's Preference of Brands

As discussed earlier, the confectionery industry is mainly an oligopolistic market where the top 5 brands account for almost 90% share of the total market. Though the sample population cannot be construed as a true replica of the entire consumer population, analyzing the same can provide valuable insights about consumer tastes

and likes. The graph below demonstrates the widely consumed brands of the sample population:

Figure 7: Sample Population's Preferred Brand Picks

Commonly Consumed Brands

Brand	% of respondents consumers
Cadburys Dairy Milk	70%
Twirl	36%
Time Out	12%
Kit Kat	62%
Mars	42%
Ferrero Rotcher	34%
Hershey's Chocolate	51%
Wispa	26%
Snickers	65%
Bournville	33%
Galaxy	38%
Aero	29%
After-Eight	46%
Others	11%
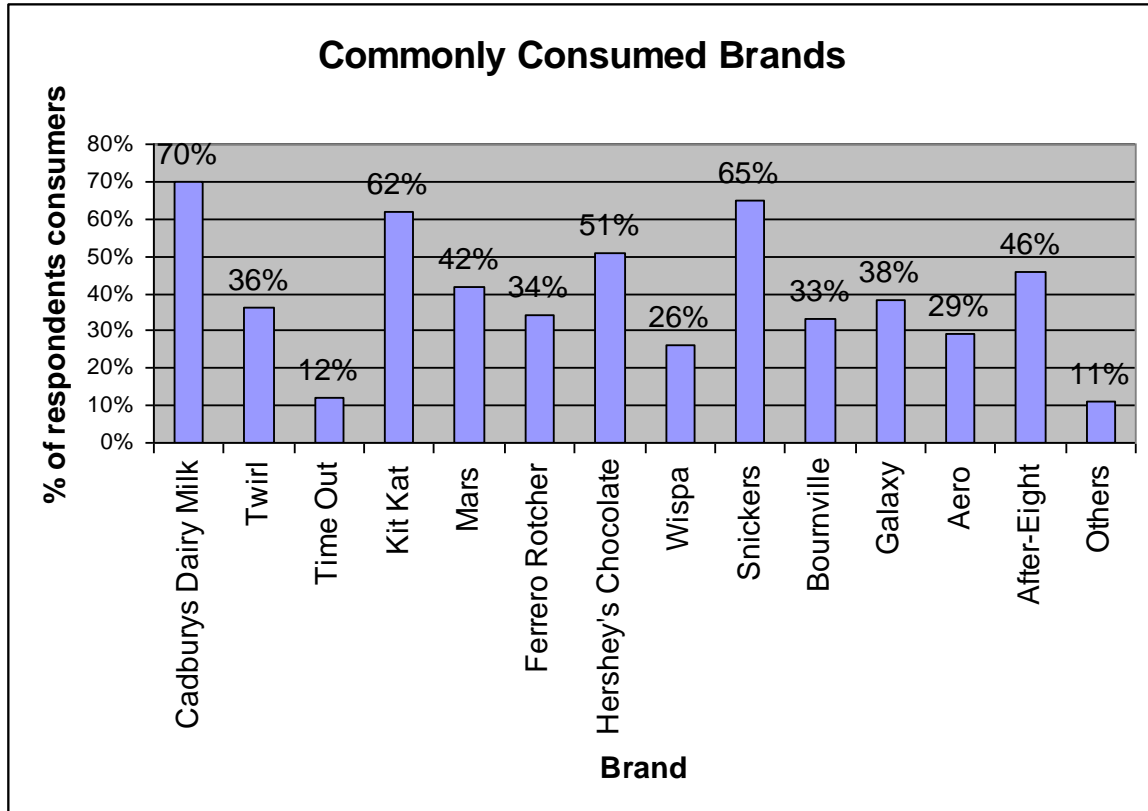
We see that this market is dominated by several brands with Dairy Milk, Snickers and Kit-Kat being the most widely preferred by the sample population. This market is characterized by stiff competition where brand loyalty is not very high and brand switching costs are very low. Moreover, since no single respondent stuck to a single brand, but is a regular consumer of all the available brands, it is of utmost importance to the marketers to differentiate their brands in a prominent manner in the minds of the consumer and create an elite, retainable image in the minds of the consumer to reap maximum benefits from its marketing strategies. We see that the top consumed

brand was Dairy Milk, the iconic brand from the Cadbury's stable, with 70% of the respondents claiming to be a consumer of this brand. However, it also faces stiff competition from Snickers, which is the choice of about 65% consumers followed by Nestlé's Kit-Kat which is preferred by about 62% respondents. Even from the Cadbury's stable, Dairy Milk was the most preferred pick, while Wispa, Time-Out were also consumed by few respondents. This intense competition calls for out-of-the-box thinking and innovative strategic initiative by Cadbury's to maintain and enhance its market share. Now we move on to analyze the favorite consumer brands and the attributes of Cadburys which makes it the most preferred brand across all ages.

4.4 The top chocolate brands in the UK

This survey was conducted to determine the popularity of confectionery brands in the United Kingdom. The respondents were asked to list their top three preferred chocolate brands. It was observed that Cadburys is preferred in the top three brands' list for 90% of the total respondents. Only 10% of the respondents did not rate Cadburys in the first three brands list. Cadburys was seen to be a bigger hit in the >55 age group, with almost 60% of the total respondents in this category claiming Cadburys to be their favorite brand. About 32% of the total respondents in the age category 18-30 years listed Cadburys as their favorite brand and 40% in the category of 31-50 years rated Cadburys as the top brand.

