



# **An Analytical Study of Dabur's Human Resource Management and Business Activities**

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## **Introduction**

This study focuses on two aspects of Dabur India Limited, human resource management and business activities. Human resource management policies and Role of HR in Digital Transformation Journey at Dabur India in the first section. The theories of analyzing companies and organizations will be used on Dabur India ltd in the second part. In order to better comprehend the readers, a broad overview of the theories of analysis is provided in the first phase, followed by a comprehensive examination of Dabur India ltd in the second step. The project is divided into five chapters and has a total of twenty-eight pages.

## **Objective of project**

Completion of my internship program. Understanding my role in the business world and learning from those who have gone before me, as well as learning about corporate culture and how to deal with it. As there is no other option than to persevere and be kind. Next, from the perspective of an MBA student, to know the organization and analyze Dabur India ltd and its HR activities. Furthermore, to determine the aspects that contribute to Dabur's long-term viability of more than 100 years. Analysis of Dabur India Limited utilizing the theories of analysis outlined in the project section.

## **Literature review**

Analyzing, Planning, sourcing, employing, and onboarding top personnel are part of human resource management. In order to improve corporate performance and raise retention rates, companies are prioritizing sourcing and assessment. What strategies are firms using to win the "battle for talent"? One of the most pressing issues facing businesses, according to the report's primary conclusions, is how to create the next generation of leaders. Today's businesses are confronted with a shortage of competent personnel to fill critical positions. These businesses must be proactive and prepared for future performance with a "ready now" staff in order to stay afloat and achieve a competitive advantage. Companies no longer regard human capital as a commodity, but rather as an asset, and they understand the importance of investing in a talent acquisition strategy to find, attract, and retain top workers. All businesses, large or little, public or private, must address talent acquisition at the highest levels. This means that Talent Acquisition must work in tandem with the organization's broader strategy. It requires adequate resources; it must be reviewed and reported on at every board meetings; and it must involve a large number of people inside the organization who value the importance that the organization requires.

## Human Resource Management Policy of Dabur

Dabur's most precious asset is its people, and investing in them has helped the company become a leading employer brand in the country and around the world. Profile of the company Dabur India limited is India's largest fast-moving consumer goods (FMCG) corporation, with holdings in health, personal care, and food. Dabur has been around for almost a century. Dabur's goods are sold in more than 50 countries throughout the world. Consumer care division (CCD) and consumer health division (CHD) are the company's two key strategic business units (SBUS) (CHD). Dr. S.k. Burman established a health care goods production facility in a modest Calcutta pharmacy in 1884, and dabur was born. As a result of the growing popularity of the dabur product, it was founded in 1896. Dabur entered the specialist field of nature-based ayurvedic remedies in the early 1900s. Dabur founded laboratories in 1919 to improve scientific processes and quality controls. Dabur India (Dr. S.k. Burman) pvt ltd was formed in 1936. In 1986, dabur became a public limited company. Rather than passing the reins to a family member, dabur India hired an outsider as its CEO, ninu khanna. Since 2000, Sunil duggal, dabur's CEO, has taken the company to new heights through strategic acquisitions and has expanded the product portfolio to make dabur a comprehensive FMCG company from an ayurvedic products seller. Currently, the bulk of dabur's board members are not from the promoter family.

**Performance appraisal:** reward and recognition, health and safety scheme, talent management, training and development, gender diversity, work life balance, and recruitment and selection are the HR policies followed by dabur. Performance appraisal management based on goals. Annual review based on the organization's objectives. Employees are also informed about the reasons for any failures. The appraiser is given a standard value system to work with, which divides assessments into four categories: outstanding, excellent, good, and below average. In the company, there is no open appraisal or 360-degree feedback. In addition, there is just annual feedback and discussion of failure causes. Positive leniency errors are more widespread in dabur, with most evaluators giving high marks to appraise due to overestimation of targets met. According to a dabur staff study, performance appraisal is satisfactory, but not exceptional. The process has to be more effectively incorporated into its employees' career planning, with the appraisal outcome being used more for incentive purposes. It is desirable to have an open system with joint goals stated by the appraiser and appraise.

**Reward and recognition:** the human resources section at dabur assists with business operations and helps each employee improve their performance standards. Through an innovative incentive and recognition program called "applause," special attention is paid to fostering talent, encouraging employee entrepreneurship, and inspiring employees to innovate and enhance their performance. The following are the goals of this scheme: to recognize and applaud for rapid acknowledgment, to foster excellent behaviors in the organization, and to reward employees' contributions beyond usual monetary benefits. Rewards are divided into five categories under this scheme: rising star: the prize for the most promising newcomer. Employee of the half-year: Trailblazers' employee of the year, honors club spot appreciation: appreciation given on the spot for a job well done. The Eureka award is given to people who come up with new ideas.

**Health and safety scheme:** dabur has also implemented a health, safety, and environment policy, which is a seventeen-element occupational health and safety management system that includes: a clear declaration of overall health and safety objects. A dedication to preventing workplace injuries and illnesses, as well as a commitment to continuous development. A dedication to follow all applicable acts, rules, and legislation. A commitment to training, communication, and making information available to all interested parties.

