

ADOPTION & STANDARDIZATION OF MARKETING STRATEGIES BY DABUR DURING THE PANDEMIC TO SUSTAIN THE COMPETITION

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ABSTRACT

This study focused & builds on analyzing the results of previous studies conducted by different researchers to examine the Strategies adapted by the selected FMCG company Dabur during Covid19 to sustain the competition. The impact of COVID-19 on varied sectors of Asian nation is a war with Associate in nursing invisible enemy. The virus that started within the urban center of China has affected virtually each part of the globe and is considered one among the worst times in human history. Amongst the multi -sectoral impact, FMCG is one of the sectors which considered to be impact-proof sector. Because the consumer base & used by everyone feature make is the most promising sector of Indian economy. However, after the onset of the pandemic all theory & assumptions were proved false. A positivist theory, a deductive approach and a secondary data exploration based study design are employed in the research methodology. The proposed framework provides a wide-ranging understanding of the entangled relations between the external and internal force of a company that have an influence on the standardization/adaptation strategy decision. In these unprecedented times, marketers need to measure how this pandemic has wedged consumer buying behavior, influencers, trade, commerce and community ecosystem at the micro and macro level.

Keywords: - Adoption, Standardization, Marketing Strategies, FMCG, Competition

1. INTRODUCTION

The Pandemic has a big impact on completely different businesses around the globe as well as the FMCG sector. This pandemic dragged several counties to a crisis and recession. Some firms have continuing to manage their business with success. As it's aforementioned Crisis brings opportunities. The hero merchandise of the pandemic were food things, tending things, hand sanitizers, and disinfectants and with the assistance of those merchandises, they managed to push the trade to post positive growth amid the crisis. FMCG sector is assured in facing the challenges within the current year having fast-tracked adoption of the digital medium and realigned product portfolio. throughout the pandemic year, FMCG brands have seen an impressive response although the bulk of online players struggled to deliver throughout the internment. This has successively served to spice up the complete image associated moreover as lifting client confidence.

For this, an in-depth literature review has been done which advent to the foundation of a general framework about the standardization/adaptation strategy. Apropos, the research on this issue has focused on different parts of the concept. Nevertheless, there is a need for an investigation which demonstrates the whole picture. Hence, this study's endeavor is to expand the previous research efforts taken during crisis in terms of the number of strategic dimensions that are relevant for FMCG sector. The basic involvement of this study will be the advent of a wide-

ranging framework that grants a holistic understanding of the tangled relations between the variables of a company which finally impacts the standardization/adaptation strategy. In order to carry out the objective of this study, an assessment of the pertinent literature followed by the proposed outline covering all proportions in detail. In these perplexing and changing times it's more significant than ever that marketers need to endow and bequeath in understanding and analyzing the widespread dynamics of the marketing ecosystem and network. And FMCG companies and markets are not shielded from these spiking variations.

The FMCG sector is the 4th largest sector in the Indian economy with 3 main segments under it comprising Food and Beverages 19.00%, Healthcare 31.00%, Household & Personal Care 50.00% respectively.

This paper is focusing upon Dabur as FMCG brands that successfully managed the Pandemic and took it as a chance for growth within the FMCG trade. They operate in key client product classes like Oral care, Haircare, Health, Skin, Homecare, and food things. Contrary, the supply and demand for personal hygiene products like hand sanitizers and hand washes is increasing at an exponential rate globally as shown below.

