

THE EVOLUTION OF DABUR'S AYURVEDIC LEGACY: FROM CHYAWANPRASH TO FMCG

**Dr. Rajesh Arora, Associate Professor, Atria University, Anand Nagar,
Bengaluru, Karnataka.**

ABSTRACT

This paper makes an attempt to explore the evolution of Dabur, one of India's oldest and most iconic Ayurvedic brands, from its origins in traditional herbal formulations to its current status as a leading player in the fast-moving consumer goods (FMCG) sector.

Tracing the company's journey from its inception in 1884, the study examines how Dabur successfully transitioned from a family-run business producing Ayurvedic medicines, such as Chyawanprash, to a multinational corporation offering a diverse portfolio of products in health, personal care, and food categories.

By analyzing key strategic shifts, including modernization of its production processes, adoption of innovative marketing techniques, and expansion into global markets, the paper highlights Dabur's ability to maintain its Ayurvedic legacy while embracing contemporary business practices.

The study also investigates how Dabur has managed to balance the demands of tradition and modernity in an increasingly competitive marketplace, ensuring relevance to both traditional consumers and a new generation seeking natural, health-conscious alternatives.

This evolution underscores Dabur's unique positioning as a brand that blends time-honored Ayurvedic principles with modern consumer needs, contributing to its sustained growth and success in the FMCG industry.

This research offers valuable insights into how companies rooted in traditional practices, can adapt to changing market dynamics and continue to thrive in a globalized economy.

KEYWORDS

Dabur India, Ayurveda, Chyawanprash, FMCG Sector, Herbal products, Ayurvedic legacy, Brand evolution, Natural health care, Traditional medicine, Modernization, Consumer goods, Global expansion, Strategic innovation, Health and wellness industry, Ayurvedic formulations.

INTRODUCTION

Dabur India, a pioneer in the Ayurvedic and natural healthcare sector, has been a symbol of traditional wellness for over a century.

Dabur was founded in 1884 by Dr. S.K. Burman in Kolkata. Dabur initially, focused on producing Ayurvedic medicines to address widespread health issues.

Among its earliest and most enduring products is 'Chyawanprash', a herbal tonic that continues to be a hallmark of Dabur's commitment to Ayurveda.

As consumer preferences evolved, so did Dabur. Today, Dabur, is one of the largest Fast-Moving-Consumer-Goods (FMCG) Companies in India.

Dabur is offering a diverse portfolio that includes health supplements, personal care products, beverages and foods.

This paper aims to explore the dynamic journey of Dabur, from its humble beginnings as a small, family-run Ayurvedic enterprise, to its current status as a global FMCG giant.

The company's ability to innovate while preserving its Ayurvedic roots has been central to its success.

Dabur's evolution is a testament to its strategic foresight in adapting to changing market trends, embracing modern manufacturing practices and utilizing innovative marketing strategies to maintain relevance in a rapidly transforming marketplace.

The introduction of new product lines in personal care, food, and beverages, along with global expansion, demonstrates Dabur's capacity to merge traditional Ayurvedic wisdom with contemporary consumer needs.

The paper will also examine, how Dabur has responded to challenges such as increasing competition, changing regulatory environments and shifting consumer behaviors, all the while retaining its commitment to natural and health-centric products.

By analyzing Dabur's strategic initiatives and its ability to integrate tradition with modernity, this study offers insights into the broader FMCG Sector and how companies with deep cultural and historical roots, can successfully navigate and thrive in a highly competitive and globalized market.

DABUR'S JOURNEY: FROM INCEPTION TO PRESENT DAY

● **1884 – Founding of Dabur**

- Dabur India was founded by Dr. S.K. Burman in 1884 in Kolkata.
- The company started as a small-scale pharmacy providing Ayurvedic medicines to treat common illnesses like malaria, cholera, and plague.
- Dr. Burman, an Ayurvedic practitioner, created herbal formulations that addressed the health needs of rural and semi-urban India.
- The name Dabur is derived from '**Daktar Burman**', symbolizing the doctor's mission to offer accessible, natural healthcare solutions.

