

ITC Aashirvaad - A Game Changer in Packaged Wheat Flour Market

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Introduction

The Fast-Moving Consumer Goods (FMCG) sector is the fourth largest sector in the Indian economy. The FMCG industry has three major segments viz., food and beverages industry, healthcare and household and personal care. The three segments contribute to revenue as shown in Figure. 1.1

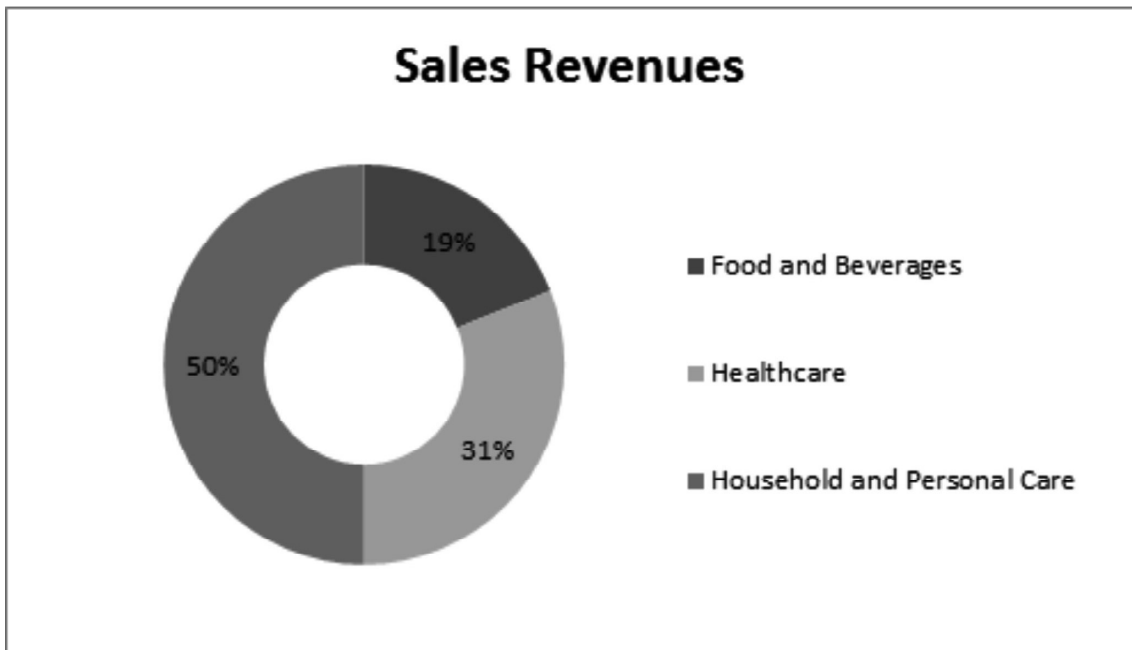


Figure. 1.1

Source: <https://www.ibef.org/industry/fmcg-presentation>



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FMCG, alternatively called as CPG (Consumer Packaged goods) are those goods that are sold quickly and at relatively low cost. They are referred to as nondurable products sold in packaged form. Some common FMCG product categories include food and dairy products, glassware, paper products, pharmaceuticals, packaged food products, plastic goods, printing and stationery, household products, soft drinks etc. These products are consumed by every stratum of society irrespective of social class, income group, age group etc. The industry is highly competitive due to the presence of large multinational companies and the unorganized sector. The fastest growing segments in recent times include packaged foods, edible oils and home & personal care products.

According to a CRISIL report, the FMCG sector has grown from US\$ 31.6 billion in 2011 to US\$ 52.75 billion in 2017-18. The sector is further expected to grow at a Compound Annual Growth Rate (CAGR) of 27.86 per cent to reach US\$ 103.7 billion by 2020. FMCG's urban segment is expected to have a steady revenue growth at 8 per cent in FY19 and the rural segment is forecasted to contribute 15-16 per cent of total income in FY19.