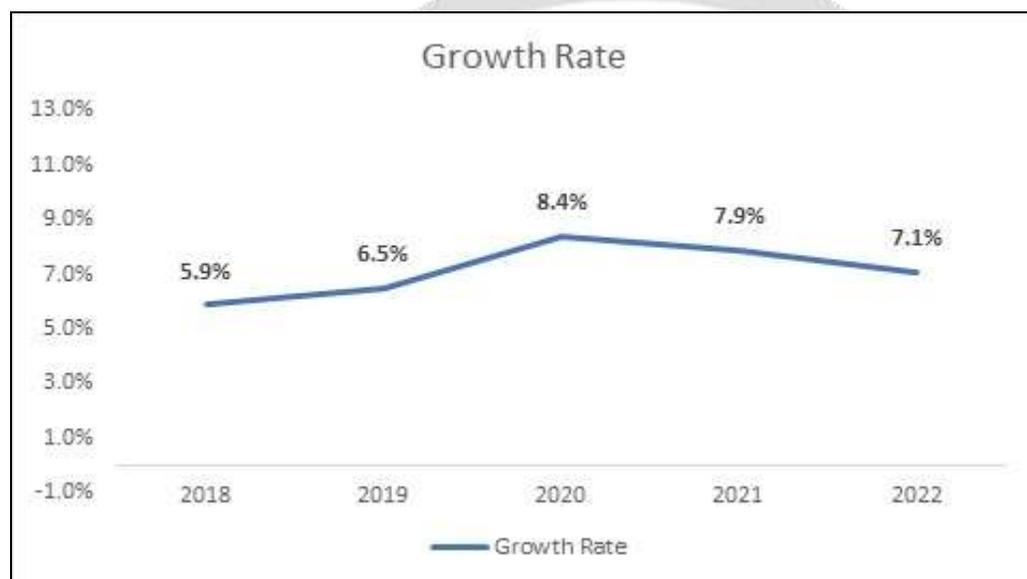


Fig.1 Market Growth for Hand Hygiene Products, Historical, Current and Forecast Scenario, India

Sources: MRFR Analysis

Dabur's FMCG portfolio has 5 flagship brands having different identities and Dabur being the master brand for natural aid merchandise.

- Vatika for premium tending
- Hajmola for digestives
- Real complete for fruit juices
- Fem as a tending product

The organization features a wide dissemination organization, covering six million shops with high infiltration in each metropolitan and provincial business sectors. Their things in addition have a huge presence within the abroad business sectors and are accessible in additional than one hundred twenty nations across the world. Their brands are exceptionally thought within the geographic region, SAARC nations, Africa, US, Europe and Russia. Dabur's abroad financial gain represents quite half-hour of the entire turnover.

A report by Kantar Worldpanel (2020), said that the COVID-19 impact the FMCG market and have grown much slower at 0.8 per cent instead of 5.3 per cent in the urban areas.



Fig.2.Growth Rate of Indian FMCG Sector
Source-Statista

2. PROBLEM STATEMENT

Below-mentioned are the reasons why the retail brands have adopted different marketing strategies during Covid-19:

1) To create a certain amount of brand awareness:

The different strategies adopted by the brands were mainly done due to the change in usage patterns after the pandemic changed the lives of people.

2) To increase brand recall:

The retail brands came up with products that not only created a brand recall but also customer satisfaction. For example, Lifebuoy just came up with new advertisement that stated it kills 99% of the germs.

3) To reflect that the brand cares for the people:

The brands in the retail sector respond best to other people's feelings and experiences. Brands make people care because it means that they are getting the customers they want to be associated with them.

4) To think beyond the old challenges of e-commerce growth:

This was carried out by the retail brands to manage effectively and efficiently even in pandemic. In order to solve & provide optimum solutions to these problems the author tries to justify & substantiate with the help of adoption of strategy in this direction.

3. RESEARCH METHODOLOGY

3.1 DATA AND SAMPLE

For data collection regarding theoretical basics and review of literature, library studies, required articles and books were used.

Deductive research approach has been used which includes various secondary data collection methods. The Data has been collected from various Published & Unpublished Journals, Articles, Magazines, and information available in various popular and related websites, popular Journals, Text Books etc. which focused on various aspects and concepts of Adoption & Standardization of Marketing Strategies

The methodology used for this research is Secondary Data. The data has been taken from various journals, company websites, business documents, books etc.

3.2 FINDINGS AND ANALYSIS

MARKETING STRATEGIES OF DABUR INDIA LTD.

Dekimpe and Deleersnyder (2018) have summarized the most relevant studies on the effectiveness of marketing efforts during downturns and upturns.

