REDEFINING RURAL MARKETING: AN APPROACH TOWARDS MICRO ENTREPRENEURSHIP WITH SPECIAL REFERENCE TO SHAKTI

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ABSTRACT

Corporate sector is now moving very quickly in the rural market for setting-up of their retail outlets, distribution channels, private schools and hospitals. These need skilled workforce but trained manpower is not available in rural areas. Some organised rural retail chains have brought people from urban areas but retention rate is very low due to lack of good schools or medical facilities for the employees and families. Where almost seventy percent of Indian are living in rural areas, most of these are “hard to reach” and offer relatively lower business potential. Hence reaching them through the conventional distribution system is a big challenge. These challenges may require new marketing thinking to deal with the issues and to realize vast potential of thus far ignored rural markets. Hindustan Unilever Limited (HUL) to tap this market conceived of Project Shakti. The project begin in year 2001 developed a network of forty five thousand Shakti Entrepreneurs in more than one lakh villages across fifteen states reaching three million homes. The strategy not only played a vital role to penetrate in rural India but also bring to the notice the potential of business opportunity exists in Indian villages. It is the foresight of the company to sense the new business opportunity in rural India and tapped it so beautifully that it became a case study for new comers in the sector. The present paper explores in detail survival and growth of the HUL unique marketing strategy “Shakti Entrepreneur” with passage of time.

KEYWORDS: Shakti Entrepreneur, Hindustan Unilever Limited, Marketing, Distribution Channel, Self Help Groups (SHGs), Social Network.

INTRODUCTION

With the urban market saturated, FMCG companies are now targeting the rural markets. In spite of the income imbalance between urban and rural India, rural holds great potential since 70% of India's population lives there. India has more than 6, 30,000 villages, most of these are hard to reach due to poor connectivity and offer relatively low business potential. This rural context poses several challenges, such as low-income, absence of basic marketing infrastructure, subsistence living, irregular income and demand patterns, dependence on agriculture, high social stratification, lack of social mobility, and traditional value orientation, to marketers. Furthermore, retailers
cannot be present in all the centers as many of them are so small that it makes them economically unfeasible. These challenges may require new marketing thinking to deal with the issues and to realize vast potential of thus far ignored rural markets. Hindustan Unilever Limited (HUL) to tap this market conceived of Project Shakti. This project was started in year 2001 with the aim of increasing the company's rural distribution reach as well as providing rural women with income-generating opportunities. This is a case where the social goals are helping achieve business goals.

In rural Indian economy tiny and micro enterprises, creates huge employment opportunities; produces necessary goods and services to cater to the local requirements and contributes significantly to the development and growth of the nation. It helps inculcate growth with equity viz; both women and men alike; mobilize savings and internal financial resources for entrepreneurial activities. In fact creations of micro enterprises are considered as an effective tool for sustainable livelihood, poverty alleviation and employment generation. Similarly, economics of micro finance makes it a compelling anti-poverty strategy. With a small amount, rural youth can establish a small business, repay the loan and still own the productive assets.

PROBLEMS ASSOCIATED WITH RURAL INDIA

1. Lower purchasing power
2. Poor developed distribution channels
3. Lack of trained staff
4. Limited infrastructure facility
5. Poor media penetration
6. Almost non existence of virtual
7. Communication

The strategy not only played an important role in the success of HUL in remote area but also became a part of learning for the beginners who too want to enter in rural areas. It is the foresight of the company to sense the new business opportunity in rural India and tapped it so beautifully that it became a case study for new comers in the sector. Important role in the success of HUL in remote area but also became a part of learning for the beginners who too want to enter in rural areas. It is the foresight of the company to sense the new business opportunity in rural India and tapped it so beautifully that it became a case.

This difficult and complex task can be achieved by helping rural producers to effectively compete in the marketplace based on competitive/comparative advantage through consolidation of agriculture and rural enterprises. More specifically, agriculture and rural enterprises need to be linked to rural and/or urban markets through ‘minimizing market resistance to rural products’ and ‘maximizing market orientation of rural enterprises’. The leading business magazine ‘Business World’ has published ‘The Marketing White Book’ 2007-08 (December 2007).
was a special chapter on ‘Rural Market’ on the basis of ‘MGI India Consumer Demand Model’ they have quoted the aggregate rural consumption as given in the below table-1.