In 2017, urban area was the largest contributor to the overall revenue generated by the FMCG sector in India with about 55% share, while the rest came from semi-urban and rural areas. The share of rural segment in the overall revenue contribution has been consistently growing over the past few years. (Ratings, 2018)

The Food and Beverages (F&B) industry in India

The F&B industry is the fifth-largest sector in manufacturing. Between April 2000 and June 2017, the Indian food processing sector received Foreign Direct Investment (FDI) worth \$7.81 billion, making it the 13th largest sector receiving FDI in the country. Eighty percent of the FDI in the food processing sector was received since April 2012. FY17-18 showed strong promise for foreign investment in this sector, with \$263 million invested in the April - June quarter (FY17 Q1), according to Department of Industrial Policy and Promotion (DIPP) Quarterly Fact Sheet (April 2000 to June 2017).

Food Processing

The Indian food processing industry was between US\$121 Billion to US\$130 Billion (various sources) and accounts for 30% to 35% of the total food market. Food processing industry includes the following sub-sectors:

1. Dairy - milk, milk powder, ice cream, butter, cheese and ghee

2. Fruits & Vegetables -Slices, Pulps, Juices, Concentrates, Beverages, Potato wafers/ chips etc
3. Grains & Cereals - Flour, Bakery products, Corn flakes, Starch, Glucose, Malted foods, Vermicelli, etc.
4. Fisheries - Frozen and canned foods mainly in fresh form
5. Meat & Poultry - Frozen and packed foods mainly in fresh form
6. Consumer goods, which includes snack food, biscuits, ready-to-eat foods, alcoholic and non-alcoholic beverages

The statistics below depicts the market size of the food and beverages industry in India in 2015 with a forecast until 2020. In 2020, the market size is forecasted to amount to approximately 46 billion U.S. dollars, up from about 20 billion U.S. dollars in 2015.

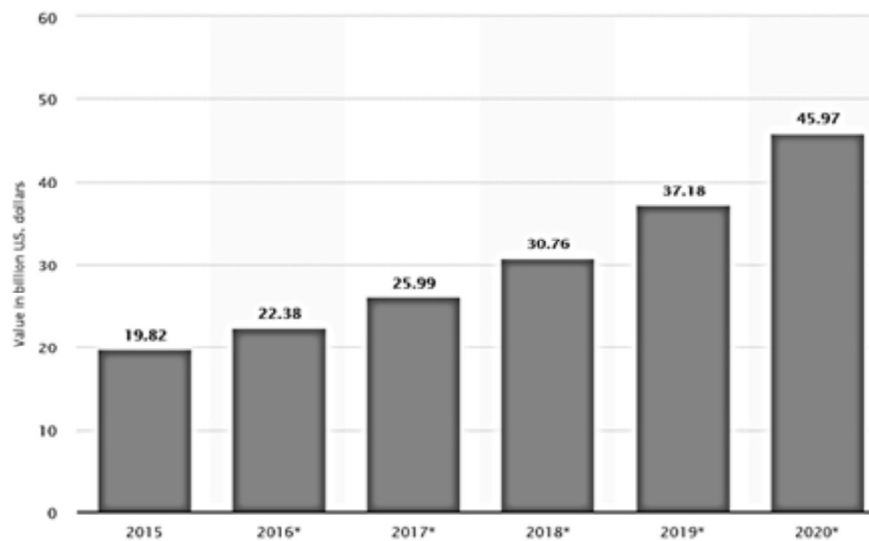


Figure. 1.2

Source: <https://www.statista.com/statistics/742909/india-food-and-beverages-market-size/>

Indian Packaged Wheat Flour market

Wheat is the most widely produced cereal all over the world, most of which is for human consumption. According to Food and Agriculture Organization (FAO), in 2014, the total wheat production is 729 MN tonnes across the globe. India is the second largest wheat producer with

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the production of around 95 MN tonnes. India and China together account for around 20% of the total wheat production across the globe.

Wheat flour has numerous applications in the food industry for the preparation of many food items like bakery products, noodles, pasta, chapatti, fast food, etc. wheat flour is highly nutritious fibre which has abundance of vitamins, minerals, and catalytic elements, but particularly rich in vitamin B and vitamin E. (Research, 2020)

Among the various food industry segments, the largest segment is the branded wheat flour market. The Packaged Wheat Flour Market in India has started breaking the age old traditions of grinding wheat at local Chakki mills by growing at a compounded annual growth rate (CAGR) of 19% and is likely to double the current size by the end of this decade.

