

An Organization Study report of Dabur India Limited.

Submitted by

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Submitted to

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELGAUM



In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

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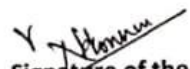



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CERTIFICATE BY THE INSTITUTION


This is to certify that **Ms. AISHWARYA K** bearing **USN 1CR19MBA05** is a bonafide student of Master of Business Administration of our Institution during 2019-21 batch. The organization study report on **DABUR INDIA LTD** is prepared by her under the guidance of **Mrs. Sabeha Mufti**, Assistant Professor, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, affiliated to Visvesvaraya Technological University, Belagavi Karnataka.


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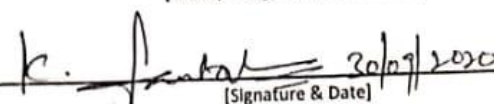

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DECLARATION

I, Mrs. Aishwarya K bearing USN 1CR19MBA05 hereby declare that the organization study conducted at Dabur India Ltd. is record of independent work carried out by me under the guidance of Mrs.Sabeha Mufti faculty of M.B.A Department of CMR Institute of Technology, Bengaluru. I also declare that this report is prepared in partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone an organization study for a period of four weeks. I further declare that this report is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University /Institution.

Disclaimer

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Place: Bangalore
Date: 30/09/2020

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I would like to express my sincere word of thanks to Dr. Sanjay Jain, Principal, CMR Institute of Technology, for his valuable support and guidance throughout the course of my Project.

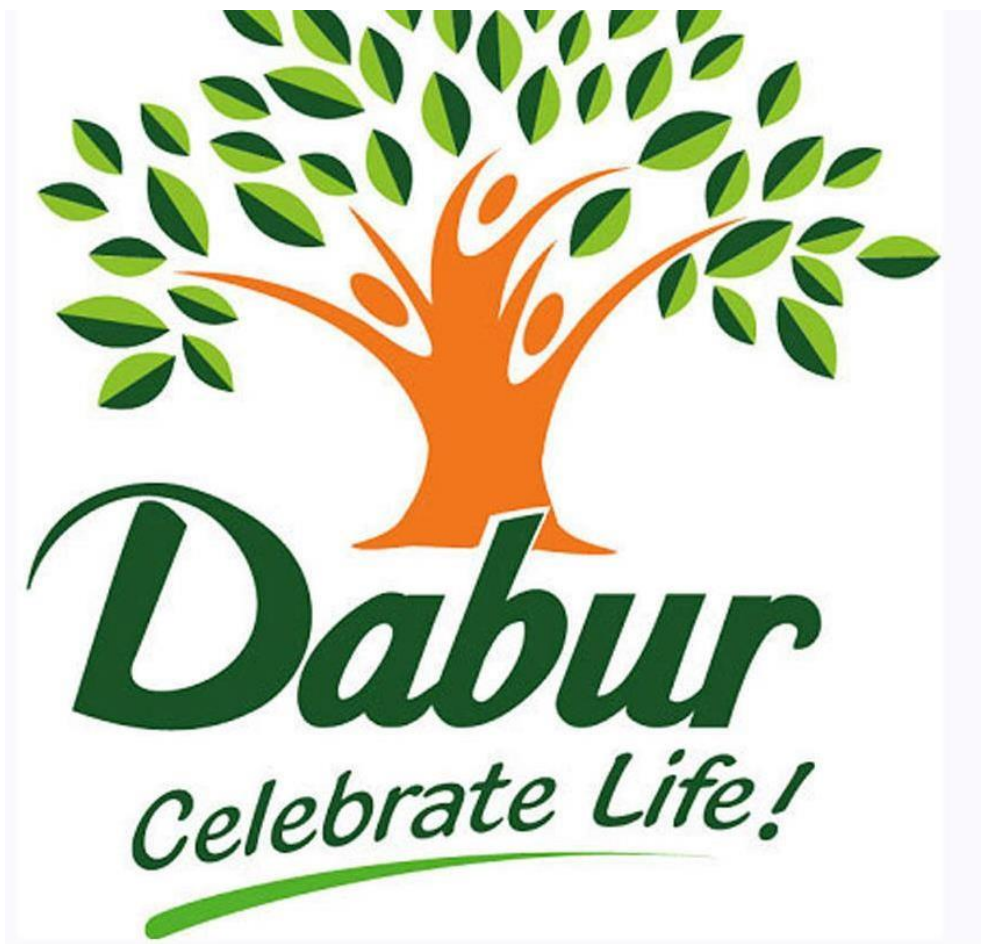
I would like to express my heart-felt gratitude to thank Prof Mr. Sandeep Kumar M Head of department of management studies for encouraging in doing the internship by seeing that all the formalities are being followed

I am gratefully indebted to my internal guide Ms.Sabhea Mufti ,Associate Professor, Dept. of Management Studies, CMR Institute of Technology, for encouraging me and for her constant support throughout the course of the Project and helping me complete it successfully.