Figure 8: Rating of Cadburys by respondents

Rating of Cadburys by sample respondents

- Top Brand
- Second Preferred Brand
- Third Most Preferred Brand
- Don't Like

46%
24%
20%
10%
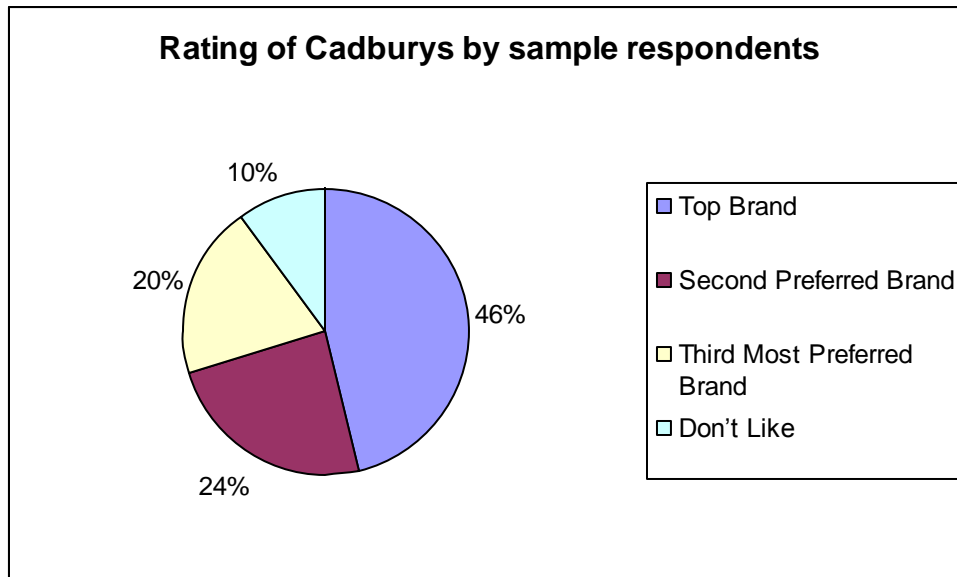
In the 18-30 years category, Snickers was seen to be the top preferred brand with 50% of the respondents from this category rating it as the top chocolate brand. Other top chocolate brands were Hershey's Milk Chocolate, Ferrero Rotcher, Kit-Kat and others. The results have been graphically summarized underneath:

Figure 9: Chocolate Brands Rated 'Top' by the Sample Respondents

Top rated Chocolate Brand

% of respondents

46% 24% 16% 6% 8%

Cadbury Snickers Kit-Kat Ferrero Rotcher Others
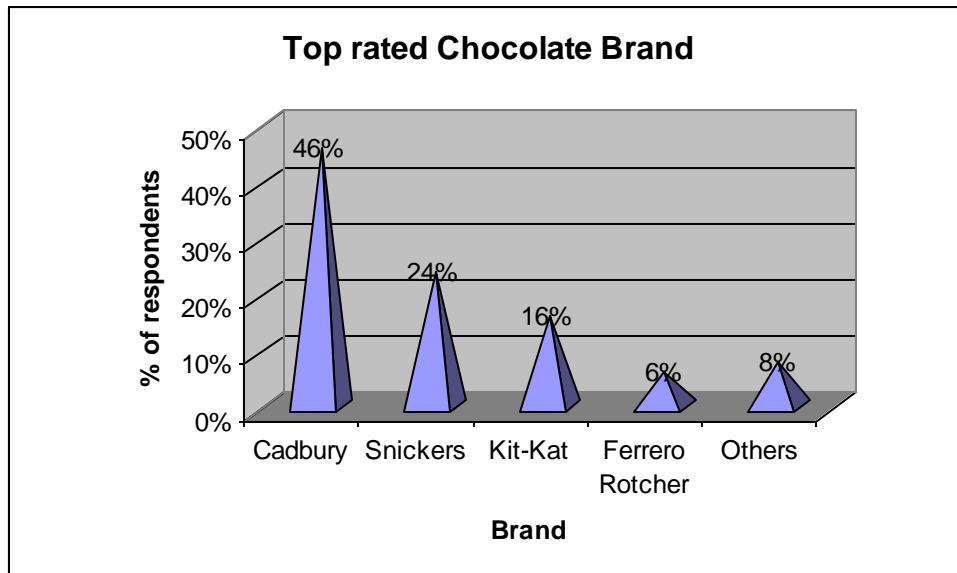
Brand

A look at the above graph indicates a rosy situation for Cadburys but if we look at the figures in a segregate manner, we see that the brand popularity of Cadburys is less in the age group 18-30 years and the brand popularity is highest in the age group >50 years. Cadburys is facing tough competition from Mars' Snickers in retaining its customer base belonging to the group 18-30 years.

4.5 Analyzing the Brand Building Process of Cadburys

More than just being a marketing concept, branding has an emotional and psychological appeal to it. Branding is not just a tool deployed by the company to market its products and charge a premium for the same, but it represents a joint wherein the company tries to connect with its consumer and delight them and instill a sense of faith and trust towards the company's products. Brand Building is a consistent exercise which requires attention to the minutest detail and patience (Williams Roy H., 2005). It is not a yearly or monthly exercise, but it takes years for any company to build a brand. Branding is not confined to just colorful logos, fonts or symbols but it has both an emotional appeal and a psychological dimension to it.

In this report, we intend to analyze the process of brand building deployed by Cadburys. Its flag-ship brand "Dairy Milk" has won accolades from consumers over several decades. In the survey conducted, the respondents were asked to rate the different factors on a rating scale, which in their opinion, are the unique selling proposition of Cadburys. Accordingly, the results were tabulated and inferences about

the brand's popularity from these qualitative factors were determined through the use of various statistical tools.

4.5.1 Analyzing the Brand Attributes Contributing to Cadbury's Popularity

4.5.1.1 Statistical Tools Used

As discussed earlier, this report is based on ordinal and not cardinal data. Ordinal data is used to quantify qualitative factors and hence the traditional statistical measures like mean, standard deviation cannot be computed. Thus we have to go beyond the traditional tools and accordingly the following tools were selected:

- Spearman's Co-efficient of Rank Correlation,
- Co-efficient of Determination,
- Hypothesis testing (using T-tests due to small sample size).

Correlation measures the degree of association and interdependence between two variables (Fink Arlene, 1995). There are different types of correlation co-efficient. However, for analyzing rank data, the two most widely used methods are to calculate Edward Spearman's co-efficient of rank correlation and Kendall's co-efficient of rank correlation (Dixon, W.J., 1992).

Spearman's rank correlation coefficient is most widely used to analyze ordinal data (Nolan Bryan, 1994). Named after the pioneer of the concept of Charles Spearman, it is regarded as the non-parametric counterpart of Pearson's correlation coefficient

(Vaughan Liwen, 2003). It does not assume any distribution pattern of the data. It is calculated by using the following formula:

$$\text{Correlation Co-efficient} = 1 - [6 * \sum D^2]/[N(N^2 - 1)]$$

Here,

N is the number of observations.

$\sum D^2$ represents the difference between the ranks of the ordinal variables.

Though the sample size is 50, only 90% of the respondents rated Cadburys in their top three brands list. Thus the number of observations here is 45, and the rankings by these respondents is used to calculate the degree of association between the rank assigned to Cadburys by them (dependent variable) and the corresponding relative ranking of the brand's attributes (independent variable).