The Ministry of Food Processing Industry reported that the revenue from the industry was estimated to around Rs. 8,000 crores for the financial year 2015-16.

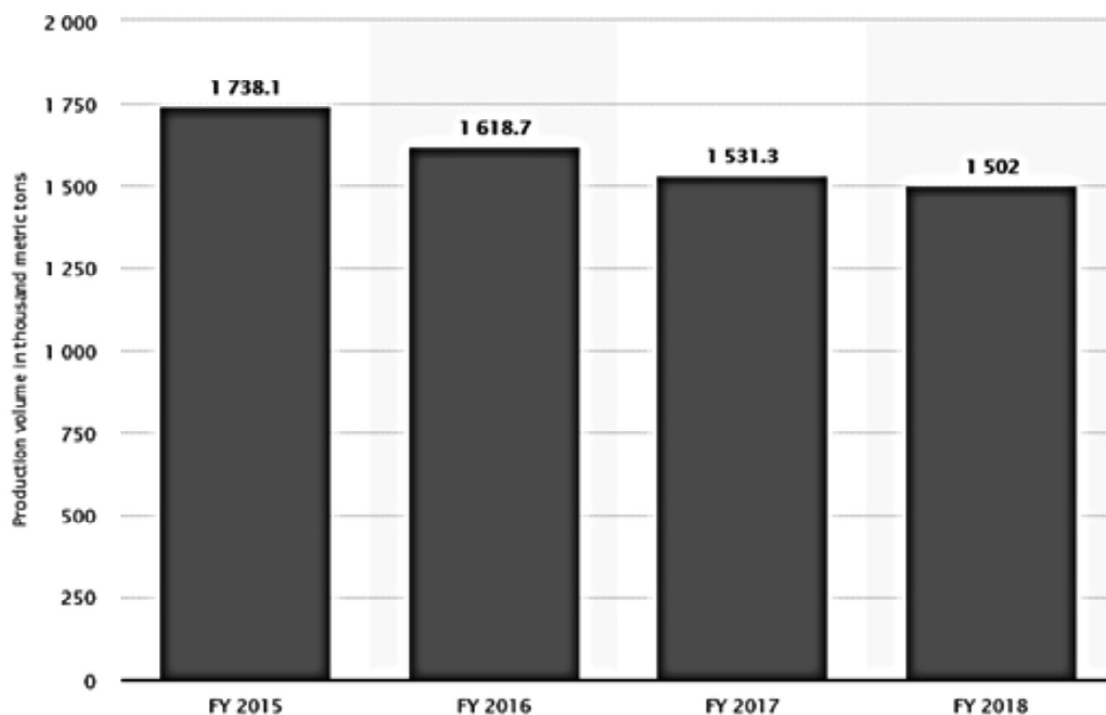


Figure. 1.3

Source: <https://www.statista.com/statistics/763134/india-wheat-flour-production-volume/>

The wheat flour market is largely dominated by local chakki mills in India; however, the branded packaged wheat flour segment is emerging rapidly in the country by offering better quality, nutrition and convenience. Indian packaged wheat flour market is expected to touch Rs 15,500 crore by 2019-20. (Singal, 2017)

The above statistic represents the production volume of wheat flour in India from fiscal year 2015 to fiscal year 2018. The wheat flour production volume amounted to about 1,531 thousand metric tons in the country during fiscal year 2017, down from 1,619 thousand metric tons in fiscal year 2016.

Wheat Flour Consumption in India

The Indian packaged wheat flour market comprises of few national players and large number of regional and private label brands operating at PAN India. The urban market dominates packaged wheat flour market in India and occupies more than 90% of the total market. The annual per capita consumption of packaged wheat flour in India remained at 1.85kg during fiscal 2014-15. However, urban market leads in per capita consumption of packaged wheat flour with almost 5.5kg, making the packaged wheat flour an urban phenomenon. North Central region is the major consumer of the packaged wheat flour in India. In the year, 2014-15, in terms of value, the North-Central region comprised almost 44% of the overall India's packaged wheat flour market (as per IKON report).