Student's Name: AISHWARYA K

TABLE OF CONTENTS

	CONTENTS	PAGE NUMBER
CHAPTER 1	Introduction	7-10
CHAPTER 2	Organization Profile <ul style="list-style-type: none">▪ Background▪ Nature of business▪ Vision and Mission▪ Corporate profile▪ Human capital▪ Business model▪ Key enablers of Dabur▪ Achievements and Rewards▪ Innovation led growth	11-20
CHAPTER 3	McKenzie’s 7S framework Porter’s Five Force Model	21-30
CHAPTER 4	SWOT Analysis	31-35
CHAPTER 5	Analysis of financial statement	36-39
CHAPTER 6	Learning Experience	40
	Bibliography	41



CHAPTER 01

Introduction

An internship is a learning situation where the student has the opportunity to gain experience. The internship experience is designed to provide students working towards certificates and Associate in Applied Science degrees in Law Enforcement or Corrections with an opportunity to develop insight into the application of academic knowledge. The intern is expected to provide information on the organization in which he or she chosen, to the assigned tasks. It has not received practical knowledge due to pandemic situation across the world. The report also provides information on your communication skills and should indicate critical thinking skills. The students are expected to develop their personality and capacity to adapt to, and handle, challenging situations in the real business world. Through the internship program, the students should be able to acquire transferable skills such as communications skills, interpersonal skills, technical skills, teamwork skills, management skills and problem-solving skills. Last but not least, the students can explore their interest in future career development.

A major component of this experience is the formation of a professional attitude. When placed in this situation, students expand their concepts of different organizational structures and different working relationships within the workplace. In order to obtain academic credit for this experience, the intern is required to complete an Internship Report.

Industry Profile

Dabur India Limited is a fast moving consumer goods (FMCG) company.

The Company operates in various product categories, such as

- Healthcare

- Skin care

➤ Home care and foods.

➤ Hair care, Oral care

Its business units include Consumer Care Business, Foods Business and International Business. The Consumer Care Business unit includes healthcare, which consists of health supplements, digestives, over-the-counter (OTC) and ayurvedic ethical products, and home and personal care, which consists of hair care, oral care, skin care and salon, and home care products. Its foods business consists of fruit-based beverages and culinary pastes business. Its International Business unit offers a range of hair, skin and oral care products in the Middle East, Africa, South Asia, Europe and Americas. The Company markets its products under the brands, including Dabur Chyawanprash, Dabur Honey, Dabur Baby, Vatika, Hajmola, Real, Fem, Dabur Amla and Dabur red Tooth Paste, among others.

The ayurvedic company has a wide distribution network, covering 6 million retail outlets with a high penetration in both urban and rural markets.



Global perspective

Dabur has a strong presence across the globe with its products reaching consumers in over 100 countries. They have created a unique product portfolio, based on natural ingredients, and today command leadership position in several highly competitive categories across key markets. Our products enjoy good market shares in categories such as Hair Oils, Hair Creams, Hair Gels, Shampoos, Dental Care and Skin Care.

Over the years, the International Business has diversified its consumer base from not just serving the Indian Diaspora but customizing its product portfolio according to the needs and preferences of local consumers. Our share of business is infact getting skewed towards local Arab consumers in the core GCC markets while we continue to serve the Indian Diaspora. In addition, in markets such as North Africa (Morocco, Algeria and Tunisia), Levant (Jordan, Lebanon and Iraq) and Turkey our consumer base is entirely local population since Indian Diaspora is a small fraction of their expatriate population. This diversity is reflected in our employee base as well, whereby Egyptians are the dominant nationality in our overseas workforce. Turkish and other African nationalities are the other dominant groups in our employee base. During the year, the Company faced headwinds in the GCC markets on account of macro-economic issues which impacted demand and consumption and in turn affected the Company as well. However, the Company took steps to mitigate the headwinds by altering the marketing mix by enhancing the value proposition to customers and increasing spends on digital and on-ground activations. These initiatives helped the Company improve market shares in almost all product categor

Indian perspective

Dabur's manufacturing operations in India extends to 12 locations: Baddi (Himachal Pradesh), Pantnagar (Uttarakhand), Sahibabad (Uttar Pradesh), Tezpur (Assam), Jammu (Jammu & Kashmir), Katni, Pithampur (both in Madhya Pradesh), Silvassa (Gujarat), Narendrapur (West Bengal), Nashik (Maharashtra) Alwar and Newai (both in Rajasthan).

The FMCG sector in India is likely to continue the growth trajectory by virtue of

essential drivers like rising population, favorable demographics, increasing affluence level and disposable incomes, increasing penetration and per capita consumption and rapid growth of organized retail and online channels. Various grass root level initiatives for the farmers by government including agricultural credit and direct subsidy transfer together with remunerative prices for crops is anticipated to boost farm income, which in turn would augment rural consumption. The Indian FMCG sector has grown from \$31.6 billion in 2011 to \$52.4 billion in 2017, expanding at a CAGR of 8.8 per cent. Compared with global consumption, the outlook for India's consumer market looks promising. The demographics are favorable as India has a population of 1.3 billion and half of those people are under the age of 25. Per capita income of Indian population has increased to USD 1,804 in 2018 (Refer Chart 4) and is expected to grow at 8-9% in the coming years. As per BCG, 'Even assuming conservative GDP increases of 6% to 7% a year, we expect consumption expenditures to rise by a factor of three to reach \$4 trillion by 2025.

India's nominal year-over-year expenditure growth of 12% is more than double the anticipated global rate of 5% and will make India the third largest consumer market by 2025'

CHAPTER -2

ORGANIZATION PROFILE

They believe that diversity has the power to boost an organization's competitiveness. With a team that has diverse genders, races, origins, opinions and culture, we have set sail on the road to broadening perspectives and viewpoints in the decision- making process

HUMAN CAPITAL

Dabur consists of a team of nearly 7500, committed, responsible, and dynamic solution-oriented individuals who collectively represent our Human Capital. Rooted in the foundation of strong Core Values and committed to our Code of Conduct, we strive to create an environment that is safe, challenging and rewarding for all our employees

HUMAN CAPITAL creating an environment in which employees can thrive Dabur seeks to attract, retain and train our employees to become leaders and experienced with the right mix of technical and behavioral competencies train our employees to become leaders of tomorrow. The HR department develops and monitors employee management strategies and related policies. As an organization, we continue to grow and provide our employees with opportunities such as cross-functional and cross-border learning experiences to excel in their professional as well as personal lives.