**Talent Management:** dabur's talent management strategy focuses on building future leaders and cultivating a talent pool within the organization in order to ensure a pipeline of high-quality business executives to lead the company forward on its growth path. Dabur India's career development Centre (CDC) is a unique HR initiative focused at giving career development and promotion opportunities for long-term dabur India employees. This is a system for recognizing and rewarding high-performing employees with promotions to supervisory or managerial positions. While an employee may be excelling in his or her current role and consistently delivering excellent results, this does not mean that the same employee would be a good fit for a larger role or would be able to do equally well in a supervisory or managerial post. By moving people to the next level of the corporate ladder, CDC aids firms in discovering and rewarding talent.

**Development & training for the sales force:** a special program has been designed. The sales personnel are thoroughly trained on various intricacies of multiple sales channels through audio-visual and real-time sessions. The entire procedure is proactive and well-organized. . The company has a well-developed young managers' development programmed, which is a cross-departmental training program designed for new management trainees and ensures a regular talent flow within

the company. The company has a well-developed young managers' development programmed (YMDP), which is a cross-departmental training program designed for new management trainees and ensures a regular talent flow within the company.

**Gender diversity:** dabur is actively seeking to improve gender diversity in the workplace, with women accounting for 2.75 percent of its workforce. Today, women make up 43 percent of our brand managers across all categories. Women make up about a quarter of the management trainees hired in the last two years. With this in mind, dabur has been celebrating international women's day as a gesture to show our appreciation for our female colleagues. •women employees were invited to special interactions and hi-tea with top management. A special health, wellness, and grooming workshop with executives from Bharti Taneja's beauty school was also organized for all female employees. There was also a discussion about the necessity of healthy food for a healthy lifestyle. In addition, top beauty experts will provide beauty and grooming suggestions, and unique gift hampers and gift certificates will be handed among female employees on the occasion.

**Work life balance:** dabur's HR department, in collaboration with line managers, ensures that the workplace environment is safe, hygienic, compassionate, and respectful of employees' dignity. To recognize that employees have responsibilities, a variety of programs and policies that encourage work-life balance have been created. To ensure that our staff maintain a healthy work-life balance, the following work guidelines have been instituted: corporate office operates on a five-day week. In the zonal offices, the second and third Saturdays are off. All female employees receive maternity benefits. Working women may receive special approval on a case-by-case basis if they have a unique need prior to or after birth. Employees can also take special occasion leave to commemorate a wedding anniversary or a birthday. When a kid is born or adopted, a male employee can take paternity leave.

**Selection and recruitment:** dabur combined aspects from many types of tests to create a single test, claiming that tests operate better when integrated in isolation. Dabur conducts the entire selection process in a meticulously planned, structured, and methodical manner.

## **PRIZE (performance reward for industry zeal and enterprise)**

Dabur Indian Ltd has realized, will drive its employees to maximize performance. The scheme, thus, has been put in place. However, as a check and balance measure, those lagging behind slightly in competency will be given adequate training. In a bid to turn itself into a 90s-end corporate house, Dabur India Ltd (DIL) has initiated a number of human resource-related changes in the organization aimed at ensuring 'greater employee delight', including getting itself a new vice-president. After having hired top-notch consultants to look at and help in framing new HR policies, DIL has gone in for a flatter organizational structure and new techniques to measure employee performance with incentives thrown in for good. For example, it has been decided that roles and responsibilities at all levels will be well defined and documented. Compensation will be in sync with roles, performance and market value. "Human resource was an important component of Dabur India, but now there has been an increased emphasis on human resource to ensure greater employee delight," a senior executive of DIL said, pointing out that the company endeavors to make human resource a strategic partner in business. New techniques for measuring performance have been introduced in DIL, wherein target/performance parameters have been defined and performance at the end of the year will be measured on these bases. "The idea is to capture all the parameters either qualitatively or quantitatively," the DIL executive said.

However, emphasis is on quantification of all business results expected from a position even for service departments like HR, R&D and quality analysis. To bring in objectivity, performance standards in terms of poor, moderate, strong and outstanding will be set right at the beginning. To add some fun, Dabur India has initiated a business incentive plan aptly christened PRIZE (performance reward for industry zeal and enterprise). "PRIZE seeks to recognize and reward all employees for their contribution to the organization's success," the DIL executive said.

The company is also in the process of identifying capability gap through the annual appraisal and Delphi techniques. It has been pointed out that employee training to fill up these competence gaps will form an integral part of human resources function. In this regard the company has already conducted a pilot study of identifying the capability gaps for sales and marketing which has proved to be successful. Attempting to have a cutting edge where decision-making and execution of policies are concerned vis-a-vis time spent on them, Dabur India has decided to empower employees down the line at the zonal and regional levels also.

## **Role of HR in Digital Transformation Journey at Dabur India**

Dabur India, a large FMCG company, is focusing its digital transformation ambition on the millennia. Here's how they're making this possible. The emphasis of digital transformation and HR strategy at Dabur India Ltd, a large FMCG firm that maintains a varied portfolio of products each in rivalry with a number of companies from skin care to home care items, is concentrated on millennia's, who make up both customers and employees.

### **Industry Context**

The advancement of digital technology has resulted in significant improvements in the sector's operational and process efficiencies in recent years. Distributors utilize software to track stock movement at the point of sale, and this information is also stored in the organization's central data repository. The organization is now able to turn this data into information, which is then examined for insights and action points thanks to a new ecosystem of digital tools. Salespeople can now see store purchase patterns, estimate demand, recognize trends, and respond in real time to new demands because they have intelligent inputs at their fingertips.