**TABLE-1**

**AGGREGATE RURAL CONSUMPTION (IN RS. 000 CRORES)**

<table>
<thead>
<tr>
<th></th>
<th>1985</th>
<th>1995</th>
<th>2005</th>
<th>2015 (Projected)</th>
<th>2025 (Projected)</th>
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<td>449</td>
<td>609</td>
<td>968</td>
<td>1670</td>
<td>2648</td>
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<td><strong>Compound Annual Growth</strong></td>
<td>3.9%</td>
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<td><strong>Source:</strong> The Marketing White Book (2007-08), Business World, December 2007</td>
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**SHAKTI: A MICRO BUSINESS WITH MASSIVE IMPACT**

Rural Indian markets, whose potential has historically been dismissed, account for more than 50% of fast-moving consumer good (FMCG) sales, and 60% of the durables market. The annual size of the rural market for FMCGs has been steadily growing and is estimated at $11 billion. The companies have realized that it is too costly to ignore this market any longer. It is an interesting fact to note that while the per capita income of rural India is half what it is in urban India, the surplus disposable income is roughly the same, as standard of living is cheaper in rural area as compare to urban areas.

In overcoming the difficulties of penetrating rural markets, companies are turning to the rural poor not only as potential consumers, but as retailers as well. Collaborating with microcredit clients has proven to be good business. The most revolutionary example of such partnership is between Indian company Hindustan Lever Limited (HLL), a subsidiary of Unilever, and CARE India’s multi-state microfinance program. By linking HLL with self-help groups throughout India, women have received training in retail and marketing to sell staple products in rural, low-income areas. The Shakti is a micro enterprise programme initiated in year 2001 that creates opportunity for the rural population to sell HUL products door to door in their local area. This resulted in easy access of HUL products in the hands of low income consumers and reduces the menace of locally sold spurious products. The company targeted the Self Help Groups (SHG) members as the promoter of their product. The initial training is also imparted to market and sell the product efficiently to the HUL agents. These agents were termed as Shakti Amma’s. The term has been derived to rightly address the Indian rural entrepreneurs. The word “Shakti” means the power, which HUL gave to rural women through providing means to become an entrepreneur. While the word “Amma”, is a local term generally used in villages to address women. Thus the theme of the project is to empower the rural based women while at the same time creating a healthy route to penetrate in rural market.
OBJECTIVE

1. TO EXTEND DIRECT REACH INTO UNTAPPED MARKETS: The aim of the project to help the company to penetrate in rural untapped areas in partnership with Self Help Groups. The direct marketing strategy adopted by the company to promote its products.

2. TO BUILD BRAND THROUGH LOCAL INFLUENCE: To overcome the problem of limited media coverage, the company appointed the Shakti Entrepreneur as a brand ambassador of their products. They are not just brand ambassador but also generate sales of HUL products.

3. EMPOWER UNDERPRIVILEGED WOMEN HUL: As a company is also well aware of its social obligation towards the society. Hence through partnership with village level Self Help Groups provided sustainable livelihood opportunity to its members.

   (a) Communication builds a brand

   (b) Micro enterprise create livelihood

   (c) Social initiatives improve the standard of life by providing quality products.

4. BUSINESS MODEL OF SHAKTI PROJECT: The recruitment of a Shakti Entrepreneur or Shakti Amma (SA) begins with the executives of HUL identifying the uncovered village. The representative of the company meets the panchayat and the village head and identify the woman who they believe will be suitable as a SA. After training she is asked to put up Rs 20,000 as investment which is used to buy products for selling. The products are then sold door-to-door or through petty shops at home. On average, a Shakti amma records monthly sales of Rs10,000-15000, on which she earns Rs1000-1500; those earnings come out of a 3% discount that HUL gives her on its products, as well as a trade margin of approximately 10%. A really outstanding Shakti amma—a Diamond Shakti amma—can even book Rs30,000-40,000 of sales every month, often turning her house into an HUL store. Thus on an average a Shakti Amma makes a 10% margin on the products she sells.