It is observed that 80% of whole wheat flour is milled by unorganised small chakki mills and remaining 20% by organised mills, which makes the estimation of the size and capacity of the milling industry difficult. The organised flour mills are however growing to meet the increasing demand of the industrial end-users. Domestic wheat flour consumption is largely in the form of homemade flat breads (which are called roti or chapati in India), that are prepared with custom milled whole wheat flour (Atta). The use of branded packaged Atta, marketed by large companies, is increasing in cities generally preferred by upper income families.

The growing numbers of working women and their inclination towards the convenient food products has enhanced the demands of packaged wheat flour in India. The marketers are offering new and innovative product packaging and product proposition for differentiating themselves for long-term growth.

With the entry of large number of players with better quality, fresh and convenience-packaged flour; the wheat flour consumption trends have been shifting towards the branded packaged Atta. The aggressive advertising in print and visual media campaigning on quality, hygiene, health,

convenience factors by the players are helping to heighten the sales of packaged wheat flour in the country.

Competition & Competitor Analysis

Selling packaged Atta in India is almost revolutionary, as many housewives still buy raw wheat in bulk, clean it by hand, store it, milling, where it is then ground. Shakti Bhog was the 1st brand which started the packaged Atta (late 1980s) but concentrated only in North India. Pillsbury (General Mills) was the pioneers in the branded Atta category at the national level. General Mills introduced Pillsbury Chakki Fresh Atta in India in 1998. It was a high-quality, nutritious alternative to the age-old tradition of purchasing grain and having it ground at the local "chakki" flour mill.

The Indian packaged wheat flour market consists of many popular brands, trying to differentiate themselves with origin of wheat, manufacturing process, quality, taste, textures and price to attract customers. Besides leading brands, there are more than 500 regional brands in India. ITC's 'Aashirvaad' is the clear market leader among the national players in branded packaged wheat flour market in India. Whereas, regional brands (produced by flourmills serving region specific market) together occupy around 40% share of market.

By far, the leader in this segment is the domestic consumer goods giant ITC, whose Aashirvaad brand sells 100,000 tonnes per month. Aashirvaad Atta is the leader among the National branded players with a market share of 56%.

Shakti Bhog Atta

Established in the year 1970, "Shakti Bhog Foods Ltd.", is the most reputed name in the field of food products. Shakti Bhog is India's fastest selling wheat flour and has established itself in the global market. The distinctiveness of the products and further broadening of product lines have enabled them to be the most acknowledged manufacturer, exporter and supplier of Wheat Flour, Basmati and Non-Basmati Rice, Poha, Daliya, Biscuits, Semolina (Suji), etc. The impeccable quality products, cost effective production process, voluminous experience of the market and prompt delivery has fetched the company, good customer response in overseas markets like USA, New Zealand, Australia, UAE, Qatar and host of other countries. The company's products have been well-appreciated by all their clients across the globe.

Shakti Bhog, with 12 products in their portfolio, and presence in over 100 countries, the company has never compromised on the quality. The market share of Shakti Bhog is 20%. The company has

25 manufacturing plants across India.

Marketing Mix of Shakti Bhog Atta

The company has two variants in its product portfolio which is the Shakti Bhog whole wheat flour/Atta and Shakti Bhog premium gold sharbati Atta. The whole wheat is procured and checked under stringent quality norms and ground using modern "Chakki grinding" technique to preserve its natural taste, aroma and nutrients. The company keeps the entire stock in controlled atmospheric conditions for ensuring freshness and quality. Shakti bhog 10kg pack is priced at Rs.350, 5kg pack at Rs.180

The Shakti Bhog Atta Campaign is a part of Delhi Metro Stations - Metro panels, inside Metro branding, hoardings, and pillars, resulting in high visibility and recall value. Apart from this, campaigns are planned as a part of cabs in six cities namely Delhi NCR, Jaipur, Punjab etc.