In today's environment, there is a shift in how businesses communicate with their customers. The digitally savvy customer makes decisions all the time, not by watching television commercials or reading newspapers, but by using e-commerce and mobile commerce platforms. This means that social media sites like as YouTube videos, the Company's and its many brands' Facebook pages, app reviews, and blogs all have a significant impact on customer decisions. As a result of this transformation, one of the HR imperatives has been to establish a digital marketing team that recruits individuals from a variety of companies rather than typical FMCG personnel.

### **Role of HR in Digital Transformation**

To attract the best personnel, it has been critical to focus on making Dabur India an employer of choice. The goal has been to equal the degree of comfort that digital natives have grown accustomed to. Previously, the FMCG industry was primarily reliant on pen and paper work, but the current generation finds this mode of operation alienating. Understanding the attitudes and needs of this cohort, who do not accept prior traditions at face value and do not respect hierarchies unless they are based on logic, has been a significant shift. They also want to work with companies that share their own values and want to have a range of experiences.



From a technology standpoint, they just installed an end-to-end personnel management suite that handles HR professionals' regular tasks, allowing them to focus on data mining and insight development. HR is no longer a repository of data; it has evolved into a one-stop shop for all inquiries. Access to information and insights is made easier with the deployment of a human capital management package. When the Delhi government's Odd-Even policy went into effect, Dabur launched a car-pooling campaign. They compiled a database of employees' names, phone numbers, and vehicle identification numbers. An app was launched in 72 hours, allowing employees who were close to the car location to book a seat using the interface. This is the type of potential that digitally enabled co-creation — in this example, between HR and IT — may give.

In the face of digital transformation, it was critical to coordinate the intergenerational workforce from a change management perspective. This entailed putting together teams that were a mix of digitally savvy young people and seasoned veterans. Managers are also made aware of the importance of being more receptive to questions from their younger employees. In addition, possibilities for mentorship and reverse mentoring have to be created. Our learning and development has undergone a digital transformation, which has resulted in the gasification of our learning modules. They are currently collaborating with a gasification firm to digitize and improve learning content.

The digitally savvy customer makes decisions all the time, not by watching television commercials or reading the newspaper, but by using e-commerce and m-commerce platforms. In order to increase its human resources department, Dabur India is working on enhancing its IT projects. With greater enthusiasm, the corporation appears to be following the simple formula of attracting, keeping, and rewarding high-quality personnel.

### **Creating a Culture of Diversity at Startups**

In addition to their individualism, each employee in a diverse workplace has unique strengths and limitations stemming from their culture. When correctly managed, workplace diversity may leverage each employee's strengths while also complementing their deficiencies, resulting in a workforce that is more than the sum of its parts.

Employers are starting to pay more attention to attracting and retaining a diverse workforce. In this era of a "battle for talent," millennials are entering the workforce and altering talent markets while setting new standards. Employers are providing an environment that allows employees to

combine their work and personal lives. This is especially essential for millennial's and generation X, as many of them seek more influence over their personal and professional lives. The 'Startup Culture' is currently generating a lot of buzz. Your startup already has a culture, whether it's favorable or terrible, and it's up to the entrepreneur to cultivate it. Many elements influence your startup's success or failure, and a positive culture may work wonders for a company. It can improve staff morale by making the workday more enjoyable, resulting in increased productivity and fewer employee turnover. It can also improve external ties, resulting in happier customers and more productive vendor collaboration. For years, HR and talent professionals have recognized the value of cultivating and exploiting a diverse and inclusive workforce, including color and ethnicity, gender, veteran recruiting and development, persons with disabilities, and more. Today's workforce has an increasing desire to add multigenerational diversity to the mix. It's no longer enough to have a diverse staff; it's also important to engage them in developing creative products and services that can help the company gain a competitive advantage.

In the coming decades, the business landscape will be drastically transformed. We can stimulate innovation, better understand and serve our customers, and gain a competitive advantage by accepting people's uniqueness. We can develop an entrepreneurial mindset and long-term skills that will help us flourish by incorporating diversity into the business now. Colleagues from various ethnic origins contribute a variety of experiences and perspectives to work teams. Companies can profit from bringing together the various knowledge and abilities of culturally diverse people by increasing team productivity and responsiveness to changing conditions.

In addition to their individualism, each employee in a diverse workplace has unique strengths and limitations stemming from their culture. When correctly managed, workplace diversity may leverage each employee's strengths while also complementing their deficiencies, resulting in a workforce that is more than the sum of its parts. Workplace diversity, as the name implies, refers to the wide range of variances that exist among employees in a company. Employees from various backgrounds interpret signs, languages, and other formalities in different ways. There are disparities in how they communicate, make decisions, interact with authority, and deal with conflict. Having said that, managing a diverse workforce has its own set of benefits, not only in terms of corporate ROI, but also in terms of employee engagement, teamwork, and overall productivity. Race, gender, ethnic group, age, personality, cognitive style, tenure, organizational role, education, background, and more are all understood to be part of diversity. Of course, it also

takes into account a wide range of other factors, such as work experience, parental status, educational background, geographic region, and so on. It's more vital to comprehend how these factors affect performance, motivation, success, and interpersonal interactions.

A varied, multigenerational workplace can be beneficial to businesses. They have a strong cross-generational variety at Cloud Lending Solutions, which brings the best of both an experienced and a first principles approach. One of our most popular projects is 'Reverse Mentoring,' which pairs older and more experienced staff with younger colleagues. It is a two-way street for us, not a "we vs them" argument.