While correlation measures the degree of association, correlation squared explains the percentage of the variability in the value of the dependent variable that is explained by the independent variable. This factor is commonly known as Co-efficient of Determination (Gravetter & Wallnau, 2009).

In statistics, mere computation of correlation co-efficients is not sufficient. It is essential to establish the statistical significance of the co-efficients and determine whether they significantly explain the dependent variable. Two tailed T-tests were conducted at 5% significance level, to deduce whether the null hypothesis holds good. The null hypothesis stated that the rank correlation is almost irrelevant, while the alternate hypothesis stated that there was significant correlation between the two variables. The value of the t-statistic was computed as:

$$\text{T-value} = r * [(N - 2)/(1 - r^2)]^{\wedge} 0.5$$

Where, r is the rank correlation coefficient.

The relevant degrees of freedom were $N - 2$ or 43 for this case.

If the computed T-value falls outside the critical region of 5% significance level, the null hypothesis is rejected and the coefficient of rank correlation is deduced to be statistically significant.

4.5.1.2 Results Computed from the Survey Data

The relative rankings and the ranking of Cadburys were tabulated and the corresponding statistical values were computed. The calculations have been presented in the Appendix. The summary of the rank correlation coefficients and the coefficient of determination are shown below:

Figure 10: Summary of the Statistical Output

Association of Ranking to Cadburys with Attribute:	Coefficient of Rank Correlation	Coefficient of Determination (%)
Packaging	0.91	82.67
Quick Reach	0.92	85.06

Quality	0.98	96.03
Budget Friendly	0.97	93.92
Availability in Various Sizes	0.91	82.81
Taste	0.99	97.88
Nutrition & Health	0.98	96.19
Availability of Variants	0.91	83.62
Innovation	0.94	88.57

The results show that the rank correlation is quite high for all the associations indicating that there is a strong relationship between brand popularity and all the above tabulated factors. In fact the correlation is strongest with the attribute 'Taste' followed by the attribute 'Nutrition & Health' and 'Quality' respectively. This indicates that to further promote the brand, Cadburys must strive to enhance these three attributes primarily. Taste was the top rated attribute by several respondents across all age groups and primarily by the >50 years age group, which can be the reason for their brand loyalty. The respondents belonging to the age-group 18-30 years did not perceive Cadburys as a very healthy and nutritious brand which was indicated by their below 3 ranking assigned to this attribute. Again, those respondents who did not rate Cadburys in their top three list, perceived it as a less healthy and nutritious brand as implied by their below 6 rating assigned to this attribute by them.

There was no such major difference observed in the ranking of other attributes across age groups.

To validate the statistical significance, two tailed T tests were also conducted and the calculated T values are shown under:

Figure 11: T-values of the Rank Correlation Coefficients

Rank Correlation between rating of Cadburys & rating of:	T-Value of correlation coefficient
Packaging	14.32
Quick Reach	15.65
Quality	32.27
Budget Friendly	25.76
Availability in Various Sizes	14.39
Taste	44.52
Nutrition & Health	32.95
Availability of Variants	14.81
Innovation	18.25

All the T-values fall outside the critical region leading to rejection of the null hypothesis that the correlation coefficients are close to zero, indicating that the correlation coefficients are statistically significant and this also seems logical because brand power is a result of the intersection of several factors across psychological, emotional, functional and physical dimensions.

4.5.2 Brand Positioning of Cadburys

The sole purpose of positioning brands in the consumer's minds is to create the desired associations for the company's brand with respect to the competitive brands (Kotler, Michi & Pfoerstch, 2006). Through positioning tactics, marketers intend to create a brand identity which helps the brand to be observed and retained in the cluttered market place. The brand is positioned to meet the rational needs and wants of the consumer.

Successful marketers thrive to simultaneously touch both the mind as well as the heart of the consumer through effective brand positioning (which triggers the buying decision) and authentic differentiation to confirm the buying decision. However, the final and the most influential force is the hearts, which makes the consumer act and take the buying decision (Setiawan et al, 2010).

Cadburys is operating in an oligopolistic chocolate confectionery market. In this market, consumers are mainly concerned about the health and the nutritional value of

the products they consume along with its appeal to the taste buds. Price war is not that predominant in this industry because the confectioners can charge a premium for their products, provided that they enumerate a substantial differentiation aspect about their products that convinces the consumers.

To evaluate the brand positioning of Cadburys in the current marketplace, the position of the brands have been compared against two primary attributes namely:

- Taste,
- Health and Nutritional Values.

In the survey conducted, consumers were asked to rate the to chocolate brands - Cadburys, Nestle, Mars, Hersheys they perceive as healthiest, and accordingly assign ratings to them. Moreover, the questionnaire also included an open-ended question that asked consumers to elaborate the reasons why they would prefer Cadburys over other brands. Surprisingly, about three-quarters of the respondents stated taste as the superior differentiating factor for Cadburys when compared to other brands. However, the results for health and nutritional value were again mixed across age-groups. While the median rating assigned by the age group >50 years was 1.5 to Cadburys, the age group 18-30 years assigned a rating of 2.5 which indicates that they perceive the brand as less healthy. For the age group 31-50 years, the median rating was 2. Compared to Cadburys, Mars and Nestle fared well amongst the age group 18-30 years with a median rating of 1.5 and 2 respectively. Thus this is a potential area for improvement. The brand positioning map of Cadburys with respect to its competitors has been included in the Appendix.

4.5.3 Brand Extension by Cadburys

The intense competition in the confectionery market coupled with rapidly changing consumer tastes has led to shortening of the life-cycle of both products and the brands. Thus brands with shorter life cycles need to have a low pay-back period so as to reap benefits. The scenario calls for rapid innovation, especially at the maturity phase of the product life-cycles, to stay profitable. Similar approach has been practiced by Cadburys.

Cadburys has effectively practiced brand extension by extending its Dairy Milk brand into ice-cream with the launch of three variants: chocolate, shortcake biscuit and caramel (The Grocer, 2003). In 2004, Cadbury undertook several re-branding initiatives to create a strong brand and maintain strategic brand fit among existing brands, which also included withdrawal of the brand 'Wispa'.