Annapurna Atta

Launched nationally in 1998, Annapurna Atta was aimed at helping the homemaker to provide wholesome tasty nutrition to the family. Annapurna Atta continues to promise soft tasty rotis as it is made from the choicest of grains, brought fresh from the farms, cleaned several times and packed in hygienic conditions.

Marketing Mix of Annapurna Atta

The Annapurna Atta has two variants in its product portfolio, viz., Annapurna Farm Fresh Atta and Annapurna Farm Fresh Whole Atta. The 1kg pack of the product is priced at Rs.50/-, the 10kg pack at Rs. 440/- and 5kg pack is priced around Rs. 240/- (HUL, n.d.)

Hindustan Unilever has 6.4 million outlets across the country, out of which 2 million are the retail outlets. HUL also has 30 factories across the country which are further connected to more than 2700 stockists. To reach the rural sector HUL has various rural distributors who forward it to the rural sub stockists and rural retailers. Along with these facilities, emergence of 3P (Third Party) Logistics has helped them reach rural areas with lesser cost.

The advertisements of HUL brands are in the form of television commercials, newspaper ads as well as online ads. These campaigns tell stories to connect with the end users.

Pillsbury Atta

Chakki Fresh Atta changed the game in the Atta field. It's a high-quality, nutritious alternative

with fibre to an age-old tradition. It was the first product of its kind to offer extra nutrition in the form of more protein, calcium and iron in 1998.

Marketing Mix of Pillsbury

The variants of Pillsbury Chakki Fresh Atta include, gold Atta, chakki fresh Atta and multi grain Atta. (Mills, n.d.)

The company has a market share of 8%. The 2 kg pack of the product is priced at Rs. 98/-, 5kg at Rs. 240 and the 10kg pack at Rs. 440. General Mills products are sold in over 100 countries all over the world. The company provides various coupons and deals on a regular basis for some of their popular products in order to promote the brand in addition to campaigns on television. Poppin' Fresh, more widely known as the Pillsbury Doughboy, is an advertising mascot for the Pillsbury Company, appearing as a part of the commercials.

About ITC Ltd.

ITC is one of India's foremost multi-business enterprises with a market capitalisation of US \$ 50 billion and Gross Sales Value of US \$ 10 billion. ITC is rated among the World's Best Big Companies, Asia's 'Fab 50' and the World's Most Reputable Companies by Forbes magazine and as 'India's Most Admired Company' in a survey conducted by Fortune India magazine and Hay Group.

ITC's aspiration to create enduring value for the nation and its stakeholders is manifest in its robust portfolio of traditional and greenfield businesses encompassing Fast Moving Consumer Goods (FMCG), Hotels, Paperboards & Specialty Papers, Packaging, Agri-Business, and Information Technology. This diversified presence in the businesses of tomorrow is powered by a strategy to pursue multiple drivers of growth based on its proven competencies, enterprise strengths and strong synergies between its businesses.

The competitiveness of ITC's diverse businesses rest on the strong foundations of institutional strengths derived from its deep consumer insights, cutting-edge Research & Development, differentiated product development capacity, brand-building capability, world-class manufacturing infrastructure, extensive rural linkages, efficient trade marketing, distribution network and dedicated human resources. ITC's ability to leverage internal synergies residing across its diverse businesses lends a unique source of competitive advantage to its products and services.

Acknowledged as a global exemplar in sustainability, ITC is the only enterprise in the world, of comparable dimensions to be carbon-positive, water-positive, and solid waste recycling positive.

Fast Moving Consumer Goods Business

Keeping pace with the rapid growth of the FMCG industry in India, ITC has significantly scaled up its presence in the FMCG sector, particularly its newer businesses. Its impressive bouquet of offerings includes Branded Packaged Foods, Personal Care Products, Cigarettes, Lifestyle Retailing, Education and Stationery products, and Safety Matches and Incense Sticks (Agarbatti). Within a relatively short span of time, ITC has established several strong consumer brands in the Indian FMCG market.

ITC leverages its institutional strengths including focus on quality and innovation and differentiation, backed by deep consumer insights, world class R&D and an efficient and responsive supply chain, to consolidate its position as a leader in the FMCG industry in India.