### **Managing the Diverse Workforce**

**Drive innovation and creativity** - A varied workforce aids in the development of new, creative, and efficient solutions that can help the company advance and enhance overall productivity. Employees from various backgrounds will offer varied perspectives on how to attain a common goal. This offers a stimulating and diverse working atmosphere, as well as opportunities for fresh learning. According to a Harvard Business Review analysis, executives who give different views equal exposure are nearly twice as likely to release value-driving insights, and employees in a "speak out" culture are 3.5 times more likely to contribute their full innovative potential.

**Ideate Entrepreneurship** - A classic example of entrepreneurship is the concept of design thinking. Having a diverse team with a focus on disruption of internal processes or cultural norms will aid in the formation of a team with a diversified set of perspectives and experiences. Entrepreneurship among a wide group of team members will assist address problems in novel and creative ways, while maintaining a high level of excitement. When a team, or perhaps an entire company, is faced with a challenging issue, enlisting the expertise of new and diverse sources will aid in the development of a better solution. This also enhances their influence because they think more creatively and become more linked to the company's core.

**Create collaboration** - Any startup is looking for workers who can contribute right away. This expectation ignores the fact that each organization's systems, processes, and methods of operation are distinct. Networking provides this on a larger scale than engagement with varied persons, which creates new points of view. You can put yourself in a position for advancement by attending events for closely similar professions or just interacting through social media platforms like Twitter or LinkedIn, where you can virtually engage in conversations with anyone. It's also a good idea to form a group for employees and peers within your company to look for, accept, and

celebrate differences. We promote 'constructive disagreements' at Cloud Lending Solutions, which arise from differing views and positions with the goal of arriving at best solutions.

Focus on your strengths - Push yourself to respect others' uniqueness and see them as potential change agents. The more perspectives, variety, and diversity we bring to the table, the more we can unleash our creativity, which is buried deep within each of us. Team members with a wide range of communication abilities, which is today's most significant and useful skill, will aid in the success of repetitious activities.

Discard discrimination - As we all know, discrimination is the most common roadblock to diversity acceptance, employee recruitment, and employee retention. Entrepreneurs, HR professionals, and talent managers must recognize the need of ensuring that individuals inside firms are treated fairly based on their performance and potential rather than their personal traits. Employers must be aware that prejudice impacts a subset of their workforce. In order to prevent discrimination from occurring in the first place, HR and talent professionals must be proactive and implement policies. Our workforce is becoming increasingly diverse as the economy gets more global, and this trend will only continue in the coming years. Organizations must realize the need for rapid action and be willing to invest resources in managing workplace diversity now. They should be able to cope with sensitivity on issues like communication, adaptation, and change to help with this. Start today by evaluating your organization's diversity policies and making plans for the future. Eventually, you'll create a business that can adapt to changing markets and a wide range of clients.

## **SWOT analysis of Dabur**

SWOT analysis is a strategic planning technique that was created at Stanford in the 1970s. The acronym SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and it is a structured planning tool for evaluating the four characteristics of an organization, project, or business endeavor. A SWOT analysis is a basic, effective framework for utilizing an organization's strengths, addressing its weaknesses, reducing threats, and maximizing opportunities.

The management team uses a SWOT analysis to identify the internal and external issues that will influence the company's future performance. It aids in the identification of what is occurring both inside and externally, allowing you to plan and operate your organization in the most effective and efficient manner possible.

With the advent of the Dabur Real Juices, Dabur, which was primarily an ayurvedic medicine firm, forayed into the fruit-based drinks category. In the fruit drinks sector, which was primarily dominated by multinational corporations like Tropicana, Indian brands did not have a major presence.

Dabur built a name for itself in the segment with its Real and Real Active fruit juices, which come in nearly 16 different varieties, including Mango, Mosambi, Guava, Plum & Litchi, Pomegranate, Tomato, Cranberry, Peach, Blackcurrant, Apricot, and Grape.

However, the flexible Orange, Pineapple, Apple, and Mixed Fruit tastes are the most popular. They also have a line of sugar-free fruit-based concentrates called Real Active.

### **Strengths in the SWOT Analysis of Dabur**

There are numerous variations: The Real and Real Activ Juice fruit juices are offered in two varieties. Mango, Mosambi, Guava, Plum & Litchi, Pomegranate, Tomato, Cranberry, Peach, Blackcurrant, Apricot, and Orange, Pineapple, Apple, and Mixed Fruits are among the 16 varieties available.

Real Fruit: The juice's unique selling point is that it has no additives and is prepared entirely of real fruit that is then combined with an equal amount of water. There are no additional sweeteners or tastes, and no preservatives or additions of any kind in Real Activ.

Endorsements and certifications: PFNDAI (Protein Foods and Nutrition Development Association of India) has given its seal of approval to Dabur Real Juices. Because of their nutritional value. In

the food and beverage category, the juice also won the Reader's Digest Trusted Brand Gold Award in 2009.

**Better Understanding of Indian market:** In comparison to foreign brands such as Pepsi, Coca-Cola, and Tropicana, Dabur, as an Indian corporation, has a better understanding of Indian taste. They've brought in Indian fruits like Mosambi and Guava, which are popular among the locals.

**A composition of the juices:** There are no artificial flavors in the drinks, and they are extremely high in vitamins and antioxidants. Real Activ is high in fiber and may be drunk even by diabetics because it contains no added sugars. The company also sells vegetable juices and fruit and vegetable blends.