In the survey, respondents were asked as to what they associated with the brand Cadbury – chocolates, ice-cream, drinks, cakes or biscuits. It was surprising to see that though a majority rated chocolates as their choice, Cadbury is popular for its ice-cream and cakes too. The results have been condensed underneath:

Figure 12: Product Associated with brand Cadbury
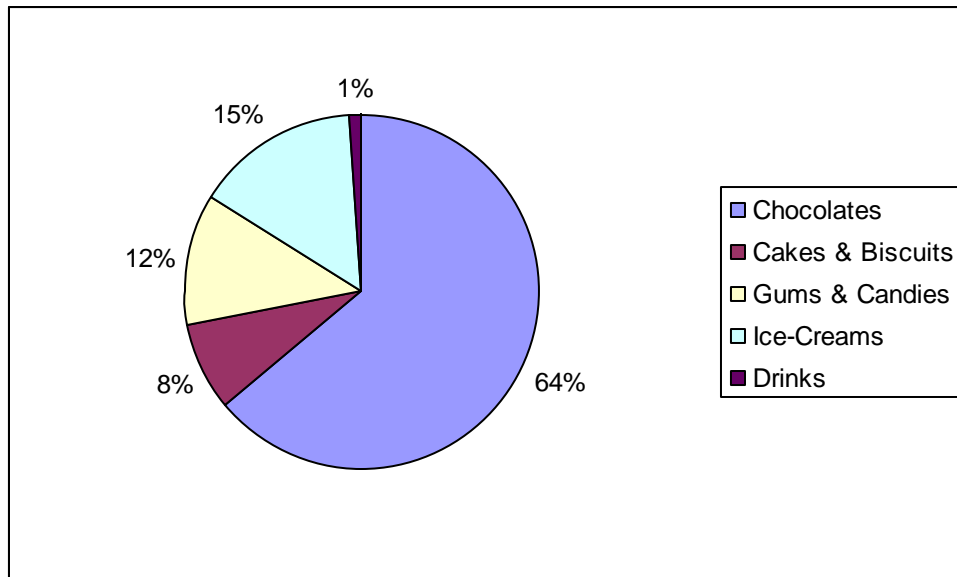
4.6 A Snapshot of the 4-Ps of Marketing of Cadbury

The 4-Ps in marketing refers to Product, Price, Place and Promotion (Kotler, 2003). The 4th P i.e. Promotion is a very effective and important tool for brand building, because it is the primary communication tool between the company and its customers. Advertisement aims to create a visual image in the minds of the consumer for the company's brand and hence must be carefully designed and targeted. The success of Cadbury can also be attributed to its ad campaigns, especially the Gorilla, Glass Full and a Half Production, etc. The respondents in the survey rated Glass Full and a Half as their most favorite ad that they could connect with Cadburys, followed by Gorilla ad, and Zingolo ad campaign.

The most significant purchasing point were supermarkets and convenience stores as 35% and 32% respondents respectively, rated these venues as their preferred point of purchase. Very few (5%) purchased their products through the internet which seems logical as small value items are generally picked up from stores. Accordingly, promotion efforts should be directed to these venues to stimulate consumer buying. The Cadbury Gifts Direct (the online purchase terminal of Cadbury gift packs) was also not a big hit among the survey respondents. Only 2% chose this terminal to buy gifts although about 75% of the survey respondents chose to gift chocolates on all major occasions. Thus besides personal consumption, consumers also prefer to gift chocolates. Cadbury has several initiatives designed to meet this 'gift' segment and comes up with innovative ideas during occasions like Christmas, Easter etc. It also has a wide variety of gift packs in its product portfolio suitable for all occasions like birthdays, etc (Cadburys Gift Direct, 2010).

Its products have been competitively priced in the market. This has been deduced from the survey respondents who replied for the subjective question by stating that Cadbury products do not take a toll on their pockets. Moreover, the attribute 'budget-friendly' was rated as the fourth most preferred attribute of Cadbury with the mean and median ranking of 4.09 and 4 respectively.

5. Conclusion

5.1 Summary of the findings

This research was carried out with the primary motive to determine the reasons behind the brand popularity of Cadburys, along with a brief analysis of the tools and techniques deployed by Cadbury to create such a successful iconic brand.

In the survey conducted, Cadbury was found to be the most preferred brand by a majority of the sample. However, the classification differed across age groups with the age group >50 years, being the most brand loyal category. This can also be attributed to the difference in consumption habits across the age groups with the 18-30 years age category being a less frequent consumer of chocolates than the >50 years age group. Cadbury faces stiff competition from Nestlé's Kit-Kat and Mars' chocolate bars, as the 18-30 years age category perceived these brands to be healthier than Cadbury. On an overall basis, the superior positioning of Cadbury can be attributed to its good taste, quality and nutritional values as indicated by the rank correlation analysis of the data sampled. It has undertaken several innovative strategies to maintain and strengthen its brand position in the market.

5.2 The Road Ahead for Cadbury

The confectionery market thrives on the in-between meal snacking habits of the population. However, with an increasing awareness amongst people to stay healthy

and shed that extra weight away to stay fit and look good, there needs to be substantial investment in healthy and tasty items rather than merely tasty items. Cadbury needs to re-position itself in the minds of consumers of 18-30 years age category and attend their call of low fat and high nutrition.

In the survey, the respondents were asked to express their expectations about Cadburys. 64% & 76% of the sample voiced their need for low fat and high nutrition respectively. Cadbury needs to re-position itself to capture this segment as have other sectors like cakes & biscuits, and ice-creams done by introducing low-fat variants. Several strategic initiatives like replacing flour with wheat, etc have been deployed by segments within the confectionery sector and hence Cadbury can innovate on such lines.

Word of mouth advertising is the most powerful promotional tool amongst all used (Professional Advertising, 2010). In the survey conducted, the respondents claimed to be introduced to the brand Cadbury primarily through friends and family. 64% respondents accepted that they were introduced to Cadbury through family and friends. Thus word of mouth advertising is of great relevance and Cadbury must focus to delight-not just satisfy-its existing customers because one happy customer steers in a dozen new ones (Word of mouth Advertising, 2009).

5.3 Limitations & Recommendations

Cadbury Plc is a global brand with its footprints spanning several continents. But this report was written based on the responses of a small sample of 50 people from a single location due to time and geographical constraints. Hence it suffers from sampling bias (Sampling Bias, 2009). A better approach can be to increase the size and distribution of the sample.

Moreover, the interview method to collect data can be more suitable (Research Methods – Interview, 2008) as body language also communicates a lot about the interviewee's thoughts and ideas (Fast, 2002). Thus this can also be incorporated to collect data from the sample.