5. SOCIAL NETWORK: A SUCCESS LADDER: If companies want to succeed in an emerging market, they must link up with India's vast social networks to reach remote customers. Pradeep Kashyap, founder and CEO of MART, A rural market consultancy company. In the words of Kashyap, "In a country like India, or any developing economy, the physical infrastructure is weak, but the social infrastructure is very strong." Unlike in the west, where the physical infrastructure is very good—the roads, the electricity—but the social infrastructure doesn't need to be strong. So we have to leverage on our social infrastructure." The success of HUL in rural India is its local partners in the form of shakti entrepreneur.

SHAKTI — CHANGING LIVES IN RURAL INDIA

One in eight people on the planet lives in an Indian village. Hindustan Unilever's Shakti Entrepreneurial Programme helps women in rural India set up small businesses as direct-to-
consumer retailers. The scheme equips women with business skills and a way out of poverty as well as creating a crucial new distribution channel for Unilever products in the large and fast-growing global market of low-spending consumers.

1. HUL has been proactively engaged in rural development since 1976 with the initiation of the Integrated Rural Development Programme in the Etah district of Uttar Pradesh, in tandem with the company’s dairy operations. This Programme now covers 500 villages in the district. Subsequently, the factories that HUL continued establishing in less-developed regions of the country have been engaged in similar programmes in adjacent villages. These factory-centered activities mainly focus on training farmers, animal husbandry, generating alternative income, health & hygiene and infrastructure development.

2. Shakti is HUL's rural initiative, which targets small villages with population of less than 2000 people or less. It seeks to empower underprivileged rural women by providing income-generating opportunities, health and hygiene education through the Shakti Vani programme, and creating access to relevant information through the iShakti community portal. Shakti is a pioneering effort in creating livelihoods for rural women, organised in Self-Help Groups (SHGs), and improving living standards in rural India. Shakti provides critically needed additional income to these women and their families, by equipping and training them to become an extended arm of the company's operation.

3. Started in 2001, Shakti has already been extended to about 80,000 villages in 15 states. Shakti already has about 25,000 women entrepreneurs in its fold. A typical Shakti entrepreneur earns a sustainable income of about Rs.700 -Rs.1,000 per month, which is double their average household income. Shakti is thus creating opportunities for rural women to live in improved conditions and with dignity, while improving the overall standard of living in their families.

4. Shakti Vani is a social communication programme. Women, trained in health and hygiene issues, address village communities through meetings at schools, village baithaks, SHG meetings and other social fora. In 204, Shakti Vani has covered 10,000 villages in Madhya Pradesh, Chattisgarh and Karnataka. The vision is to cover 80,000 villages in 2005. iShakti, the Internet-based rural information service, has been launched in Andhra Pradesh, in association with the Andhra Pradesh Government's Rajiv Internet Village Programme. The service is now available in Nalgonda, Vishakapatnam, West Godavari and East Godavari districts. iShakti has been developed to provide information and services to meet rural needs in medical health and hygiene, agriculture, animal husbandry, education, vocational training and employment and women's empowerment. The vision is to have 3,500 kiosks across the state by 2005.

5. The model was piloted in Nalgonda district of Andhra Pradesh in 50 villages in the year 2000. The Government of Andhra Pradesh took the pioneering step of supporting the initiative by enabling linkages with the network of DWACRA Groups of rural women set up for their development and self-employment. Most SHG women view Project Shakti as a powerful business proposition and are keen participants in it. It has since been extended to in Andhra Pradesh, Bihar, Chattisgarh, Gujarat, Haryana, Jharkhand, Karnataka, Madhya Pradesh,
Maharashtra, Orissa, Punjab, Rajasthan, Tamilnadu, Uttar Pradesh and West Bengal with the total strength of over 40,000 Shakti Entrepreneurs.

6. Other Activities: To improve the business skills of the SHG women, extensive training programmes are being held. Such workshops have already covered a large number of Shakti Entrepreneurs in Andhra Pradesh, Karnataka, Gujarat, Madhya Pradesh, Uttar Pradesh, Tamilnadu, Chattisgarh and Orissa. As part of their training programme, all HUL Management Trainees spend about 4 weeks on Project Shakti in rural areas with NGOs or SHGs. Assignments include business process consulting for nascent enterprises engaged in the manufacture of products such as spices and hosiery items.