CORPORATE PROFILE:

Dabur India Ltd. is one of India's leading FMCG Companies with Revenues of over Rs 8,500 Core & Market Capitalization of over Rs 72,500 Core. Building on a legacy of quality and experience of over 135 years, Dabur is today India's most trusted name and the world's largest Ayurvedic and Natural Health Care Company. Dabur India is also a world leader in Ayurveda with a portfolio of over 250 Herbal/Ayurvedic products. Dabur's FMCG portfolio today includes five flagships

Brands with distinct brand identities -- Dabur as the master brand for natural healthcare products, Vatika for premium personal care, Hajmola for digestives, real for fruit juices and beverages and Fem for fairness bleaches and skin care products. Dabur today operates in key consumer product categories like Hair Care, Oral Care, Health Care, Skin Care, Home Care and Foods. The ayurvedic company has a wide distribution network, covering 6.7 million retail outlets with a high penetration in both urban and rural markets.

Dabur's products also have huge presence in the overseas markets and are today available in over 100 countries across the globe. Its brands are highly popular in the Middle East, SAARC countries, Africa, US, Europe and Russia. Dabur's overseas revenue today accounts for over 27% of the total turnover.

The 135-year-old ayurvedic company, promoted by the Burman family, started operating in 1884 as an Ayurvedic medicines company. From its humble beginnings in the bylanes of Calcutta, Dabur India Ltd has come a long way today to become one of the biggest Indian-owned consumer goods companies with the largest herbal and natural product portfolio in the world Overall, Dabur has successfully transformed itself from being a family-run business to become a professionally managed enterprise. What sets Dabur apart from the crowd is its ability to change ahead of others and to always set new standards in corporate governance & innovation.

VISION AND MISSION OF DABUR

Dabur is a company with a set of established business values, which direct its functioning as well as all its operations. The guiding forces for Dabur are the words of its founder, Dr .S. K. Burman, "what is that life worth that cannot give comfort to others." The Company offers its customers, the products to suit their needs and give them good values for money.

The company is committed to follow the ethical practices in doing business. At Dabur, nature acts as not only the source of raw materials but also an inspiration and the company is committed to product the ecological balance.

Vision - "Dedicated to the health & wellbeing of every household"

➤ Principles

- **Passion For Winning**

We all are leaders in our area of responsibility, with a deep commitment to deliver results. We are determined to be the best at doing what matters most.

- **People Development**

People are our most important asset. We add value through result driven training, and we encourage & reward excellence.

- **Consumer Focus**

We have superior understanding of consumer needs and develop products to fulfill them better.

- **Team Work**

We work together on the principle of mutual trust & transparency in a boundary-less organization. We are intellectually honest in advocating proposals, including recognizing risks.

- **Innovation**

Continuous innovation in products & processes is the basis of our succ

NATURE OF THE BUSINESS

Home & Personal care industry:

Owing to rising digital and social media as well as people's awareness on hygiene, consumption of home and personal care products has been growing well in recent Times. India's personal care industry encompasses hair care, bath products, skin care and cosmetics, and oral care. It is the largest segment accounting for 50% of the overall FMCG market and key products in the segment are personal hygiene products, hair care, skin care, cosmetics and perfumes. Active ingredients and personal care products witnessed high demand on account of favorable demographic factors and increasing consciousness among the younger population. India's household care industry is composed of fabric care, dish soap, surface care, toilet care, home insecticides, and air care. Rising awareness about health and hygiene, as well as significant increase in per capita disposable income is expected to drive the growth of the sector. Further, extensive marketing campaigns as well as the launch of new product segments also play a major role. Driven by these factors, the segment is anticipated to report good growth going forward

Health care industry:

With introduction of cutting-edge technologies, the Indian healthcare sector is evolving rapidly. This segment includes OTC products and ethical Ones of the major trends in the health care industry is the growth of Ayurveda sector. As per a recent report Ayurveda products market is estimated at H1 6, 000 core and is growing at 16 per cent. This market includes OTC products, cosmetics and patented products (Source: Business Line). Growth of Ayurvedic products is driven by growing awareness about side effects of chemicals and allopathic drugs. Consumers are adopting holistic lifestyles and seeking products which are closer to the Indian heritage and having natural ingredients for enhancing their health and wellbeing. Ayurveda offers the unique benefit of being an age old science with well laid

Interest in Ayurveda is on the rise and is evident in strong growth of Ayurvedic healthcare products and services in the last few year

Dabur Health Care Products



One of the major trends in the health care industry is the growth of Ayurveda sector. As per recent report, Ayurvedic products market is estimated at 16,000 crore and is growing at 16 %

Food sector:

During the year, the branded packaged food market expanded 17.6% to cross the H5- trillion- mark with a healthy double-digit growth across almost all categories. The market, composed of broad categories like edible oil, dairy, beverages, baby food etc., stood at H5.1 trillion in CY 2018 as against H4.3 trillion a year ago. Migration of consumers from non-branded packaged food products to branded ones also became a major driver behind growth of the sector. The market is on a growth trajectory due to increase in disposable income and awareness which is resulting in consumers demanding high quality food and beverages. With rise in population in the emerging cities, there has been a noticeable change in the lifestyle and food habits of the customers. A shift has been observed from traditional food to urban packaged food habits. This change in food habits is leading to rise in demand for various types of food products and beverages.