SAMPLE

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SAMPLE

Appendix

1. Product Map of Cadbury

Cadbury's Products

Bars	Boxes, Bags & Tins	Cakes & Biscuits	Drinks	Ice Cream & Desserts
Dairy Milk	Dairy Milk Buttons	Cake Bars	Hot Choc Chunks	Flake 99 cone
Wispa	Heroes	Mini Rolls	Highlights	CDM Stick
Twirl	Milk Tray	Fingers	Drinking Chocolate	Twin Pots Flake
Twisted	KOKO	Cake Fudge Bites	Hot Chocolate Instant	Chocolate Trifle
Crunchie	Dairy Milk Tasters	Digestive Biscuits	Bournville Cocoa	Chocolate Mousse
Flake	Roses	Celebration Cake with Buttons		
Boost	Dairy Milk Caramel Nibbles	Half Coated Mini Animal Biscuit		
	Eclairs			
Curly Wurly	Crunchie Rocks			
Time Out	Clusters			
Double Decker	Dairy Milk Shots			
Fudge				
Freddo				
Picnic				
Brunch				

2. Pilot Questionnaire

SAMPLE
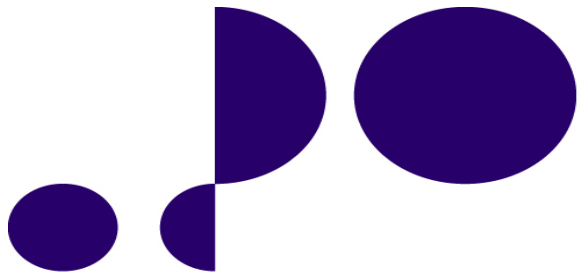
QUESTIONNAIRE

University of Portsmouth

CADBURY PLC

Dear Sir/Madam

As part of a final year dissertation project, we are conducting a survey to determine the brand popularity of Cadbury's. Your response would serve as an invaluable input in our project better. Please spare a few minutes to finish this questionnaire accurately.

The information collected during the survey would be kept confidential and used for the stated purpose only. If you have any queries regarding this project or any other concerns, please feel free to contact us at _____ and we'll get back to you as soon as possible.

We hope you find this survey interesting.

Please provide the following details:

Gender: ☐ Male ☐ Female

Occupation: ☐ Service ☐ Business ☐ Part time employee

☐ Student ☐ Others, please specify _____.

Age group: ☐ < 18 years ☐ 18-30 years ☐ 31- 50 years

☐ >50 years

You are requested to select the option that comes to your mind instantaneously, without too much of deliberation.

1) How frequently do you consume chocolates?

☐ All throughout the day ☐ Once in a day

☐ Weekly ☐ Monthly ☐ Sometimes in a year

☐ Never

2) Which of the following chocolates do you consume? (Please tick the relevant options)

☐ Cadburys ☐ Nestlé's ☐ Mars ☐ Hershey's

☐ Ferrero Rocher

☐ Others, please specify _____.

3) Which are your favorite three chocolate brands? (Rank 1 being the highest!)

1. _____
2. _____
3. _____

4) When you think of Cadburys, which is the first thing that comes to your mind?

☐ Chocolates ☐ Cakes & Biscuits ☐ Ice creams & Desserts

☐ Drinks ☐ Gums & Candies

5) Where do you generally buy chocolates from?

☐ Supermarkets ☐ Convenience Stores ☐ Club/Restaurant

☐ Service Station ☐ Online Order ☐ I do not buy chocolates

☐ Others, please specify _____.

6) Which of the following brands do you perceive as healthy and nutritious? (Please rank the perceived healthiest brand as 1, and so on)

SAMPLE

Rank

Cadburys _____
Nestle _____
Mars _____
Hershey's _____

7) Do you access Cadburys Gifts Direct?

☐Yes, I buy gift hampers during Easter, Christmas, birthdays and other

occasions.

☐I gift Cadburys, but not from Gifts Direct.

☐I do not gift Cadburys products.

☐I do not gift chocolates.

8) Have you been to Cadbury World?

☐ Yes   ☐ No

☐ I am not aware of it

9) Which of the following ads remind you of Cadburys? (Please select only one option)

☐ A Glass and a Half full productions

☐ Gorilla

☐ Trucks

☐ Eyebrows

☐ Zingolo, the music video   ☐ Others, please specify

_____.

10) How did you come across Cadburys?

☐ Through family

☐ Friends

☐ TV/ Web Advertisement

☐ Print media

☐ Saw in a supermarket/store

☐ Others, please specify _____.

11) Which attributes of Cadburys do you like the most? (Rank those with the top attribute being ranked as 1.)

Rank

Packaging _____

Quick Reach _____

Superior Quality _____

Budget friendly _____

Availability in various sizes _____

Nutrition & Health _____

Taste _____

Availability of Several Variants _____

Innovative _____

12) What more do you desire from Cadburys' products?

☐ Low fat

☐ High Nutrition

☐ Availability in broader volumes

☐ Others, please specify

_____.

13) Why do you prefer Cadburys over other brands?

_____

_____

_____

Thanks for your support. For any queries, please feel free to contact us at _____ and we will get back to you as soon as possible.

3. Final Questionnaire

QUESTIONNAIRE

CADBURY PLC

Dear Sir/Madam

As part of a final year dissertation project, we are conducting a survey to determine the brand popularity of Cadbury's. Your response would serve as an invaluable input in our project better. Please spare a few minutes to finish this questionnaire accurately.

The information collected during the survey would be kept confidential and used for the stated purpose only. If you have any queries regarding this project or any other concerns, please feel free to contact us at _____ and we'll get back to you as soon as possible.

We hope you find this survey interesting.

Please provide the following details:

Gender: ☐ Male ☐ Female

Occupation: ☐ Service ☐ Business ☐ Part time employee
☐ Student ☐ Retired ☐ Others, please specify

_____.

Age group: ☐ < 18 years ☐ 18-30 years ☐ 31- 50 years

☐ >50 years

You are requested to select the option that comes to your mind instantaneously, without too much of deliberation.

1) How frequently do you consume chocolates?

☐ All throughout the day ☐ Once in a day

☐ Weekly ☐ Monthly ☐ Sometimes in a year

☐ Never

SAMPLE

2) Which of the following chocolates do you consume? (Please tick the relevant options)

☐ Cadbury's Dairy Milk ☐ Nestle's Kit Kat ☐ Twirl ☐ TimeOut

☐ Mars ☐ Snickers ☐ Wispa ☐ Aero

☐ Nestle's After Eight ☐ Bournville ☐ Galaxy ☐ Milky Way

☐ Hershey's Chocolate ☐ Ferrero Rocher

☐ Others, please specify _____.

