



THE MARKET

Bread is one of the most commonly consumed processed foods in Kenya, and Mini Bakeries Ltd. is the company behind the successful Supa Loaf brand. The company was established with the key objective of manufacturing and distributing bakery products, and has become a market leader in just over two decades.

Supa Loaf is packed in 200g, 400g, 600g, 800g, 1200g and 1500g sizes that target the B to C market segments. Eating habits vary among age groups with some preferring to eat bread at different times of the day. Supa Loaf is very popular among older people and youngsters, and the various packaging sizes have ensured consumers have something they are comfortable with and can afford. Brown bread is also available for those who prefer something less sweet.

Supa Loaf enjoys 55 percent market share in Nairobi. Across Kenya, market share is approximately 35 - 40 percent and has been stable over time. A projected eight to ten percent annual growth is expected in 2008 with a 43 to 45 percent market share increase countrywide. The steady growth of the Kenyan economy has influenced modern retailing trends and Supa Loaf can be found on most



supermarket shelves. On average, most people visit a supermarket three to four times a week and timely deliveries have been the brand's main advantage.

There's a bright future ahead for this brand: Mini Bakeries Ltd intends to increase its product line and venture into speciality products, a niche market not currently well served. To achieve sustainable growth, the company intends growing its customer base to include

institutions. A projected eight to ten percent annual growth is expected this year, with a 43 - 45 percent market share increase countrywide.

ACHIEVEMENTS

- Supa Loaf was the first bakery in Kenya to have its vehicles branded
- The first bread company to set up manufacturing units in almost all the main cities in Kenya
- Supa Loaf was the first manufacturing company to have a commercial advert in the electronic media
- The brand was first to market with a combo pack (supa bandika), in partnership with a multinational company (Unilever in 2001)
- Supa Loaf's billboards and bus shelter advertising in many parts of the country were a first for a Kenyan bakery

HISTORY

Mini Bakeries Ltd is a family business that began manufacturing Supa Loaf in the early 1980s. The brand was introduced into the Nairobi market in 1985. The company was run by five family members who operated from an industrial area. The main product was the 400g white bread. The mother of the family - popularly known as Mama Kubwa - was instrumental in the growth of the company.

The early years were very difficult for the brand. Government price controls on basic items like bread forced the business to work with very low margins. In 1991, bread prices were decontrolled, after which the bread business picked up. The Supa Loaf brand has been growing steadily on an



average of eight to ten percent annually for the last ten years. On an average, one unit is added to the number of manufacturing units every year.

THE PRODUCT

Supa Loaf is a fast moving consumer food product that is consumed by a majority of people throughout the day. The brand is a common item in many homes in Kenya, favoured by women who serve the brand for breakfast. It can also be eaten alone and is accepted as the most convenient food by many families. Because of its sweet taste, Supa Loaf is ranked the best ready-to-eat food in the market.

Mini Bakeries Ltd recently began developing multicolour wrappers for its product range. It plans to have a biaxial oriented polypropylene (BOPP) wrapper for its speciality products soon to be launched.

RECENT DEVELOPMENTS

Mini Bakeries has a large basket of goodies for bread eaters in Kenya: The company is working on a development programme that will see Supa Loaf fortified with folic acid and vitamins for nutritional and health benefits to consumers, making Mini Bakeries Ltd the first in Kenya to add value to bread in this manner.

For the past several years, Kenyans have accepted the open top bread (400g) but over the past few years, the company has introduced closed top sandwich breads packaged in 600g, 800g and 1500g packages. This year the company introduced the 400g sandwich (closed top) bread, which has become popular in the urban areas.

With demand rising, the closed top bread is expected to dominate the market. Cylindrical breads, which have very good texture for applying spreads, will soon be available in 200g, 600g and 800g packages. These will be unique products in the market and a BOPP wrapper, which preserves the extra freshness, will extend shelf life. The new packaging also offers a clear print opportunity for better branding and product appeal.

Mini Bakeries Ltd opened its latest 9500sq foot factory in August 2006 in Kisii, Nyanza province. The company is constantly upgrading the machines and bakeware with every new unit it opens. The company has signed agreements for technical cooperation with Loguidice Formi SRL, Italy; Salva Industrial SA, Spain; and Saf Lesaffre, France.

PROMOTION

Supa Loaf is promoted largely by a fleet of branded vehicles around Kenya, and bus shelters

on main highways. Billboards in key shopping centres in western Kenya and electronic and print media are also used. Outdoor advertising includes several promotional banners used in different locations and on special occasions. The slogan “Never say bread, say Supa Loaf” was changed to “Supa Loaf, slices of life”.

The brand holds special promotional events, a recent one involving Unilever (K) Ltd in a promotion dubbed “Supa Bandika” where each Supa Loaf came with a sachet of Blue Band margarine.

Supa Loaf uses promotional items like t-shirts, umbrellas and caps for giveaways on different occasions. The brand has special promotional events at leading supermarket chains where buyers get a free loaf for every loaf they buy. This promotion has been very successful.

The brand provides employment to many people in the country, including bicycle vendors and distributors who in turn employ other people to ensure Supa Loaf gets to the consumers on time. The brand has provided indirect employment to over 1,500 Kenyans and directly to another 2000.

BRAND VALUES

The Supa Loaf brand likes to be associated with several qualities:

- Sweet - can be eaten on its own
- Readily and easily available
- Popular among children.

Because of the various manufacturing units around the country, Supa Loaf reaches consumers while still very fresh. The brand promises young consumers an enjoyable taste and texture. As the most trusted bread brand, Supa Loaf promises goodness.

The brand is committed to three things:

- Quality - the company is committed to producing consistent best quality to satisfy consumers



- Value - the company is determined to give the best value to its consumers
- Range - the company offers a wide range of products to meet the needs of consumers

Overall, the brand is committed to remain the bread of choice in each household, always providing value for money. The brand is committed to being available to every Kenyan, at any time and at any place.

THINGS YOU DIDN'T KNOW ABOUT SUPA LOAF

- Supa Loaf is made in 40 manufacturing units in East Africa
- Around two billion slices of Supa Loaf are produced every year
- 100 branded Supa Loaf vehicles distribute the bread countrywide
- Supa Loaf employs over 3,000 Kenyans countrywide
- Supa Loaf is supplied to around 10,500 shops and kiosks in Nairobi alone
- A donation of around 12,600 400g loaves is given to the needy every month