Dabur India Ltd. saw the rise of a worldwide pandemic that changed how individuals lived and worked together, everywhere on the globe. The world around us has changed with the emergence of the COVID-19 pandemic and the resultant lockdowns imposed by governments across the globe to arrest its spread, leaving markets and economies in

shambles. In this regard, Euromonitor International (2020a, b) has witnessed a focus on family, the community and on the self, health with digital solutions. This is illustrated in figure 1 as below: -

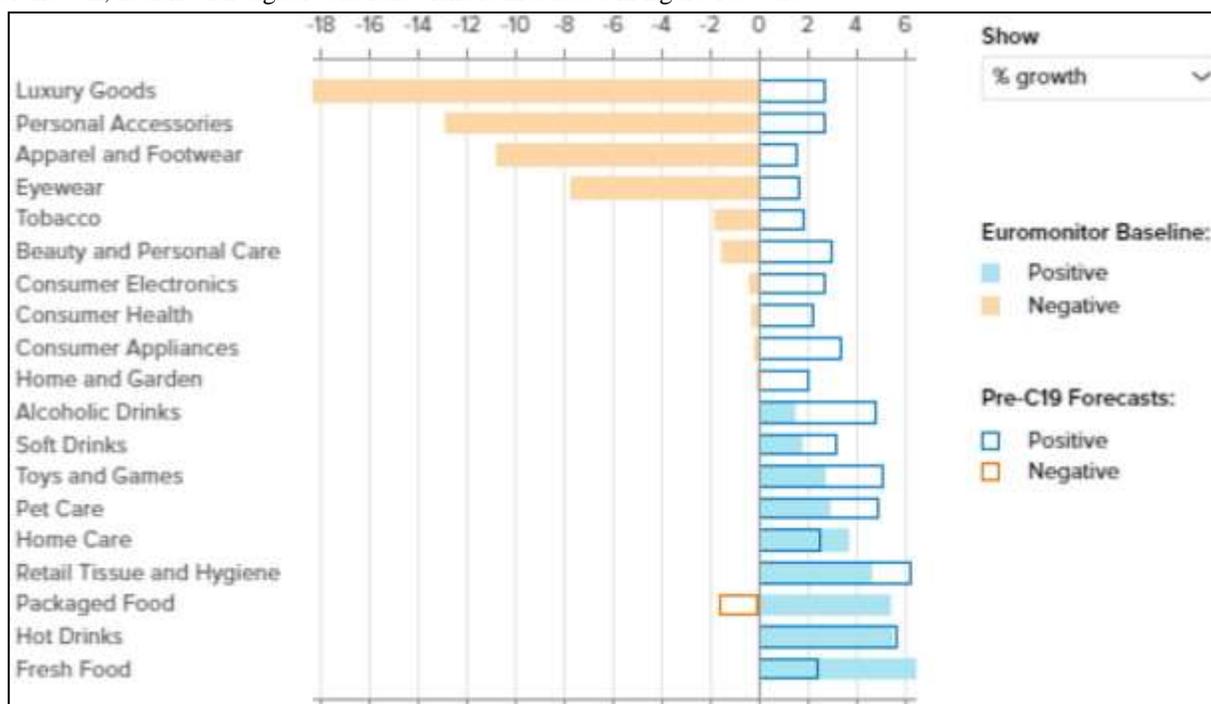


Fig. 2. The impact of COVID-19 on retail sales.

Source: Euromonitor International (2020b, p. 7)

Dabur India Ltd. response to COVID-19 pandemic is put in the following five categories: -

1. Employee Safety & Well Being: Dabur stepped up efforts to protect the health of its employees. The following measures were put in place to protect the employees' health:

- Dabur has furnished their workers with simple admittance to the scope of resistance building meds through extraordinary counters set up in workplaces
- Suspended the biometric participation framework across all areas
- Cancelled all movement - both Domestic and International
- Employees were offered help with hospitalization treatment and Mediclaim in the event of any COVID-related crisis
- As the quantity of COVID cases filled in the country, Dabur declared 'Work from Home' for all office-based representatives from March 15, 2020
- Special 'Work from Home' rules were drafted offering basic hints in being exceptionally beneficial while telecommuting

1. Community Welfare: The COVID has impacted lives & livelihood all around us. The Dabur Group vowed its help towards India's battle against COVID-19 by assisting the public authority's endeavors to persevere through the social and financial effects of the COVID-19 Pandemic just as ensuring the weak piece of the populace by empowering admittance to food and fundamental supplies. Dabur also initiated the "Dabur Care Fund for COVID-19" to protect livelihood & support the ones who were affected by the COVID-19 Pandemic.