Innovation led Growth:

Revenue growth was augmented by strong focus on innovation, which the Company aims to continue and embed across the entire product portfolio with special emphasis on Power Brands. During the year the new products launched were:

In Indian markets

- Real Ethnic Range Masala Guava, Alphonso Mango Nectar and Masala Pomegranate
- Hajmola Chat Cola
- Honey Squeezy in 225 gm
- Two new fragrances of Odonil Zipper – Alluring Daffodil and Scintillating Rose
- Dabur Ratnaprash
- Dabur Hridayasava

❖ Odonil SmileDabur's vision is to satisfy the health and well-being of all its customers. Dabur would achieve its vision by offering high quality natural products that will improve the customer's health and personal care. In doing so, the mission is maximizing the value offered to the shareholder.

Key Enablers

➤ **Better understanding of Indian Market:**

As against other multinational brands, Dabur being an Indian company has deeper understanding of the Indian taste

➤ **Strong legacy:**

Dabur, has been established in 1884, has been present for more than 100 years

➤ **Well recognized brands:**

The company has 18 brands with turnover greater than H1 bn of which 3 brands are more than H10 billion in sizes. These brands are household names and are preferred brands in their categories. Power brands such as Dabur Amla, Dabur Red Paste and Real have been ranked in the Economic Times Most Trusted Brands

➤ **Strong distribution network:**

The Company presently has the third largest distribution network in India covering more than 6.7 million outlets.

➤ **Growth in Ayurvedic segment:** Dabur is the world's largest Ayurvedic & Natural Health care company, with a portfolio of over 250 herbal and ayurvedic products and is best positioned to capture the opportunities in Ayurveda segment

Business model.

The company's business model is based upon its three verticals: Healthcare (HC), Home and Personal Care (HPC) and Foods. The healthcare vertical is based on Ayurveda and the company has the entire range of Ayurvedic classical medicines in its portfolio. In addition, the company offers a wide range of proprietary products called Branded Ethically, which is based on the principles and knowledge of Ayurveda. The company's HPC vertical also has strong linkages with Ayurveda as most of the products incorporate herbal and natural ingredients, which provide additional health benefits as compared to other products. Our Hair Care and Oral Care portfolios are strongly positioned as 'Herbal' and have been gaining market share based on this proposition. The company's Foods portfolio is strongly positioned on the Health & Wellness platform. The brands Real, Active and Homemade are centered on the theme of Health and Nutrition and provide a host of products based on the goodness of fruits and vegetables in a convenient format.

Achievements

- 1884-Established by Dr. S K Burman at Kolkata
- 1896-First production unit established at Garhia
- 1919-First R&D unit established
- Early 1900s -Production of Ayurvedic medicines
- Dabur identifies nature-based Ayurvedic medicines as its area of specialization. It is the first Company to provide health care through scientifically tested and automated production of formulations based on our traditional science.
- 1930 - Automation and up gradation of Ayurvedic products manufacturing initiated
- 1936 - Dabur (Dr. S K Burman) Pvt. Ltd. Incorporated
- 1940 - Personal care through Ayurveda
- Dabur introduces Indian consumers to personal care through Ayurveda, with the launch of Dabur Amla Hair Oil. So popular is the product that it becomes the largest selling hair oil brand in India.
- 1949 - Launched Dabur Chyawanprash in tin pack
- Widening the popularity and usage of traditional Ayurvedic products continues. The ancient restorative Chyawanprash is launched in packaged form, and becomes the first branded Chyawanprash in India.
- 1957 - Computerization of operations initiated
- 1970 - Entered Oral Care & Digestives segment
- Addressing rural markets where homemade oral care is more popular than multinational brands, Dabur introduces Lal Dant Manjan. With this a conveniently packaged herbal toothpowder is made available at affordable costs to the masses.
- 1972 - Shifts base to Delhi from Calcutta
- 1978 - Launches Hajmola tablet

- Dabur continues to make innovative products based on traditional formulations that can provide holistic care in our daily life. An Ayurvedic medicine used as a digestive aid is branded and launched as the popular Hajmola tablet.
- 1979 - Dabur Research Foundation set up