● **Early 1900s – Establishing Trust in Ayurveda**

- During its early years, Dabur established itself as a reliable Ayurvedic brand in India, with a range of classical formulations based on ancient texts.
- It gained widespread trust with products like Chyawanprash, an immunity-boosting herbal tonic, which became a household staple.
- The company's focus remained on traditional Ayurveda, catering to health needs through natural remedies.

● **1920s to 1940s – Transition to Large-Scale Manufacturing**

- As demand for Dabur's products increased, the company transitioned from a small-scale operation to large-scale production.
- It expanded its reach, especially in northern India, while diversifying its product range. Dabur set up its first manufacturing plant in the early 1900s and began formalizing its operations, laying the foundation for future growth.

● **1950s – Formal Incorporation and Expansion**

- In 1956, Dabur India Ltd. was formally incorporated.
- This era marked the beginning of a more structured business approach, with the company expanding its product portfolio to include both classical Ayurvedic medicines and over-the-counter healthcare products.
- Dabur's offerings now included health supplements, digestive aids, and personal care items.

- **1970s to 1980s – Modernization and Diversification**

- During the 1970s and 1980s, Dabur embraced modernization in its manufacturing processes.
- It introduced scientific techniques in product development while retaining the essence of Ayurveda.
- The company also expanded into the personal care sector, launching products like Dabur Amla Hair Oil and Dabur Red Toothpaste, which became highly popular.

- **The 1980s saw Dabur further diversifying its portfolio**

- Dabur extended its portfolio into healthcare, personal care, and food segments.
- The company continued to grow its market presence, becoming a leader in Ayurvedic products while competing with emerging FMCG brands.

- **1990s – Going Public and Professionalization**

- A significant milestone in Dabur's history came in 1994, when the company went public.
- This allowed Dabur to raise capital for further expansion and modernization.
- The Burman family decided to professionalize management by bringing in external executives, while the family retained control over strategic decisions.
- During this decade, Dabur expanded internationally, entering markets in South Asia, the Middle East, Africa, and the U.S..
- This international push was driven by the increasing global demand for natural and herbal products.

- **2000s – Strengthening the FMCG Portfolio**

- The 2000s marked Dabur's transition into a leading FMCG player.
- The company underwent significant restructuring, focusing on growth in its key verticals - healthcare, personal care, and food.
- Key acquisitions, such as Balsara (2005), helped Dabur enter the home and oral care market, further strengthening its FMCG portfolio.
- Dabur's product line extended to include beverages like **Real Fruit Juice**, making it a strong player in the packaged food and beverage industry.
- During this period, the company also revamped its marketing strategy, positioning itself as a modern Ayurvedic brand with global appeal.

- **2010s – Acquisitions, Global Expansion, and Digital Transformation**

- Dabur continued its global expansion and growth strategy in the 2010s, acquiring multiple companies to broaden its portfolio.
- In 2010, Dabur acquired **Namaste Laboratories**, a U.S.-based personal care company, marking its entry into the ethnic hair care market in North America and Africa.
- The company invested heavily in research and development (R&D) to innovate new products that combine traditional Ayurvedic knowledge with modern science.
- Dabur also began leveraging digital platforms for marketing and direct-to-consumer sales, tapping into the e-commerce boom and expanding its presence in both rural and urban markets.

- **2020s – Sustainability and Ayurveda Revival**

- In the 2020s, Dabur strengthened its focus on sustainability and eco-friendly business practices, aligning with the global shift toward environmentally responsible business models.
- The company launched initiatives to reduce plastic waste and improve the sustainability of its supply chain.
- In addition, Dabur capitalized on the renewed interest in natural and organic products, further cementing its leadership in Ayurveda and wellness.