7. Participated States Andhra Pradesh Karnataka Madhya Gujarat Chattisgarh Maharashtra Orissa Punjab Rajasthan Tamilnadu Uttar Pradesh West Bengal Bihar Haryana Jharkha

8. Support Shakti Shakti is working closely with the rural development departments of the state governments, as well as large number of NGO’s across the geographies it currently on Project Shakti.

BENEFITS OF THE SHAKTI PROJECT

The project Shakti popularized the brand HUL among the rural India. It leads to easy access to such areas which was far beyond the reach of the company with its present resources. The benefits which the company derives out of the project are as follows:

(A) AVAILABILITY OF STAFF AT LOWER COST: In India the peoples are strongly connected socially. To reach the Indian customer efficiently and effectively is through word of mouth. To penetrate in Indian rural market, it is strongly required that the seller familiar with the customer taste, income and buying behaviour. Thus a local villager when hired by the company increases the sales to many folds. The women are the homemaker and are the real purchaser of the fast moving consumer goods. Hence to tap the rural India with its FMCG products, the company targeted the women folk. In addition the direct selling helps the company to manage its administration cost of operations and survive in the market.

(B) LOCALISED PARTNER: The local hired and trained “Shakti Entrepreneur” is the unique selling tactic of the HUL. The shakti entrepreneur moves from home to home for selling products helped to well verse its brand among the rural India. The frequent visit to customers created a strong bonding of the Shakti Entrepreneurs with its customers. They are familiar what are their customer’s requirement, taste and preference.

(C) DISTRIBUTION CHANNEL AND DIRECT MARKETING: To overcome the issues of weak distribution network in remote areas, the company adopted the direct marketing strategy by appointing “Shakti Amma”. The shakti amma move from house to house and even small kirana shops and kiosks in the village to sell the product. Thus makes the easy accessibility of the brand even in far flung areas.
(D) ADVERTISEMENT AND PROMOTION: To promote the product the company trained the selected Shakti Amma by providing soft skills and complete knowledge about the HUL products and their correct usage. The Shakti Entrepreneurs are the live advertisements who go from home to home talking about relevant brand benefits -- like hygiene and healthcare - of HUL products. The front room of the family house often becoming a marketing and distribution tools in one go. The Shakti Amma not only created awareness among the potential consumers but also increased demand of the HUL products.

(E) COMMUNICATION LINKAGE: The company also run a Shakti Vani project to supplement the project shakti Under this programme, trained communicators visit schools and village congregations to drive messages on sanitation, good hygiene practices and women empowerment. This serves as a rural communication vehicle and helps to boost up sales.

(F) DECISION MAKING TOOL: The Shakti entrepreneurs provide in-depth knowledge about the consumers buying behavior in terms of what they want, what they can afford, when they buy. She knows all its customers very well. It provide the vital information which facilitate the company in decision making regarding to the type of product to promote, divestment decision, the pricing issue, discounts, marketing strategies. In addition the information so gathered helps the company to take decisions at the time of launch of new product.

(G) SHAKTI ENTREPRENEURS: In overcoming the difficulties of penetrating rural markets, company turning to the rural poor not only as potential consumers, but as retailers as well. Collaborating with microcredit clients has proven to be good business. The project helps the Shakti entrepreneur to earn 1000-1500 rupees a month, which is a significant amount for a BPL family, supplement the monthly income. Moreover it provides entrepreneur skills, boost up confidence, and enhance the decision making skills, leadership qualities of the Shakti Entrepreneur. In short contribute towards the overall development of the underprivileged sectio and helps HUL to achieve its social obligation towards society.

The main advantage of the Shakti programme for HUL is having more feet on the ground. “Shakti Ammas” (SAs) are able to reach far flung areas, which were economically unviable for the company to tap on its own, besides being a brand ambassador for the company. Moreover, the company has ready consumers in the SAs who become users of the products besides selling them. To solve the value chain issue the company closely work with its local shakti entrepreneurs. The shakti entrepreneurs has lead to twin benefit to the company. Where it boost the income prospects of the Shakti Entrepreneurs, it also provides HUL with security of supply of raw materials and new distribution routes to improve the penetration of company products.