With a revenue of US\$ 910 million, Dabur India is the fourth largest FMCG firm in India.

Dabur has its unique history; it was founded in 1884 and is more than 100 years old. It has a global presence in over 60 nations.

It is the world's largest provider of ayurvedic medicine. With 50 carrying and forwarding agencies, Dabur has a large distribution service network.

Dabur has over 5000 distributors, which is the most in its industry. Dabur, Vatika, Hajmola, Real, and Fem are the top five master brands. It contains a total of 17 advanced manufacturing facilities. Around 300 prescription products are included in the product list, with only a few of them being available over the counter.

Health care, personal care, foods, home care, consumer health OTC/ethical, and professional range are among Dabur's product categories.

### **Weaknesses in the SWOT Analysis of Dabur**

**Image:** Dabur has long been connected with the pharmaceutical and medical industries, making it difficult for them to adopt the image of a firm that sells fruit juice in comparison to competitors such as Tropicana and Coca-Cola, which had already established a position in the juice market.

**Indian habits:** Unlike in the Western world, when fruit juice is taken first thing in the morning, Indian customs are quite different. Fruit juice is something that is served to visitors or enjoyed on a rare occasion. The frequency of purchases was reduced as a result.

**Packaging:** Because real fruit juices include no additives or preservatives, the company has had to invest heavily in researching packaging methods in order to maintain the freshness and quality of

their products. The beverages' short shelf life also presents issues in distribution channel management.

Expensive: Real Fruit Juice is more expensive than aerated drinks like Pepsi or Coca-Cola, and so may not be desired by all customers. Another difficulty is that such drinks are not regarded as good value for money.

Acquired Taste: Dabur Real Juices are said to have a medicinal flavour and do not have the fresh taste of juice. Customers may need to become accustomed to the flavour before they begin to enjoy it, making it an acquired taste. Dabur does not have its own retail locations. Customers' lack of awareness of products Doctors prescribe allopathy drugs because medical businesses pay them more, and ayurveda companies have a smaller market share than allopathy. According to a poll, the number of registered Ayurvedic practitioners is fewer than 3.7 lakhs, a pitiful statistic when compared to allopathy doctors. In comparison to allopathic medication, ayurvedic medicine takes longer to heal.

### **Opportunities in the SWOT Analysis of Dabur**

High market potential for packaged drinks in India: The packaged drinks market in India is estimated to be worth over 100 crores INR and is predicted to expand at a rate of around 18 percent per year. For a company like Dabur, this is a significant potential.

Favorable environment in India: Domestic enterprises have a lot to gain in terms of government backing now that the government is supporting "Make in India." Furthermore, the food processing industry receives numerous benefits.

Dabur is the world's largest ayurvedic medicine manufacturer, and its export amounts are always in high demand on the international market.

Yoga and Hinduism are proving to be more beneficial to the spread of ayurvedic medicines over the world. People have begun to realise that ayurvedic drugs such as Dabur, Himalayas, and others have little negative effects. Growing women's economic power has empowered them and made them more health and beauty conscious a market that Dabur is attempting to tap into with its goods. Modernization has caused people to take ayurveda supplements such as Chavanaprash, Hajmola, and lifestyle medications due to improper and unhealthy eating habits. In the last two–three years, Ayurveda has gotten a lot of attention around the world. As a result, Dabur has a significant possibility to profit from market sentiments.

### **Threats in the SWOT Analysis of Dabur**

Low barriers to entry: In the fruit drinks industry, there are few or no obstacles to entry, and competition comes in many forms. Fruit juice production units are set up by even small and medium-sized firms.

Competition: Minute Maid, Onjus, Coca-Cola, Pepsi, Mirinda, Slice, Maaza, Frooti, and Tropicana are some of Dabur Real's primary competitors.

Allopathy players pose a significant danger since they spend a significant amount of money on advertising and distribution of their products through medical representatives and other means.

Some ayurveda doctors administer their own medicines or a mixture of Ayurvedic Company products that are not packaged (loose medicines). This lowers market sales and tarnishes the brand's image.

Because ayurvedic medicinal treatment is historically obtained, there are many untrained professionals who practice it.

Many ayurvedic medicines include high levels of lead and iron, which might have negative side effects if consumed for an extended length of time.

Kerala is an ayurvedic hotspot for the majority of treatments. As a result, individuals go immediately to health camps to be treated.



## **VRIO Analysis of Dabur India**

VRIO stands for Value, Rarity, Imitability, and Organization, and it is a four-question framework. It's utilized to find "long-term competitive advantage." VRIO analysis is often approached in the form of a decision tree, with the following four components:

**Value:** Do you provide a resource that adds value to your consumers' experience? With an internal capability, are you able to seize an opportunity or neutralize competition?

No, you're at a competitive disadvantage and need to rethink your resources and competencies in order to find value.

Yes: Once you've established value, go on to rarity in your VRIO analysis.

**Rarity:** Do you have command over limited resources or capabilities? Do you have something that is difficult to come by but is in high demand?

No: You have worth but not rarity, putting your organisation on a level playing field. Because your resources are valuable but plentiful, competing in the marketplace is more difficult (but not impossible). It's a good idea to go back and examine one step.

Yes: After you've determined the value and rarity of your item, the next hurdle is imitability.

**Imitability:** Is it costly to replicate a resource or capability in your company? Is it difficult to discover a comparable alternative to compete with your services?