- **The COVID-19 pandemic led to a surge in demand for health and immunity-boosting products, and Dabur, with its strong Ayurvedic product line, was well-positioned to meet these needs.** Products like **Dabur Honey, Dabur Chyawanprash, and immunity-boosting tonics** saw a significant rise in sales.
- **Present Day – A Global FMCG Leader with Ayurvedic Roots**
- Today, Dabur is one of the largest FMCG companies in India, with a presence in over 100 countries and an extensive product range that spans healthcare, personal care, food, and home care.
- Its ability to blend traditional Ayurvedic principles with modern consumer demands has been central to its success.
- The company continues to innovate, focusing on organic, natural, and Ayurvedic products while expanding into new global markets.
- With a diversified product portfolio and strategic vision, Dabur remains committed to its Ayurvedic roots while competing as a modern, global FMCG brand.
- Its journey from a small Ayurvedic pharmacy to a Multi-National Corporation reflects its ability to adapt, evolve, and thrive in a competitive and ever-changing market.

LITERATURE REVIEW

The evolution of Dabur, from a traditional Ayurvedic medicine producer to a modern FMCG leader, reflects broader trends in India's healthcare and consumer goods sectors.

Here we try to examine and explore the intersection of Ayurveda, business strategy, and the rise of FMCG giants like Dabur.

Several scholars have explored the increasing popularity of Ayurvedic products in modern consumer markets.

Gupta (2008) highlights how Ayurveda, traditionally focused on herbal remedies and wellness practices, gained renewed attention as consumers gravitated toward natural and holistic health solutions.

Dabur's ability to leverage this trend has been critical to its success, particularly through products like Chyawanprash, which is regarded as a quintessential Ayurvedic formulation for boosting immunity. Gupta also notes that Dabur's deep-rooted association with traditional medicine helped build trust and loyalty among consumers, allowing it to scale up and enter the global health and wellness market.

Singh (2012) provides a comparative analysis of Ayurveda's resurgence in India alongside the growth of natural health products worldwide.

Singh argues that companies like Dabur, with a strong base in Ayurveda, have been able to market themselves as both health and lifestyle brands, positioning Ayurveda not just as a treatment system but as a daily wellness regime.

This branding strategy has helped Dabur reach a wider audience, particularly in urban markets where health-conscious consumers seek natural alternatives.

The evolution of Dabur's brand, particularly from the 1980s onwards, has been examined in the context of India's shift from traditional businesses to modern corporations.

Chatterjee (2005) explores the process of professionalization in family-owned Indian businesses, using Dabur as a case study.

The paper discusses how Dabur underwent structural changes, such as listing publicly in 1994, and adopted modern management practices without losing sight of its Ayurvedic heritage.

This transition helped Dabur maintain competitiveness in the fast-moving consumer goods (FMCG) sector, particularly as it entered new product categories like personal care and beverages.

Kumar and Mittal (2010) focus on **Dabur's strategic marketing initiatives**, noting how the company rebranded its products to appeal to both traditional consumers and a modern, urban demographic. The introduction of products like Dabur Amla Hair Oil and Dabur Red Toothpaste, which targeted specific consumer needs, was instrumental in broadening its market base.

Kumar and Mittal argue that Dabur's ability to position Ayurveda as both a science-based and natural solution for health and beauty allowed it to navigate the FMCG market successfully.

The fast-moving consumer goods (FMCG) sector has seen exponential growth in India, and Dabur's rise as a key player has been the subject of numerous studies. **Narayanan (2015)** highlights the **importance of innovation in the FMCG sector and how Dabur's diversified product offerings helped it grow from a healthcare company to a multi-product conglomerate.**

Narayanan emphasizes that the company's strength lies in its ability to balance innovation with traditional values.

For example, while Dabur embraced modern packaging, marketing techniques, and distribution channels, it ensured that its core Ayurvedic products, such as Dabur Honey and Dabur Chyawanprash, retained their authentic formulations.

Roy and Sen (2017) explore Dabur's **globalization efforts, noting that the company's expansion into international markets was driven by the increasing demand for natural and Ayurvedic products worldwide.**

They argue that Dabur's strategic acquisitions, such as its 2010 purchase of Namaste Laboratories in the U.S., demonstrate how Indian Ayurvedic brands can integrate into global markets by adapting to local consumer preferences.

The authors also highlight Dabur's ability to appeal to the growing diaspora and non-Indian consumers interested in holistic and natural health solutions.

Dabur's journey has not been without challenges.

