



*IIMC CASE RESEARCH CENTER (IIMCCRC)*

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*DECEMBER 2021*

## DABUR AND ITS QUEST FOR INTERNATIONAL MARKETS

In 2016, Dabur India Ltd, with revenues of over Rs 8,436 Crores (\$1.3 billion) and market capitalization of Rs.44,000 Crores (\$ 6 billion), was one of India's leading FMCG (Fast Moving Consumer Goods) companies. Owning the largest herbal and natural product portfolio globally, Dabur had established a strong track record as a pioneering company with several business and marketing innovations to its credit. Dabur also took pride in the fact that it had successfully transformed itself from a family-run business into a professionally managed enterprise when many other Indian family-managed firms had failed to do so.

In mid-2016, the top management reviewed the performance of Dabur. They realized that the company had to be more aggressive and nimble-footed in overseas markets to meet shareholder growth expectations in the coming quarters. Despite the higher risks associated with overseas markets, they believed Dabur had no option but to expand its international presence. They also realized that inorganic growth would be needed to save time and move ahead of the competition. With a presence in more than 120 countries, the key question for Dabur was which geography to focus on and what kind of acquisition to target.

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*Prof. Preetam Basu and Prof. Krishanu Rakshit of the Indian Institute of Management Calcutta developed this case study as the basis for class discussion rather than to illustrate the effective or ineffective running of an organization.*