3) Which are your favorite three chocolate brands? (Rank 1 being the highest!)

1. _____
2. _____

3. _____

4) When you think of Cadburys, which is the first thing that comes to your mind?

☐ Chocolates   ☐ Cakes & Biscuits   ☐ Ice creams & Desserts

☐ Drinks   ☐ Gums & Candies

5) Where do you generally buy chocolates from?

☐ Supermarkets   ☐ Convenience Stores   ☐ Club/Restaurant

☐ Service Station   ☐ Online Order   ☐ I do not buy chocolates

☐ Others, please specify _____.

SAMPLE

6) Which of the following brands do you perceive as healthy and nutritious? (Please rank the perceived healthiest brand as 1, and so on)

Rank

Cadburys   _____
Nestle   _____
Mars   _____
Hershey's   _____

7) Do you access Cadburys Gifts Direct?

☐ Yes, I buy gift hampers during Easter, Christmas, birthdays and other

occasions.

☐ I gift Cadburys, but not from Gifts Direct.

☐ I do not gift Cadburys products.

☐ I do not gift chocolates.

8) Have you been to Cadbury World?

☐ Yes   ☐ No

☐ I am not aware of it

9) Which of the following ads remind you of Cadburys? (Please select only one option)

☐ A Glass and a Half full productions

☐ Gorilla

☐ Trucks

☐ Eyebrows

☐ Zingolo, the music video   ☐ Others, please specify

_____.

10) How did you come across Cadburys?

☐ Through family

☐ Friends

☐ TV/ Web Advertisement

☐ Print media

☐ Saw in a supermarket/store

☐ Others, please specify _____.

11) Which attributes of Cadburys do you like the most? (Rank those with the top attribute being ranked as 1.)

	Rank
Packaging	_____
Quick Reach	_____
Superior Quality	_____
Budget friendly	_____
Availability in various sizes	_____
Nutrition & Health	_____
Taste	_____
Availability of Several Variants	_____
Innovative	_____

12) What more do you desire from Cadburys' products?

☐ Low fat

☐ High Nutrition

☐ Availability in broader volumes

☐ Others, please specify
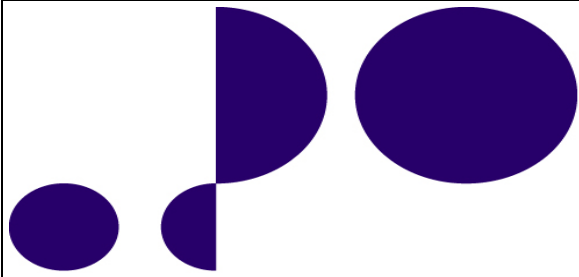
_____.

13) Why do you prefer Cadburys over other brands?

_____

_____

_____

Thanks for your support. For any queries, please feel free to contact us at _____ and we will get back to you as soon as possible.

4. Computation of Rank Correlation Coefficient between rank to Cadbury and its attribute Packaging:

Sample No.	Ranking To Cadbury	Packaging	Difference between ranks	Difference Squared
1	1	9	8	64
2	1	6	5	25
3	1	8	7	49
4	1	7	6	36
5	1	4	3	9
6	1	1	0	0
7	1	6	5	25
8	1	7	6	36
9	1	8	7	49
10	1	7	6	36
11	1	9	8	64
12	1	7	6	36
13	1	8	7	49
14	1	7	6	36
15	1	7	6	36
16	1	9	8	64
17	1	7	6	36
18	1	8	7	49
19	1	8	7	49
20	1	6	5	25
21	1	8	7	49
22	1	4	3	9
23	1	9	8	64
24	2	6	4	16
25	2	9	7	49
26	2	8	6	36
27	2	6	4	16
28	2	8	6	36
29	2	6	4	16
30	2	7	5	25
31	2	5	3	9
32	2	8	6	36
33	2	9	7	49

34	2	2	0	0
35	2	6	4	16
36	3	7	4	16
37	3	9	6	36
38	3	7	4	16
39	3	9	6	36
40	3	8	5	25
41	3	6	3	9
42	3	7	4	16
43	3	3	0	0
44	3	7	4	16
45	3	6	3	9

$\sum D^2 = 1378.$

SAMPLE

5. Computation of Rank Correlation Coefficient between rank to Cadbury and its attribute Quick Reach:

Sample No.	Ranking To Cadbury	Quick Reach	Difference between ranks	Difference Squared
1	1	8	-7	49
2	1	5	-4	16
3	1	9	-8	64
4	1	1	0	0
5	1	5	-4	16
6	1	4	-3	9
7	1	7	-6	36
8	1	4	-3	9
9	1	2	-1	1
10	1	6	-5	25
11	1	4	-3	9
12	1	6	-5	25
13	1	9	-8	64
14	1	8	-7	49
15	1	6	-5	25
16	1	8	-7	49
17	1	6	-5	25
18	1	9	-8	64
19	1	7	-6	36
20	1	8	-7	49
21	1	9	-8	64
22	1	8	-7	49
23	1	3	-2	4
24	2	7	-5	25
25	2	5	-3	9
26	2	7	-5	25
27	2	1	1	1
28	2	9	-7	49
29	2	5	-3	9
30	2	6	-4	16
31	2	9	-7	49
32	2	4	-2	4
33	2	8	-6	36

34	2	9	-7	49
35	2	5	-3	9
36	3	6	-3	9
37	3	7	-4	16
38	3	8	-5	25
39	3	8	-5	25
40	3	9	-6	36
41	3	1	2	4
42	3	6	-3	9
43	3	2	1	1
44	3	9	-6	36
45	3	4	-1	1

$\sum D^2 = 1180.$

SAMPLE

6. Computation of Rank Correlation Coefficient between rank to Cadbury and its attribute Quality:

Sample No.	Ranking To Cadbury	Quality	Difference between ranks	Difference Squared
1	1	5	4	16
2	1	7	6	36
3	1	1	0	0
4	1	2	1	1
5	1	1	0	0
6	1	2	1	1
7	1	5	4	16
8	1	3	2	4
9	1	7	6	36
10	1	3	2	4
11	1	3	2	4
12	1	1	0	0
13	1	2	1	1
14	1	3	2	4
15	1	4	3	9
16	1	5	4	16
17	1	2	1	1
18	1	1	0	0
19	1	2	1	1
20	1	5	4	16
21	1	2	1	1
22	1	3	2	4
23	1	1	0	0
24	2	3	1	1
25	2	4	2	4
26	2	6	4	16
27	2	9	7	49
28	2	1	-1	1
29	2	2	0	0
30	2	1	-1	1
31	2	4	2	4
32	2	5	3	9
33	2	2	0	0