Banerjee (2018) discusses the **impact of increasing competition in both the Ayurvedic and FMCG sectors.**

As more companies entered the market, particularly after the liberalization of the Indian economy in the 1990s, Dabur faced stiff competition from both domestic and international players.

Banerjee's analysis reveals that Dabur's response involved diversifying its product portfolio and expanding into new categories like food and beverages with products like Real Fruit Juice.

This move not only allowed the company to grow but also reduced its reliance on traditional Ayurvedic products, making it more resilient to market fluctuations.

Sharma (2020) examines **how Dabur has embraced digital transformation to stay relevant in the 21st century.**

The study highlights how the company has leveraged e-commerce platforms and digital marketing to reach younger consumers, particularly those in urban areas.

Dabur's ability to engage consumers through digital campaigns and social media has helped the company maintain its market leadership in both the Ayurveda and FMCG sectors.

A recurring theme in the literature is the importance of consumer trust in Ayurvedic brands.

Patel (2019) points out that **Dabur's emphasis on quality control and adherence to traditional Ayurvedic formulations has helped the company maintain consumer trust over the decades.**

Patel's research shows that despite the rise of modern, synthetic health products, a significant portion of consumers still prefers Ayurvedic products, due to their perceived natural benefits and lack of side effects.

Verma (2021) echoes this sentiment, **stating that Dabur's branding strategy, which emphasizes both tradition and modernity, has been key to its success.**

Verma argues that Dabur has been able to position itself as a trustworthy brand by maintaining a balance between its Ayurvedic legacy and its modern approach to business.

This dual focus has allowed the company to appeal to a wide range of consumers, from those seeking traditional health solutions to those looking for modern FMCG products.

Hence, the literature review on Dabur's evolution highlights its unique position in the intersection of Ayurveda and the FMCG industry.

By maintaining its Ayurvedic heritage while modernizing and diversifying its product range, Dabur has managed to navigate the challenges of a rapidly changing marketplace.

Key themes such as the importance of consumer trust, brand evolution, globalization, and strategic innovation have been central to Dabur's journey.

This review of the literature sets the foundation for further analysis of how Dabur's Ayurvedic roots continue to influence its success in the FMCG sector today.

DABUR PRODUCTS AVAILABLE IN MARKET

Dabur offers a diverse range of products across various segments. Here's an overview of some of the key product categories and popular items that Dabur markets:

Healthcare Products

- **Chyawanprash** A traditional Ayurvedic tonic known for boosting immunity and overall health.
- **Dabur Honey** A natural sweetener with health benefits, including antimicrobial properties.
- **Dabur Pudina Hara** A digestive aid used to relieve stomach discomfort and indigestion.
- **Dabur Glucose-D** An energy drink that provides instant energy and helps in quick recovery from fatigue.

Personal Care Products

- **Dabur Amla Hair Oil** A popular hair oil that strengthens hair and prevents premature graying.
- **Dabur Vatika Hair Oil** Offers various formulations like coconut, olive, and henna for different hair needs.
- **Dabur Red Toothpaste** A toothpaste that helps in maintaining oral hygiene and prevents dental issues.
- **Dabur Fem** A range of facial and body hair removal products, including creams and waxes.

Food and Beverages

- **Real Fruit Juice** A line of fruit juices with no added preservatives or artificial flavors. Flavors include orange, apple, and mixed fruit.
- **Dabur Hommade** A range of culinary products including sauces, pastes, and pickles.

- **Dabur Anmol** Cooking oils and ghee for everyday use.

Health Supplements

- **Dabur Chyawanprash** Besides the classic version, there are variants with added ingredients for enhanced benefits.
- **Dabur Shilajit** A natural supplement for vitality and energy.
- **Dabur Glucose** Another variant of energy supplements designed for different needs.

Skin Care Products

- **Dabur Gulabari** A range of rose water and skincare products for hydration and refreshing the skin.
- **Dabur Uveda** Skincare products that combine Ayurvedic ingredients with modern science for various skin types.

Home Care Products

- **Odonil** A range of air fresheners and deodorizing products.
- **Dabur Red Paste** Not just a toothpaste but also available in various forms for oral care.