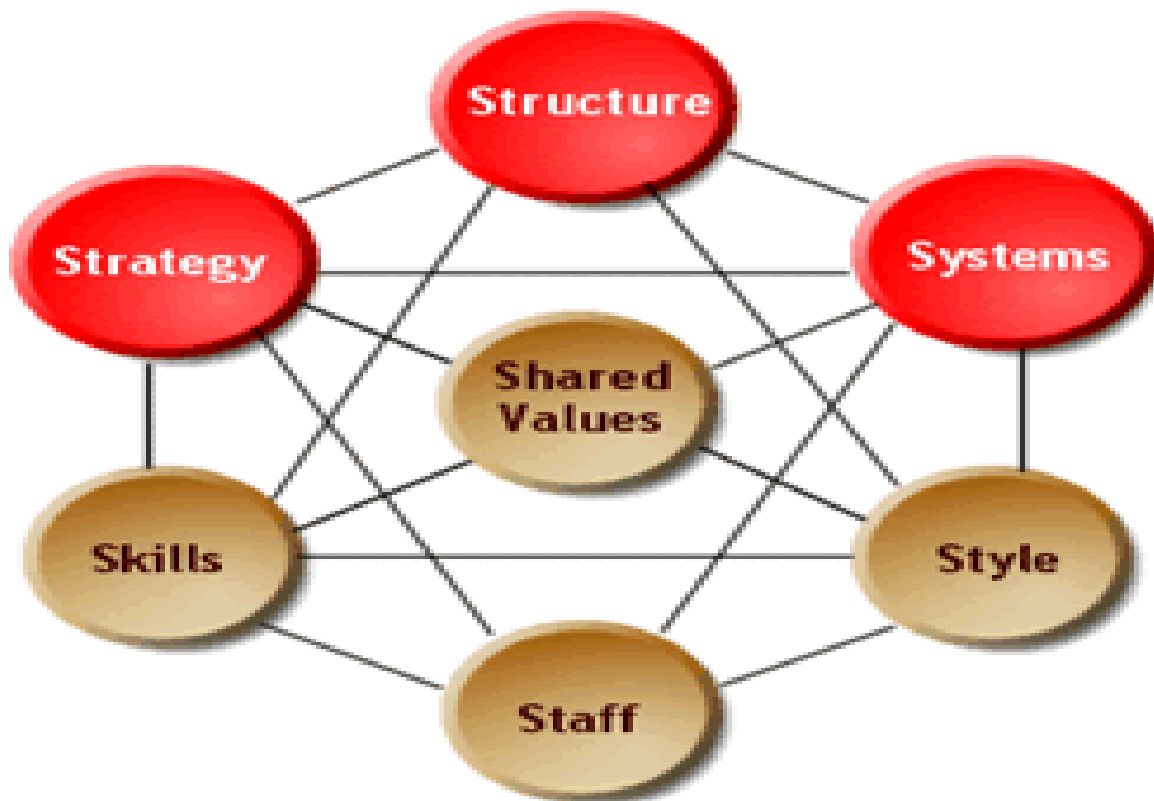
Awards/ Recognition

- Dabur Chyawanprash Immune India Campaign bags Gold Award for Best School Contact.
- Dabur among India's 50 Best Blue Chip Companies offering best investor returns.
- Dabur India listed among Top 5 Indian brands to look out for in 2010, according to MSN.
- Dabur India Ltd ranked 19th amongst India's Best Wealth Creators by Dalal Street Journal.
- Dabur placed 158 in BS-1000 list. In the Super Rank, Dabur placed No 9.
- Dabur is category winner in FMCG-Personal Care as biggest wealth creator.
- Dabur moves up 12 places to take 79th position in Super 100 list for 2009.
- Dabur India CEO Sunil Duggal among India's Most 'Value'able CEOs.
- Dabur India Ltd moves up 6 places In ET- 500 List for 2009.
- Dabur is India's 25th Most Valuable Brand.

Chapter 3

The McKinsey 7-S framework

The McKinsey 7-S framework. Developed in the early 1980s by Tom Peters and Robert Waterman, two consultants working at the McKinsey & Company consulting firm, the basic premise of the model is that there are seven internal aspects of an organization that need to be aligned if it is to be successful.



Porter's Five Forces Framework is a method for analyzing competition of a business. It draws from industrial organization economics to derive five forces that determine the competitive intensity and, therefore, the attractiveness of an industry in terms of its profitability. The 7-S model can be used in a wide variety of situations where an alignment perspective is useful, for example, to help you:

Improve the performance of a company.

Examine the likely effects of future changes within a company.

Align departments and processes during a merger or acquisition.

Determine how best to implement a proposed strategy.

The McKinsey 7-S model can be applied to elements of a team or a project as well.

The alignment issues apply, regardless of how you decide to define the scope of the areas you study.

The Seven Elements

The McKinsey 7-S model involves seven interdependent factors which are categorized as either "hard" or "soft" elements:

Hard Elements	Soft Elements
Strategy Structure Systems	Shared Values Skills Style Staff

"Hard" elements are easier to define or identify and management can directly influence them: These are strategy statements; organization charts and reporting

lines; and formal processes and IT systems.

"Soft" elements, on the other hand, can be more difficult to describe, and are less tangible and more influenced by culture. However, these soft elements are as important as the hard elements if the organization is going to be successful.

Strategy

Dabur pursue a different strategy in business segments. For example-

Health care, Home care & Food division

- Total Market expansion strategy
- Market share expansion strategy Hair care segment
- Challenger strategy Oral care segment
- Flanking strategy Skin care & Baby care Segment
- Niche strategy

Structure

Dabur India Ltd operates three (3) strategic business units (SBUs), three (3) subsidiary Groups companies, eight (8) stem down subsidiaries and other collaborations and associate companies. The company operates a hierarchical structure of Organization from CEO to the lowest staff, which is a top-down approach. Dabur India ltd has more power on their all product categories and International segments. Dabur's power structure flows from top to bottom, hence top level managers have more power & decision making than bottom level managers and they have more power on their next lower level managers.

Organization structure flows in contradictory way; hence low level managers report to next top level and get authorization before taking any action.

Style

The management style used by the management of Dabur India ltd is a people development approach, and democratic in nature, in which several training and personal development schemes have been initiated and these programs are industry related. For example, young Managers Development program have been initiated to enhance the scorecard approach to evaluate performance and the culture empowers employees to be creative and innovative and rewards excellence.

Staff

Dabur consists of a team of nearly 7,500 committed, responsible, dynamic and solution- oriented individuals who collectively represent our Human Capital. Rooted in the foundation of strong Core Values and committed to our Code of Conduct, we strive to create an environment that is safe, challenging and rewarding for all our employees.

Creating an environment in which employees can thrive Dabur seeks to attract, retain and develop employees who are experienced with the right mix of technical and behavioral competencies that fulfill the targeted business requirements .We are sincere efforts to train our employees to become leaders of tomorrow.

Shared Values:

"Super ordinate goals" when the model was first developed, these are the core values of the company that are evidenced in the corporate culture and the general work ethic.