No: You have a short competitive advantage if your resource has value and scarcity but is affordable or easy to copy. To keep ahead of the competition and differentiate your services, you'll have to put in a lot of effort. Retrace your steps and reassess.

Yes, you provide a valuable, unusual, and difficult-to-copy service; now the spotlight is on your company.

**Organization:** Is your company's management system, processes, structures, and culture well-organized in order to maximize resources and capabilities?

No: Without internal organization and support, fully realising the potential of your valuable, uncommon, and difficult-to-copy resources would be challenging. Your business will have an untapped competitive edge, and you'll have to rethink how to get the required organization.

Yes: When your company has discovered all four components of the VRIO architecture, it has attained the ultimate goal of long-term competitive advantage.

Dabur India's VRIO Analysis will examine each of its internal resources one by one to see if they create a sustainable competitive advantage. The Dabur India VRIO Analysis also states whether these resources could be upgraded to give the company a competitive advantage at each stage. Finally, the assessed resources are described in terms of whether they provide a long-term competitive advantage, an underutilized competitive advantage, a temporary competitive advantage, competitive parity, or competitive disadvantage.

**Valuable:** The Dabur India VRIO Analysis reveals that Dabur India's financial resources are extremely important since they enable the company to invest in external prospects. These aid Dabur India in its fight against external threats.

The VRIO Analysis of Dabur India reveals that the company's employees are a significant resource. Because a large section of the personnel is well trained, the organization's output is more productive. Employees are also loyal, and the company's retention rates are excellent.

Dabur India's local food products, according to the VRIO Analysis, are a significant resource because they are extremely differentiated. Customers place a high value on these as a result of this. Due to the differentiation in these products, clients value them higher than the competition.

All of this adds to the value of Dabur India's products for its end users.

Dabur India's patents, according to the VRIO Analysis, are a valuable resource since they allow the company to sell its products without competition. Dabur India earns more money as a result of this. These patents also provide licensing money for Dabur India when it licenses them to other manufacturers.

Dabur India's distribution network is a valuable resource, according to the VRIO Analysis. This allows it to reach out to an increasing number of clients. Dabur India will benefit from increased revenue as a result of this. Because the products are readily available, it also ensures that promotional actions result in sales.

Dabur India's cost structure, according to the VRIO Analysis, is not a viable resource. This is because the techniques of manufacturing result in higher costs than the competitors, which has an impact on the firm's overall earnings. As a result, the company's cost structure is a competitive disadvantage that must be addressed. The Dabur India VRIO Analysis reveals that Dabur India's research and development is not a viable resource. This is due to the fact that the costs of research and development outweigh the rewards of innovation. In recent years, there have been few

revolutionary features and ground-breaking goods. As a result, Dabur India has a competitive disadvantage in terms of research and development. It is suggested that the research and development teams be upgraded and that their expenditures be reduced.

**Rare:** Dabur India's personnel are a scarce resource, according to Dabur India's VRIO Analysis. Employees at this company are highly trained and skilled, which is not the case at other companies. Because of the higher pay and improved working conditions, these employees are less likely to quit for other companies.

The Dabur India VRIO Analysis classified Dabur India's patents as a rare resource. These patents are difficult to get and are not held by competitors. This permits Dabur India to use them without the competitors interfering.

According to the VRIO Analysis of Dabur India, the company's financial resources are scarce. Only a few companies in the industry have substantial financial resources. According to the Dabur India VRIO Analysis, local culinary products are not rare. Other competitors can readily give them on the market. This means that competitors will be able to utilize these resources in the same way that Dabur India does, reducing Dabur India's competitive edge. This means that Dabur India may compete on the basis of local food goods. Dabur India can still make use of this resource because it is valued.

The VRIO Analysis of Dabur India recognized the distribution network of Dabur India as a rare resource. This is because competitors would have to invest a lot of money and effort to develop a distribution network that is superior to Dabur India's. Only a few companies in the business have these as well.

**Imitable:** According to the Dabur India VRIO Analysis, the employees of Dabur India are also not expensive to imitate. This is due to the fact that other businesses can teach their personnel to increase their abilities. These organizations can also hire Dabur India personnel by providing higher wage packages, working conditions, benefits, and growth chances, among other things. As a consequence, Dabur India's employees become a resource that provides a brief competitive edge. These may be acquired by competitors in the future. Dabur India's patents are extremely difficult to copy, according to Dabur India's VRIO Analysis. This is due to the fact that copying a patented product is illegal. Developing similar resources and obtaining a patent for them is similarly a costly

process. According to the Dabur India VRIO Analysis, the distribution network of Dabur India is also highly difficult to mimic by competitors. Dabur India has been gradually developing this over time. To copy a similar distribution system, competitors would have to invest a large amount of money.

According to the Dabur India VRIO Analysis, replicating Dabur India's financial resources is expensive. The corporation has amassed these resources over time as a result of sustained profits. To collect large sums of financial resources, new entrants and competitors would need to make similar earnings over a long period of time.

According to Dabur India's VRIO Analysis, replicating local food goods is not that expensive. Competitors can also obtain these if they invest a large amount in research and development. These, too, do not necessitate a year of experience. As a result, Dabur India's native food items give it a transitory competitive advantage that competitors can also gain in the long run.

**Organization:** Dabur India's financial resources are organized to capture value, as determined by Dabur India's VRIO Analysis. These funds are systematically allocated to invest in the correct places, taking advantage of opportunities and fending off dangers. As a result, these resources provide Dabur India with a long-term competitive edge.