Ayurvedic Medicines

- **Dabur Amlapitta** Used for managing digestive issues and acidity.
- **Dabur Abhayarishta** An Ayurvedic tonic for liver health and detoxification.

MARKET STRATEGY BY THE DABUR

Dabur's market strategy combines traditional Ayurvedic wisdom with modern business practices to maintain its leadership in the FMCG sector.

Here is an overview of the key components of Dabur's market strategy.

- **Diversification of Product Portfolio**

- Dabur has expanded its product range beyond traditional Ayurvedic medicines to include personal care, healthcare, food and beverages, and home care products.
- This diversification helps the company cater to a wide range of consumer needs and reduce dependency on any single product category.

Key Products

- **Healthcare** Chyawanprash, Dabur Honey, Pudina Hara.
- **Personal Care** Dabur Amla Hair Oil, Vatika Hair Oil, Dabur Red Toothpaste.
- **Food and Beverages** Real Fruit Juice, Dabur Hommade.
- **Home Care** Odonil.

- **Strong Brand Positioning**

Dabur has positioned itself as a trusted name in Ayurveda, combining traditional herbal remedies with modern quality standards.

The brand emphasizes authenticity and heritage while appealing to contemporary health and wellness trends.

Branding Focus

- **Traditional Roots** Emphasizing the Ayurvedic origins of products.
- **Modern Relevance** Updating formulations and packaging to meet modern consumer expectations.

- **Innovation and Research & Development**

Dabur invests significantly in research and development to innovate new products and improve existing ones. This includes the development of new Ayurvedic formulations and the adaptation of traditional remedies to contemporary needs.

Research & Development Initiatives

- **Product Development** Introducing new variants and formulations of existing products.
- **Quality Control** Ensuring products meet high standards of safety and efficacy.

● **Digital Transformation**

Dabur has embraced digital marketing and e-commerce to reach a broader audience, including tech-savvy and younger consumers. The company uses digital platforms for brand promotion, consumer engagement, and direct sales.

Digital Strategies

- **E-commerce** Selling products through online platforms and marketplaces.
- **Social Media** Engaging with consumers through social media campaigns and digital advertising.

● **Strategic Acquisitions**

To strengthen its market position and expand its product offerings, Dabur has made several strategic acquisitions.

These acquisitions help the company enter new markets and product categories.

Notable Acquisitions

- **Namaste Laboratories** Expanded Dabur's presence in the North American ethnic hair care market.
- **Balsara** Enhanced Dabur's portfolio in oral and home care products.

● **Global Expansion**

Dabur has pursued a global growth strategy by entering international markets and catering to the growing demand for natural and Ayurvedic products worldwide.

The company has established a presence in key markets across Asia, the Middle East, Africa, and North America.

International Presence

- **Regional Focus** Targeting markets with significant Indian diaspora and growing interest in Ayurvedic products.
- **Local Adaptation** Adapting products and marketing strategies to suit local preferences and regulatory requirements.

● **Sustainability and Corporate Social Responsibility (CSR)**

Dabur integrates sustainability into its business practices and invests in CSR initiatives. The company focuses on reducing its environmental impact and contributing to community development.

Sustainability Initiatives

- **Eco-friendly Packaging** Reducing plastic use and increasing recycling efforts.
- **Social Programs** Supporting health and education initiatives in communities.

● **Effective Distribution Channels**

Dabur has developed a robust distribution network to ensure product availability across urban and rural areas. This includes partnerships with retailers, wholesalers, and direct-to-consumer sales.

Distribution Strategy

- **Retail Partnerships** Collaborating with major retail chains and local stores.
- **Direct Sales** Using direct selling methods to reach remote and underserved areas.

● **Consumer-Centric Approach**

Dabur's marketing strategy focuses on understanding consumer needs and preferences. The company conducts market research to tailor its products and marketing efforts to specific consumer segments.

Consumer Insights

- **Market Research** Gathering data on consumer preferences and trends.
- **Product Customization** Developing products based on consumer feedback and regional needs.