SAMPLE

34	2	1	-1	1
35	2	3	1	1
36	3	1	-2	4
37	3	2	-1	1
38	3	6	3	9
39	3	1	-2	4
40	3	2	-1	1
41	3	3	0	0
42	3	3	0	0
43	3	4	1	1
44	3	8	5	25
45	3	2	-1	1

$\sum D^2 = 304.$

7. Computation of Rank Correlation Coefficient between rank to

Cadbury and its attribute Budget Friendly:

Sample No.	Ranking To Cadbury	Budget Friendly	Difference between ranks	Difference Squared
1	1	6	-5	25
2	1	4	-3	9
3	1	6	-5	25
4	1	3	-2	4
5	1	2	-1	1
6	1	3	-2	4
7	1	8	-7	49
8	1	6	-5	25
9	1	1	0	0
10	1	5	-4	16
11	1	5	-4	16
12	1		-8	64
13	1	4	-3	9
14	1	5	-4	16
15	1	1	0	0
16	1	4	-3	9
17	1	1	0	0
18	1	3	-2	4
19	1	6	-5	25
20	1	4	-3	9
21	1	1	0	0
22	1	5	-4	16
23	1	2	-1	1
24	2	5	-3	9
25	2	6	-4	16
26	2	2	0	0
27	2	3	-1	1
28	2	6	-4	16
29	2	3	-1	1
30	2	5	-3	9
31	2	1	1	1
32	2	6	-4	16
33	2	1	1	1

34	2	4	-2	4
35	2	4	-2	4
36	3	3	0	0
37	3	5	-2	4
38	3	5	-2	4
39	3	7	-4	16
40	3	6	-3	9
41	3	8	-5	25
42	3	4	-1	1
43	3	1	2	4
44	3	2	1	1
45	3	3	0	0

$\sum D^2 = 469.$

SAMPLE

8. Computation of Rank Correlation Coefficient between rank to Cadbury and its attribute Availability in Various Sizes:

Sample No.	Ranking To Cadbury	Various Sizes	Difference between ranks	Difference Squared
1	1	7	6	36
2	1	8	7	49
3	1	7	6	36
4	1	6	5	25
5	1	3	2	4
6	1	6	5	25
7	1	9	8	64
8	1	9	8	64
9	1	9	8	64
10	1	4	3	9
11	1	6	5	25
12	1	8	7	49
13	1	5	4	16
14	1	9	8	64
15	1	5	4	16
16	1	6	5	25
17	1	9	8	64
18	1	5	4	16
19	1	9	8	64
20	1	7	6	36
21	1	5	4	16
22	1	6	5	25
23	1	8	7	49
24	2	9	7	49
25	2	7	5	25
26	2	9	7	49
27	2	4	2	4
28	2	7	5	25
29	2	9	7	49
30	2	8	6	36
31	2	7	5	25

32	2	7	5	25
33	2	6	4	16
34	2	8	6	36
35	2	7	5	25
36	3	8	5	25
37	3	6	3	9
38	3	9	6	36
39	3	6	3	9
40	3	5	2	4
41	3	9	6	36
42	3	5	2	4
43	3	8	5	25
44	3	6	3	9
45	3	5	2	4

$\sum D^2 = 1366.$

SAMPLE

9**. Computation of Rank Correlation Coefficient between rank to Cadbury and its attribute Taste:**

Sample No.	Ranking To Cadbury	Taste	Difference between ranks	Difference Squared
1	1	1	0	0
2	1	2	1	1
3	1	2	1	1
4	1	4	3	9
5	1	6	5	25
6	1	5	4	16
7	1	1	0	0
8	1	5	4	16
9	1	3	2	4
10	1	2	1	1
11	1	2	1	1
12	1	2	1	1
13	1	3	2	4
14	1	1	0	0
15	1	2	1	1
16	1	3	2	4
17	1	3	2	4
18	1	4	3	9
19	1	3	2	4
20	1	2	1	1
21	1	4	3	9
22	1	1	0	0
23	1	4	3	9
24	2	4	2	4
25	2	3	1	1
26	2	1	-1	1
27	2	2	0	0
28	2	3	1	1
29	2	1	-1	1
30	2	2	0	0

31	2	3	1	1
32	2	2	0	0
33	2	4	2	4
34	2	3	1	1
35	2	2	0	0
36	3	2	-1	1
37	3	1	-2	4
38	3	1	-2	4
39	3	2	-1	1
40	3	1	-2	4
41	3	2	-1	1
42	3	2	-1	1
43	3	5	2	4
44	3	1	-2	4
45	3	1	-2	4

$\sum D^2 = 162.$

SAMPLE

10. Computation of Rank Correlation Coefficient between rank to Cadbury and its attribute Nutrition & Health:

Sample No.	Ranking To Cadbury	Nutrition & Health	Difference between ranks	Difference Squared
1	1	2	1	1
2	1	1	0	0
3	1	3	2	4
4	1	8	7	49
5	1	7	6	36
6	1	8	7	49
7	1	2	1	1
8	1	1	0	0
9	1	4	3	9
10	1	1	0	0
11	1	1	0	0
12	1	3	2	4
13	1	1	0	0
14	1	2	1	1
15	1	3	2	4
16	1	2	1	1
17	1	4	3	9
18	1	2	1	1
19	1	1	0	0
20	1	3	2	4
21	1	3	2	4
22	1	2	1	1
23	1	5	4	16
24	2	1	-1	1
25	2	2	0	0
26	2	4	2	4
27	2	5	3	9
28	2	2	0	0
29	2	4	2	4
30	2	3	1	1
31	2	2	0	0
32	2	3	1	1
33	2	3	1	1

SAMPLE

34	2	5	3	9
35	2	1	-1	1
36	3	5	2	4
37	3	3	0	0
38	3	4	1	1
39	3	5	2	4
40	3	3	0	0
41	3	4	1	1
42	3	1	-2	4
43	3	9	6	36
44	3	4	1	1
45	3	7	4	16