ITC's Agri Business

ITC's Agri-Business is one of India's largest exporters of agricultural products. The ITC Group's contribution to foreign exchange earnings over the last ten years has amounted to nearly US\$ 6.8 billion, of which Agri exports constituted 57%. The Company's 'e-Choupal' initiative has enabled Indian agriculture significantly enhance its competitiveness by empowering Indian farmers through the power of the Internet. This transformational strategy has already become the subject matter of a case study at Harvard Business School apart from receiving widespread global acclaim.

Branded Packaged Foods

ITC Foods has sustained its position as one of the fastest growing branded packaged food businesses in the country leveraging a robust portfolio of brands, a range of distinctive products customised to address regional tastes and preferences along with an efficient supply chain and distribution network that ensures benchmark levels of visibility, availability and freshness of products in the market. The 3rd largest food business in India, is today represented in multiple categories in the market - Staples, Spices, Ready-to-Eat, Snack Foods, Bakery and Confectionery, Chocolates, Coffee, Juices and Beverages. Its bouquet of popular food brands includes 'Aashirvaad', 'Sunfeast', 'Bingo!', 'YiPpee!', 'ITC Master Chef', 'B Natural', 'Kitchens of India', 'mint-o', 'Candyman' and 'GumOn'. In the Staples category, Aashirvaad Atta posted healthy growth and fortified its leadership position. The value-added product portfolio, comprising Multi-grains, Select and Sugar Release Control Atta, continued to record robust growth.

ITC's Backward Integration Strategy - the e-Choupal initiative

ITC Agri Business' unique strength is the extensive backward linkages it has established with the farmers. The pioneering ITC e-Choupal initiative is a powerful example of a development model that delivers largescale societal value by co-creating rural markets with local communities. A unique click-and-mortar channel, it facilitates the two-way flow of goods and services in and out of villages, transforming them into vibrant economic institutions. The initiative serves more than 4 million farmers in over 35,000 villages through a network of 6,100 internet kiosks spread across 10 states, making ITC e-Choupal the largest rural digital infrastructure in the world.

In Foods Business, wheat constitutes around 50% of the total value of raw material procured and is sourced through the e-Choupal platform of ITC's Agri business, thereby, ensuring 100% traceability to the origin.

The Company's deep rural linkages and expertise in Agri-commodity sourcing, coupled with differentiation through value-added services of identity preservation, traceability and certification, is a critical source of competitive advantage for the branded packaged food businesses.

Over 28,000 farmers, who have adopted all the initiatives under the integrated programme, have already reported doubling of incomes. (ITC, Sustainability Report, n.d.)

About e-Choupal

The ITC e-Choupal initiative is a powerful epitome of a business model that delivers largescale societal value by co-creating rural markets with local communities. Recognising the various challenges faced by farmers like fragmented farms, weak infrastructure and involvement of numerous intermediaries, ITC designed e-Choupal as a more efficient supply chain aimed at delivering value to its customers around the world on a sustainable basis.

e-Choupal is an initiative which connects the rural farmers of India to the external world. It provides a platform for procuring the necessities, discovering the prices and markets that give the best pay off for their efforts. It uses Internet as a basis for enabling the farmers to access these features along with world-class suggestions on cultivation and marketing. This initiative has helped farmers in hiring farming equipment like tractors, harvesters and tools required for the cultivation and irrigation. Overall it helps the farmers to have a better relationship with the community.

ITC e-Choupal unveils the potential of the Indian farmer, who has been trapped in a vicious cycle of low risk-taking ability - low investment - low productivity - weak market orientation - low value addition - low margin - low risk-taking ability. This has made them and the Indian agri-business

sector globally uncompetitive, despite the country's rich and abundant natural resources. As a market-led business model, ITC e-Choupal has enhanced the competitiveness of Indian agriculture and triggered a virtuous cycle of higher productivity, higher incomes and enlarged capacity for farmer risk management, larger investments and higher quality and productivity.