According to the Dabur India VRIO Analysis, the patents of Dabur India are not effectively organized. This indicates that the company isn't maximizing the value of its patents. If Dabur India begins selling patented products before the patents expire, it will have an untapped competitive edge that can be turned into a long-term competitive advantage.

Dabur India's distribution network is organized according to Dabur India's VRIO Analysis. This network allows Dabur India to reach out to its clients by ensuring that items are available at all of its locations. As an outcome, these resources provide Dabur India with a long-term competitive edge. The financial resources and distribution network of Dabur India provide a sustainable competitive advantage, according to the VRIO Analysis. Patents are an untapped source of competitive advantage. Employees benefit from a momentary competitive advantage. Local food items compete on a level playing field. Finally, Dabur India's cost structure is a competitive disadvantage. R&D is also a source of competitive disadvantage.

## **PESTEL Analysis on Dabur**

A PESTEL analysis, also known as a PESTLE analysis or a PEST analysis, is a framework or method for analyzing and monitoring macro-environmental elements that can have a significant impact on an organization's performance. When launching a new firm or entering a foreign market, this tool is extremely valuable. It's frequently used in combination with other analytical business tools like the SWOT analysis and Porter's Five Forces to provide a comprehensive picture of a scenario and its connected internal and external elements. Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) elements are an acronym that stands for Political, Economic, Social, Technological, Environmental, and Legal factors. However, over time, people have added aspects such as Demographics, Intercultural, Ethical, and Ecological to the framework, resulting in versions such as STEEPLED, DESTEP, and SLEPIT.

### **(P)Political Factors:**

Government intervention: The government assists the industry in expanding and exporting its products as well as growing.

Trading policies: Dabur Company's trading policies are also beneficial, allowing it to export its products while also allowing it to expand and thrive.

### **(E)Economic Factors:**

Consumer focus: they are always studying consumer demands and developing products to meet those needs. This is the primary reason behind Dabur's expansion.

People's living standards have risen, causing them to expand their production levels, resulting in high-quality and diverse items.

National income: National income is an important factor since it influences the organization's growth. When per capita income is higher, more money is spent, and when it is lower, less money is spent.

Inflation rate: Inflation is defined as a rise in the value of all goods in the economy; if the pace of inflation is higher, the cost of goods will be higher; if the rate of inflation is lower, the cost of goods will be lower. This has a direct impact on the organization's growth.

### **(S)Socio-Cultural Factors:**

**Demographics:** Demographics is the economic study of human population. It aids the company in segmenting markets in order to target a big number of clients. For instance, based on race, age, gender, family, religion, and sex.

**Distribution of income:** This demonstrates how the economy's income is allocated. It has a direct impact on the buyers' purchasing power. And this, in turn, leads to an increase or decrease in product consumption.

**Consumerism:** This suggests that consumers have a great number of options when purchasing items, making decision-making easier and allowing them to select high-quality products. As a result, when making a purchase, a customer has a variety of options for selecting a product that meets his demands.

**Education levels:** Education is one of the most essential factors that influence a consumer's purchasing power; when choosing a product, a buyer should be aware of all of its attributes so that they can distinguish it from competing items.

**Law affect social behavior:** The government enacts several laws to protect the interests of consumers. For example, under the Consumer Protection Act, a consumer can bring a claim against a merchant if he believes he has been duped.

### **(T)Technological Factors:**

**Discoveries & innovation:** Their services are built on a foundation of continuous product and process innovation. They make innovative goods accessible to consumers and create a platform for Dabur to become a global ayurvedic leader.

**Advancement in technology:** Focus on expanding key brands across categories, expanding into new markets both within and outside India, and employing technology to increase operational efficiencies.

**Automation:** Changes in technology will lead to automation, which means that as machines become more automated, the amount of labor required will decrease. Because it was once labor-intensive, all of the job is now done automatically by machines. All of the job is now done by machines.

**Obsolete rate:** As new discoveries are developed every day, the pace of obsolescence rises, as in the case of computer LAPTOPS, which have largely superseded the PC. This demonstrates how quickly technology becomes obsolete.

Research & development: This department is extremely important to the company's growth. As this department is continually researching market need and how to develop innovations so that the company can thrive in a competitive world.

**(E)Environmental Factors:**

Environment regulations: By combining the rich knowledge of Ayurveda and herbs with modern science, the preferred company will be able to address the health and personal grooming demands of its target consumers with safe, efficacious, natural solutions.

Environmental protection: A responsible company that protects the environment and uses environmentally beneficial products.

**(L)Legal Factors:**

Companies' law: To expand, develop, and survive in a competitive market, the company complies with all company law requirements.

Employment law: Employment legislation ensures that every individual has an equal opportunity to work and earn a living. It ensures that all citizens have the same opportunity.

Consumer protection: This law aims to protect consumers' rights, and if he believes he has been duped, he can initiate a lawsuit against the vendor.

Industry-specific regulations: For example, no industry can be established between cities; instead, it must be located outside of the cities.

## **Porter's five forces of Dabur ltd**

Porter's Five Forces is a business analysis concept that explains why various industries can be profitable in different ways. The notion was first proposed in 1980 by Michael E. Porter's book "Competitive Strategy: Techniques for Analyzing Industries and Competitors." The Five Forces model is a well-known tool for analyzing a company's industry structure and corporate strategy. Porter outlined five irrefutable forces that shape every industry and business on the planet using certain criteria. The five forces are commonly used to evaluate the competitiveness, attractiveness, and profitability of industries or markets.