➤ **Values, Ownership pattern**

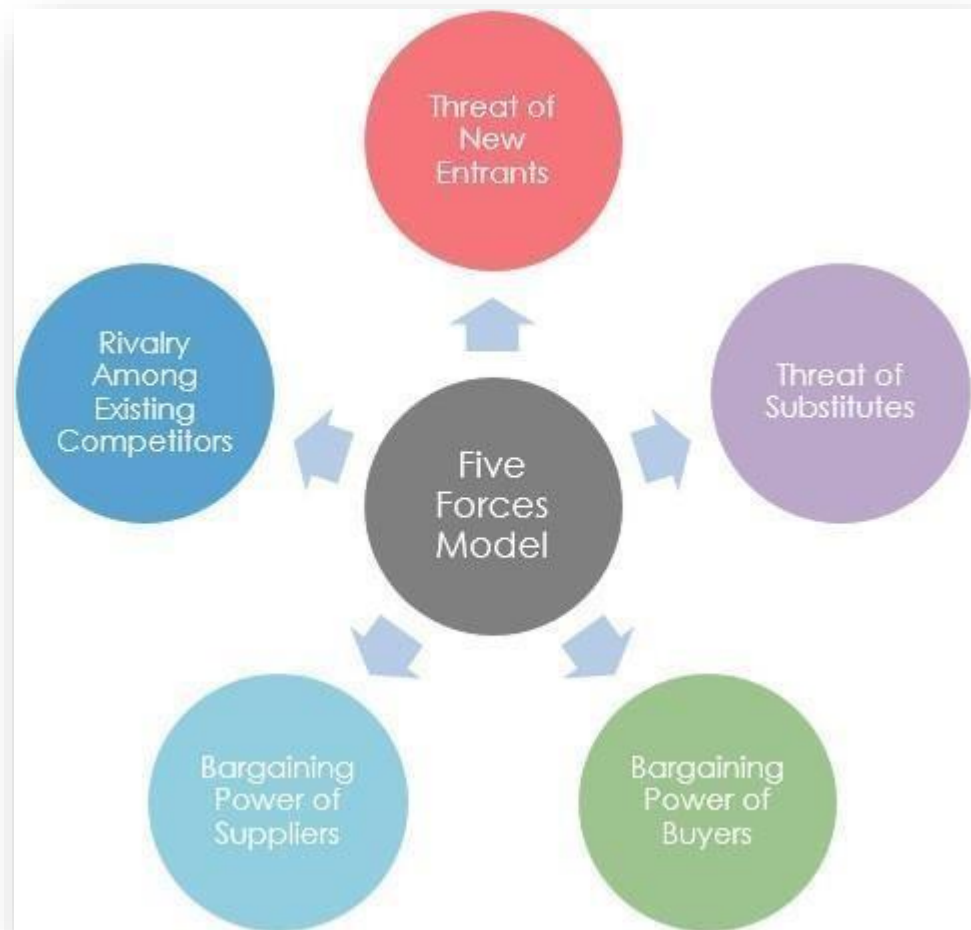
- **Ownership** - We take complete responsibility and ownership of our targets and results and ensure sustainable performance for ourselves as well as the organization.
- **Customer Centricity** - Customers are at the center of everything we do. They are the reason for our existence. We get ourselves in the customers' shoes all the time and think about their benefit.
- **Team Work & Orchestration** - Supply Chain success is the result of teamwork and not individual glory. When we all work together with teamwork we all win together.
- **Innovation** - We allow continuous innovation in our operations to reduce Time-to-Market and Cost-to-Market for enabling increase in profitability for our customers as well as our organization.
- **Passion** - We believe that working with positivity and unwavering energy and conviction every day, will result in successfully achieving our goals.
- **Integrity** - We work with integrity and keep doing what is right even in the most difficult situations. Integrity of thoughts and actions is paramount

Skills: the actual skills and competencies of the employees working for the company. Like any other company people from different streams and background work here. Say Finance, Marketing, HR. Employees are recruited on the basis of their experience with respect to the work they have been performed in previous organizations or company Experience is given first priority than other skills. For senior employees work experience of 10-15 years is mandatory and is paid accordingly. Workers are expected to have a degree under any stream.

Porter's Five Forces Model

Porter's Five Forces Framework is a method for analyzing competition of a business. It draws from industrial organization economics to derive five forces that determine the competitive intensity and, therefore, the attractiveness of an industry in terms of its profitability.

Porter five forces model is basically a framework for industry analysis. It helps in business strategy development. It was presented by Michael Porter. According to this framework, there are 5 forces that determine the competitiveness of a market and its attractiveness and profitability.



The bargaining power of suppliers

When the input elements provided by the supplier constitute a large proportion of the total cost of the product to the buyer, the potential bargaining power of the supplier is greatly increased.

- The supply-side industry is for some companies that have a relatively stable market position and are not plagued by fierce competition in the market.
- Supply-side products have certain characteristics, buyers are difficult to convert, or conversion costs are too high
- The supplier facilitates forward integration, or otherwise impose an additional cost to the production process

The bargaining power of buyers

Buyers mainly influence the profitability of existing companies in the industry through their ability to lower prices and requirements to provide higher product or service quality. In general, buyers who meet the following conditions have strong bargaining power:

The purchaser purchases a standardized product, and it is economically feasible to purchase the product from multiple vendors at the same time.

Suppliers facilitate forward integration, while buyers find it difficult to combine or integrate backward.

Threats of new entrants

New entrants, while bringing new production capacity and new resources to the industry, hope to win a place in the market that has already been divided by existing companies. This may cause competition with existing companies in raw materials and market share, resulting in the existing industry. The level of corporate profits is reduced, even threatening survival.

The severity of competitive entry threats depends on two factors: the size of the barriers to entry into new areas and the expected response of existing businesses to entrants.