$\sum D^2 = 292.$

SAMPLE

11. Computation of Rank Correlation Coefficient between rank to Cadbury and its attribute Availability of Variants:

Sample No.	Ranking To Cadbury	Variants	Difference between ranks	Difference Squared
1	1	4	3	9
2	1	9	8	64
3	1	5	4	16
4	1	5	4	16
5	1	9	8	64
6	1	9	8	64
7	1	3	2	4
8	1	8	7	49
9	1	6	5	25
10	1	9	8	64
11	1	8	7	49
12	1	5	4	16
13	1	6	5	25
14	1	4	3	9
15	1	9	8	64
16	1	7	6	36
17	1	8	7	49
18	1	7	6	36
19	1	5	4	16
20	1	9	8	64
21	1	7	6	36
22	1	9	8	64
23	1	7	6	36
24	2	8	6	36
25	2	1	-1	1
26	2	3	1	1
27	2	7	5	25
28	2	5	3	9
29	2	7	5	25
30	2	9	7	49
31	2	8	6	36
32	2	1	-1	1
33	2	7	5	25

34	2	6	4	16
35	2	8	6	36
36	3	9	6	36
37	3	8	5	25
38	3	3	0	0
39	3	4	1	1
40	3	7	4	16
41	3	7	4	16
42	3	8	5	25
43	3	7	4	16
44	3	5	2	4
45	3	8	5	25

$\sum D^2 = 1299.$

12**. Computation of Rank Correlation Coefficient between rank to Cadbury and its attribute Innovation:**

Sample No.	Ranking To Cadbury	Innovative	Difference between ranks	Difference Squared
1	1	3	2	4
2	1	3	2	4
3	1	4	3	9
4	1	9	8	64
5	1	8	7	49
6	1	7	6	36
7	1	4	3	9
8	1	2	1	1
9	1	5	4	16
10	1	8	7	49
11	1	7	6	36
12	1	4	3	9
13	1	7	6	36
14	1	6	5	25
15	1	8	7	49
16	1	1	0	0
17	1	5	4	16
18	1	6	5	25
19	1	4	3	9
20	1	1	0	0
21	1	6	5	25
22	1	7	6	36
23	1	6	5	25
24	2	2	0	0
25	2	8	6	36
26	2	5	3	9
27	2	8	6	36
28	2	4	2	4
29	2	8	6	36
30	2	4	2	4
31	2	6	4	16
32	2	9	7	49

SAMPLE

33	2	5	3	9
34	2	7	5	25
35	2	9	7	49
36	3	4	1	1
37	3	4	1	1
38	3	2	-1	1
39	3	3	0	0
40	3	4	1	1
41	3	5	2	4
42	3	9	6	36
43	3	6	3	9
44	3	3	0	0
45	3	9	6	36

$\sum D^2 = 894.$

SAMPLE

13. Brand Positioning Map for Cadbury
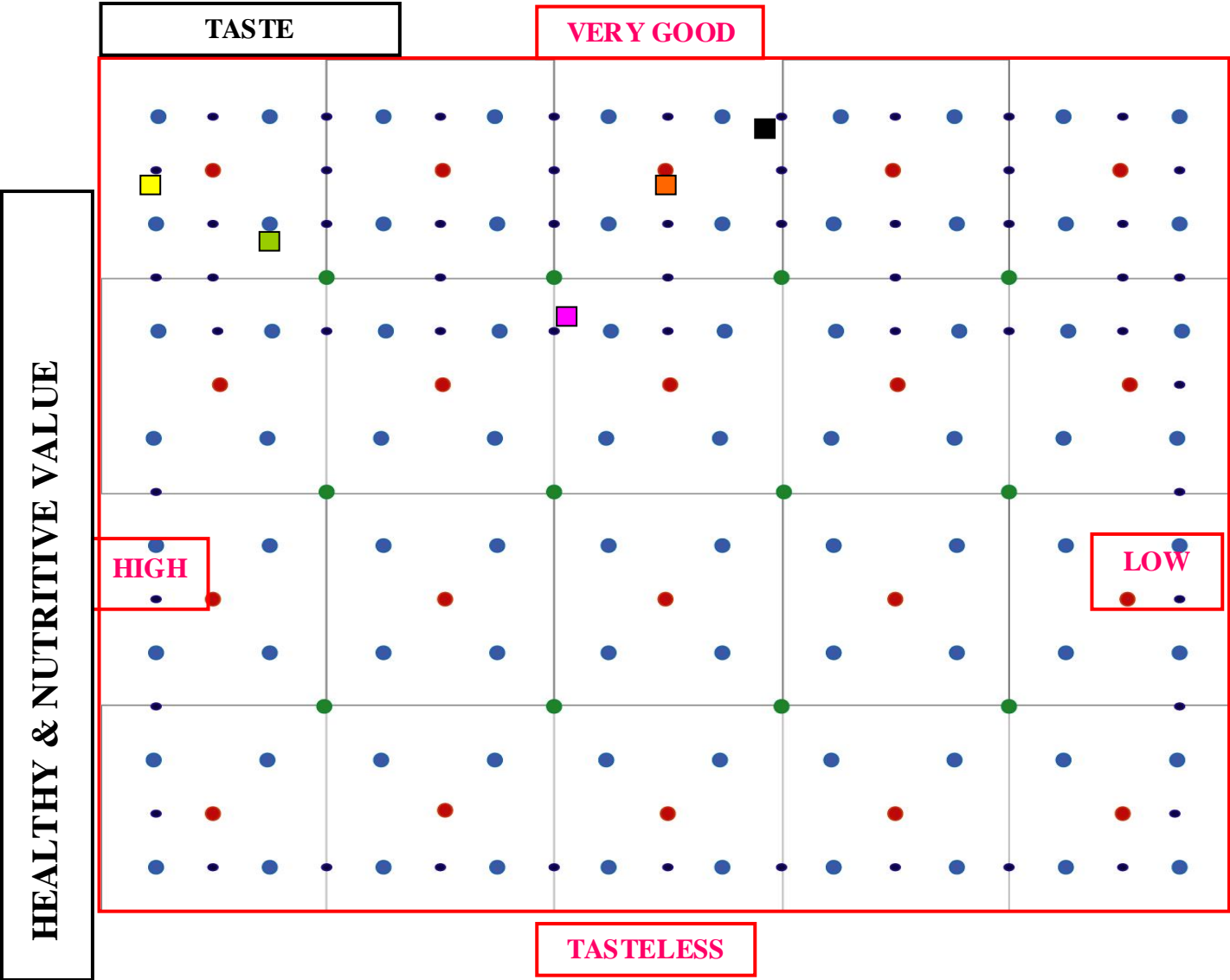
Key:

■ Cadbury

■ Nestlé

■ Mars

■ Hershey's

■ Ferrero Rotcher

14. A Glimpse of the Gorilla Ad Campaign