Following where the initiatives are taken up by Dabur: -

• PM care Fund Donation

A sum of INR 11 Crore was contributed to PM's Citizen Assistance & Relief in Emergency Situation Fund (PM care Fund) by Dabur India Ltd. & other entities present in the group.

• Employee Contribution

The employees of Dabur India Ltd. also contributed one-day gross salary towards relief measures for the pandemic. The funds raised from this were also donated to PM cares fund.

The Marketing Strategies are as follows: -

1. Brand Building

The lockdown has changed the way people lived & how consumers view the media. Media use plans changed drastically with papers being removed from most families in the hidden days of the lockdown over fears of spreading COVID-19 and buyers remained adhered to news channels for the latest reports on the pandemic. While most amusement stations saw a drop in viewership, the public telecaster Doordarshan acquired kindness from watchers as it began rehash broadcasts of bygone eras well known recorded serials like Ramayan and Mahabharat with these arrangements beating viewership outlines.

The response of Dabur & their marketing strategies are as follows: -

- Dabur modified its media blend by ending advertisements in papers, General Entertainment Channels and moving concentration to news channels, which were drawing high permeability
- Dabur expanded the emphasis on marquee occasions on TV like Prime Minister Narendra Modi's Address to the Nation and 'Mann Ki Baat' programs
- Heavy commercials were siphoned in on Doordarshan, extraordinarily on the authentic serials like Ramayan and Mahabharat, which were drawing high eyeballs
- To top everything, Dabur recrafted the image correspondences setting up the Immunity Building, Germ Kill properties of Dabur brands
- With buyers remaining at home during the lockdown and burning through more Digital media, Dabur additionally expanded the attention on Digital and Social Media with important substance around Coronavirus, lockdowns and assurance from germs Special social messages and recordings were made to thank the forefront Corona Warriors like police faculty, wellbeing laborers, sterilization laborers and so forth
- As the first overseer of Ayurveda, Dabur and its different Health Care brands set up unique instructive and public interest recordings for online media, featuring the advantages of Ayurveda in battling COVID-19, further setting up Dabur's certifications in the invulnerability building field
- With no new outside shoots conceivable, Dabur likewise created extraordinary 'Cut of Life' films from home recordings and shot inside families utilizing hand-held cameras and cell phones to contact twenty- to thirty-year-olds via web-based media during the lockdown
- Going Digital was the icing on the cake. Dabur worked with celebrities to create deep engagement with consumers on Social Media & targeting their specific needs during the Coronavirus Pandemic lockdown.
- Dabur's culinary brand 'Homemade', for instance, joined hands with some of the leading celebrity chefs to create a series of easy recipes that consumers could try at home during the lockdown period.
- The Hair oil is advertised via a novel digital campaign that highlighted the family bonds with loved ones during this lockdown. And Dabur has its consumers to share their favorite Champi, that's Head message moment with Dabur.
- Dabur increased visibility and scaled up their presence on e-commerce website chains.
- The consumption patterns saw a proper shift with personal hygiene & preventive healthcare gaining importance in the consumer mind space. The consumers growing need for Immunity can be understood by the fact that this word became the most searched word on Google within a few days of the Pandemic. In addition to this, as in immunity booster personal hygiene products like hand sanitizers have also become an essential part of the monthly or daily grocery list for almost all households. This is why Dabur fast-tracked the launch of new products across Healthcare, Home, Personal care & food categories.

2.Go-to-Market

The lockdown put the whole Sales framework in complete chaos with stockiest unfit to open their outlets and accessibility of vehicles, labor for item conveyance arising as key difficulties. With buyers enjoying alarm purchasing of everyday use items, most retail outlets were additionally gazing at stock outs in the underlying days of

the lockdown. To address these arising difficulties, Dabur upgraded its Go-To-Market methodology and set up a few new strides to guarantee continuous supplies of our items. These include:

- Motivating the Stockiest Network to work from home and take conveyance promptly toward the beginning of the day
- Supplemented Stockiest staff with Dabur's Sales power
- Deployed outsider Delivery vehicles to help stockiest in guaranteeing opportune and continuous supplies to retailers
- Provided Health Insurance cover to more than 2,200 Sales workforce at stockiest to cover COVID crises
- Incentive plan dispatched for conveyance young men who report working and stockiest who just getting started
- Worked intimately with State, Central Government to get physical, e-passes for Dabur Sales faculty
- The Sales group of Dabur even utilized their own vehicles to convey products to Retail outlets
- With most beauty parlour and parlours shut, they realigned the whole parlour channel volunteers to the general exchange
- Rolled out Suraksha Store idea with Ministry of Consumer Affairs to receive Kirana stores and convert them into COVID Safe Shopping Zones
- With standard channels under lockdown, Dabur tied up with Online Delivery Services like Swiggy, Dunzo, Zomato to guarantee continuous supplies to retailers
- Tied up with paper sellers to support retailers promptly toward the beginning of the day
- The ensured situation of Dabur's invulnerability sponsor items in Dairy and Kirana Stores
- Initiated 'Insusceptibility at your Doorsteps' program by setting up deals stands at lodging social orders; local area parks and petroleum siphon the nation over to straightforwardly contact customers with our scope of invulnerability building items and juices
- Leveraged innovation to drive request booking and Sales. Presented a Mobile App for retailer request booking. Additionally, dispatched request booking through WhatsApp and through our Call Centre, other than starting requests through Tele-calling

3.Streamlining Supply Chain

Agreeing with the Government order, Dabur briefly suspended creation at its assembling units, aside from fundamental items like Ayurvedic drugs, Chyawanprash, hand sanitisers, hand wash and so forth, in the bigger public interest. Inside 7-10 days, Dabur looked for and got authorizations to work its assembling units for creating a scope of fundamental things like Hand Sanitisers, Hand Wash, Disinfectants, Ayurvedic Medicines, Juices, Coconut Water, Honey and so forth

- In any case, the converse relocation of work to their main residences affected the accessibility of prepared labour at the units, which forestalled the scale-up of tasks. Additionally, the non-accessibility of transporters hampered smooth development of crude material, pressing material and completed items.
- Dabur connected nearby individuals in regions around its assembling units and even tied down consents from state specialists to recruit and move individuals from as distant as Jharkhand to its assembling units in Jammu, Uttarakhand and Baddi to overcome any barrier.
- Today, all the Dabur's assembling units are operational and are working at close to the ordinary working limit. As they started activities, a few stages were taken to guarantee the smooth working of the units and wellbeing of the workers. These include:
 - Fumigation of all territories with a disinfectant consistently
 - Placing hand sanitisers at all territories
 - Deploying uncommon transports to move labourers from close by zones to the plants, with Social Distancing kept up inside the transport
 - Thermal screening of representatives and transporters during section and exit at the Security Gate
 - Sanitising of conveyance vehicles

- A restricted number of workers voyaging together in lifts
- Regular cleaning of all high contact regions
- Adequate social distance kept up in the cafeteria, including while situated
- Floor stamping in shop floor to guarantee social distancing

The means taken to guarantee the smooth working of Supply Chain include:

- Introduced new merchants for Raw Material and Packing Material; actioned substitute choices rapidly and normalized RM, PM across classifications, at every possible opportunity
- With trucks hard to come by, Printers and Packaging Material merchants even conveyed merchandise to our industrial facility doors in their own vehicles
- Deployed more modest vehicles to move key crude materials without trucks
- Blocking of extra Third-Party ability to defeat limit usage challenges
- New Third-Party units were additionally enacted at a short notification for new cleanliness items
- With some provider units falling in Red Zones, amplified stock of required material
- Situation of running out of pressing material for hand sanitisers were handled by changing to utilizing Skin Care and Hair Oil packs that are now accessible for units for pressing hand sanitisers. Import replacement with nearby crude material.

4. CONCLUSIONS

The different strategies adopted by the FMCG firms to create sustainable growth were:

Differentiate:

The retail brands should alter their sales team according to the needs of each retail partner. The companies should be more advanced in how they approach new customers, channels and consumer segments.

Diversify:

Since the customer base is now moving towards e-commerce, the FMCG companies need to help their retail partners move beyond the traditional stores to build higher customer royalty and new shopping occasions.

Be dynamic:

The FMCG leaders should encourage their retail partners to join them on the journey specially when a manufacturer retailer relationship needs to be more agile.

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