Barriers to entry mainly include the following factors:

➤ **Economies of scale**

With the expansion of business scale, the industrial characteristics of the decline in unit product costs, the higher the industry's lowest effective scale, the greater the barriers to entry.

➤ **Differentiation degree**

Differentiation refers to the unique targeting of products and services to customer needs. The higher the difference, the greater the barrier to entry.

➤ **Conversion cost**

The conversion cost of a customer or buyer refers to the extra cost that the customer must pay to change the supplier.

Threats of Substitutes

Two companies in different industries may generate competing products because of the products they produce are alternative products.

- Increased selling price and profitability of existing products will be limited due to the existence of alternatives that can be easily accepted by users.
- Due to the intrusion of alternatives, existing companies must improve product quality or reduce costs.
- The intensity of competition from producers of alternative products is affected by the cost of the conversion of product buyers.

Competition among existing competitors in the industry

Enterprises in most industries are closely linked to each other's interests. As part of their overall strategy, their goal is to make their own companies more competitive than their competitors. There are conflicts and confrontations, often manifested in prices, advertising, product introductions, and after-sales services.

CHAPTER 4

SWOT Analysis

One of the most unique applications of the SWOT (Strength Weaknesses Opportunities & Threats) analysis is to use it to analyse the effectiveness of a company's supply chain. The approach is to review whether the supply chain properly addresses the company's short-term, time-sensitive delivery requirements, while also addressing its long-term cost objectives. Since the purpose of supply chain management is to ensure timely delivery of parts, raw materials and finished goods, it makes sense to use the SWOT analysis to accentuate the positives and address the negatives within the company's supply chain.

Ultimately, the SWOT analysis will answer questions such as: Does the company's supply chain maximize the company's purchasing power? Does it properly control costs and allocate resources to effectively use the company's economies of scale?

Strengths:

The strengths of a business or organization are positive elements, something they do well and is under their control. The strengths of a company or group and value to it, and can be what gives it the edge in some areas over the competitors. The following section will outline main strengths of Dabur India.

- Having alliances with other strong and popular businesses is a major plus point for Dabur India as it helps bring in new customers and make business more effective.
- Strong presence in well-defined niches(like value added Hair Oil and Ayurveda specialties)
- Core knowledge of Ayurveda as competitive advantage
- Focused market: South Asia, North Africa, Middle East, West Africa, North America
- Being a market leader, as Dabur India is, is key to their success as it boosts reputation, profit and market share.
- Competitive pricing is a vital element of Dabur India's overall success, as this keeps them in line with their rivals, if not above them.
- Riding high in the niche market in FMCG industry has helped boost Dabur India and raise deputations and turnover.
- Growth in Net Profit with increasing Profit Margin
- Growth in Quarterly Net Profit with increasing Profit Margin

Dabur is among the oldest herbal brands in India which was founded in 1884. It has a diverse product portfolio that consists of health care products, beauty products, juices as well as dental care products. It is also one of the financially strong herbal care brands in India. Dabur acquired a few significant brand names in the Indian market including Fem care pharma and the hygiene and home care businesses of Balsara. These acquisitions have helped it diversify its product line. Its deal with Balsara helped it expand its product line to home care through Odonil products. Apart from it, Dabur is also into strategic partnership with several international brands. It has entered into joint ventures with Israeli and French companies.

Weaknesses:

- Limited presence in foreign markets.
- Lack of brand stores
- Lack of awareness regarding Ayurvedic products and medicines.

The foreign presence of Dabur is still limited. To a large extent, it is because the strict regulations in overseas markets. These regulations make it difficult to gain market share without strategic partnerships with the local brands. Apart from this Dabur, has not focused on promoting its products through brand retail stores. Its products are sold alongside the other brands in general stores or medicine stores.

Several of its herbal health care products do not enjoy a high degree of awareness either. Even in the Indian market, Ayurvedic medicines and products are still lagging in terms of market share before allopathic medicines or chemical products. While the trends might be shifting, Ayurvedic products are still a lot behind the chemical products in terms of brand awareness.

Opportunities:

- Growing awareness of yoga and Ayurveda in international markets.
- Expansion of product line.
- Growing popularity of herbal beverages.
- Brand promotion through Ayurvedic health clubs and brand retail stores.

The awareness of yoga and Ayurveda is growing fast in the international markets. More and more people are adopting herbal products for personal care. Yoga and meditation for physical and mental wellness are also getting popular. The increasing health consciousness among people around the world has boosted the sales of herbal products in overseas markets. It is an opportunity that Dabur could exploit to increase its revenue. It presents an opportunity of rapid growth for brands like Dabur in the international markets including the Western markets and the Middle East. Dabur can also expand its product line to increase the number of home care and beauty products. The popularity of herbal beverages is also growing. Dabur can open its own brand outlets for the promotion of its brand throughout India. It can partner with health clubs and healthcare institutions to help its brand grow at a faster rate.

Threats:

- Rising competition in Indian markets
- Competition from allopathic medicines.
- Competition from foreign brands in beauty care and homecare segment.

The competition against Dabur from other rival brands has kept rising. The advent of Patanjali brought a new and potent competitor to the market. Patanjali has established its presence in a short period through its brand retail outlets. However, Dabur is years ahead in terms of brand name and market presence. Zandu, Emami and a number of other smaller brands are already there. Apart from that the competition from the allopathic medicines is also high. The Ayurvedic medicines are still considered a secondary option. They are taken as supplements mainly. Even if people's reliance on them might have increased a bit, they are still not considered as reliable and effective as the allopathic medicines. The competition in home care and beauty care segment also poses a major threat. There are both herbal and non-herbal brands in this segment fighting for market share. The competition only keeps intensifying.