Porter's five forces are:

The first forces deals with the threat of some new entry

The second forces deals with the power of buyer

The third forces deals with the substitute on threat

The fourth forces deals with the power of supplier

The last forces with the power of competitive rivalry

Sideburn India ltd, a leading Indian corporation, focuses mostly on personal care, health care, and cuisines. Consumers can get a natural answer for a balanced and healthy lifestyle from the organization. Porter's five forces analysis is a very useful and effective tool in business. Below is a diagram of the Porter Five Forces Model for Dabur India ltd.

### **The Threat of Some New Entry**

What is the purpose of this force? It is, in fact, correct. It is clearly a threat if it is quick and easy for any new business to get started in your field, for example, if entry does not involve any type of investment. The existence and cheap access to the internet has made this relatively straightforward in many fields. As a result, you'll need to ask yourself a few questions in this scenario, such as how much money you'll need to start a new firm. There are particular guidelines and rules in place. The ease with which one can get started, the barriers to admission, and so on.

The most significant aspects of Dabur India ltd to examine are its 100-year history, learning curve, brand loyalty, economies of scale, first-mover advantage, and all of these factors work in Dabur's favor. With all of this in mind, I've come to the conclusion that there are no potential entrance barriers, and thus no threat to new entrants.



## **The Power of Buyer**

At this stage, we must keep the following criteria in mind in order to estimate the buyer's power. Do we need to consider how powerful buyers are in your industry, for example? Consider the number of buyers who might be interested. Consider the ability of buyers to cut costs: for example, consider whether or not the buyers are capable of doing so.

Customers' negotiating power has risen considerably as a result of Dabur India Ltd's global and local competition. In fact, there are several competitors, and Dabur Ltd must maintain its strategies in such a way that it can stand out among them for its clients. This is feasible if the company lowers its prices without sacrificing quality.

## **The Substitute on Threat**

If other options are available, the risk of substitution increases. Consider whether finding an alternative to your service or product is simple and straightforward. Another consideration is if the task can be automated or outsourced.

In any event, the presence of replacements in the market can lead to consumers seeking other accessible options, such as an increase in the price of the product. Dabur, being one of India's major firms, is extremely competitive since it does not compromise on quality and offers cheap prices. Being the company with the most experience. Dabur India has earned its consumers' trust, and they are devoted to the company. For example, Dabur Amla hair oil has long been the most popular oil in the country.

## **The Power of Supplier**

The power is preserved by the suppliers if the number of suppliers exceeds a particular level. In this scenario, you'll need to look at the number of providers in the market or industry. Consider how many price-controlling suppliers there are. Consider whether the suppliers have any clout. The last but not least thing to examine is whether switching is easy or difficult, as well as the cost of switching.

While we're talking about Dabur Ltd's supplier bonding. It is extremely strong since Dabur has been in business for almost a century and has a vast network of dependable vendors and suppliers, as it purchases over 7000 products per year. For suppliers, volume is extremely important because huge volumes are unquestionably profitable.

## **The Power of Competitive Rivalry**

If we're talking about a specific market or business, you could assume it's fantastic if there are few competitors, but this isn't always the case. It will almost probably have a short lifespan if there are a few competitors. You must now assess the level of competition in the relevant industry, as well as your position among all competitors.

Yes! Dabur ltd has competitors such as Tata tea, Nestle India ltd, Hindustan Unsilver ltd, Marico ltd, and others. As a result, the corporation must constantly and routinely rethink its tactics in order to sustain its market presence. However, when compared to its competitors, Dabur products have a lower demand in rural areas.

## **Conclusion and Recommendations**

Studying this FMCG Company "Dabur India Limited" was a fantastic experience. After carefully analyzing all of its features, including human resource management strategies, financial management strategies, marketing strategies, policies, and pricing strategies. On all fronts, we can conclude that the company is excellent. Implies that the firm is also socially responsible, and all of these social duties are critical for building a strong consumer base and brand loyalty.

It has an impact on the lives of all consumers, regardless of age or social status, through its diverse product line. And it is because of this history that they have been able to build a relationship of trust with their customers. That assures them of the highest quality in all Dabur products. Dabur has a well-developed distribution network. Dabur is India's fourth largest FMCG Company. Dabur is a well-known and trusted brand.

Employee Referral Programs can be implemented by FMCG companies to fill open positions in their organizations, allowing them to attract the finest talent while also allowing current employees to feel involved in management tasks, which will drive them.

To make their Talent Acquisition Process more effective and innovative, FMCG companies can utilize various Talent Acquisition methods such as psychometric tests, assessment centers, open evenings, creative mail shoots, and so on.

Companies in the FMCG industry might begin employee engagement efforts by holding a brainstorming session with a free flow of ideas.

Employees can be empowered by introducing an innovative method that can help them work together more effectively.

Vatika hair care centre: Dabur could launch a venture called Vatika hair care centre, similar to Marico's Kaya Skin Clinic that will give entire hair care solutions. It might have hair care professionals on staff to help with hair issues. Dandruff treatment, hair straightening, split end treatment, and more services are possible. Consider Dabur Chyawanprash to be more than a medicine; it is something that is required for good health. More activities like "Dabur ki Deewar" are needed to raise brand awareness. It's an attempt to fill shelf space.

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