

HOW
DOES



HOW

DO YOU BUILD
A POWERFUL
FRANCHISE OF

13 CRORE

LOYAL CONSUMERS?

CHANGE THE BOTTLE.

When coconut oil of dubious quality was being dispensed 'loose', Marico saw a distinct possibility of building a brand based on quality and purity: Parachute. Rather than chasing the bulk market, we visualised a national market for small consumer packs - retailed from any outlet that sold toilet soaps. Parachute has grown to become the world's largest packaged coconut oil brand. With Saffola, Marico took the health platform, creating a unique 'health oil' segment. Whether it's appealing to health-conscious consumers with healthy blends like Saffola Gold, or reaching out to the rural masses with a lower priced Parachute Mini, Marico continues to find new ways to extend its franchise of loyal consumers.



OLD HABIT?

OR NEW CATEGORY?

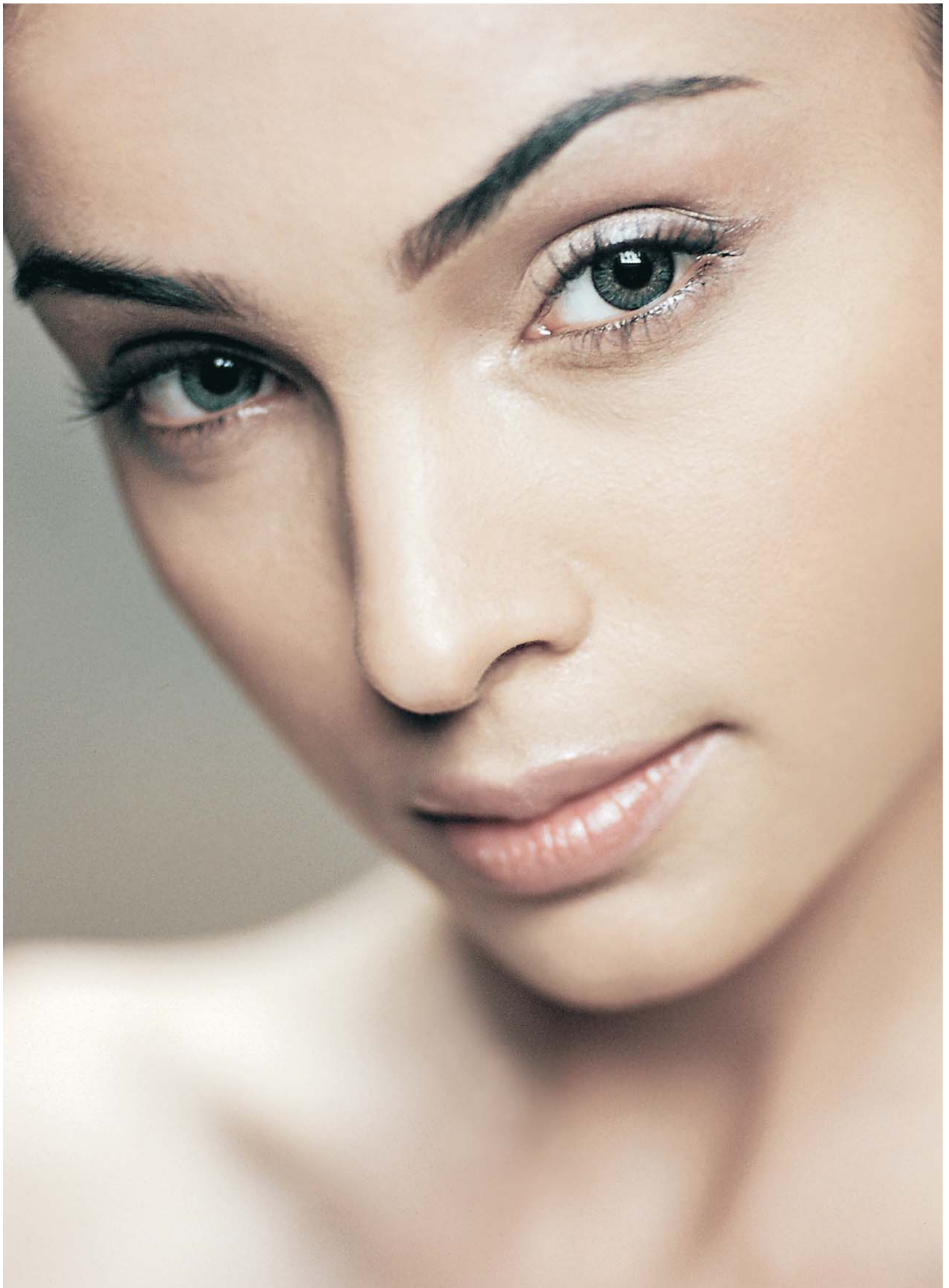
Common sense says: compete in a category and you'll only corner a share of the market. Marico adopted an altogether different strategy: identifying categories that others did not see, based on a deep understanding of Indian consumers and their habits. An age-old habit of starching fabric in hot water presented an opportunity to create a whole new category for instant cold water starch: Revive. With Mediker, we created another new category: anti-lice oil. Both Revive and Mediker have become dominant players in their respective categories, with market shares close to 100%.



JUST WHAT YOU'D EXPECT OUR 90 DERMATOLOGISTS TO DELIVER:

HIGHER MARGINS.

Frankly, an FMCG enterprise has no business being in skin care services. But Marico has changed the paradigm - with Kaya. In barely 3 years, our skin care services business has grown to 34 clinics across 11 cities in India and the UAE - with 90 dermatologists providing customized skin solutions to over 40,000 satisfied customers, using the finest cosmetic dermatology procedures available internationally. Whether it's moving up from products to services, or delivering higher value to our consumers with premium value-added products, it's all part of our strategy to move up the value chain. Clearly, Marico has been focusing on growing its high-margin portfolio - and services, we knew, provided higher margins. This year, our high margin portfolio contributed 71% to our total turnover. Obviously, our thinking is showing visible results.



THE BEST WAY
TO GROW
IS TO FOCUS ON
YOUR HOME TURF.

WE WENT TO
24 COUNTRIES INSTEAD.

Marico has developed a significant franchise beyond the Indian subcontinent - across 24 countries. At Rs.100 crore, its international business represents 10% of the group's turnover. In Bangladesh, Parachute Oil leads with a 50% market share. In the Gulf, Parachute Hair Cream has cornered 14% of the hair cream market. Kaya has established base in Dubai. And in the US, Sundari is all set to corner a share of the US\$ 2 billion market for spa products. So why did Marico turn to overseas markets? Simple, we went wherever we saw an opportunity. We found that the habits of the Indian diaspora in the Gulf were no different from Indians living here - an opportunity to build a strong base for Parachute. We appealed to the native Arabs with products that they were seeking: hair creams. And the back-to-nature movement in the US presented the perfect opportunity for an Indian company to target the spa market with Ayurvedic skin care products: Sundari.