CHAPTER 5

Analysis of Financial Statement

Meaning of finance

Finance is nothing but an exchange of available resources. Finance is not restricted only to the exchange and/or management of money. A barter trading system is also a type of finance. In General sense, "Finance is the management of money and other valuables, which can be easily converted into cash."

Significance of financial analysis

Financial analysis is the process of identifying the financial strengths and weaknesses of the firm by properly establishing relationships between the various items of the balance sheet and the profit and loss account. Financial analysis can be undertaken by management of the firm or by parties outside the firm, viz. owners, trade creditors, lenders, investors, labour unions, analysts and others. The nature of analysis will differ depending on the purpose of the analyst. Analysis and interpretation of financial statements therefore refers to such a treatment of the information contained in the income statement and the balance sheet so as to afford full diagnosis of the profitability and financial soundness of the business

Statement of Profit and loss for the year ended 31st March 2016

Particulars Refer	Note No.	For the year 2015-16	For the year 2014-15
I. Revenue from operations	19	2144,75,528	2283,05,497
II. Other income	20	10,22,017	112,59,318
III. Total Revenue (I + II)		2154,97,545	2395,64,816
IV. Expenses:			
Employee benefits expense	21	167,33,050	210,97,189
Finance costs	22	356,34,996	420,66,051
Depreciation and amortization expense	11	438,07,259	470,19,800
Operation and Other expenses	23	1404,84,890	1133,71,528
Total expenses		2366,60,195	2235,54,568
V. Profit before tax (III- IV)		-21162650	16010248
VI. Tax expense:			
(1) Current tax		-	32,51,541
(2) Taxation of Earlier Years		-	43,74,102
(3) Deferred tax		-54,77,640	-8,79,218
VII Net Profit for the period (V-VI)		-156,85,010	92,63,823
VIII Earnings per equity share:			
(1) Basic		-1.08	0.64
(2) Diluted		-1.08	0.64

STATEMENT OF BALANCE SHEET OF DABUR LIMITED

Particulars		Not e No.	As at 31 March 2016	As at 31 March 2015
I. EQUITY AND LIABILITIES				
1 Shareholders' funds				
(a) Share capital		2	1449,48,740	1449,48,740
(b) Reserves and surplus		3	1631,70,436	1788,55,446
2 Non-current liabilities				
(a) Long-term borrowings		4	569,50,950	814,15,592
(b) Deferred tax liabilities (Net)		5	495,96,717	550,74,357
(c) Long-term provisions		6	27,68,810	28,23,739
3 Current liabilities				
(a) Short-term borrowings		7	1293,68,484	1254,77,153
(b) Trade payables		8	434,71,945	239,70,049
(c) Other current liabilities		9	1299,08,158	1355,57,881
(d) Short-term provisions		10	16,97,970	61,86,609
			7218,82,210	7543,09,566
II. ASSETS				

Non-current assets				
1 (a) Fixed assets		11		
	(I) Tangible assets		3384,85,654	4105,22,509
	(ii) Capital work-in-progress		401,75,535	401,75,535
(b) Non-current investments		12	8,07,413	8,92,413
(c) Long-term loans and advances		13	170,43,868	139,25,957
(d) Other non-current assets		14	11,37,750	11,37,750
2 Current assets				
(a) Trade receivables		15	2493,05,288	1746,01,901
(b) Cash and cash equivalents		16	65,34,489	62,16,763
(c) Short-term loans and advances		17	38,29,387	25,67,231
(d) Other current assets		18	645,62,826	1042,69,507
TOTAL			7218,82,210	7543,09,566

CHAPTER -6

LEARNING EXPERIANCE

This has been the hardest to write for me by far. In part, the challenge stems from trying to sum up months' worth of experiences in just a few paragraphs. Even more challenging, this post marks the end of my organization study with Dabur India Ltd. the past few days, I have been preparing myself for my departure, all of the while brainstorming that I could go out on. Well here goes. My Organization study with Dabur India Ltd. It has taught me more than I could have imagined. The pandemic situations has brought us not to get the corporate environment, but still survived to know about the organization well. My knowledge about the organization that was basically naked, now I have learnt and I have lots of updating to do. As I like to thank my Mentor here who has helped me out. This has truly been a great learning experience and I'll be forever indebted to my mentor in guiding and supporting me.

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Books Referred: Author Name

1. Financial Management - Khan & JAIN
2. Financial Management - I.M.Pandey

Websites & Search Engines

1. www.dabur.com
2. www.moneycontrol.com
3. www.googlefinance.com
4. www.investopedia.com

WEEKLY PROGRESS REPORT

Student Name	AISHWARYA K
USN	1CR19MBA05
Title of the Study	ORGANIZATION STUDY
Organization	DABUR INDIA LTD
WEEK-1	
Duration (start date - End date)	6.8.2020 - 12.8.2020
Chapter s covered	Chapter 1 and Chapter 2
Descriptions of activities performed during the week	Introduction to organization, Industry profile and company profile
WEEK-2	
Duration (start date - End date)	13.8.2020 - 18.8.2020
Chapter s covered	Chapter 3
Descriptions of activities performed during the week	McKenzie's 7S framework, Porter's Five Force Model.
WEEK-3	
Duration (start date - End date)	19.8.2020 - 26.8.2020
Chapter s covered	Chapter 4 and Chapter 5
Descriptions of activities performed during the week	SWOT Analysis and analysis of financial statements
WEEK-4	
Duration (start date - End date)	27.8.2020 - 30.8.2020
Chapter s covered	Chapter 6
Descriptions of activities performed during the week	Learning experience and Bibliography

AISHWARYA .K

Signature of the Student

Signature of the Guide