The enhancement of rural incomes has also unleashed the latent demand for industrial goods, necessary for the continued growth of the Indian economy. This, in turn, creates another virtuous cycle that is propelling the economy into a higher growth trajectory. (ITC, ITC Agri Business, n.d.)

The Story of Aashirvaad Atta

Way back in 2002, when ITC launched Aashirvaad packaged wheat flour, it was a latecomer to the branded Atta market. Within four years, the brand edged past its peers to corner the maximum market share. Today Aashirvaad, ITC has 75 per cent of the market - of course, given that wheat in India still is a largely unorganised market, the branded segment is a tiny fragment of the whole market. Its main competitor is Shakti Bhog Atta followed by Annapurna and Pillsbury.

For wheat flour, the organised segment in India is estimated to be 10 - 15% of the market. This is mere fraction of the Rs 30,000 crore Atta business in the country. In most parts of the country, flour is still a homegrown affair. Wheat grains are bought in bulk and ground at the local millers; it took aggressive marketing, deep pockets, and an extensive rural network and a team of researchers working closely with the product teams for ITC to break this mindset.

It has launched range of extensions (Wheat Atta, Atta with multigrain, Atta with meth, salt and fortified Atta).

Atta is an emotional subject with Indian housewives. The quality of the pulka or roti determines the mood around the dining table. The challenge in the Atta market is to offer consistency in quality. That's where Aashirvaad scores over competitors who could not offer that quality consistency. Food business needs a strong, quality-oriented and dedicated supply chain. Buying wheat from the open market would mean different quality at different times.

That's where the company has immense support from ITC's e-choupal that ensured consistency in wheat quality. The company's consumer tracks on conversion levels from traditional Atta market (where consumer purchases wheat and grinds it shows a 35% shift to their packaged brand).

The company also started setting production centres close to the consumption centres. There are 25 factories producing Aashirvaad Atta and none of them are more than 200 km from a

market. (exchange4media, 2017)

Aashirvaad has consistently worked on taste, form and marketing methods and has successfully straddled the premium and mass market. The secret to this, is research, research and more research. The special blends and granulations that the team has crafted, since the launch, for different markets have contributed to its success. The product is customised for different sets of consumers across regions for example, in the North, Atta is consumed daily, and the look and granulation required there would be different (ITC, Press Reports, 2015) when compared to other markets.

All the launches are tested initially by ITC hotel chefs. Several times, these chefs have helped create the prototypes. The chefs' finicky reviews and after their approval the products are ready to be launched. (ITC, Press Reports, 2007)

ITC Ltd has set its sights higher for Aashirvaad. The company has set an internal target of generating Rs10,000 crore from Aashirvaad annually in five years. To hit the Rs10,000 crore mark, Brand Aashirvaad is having a stream of product launches-backed by a micro-regional strategy for product, distribution and communication targeting new sets of consumers.

At the retail level, Brand Aashirvaad's current sales is around Rs4,200 crore. The brand has been growing at a compounded annual rate of 16-17% for the past few years. The company hopes to maintain the rate of growth, and the target is to cross the Rs10,000 crore mark. (Livemint, ITC sets sights higher for foods brand Aashirvaad, 2018)

Issues and Concerns faced by ITC Aashirvaad Atta

ITC's focus on Aashirvaad is part of the company's strategy to generate around Rs. 65,000 crores from packaged foods by 2030 to reach its target of Rs1 trillion revenue from non-cigarette packaged goods.

Meanwhile, the company has been tackling the fallout of a set of videos shared on social media that allege that Aashirvaad Atta has plastic in it. (Livemint, ITC sets sights higher for foods brand Aashirvaad, 2018)

The company reiterated that there is no plastic in Aashirvaad Atta, as claimed by some "malicious videos". Moreover, the company through a release pointed out that it has obtained a stay against the various malicious videos that are being circulated via WhatsApp and Facebook. A court order issued by the Bengaluru Civil Court last year bars the circulation of such fake videos on social

media. ITC had also filed police complaints in Kolkata and Hyderabad against alleged miscreants who are spreading false information. The release also said that what is being shown as plastic in these videos is actually wheat protein which is a mandated component of Atta by the FSSAI and occurs naturally in many grains like wheat, oats, barley. Protein is an integral part of any Atta or wheat and this protein is what binds the Atta. Without this protein, it is not possible to roll chapatis. Several videos clarifying the same was posted by independent persons setting the facts right. ITC has also released media advertisements and digital campaigns explaining the factual position.