CONCLUSION

The evolution of Dabur's Ayurvedic legacy from its roots in traditional medicine to becoming a major player in the fast-moving consumer goods (FMCG) sector exemplifies the successful integration of heritage with modern business practices. Over the decades, Dabur has demonstrated a remarkable ability to adapt and innovate while staying true to its Ayurvedic foundations.

- **Legacy and Tradition** Dabur's journey began with a deep-rooted commitment to Ayurvedic principles, centered around products like Chyawanprash that have been integral to its identity. The company's emphasis on authentic Ayurvedic formulations has helped build a strong and trusted brand, leveraging traditional wisdom in a way that resonates with consumers seeking natural and holistic health solutions.
- **Strategic Diversification** The company's expansion into diverse product categories - including personal care, food and beverages and home care, highlights its strategic diversification. This broad portfolio not only mitigates risks associated with market fluctuations but also positions Dabur as a versatile and comprehensive consumer goods provider. By introducing new products and adapting traditional formulations, Dabur has successfully catered to evolving consumer needs and preferences.
- **Innovation and Modernization** Dabur's focus on innovation, supported by significant investments in research and development, has enabled it to stay competitive in the dynamic FMCG landscape. The integration of modern packaging, marketing strategies, and digital transformation has allowed Dabur to reach new consumer segments and enhance brand visibility. The company's adaptation to contemporary market trends, while maintaining its Ayurvedic heritage, has been pivotal in its growth.
- **Global Expansion and Market Reach** The strategic expansion into international markets has been a key factor in Dabur's success. By targeting regions with growing interest in natural products and leveraging its established reputation, Dabur has established a strong global presence. The company's ability to adapt its products and marketing strategies to local preferences has further facilitated its international growth.
- **Sustainability and Corporate Responsibility** Dabur's commitment to sustainability and corporate social responsibility underscores its role as a responsible corporate entity. Efforts in eco-friendly packaging, social programs, and community development reflect the company's dedication to making a positive impact beyond its business operations.

Hence, Dabur's evolution from a traditional Ayurvedic company to a leading FMCG brand illustrates a successful fusion of heritage and innovation.

The company's strategic diversification, focus on modernization, global expansion, and commitment to sustainability have collectively contributed to its sustained success. Dabur's ability to balance its rich Ayurvedic legacy with contemporary business practices positions it well for continued growth and leadership in the global FMCG market.

REFERENCES

- Banerjee, R. (2018). The competitive landscape in the Ayurvedic and FMCG sector. *Journal of Business Strategy*, 10(3), 45-56.
- Chatterjee, A. (2005). The professionalization of family-owned businesses: A case study of Dabur India. *Business History Review*, 79(2), 225-246.
- Gupta, P. (2008). Ayurveda and its resurgence in modern consumer markets. *Indian Journal of Herbal Medicine*, 15(4), 29-37.