Marketing Mix (4Ps) of ITC Aashirvaad Atta

1. **Product:** Aashirvaad Atta is one of the leading Atta brands in India and has always been preferred choice to the Indian Household since 2002. Under Aashirvaad Atta, the following variants:
 - a. **Aashirvaad fortified chakki fresh Atta:** This fortified Atta has source of nutrients like Iron, Folic Acid, and Vitamin B12, which helps in meeting the daily micronutrient requirement and also soft, tasty and nutritious roti.
 - b. **Aashirvaad Select Atta:** Aashirvaad Select is a premium quality Atta made from the 100% MP Sharbati wheat which is harvested in the Sehore region of Madhya Pradesh. The wheat grains undergo a stringent quality check and the best of them are finally handpicked.
 - c. **Aashirvaad Whole Wheat Atta:** It is the core product under the brand of Aashirvaad Atta. Aashirvaad Whole Wheat Atta is made from the grains which are heavy on the palm, golden amber in color and hard in bite. It is carefully ground using modern 'chakki - grinding' process which ensures that Aashirvaad Atta contains 0% Maida and is 100% Sampoorna Atta.
 - d. **Aashirvaad Atta with multi grains:** Aashirvaad Atta with Multigrain is made with the choicest of grains from the fields across the country to give the wholesome goodness of multiple grains and a tasty roti. It gives the wholesome goodness of six different grains - wheat, soya, channa, oat, maize and psyllium husk
 - e. **Aashirvaad Sugar release control Atta:** Aashirvaad Sugar Release Control Atta is a blend of whole wheat flour and pulse and legume flours forming a unique "Natural Grain Mix". Ingredients like oats and methi ensure that this Atta is high in protein and

Product	Qty	Price
Aashirvaad Whole Wheat Atta	1 Kg	` 53
	2 Kg	` 101
	5 Kg	` 245
	10 Kg	` 440
Aashirvaad Multi Grain Atta	1 Kg	` 58
	5 Kg	` 285
Aashirvaad Sugar Release Control Atta	1 Kg	` 64
	5 Kg	` 315
Aashirvaad Fortified Chakki Atta	5 Kg	` 175
	10 Kg	` 320
Aashirvaad Select Atta	1 Kg	` 56
	5 Kg	` 275

fibre with a Low Glycemic Index. It releases its sugar slowly in the body and thus helps in preventing sugar level spikes

2. **Price:** Being in an intense competition, Aashirvaad has adopted a competitive pricing strategy, while focusing on quality aspects. The pricing of the products are as follows:
3. **Place:** Aashirvaad leveraged the multinational's deep linkages with the farmers and that has paved the way for many more linkages and brand extensions. ITC's peers do not have this advantage; neither do they possess the massive distribution network that it has built through its core businesses. ITC's distribution network reaches more than two million outlets nationwide and more than 4.5 million stores through wholesalers.
4. **Promotion:** The promotional activities of Aashirvaad are planned in the following ways: Word - of - Mouth, TV& Print Media Advertising and Sponsoring the events like :

- ITC's Aashirvaad at 'Puri Rath Yatra' (2017) tied up with the temple authority for donating equal amount of grain to the temple kitchen for the Bhog aka Prasad.
- The company also sponsored the event GrehShobha - an event exclusively organized for ladies by a website on parenting
- It also organized a school event titled 'Tiffin with Tenali', a story cum question and answer session in December 2018 at a school in Tamil Nadu

Conclusion

It can thus be concluded that Aashirvaad Atta is changing the game of the traditionally grounded wheat flour. However, in contrast, the unorganized market is still prevalent when it comes to wheat flour atta. What strategic decisions do you recommend to tap the unorganized market? Which segments should ITC focus and why? What strategies do you recommend to engage & strengthen the consumers with the brand with specific reference to branding and promotional decisions??

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