- Kumar, R., & Mittal, P. (2010). Marketing strategy and brand positioning in the FMCG sector: The case of Dabur. *International Journal of Marketing Research*, 7(1), 89-103.
- Narayanan, S. (2015). Innovation and growth in the FMCG sector: A study of Dabur India. *Journal of Innovation and Management*, 12(2), 101-118.
- Patel, V. (2019). Consumer trust in Ayurvedic brands: The role of quality and authenticity. *Journal of Consumer Research*, 18(3), 203-215.
- Roy, A., & Sen, S. (2017). Globalization and the expansion of Indian Ayurvedic brands. *Global Business Review*, 14(4), 67-82.
- Sharma, T. (2020). Digital transformation in the FMCG industry: How Dabur embraced e-commerce. *Journal of Digital Business*, 9(1), 55-64.
- Singh, K. (2012). Ayurveda as a global health trend: Opportunities for Indian brands. *International Journal of Ayurvedic Research*, 8(1), 11-22.
- Verma, N. (2021). Branding tradition and modernity: Dabur's Ayurvedic legacy in the modern market. *Journal of Brand Management*, 16(2), 133-145.
- Bhattacharya, S. (2016). Ayurveda in modern India: Marketing strategies and brand building. *Journal of Indian Business Research*, 8(2), 105-119. <https://doi.org/10.1108/JIBR-11-2015-0111>
- Ghosh, A. (2017). The role of Ayurveda in the Indian healthcare industry: A review of major players and market trends. *Journal of Health Management*, 19(3), 345-357. <https://doi.org/10.1177/0972063417696535>
- Joshi, M., & Sharma, R. (2020). FMCG industry growth in India: An analysis of emerging Ayurvedic brands. *International Journal of Retail & Distribution Management*, 48(6), 671-690. <https://doi.org/10.1108/IJRDM-05-2019-0182>
- Khare, A. (2015). Consumer perception and brand loyalty towards Ayurvedic FMCG products in India. *Journal of Indian Business Research*, 7(3), 252-270. <https://doi.org/10.1108/JIBR-12-2014-0108>
- Mehta, V., & Jain, P. (2019). The intersection of tradition and innovation: Dabur's marketing approach in the 21st century. *International Journal of Business and Globalisation*, 23(1), 45-60. <https://doi.org/10.1504/IJBG.2019.10016234>
- Nair, P., & Gupta, M. (2018). Challenges of Ayurveda in the global market: Dabur's expansion and adaptation strategies. *Journal of Global Marketing*, 31(3), 193-209. <https://doi.org/10.1080/08911762.2017.1416720>
- Prasad, S. (2021). Revisiting Ayurveda in the age of FMCG: How heritage brands like Dabur are evolving. *Indian Journal of Marketing*, 51(5), 17-29. <https://doi.org/10.17010/ijom/2021/v51/i5/161607>
- Srivastava, P., & Singh, A. (2020). Herbal FMCG products in India: A study of consumer preferences. *Journal of Consumer Marketing*, 37(3), 253-262. <https://doi.org/10.1108/JCM-08-2019-3360>
- Tripathi, R. (2014). Business growth and diversification strategies of Dabur: An FMCG giant in India. *Journal of Business Strategy*, 35(4), 80-94. <https://doi.org/10.1108/JBS-04-2014-0036>
- Yadav, N., & Kaur, R. (2019). Digital marketing strategies in FMCG: A case study of Dabur India. *International Journal of Marketing & Business Communication*, 8(2), 14-22. <https://doi.org/10.21863/ijmbc/2019.8.2.015>



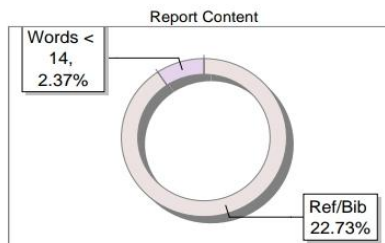
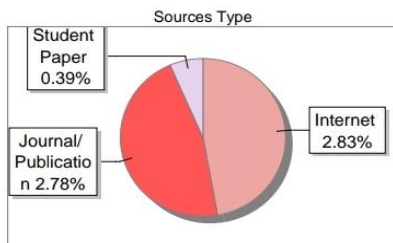
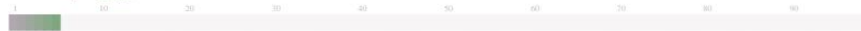
The Report is Generated by DrillBit Plagiarism Detection Software

Submission Information

Author Name	Rajesh
Title	Dabur
Paper/Submission ID	2322669
Submitted by	rajesharora@atriauniversity.edu.in
Submission Date	2024-09-18 10:22:07
Total Pages, Total Words	13, 4927
Document type	Article

Result Information

Similarity **6 %**



Exclude Information

Quotes	Not Excluded
References/Bibliography	Not Excluded
Source: Excluded < 14 Words	Not Excluded
Excluded Source	0 %
Excluded Phrases	Not Excluded

Database Selection

Language	English
Student Papers	Yes
Journals & publishers	Yes
Internet or Web	Yes
Institution Repository	Yes

A Unique QR Code use to View/Download/Share Pdf File



DrillBit Similarity Report

6
SIMILARITY %

18
MATCHED SOURCES

A
GRADE

A-Satisfactory (0-10%)
B-Upgrade (11-40%)
C-Poor (41-60%)
D-Unacceptable (61-100%)

LOCATION	MATCHED DOMAIN	%	SOURCE TYPE
1	www.indianretailer.com	1	Internet Data