(A) UNORTHODOX SOLUTIONS: Roshni, a Shakti amma from Dhindaar village of Uttar Pradesh, found that her customers were dissatisfied with the effects of the Fair & Lovely she told. So she organized a seminar devoted to showing the women the correct way to use Fair & Lovely—what her Shakti trainer, Jitendra Kumar, calls the “aath ka funda”, the method of daubing spots of the cream in a figure of eight on the face, and then massaging it in. “And now it
sells much better,” Roshni says.

(B) LIVE DEMONSTRATION: Roshni, a Shakti amma from Dhindaar village in Uttar Pradesh, says sales of Fair and Lovely improved after she conducted a seminar to show her customers the right way to apply the cream.

(C) CASH BASED TRANSACTION: It was being realized by the company that few Shakti Ammas who sold their products at credit to enhance sales found difficulty in recovery. Thus “We also advise our Shakti Ammas not to sell on credit,” says Prashant Jain, an area sales and customer manager for central Uttar Pradesh (rural) with HUL. “Recovery is sometimes difficult, because many of these customers are also relatives or known to her in the village, so they feel embarrassed to ask for money. So we advise them to sell (for) cash only.”

(D) HOME TO SHOPS : HUL learned very early that Shakti Ammas should be encouraged to sell to retail shops as well as homes if they were to feel optimistic about their earning potential.

(E) LOGISTICS: Another lesson rose out of Project Shakti’s logistics. Jain describes how HUL initially thought it viable to only target villages with a population of 2,000 or more, how market strategists sat down with census lists, and how ammas were found in those selected villages and started off with a minimum of Rs10,000 worth of stock.

When HUL started delivering stock to these ammas twice a month, however, it realized that it was also in its best interests to cultivate Shakti ammas in the villages that lay along that route, however small they were. “Even if we are just dropping off stock worth Rs1,000 or Rs2,000 at these villages on the way, it makes economic sense,” Jain says.

(F) SHAKTIMAAN MODE: Today 45,000 shakti ammas push HUL products in India. Last year, the company decided to diversify the network and include husbands and sons in the distribution process. To further expand its reach to far off rural areas, HUL recently brought in its new “Shaktimaan model” (empowered man) where the village men work as distributors of HUL products. They head out on their bicycles, provided by the company, in order to sell the subsidized HUL products to nearby villages. They cover much more ground than the women, who do not like to travel outside their villages on their own. As of 2011 there are about 10,000 men signed up for the system. That has added an additional 23,000 rural shakti distributors, helping HUL triple their rural reach.

(G) SHAKTI DAYS: Although the company has been successful in the initiative and has been scaling up, it faces problems from time to time for which it comes up with innovative solutions. For example, a problem faced by HUL was that the SAs were more inclined to stay at home and sell rather than going from door to door since there is a stigma attached to direct selling. Moreover, men were not liable to go to a woman's house and buy products. The company countered this problem by hosting Shakti Days. Here an artificial market place was created with music and promotion and the ladies were able to sell their products in a few hours without encountering any stigma or bias.
**H SHAKTI PROJECT ACHIEVEMENTS**: This model has been the growth driver for HUL and presently about half of HUL’s FMCG sales come from rural markets. The Shakti entrepreneur project has almost ten percent contribution in the total national turnover. According to the HUL Annual Report of 2009, the company has developed a network of 45000 Shakti entrepreneurs in more than 100000 villages across fifteen states reaching three million homes. The project not only benefited the company but also enhanced livelihood of 75000 rural women by INR 18 crore. In addition the expansion of project towards ‘Shakti Man’ (Empowered Man) further enhanced the rural shakti distributors to 23000 helping the HUL to tripilate its penetration in rural areas.

**I FUTURE PLANS**: The long term aim of the company is to have 100,000 Ammas covering 500,000 villages and reaching 600 million people. This programme will help provide HUL with a growing customer base which will benefit the company for years to come. Since the beginning of first quarter of previous year, the HUL want to ensure that the rural folks not only get access to capital, but also generate savings. In a step to promote financial inclusion in rural markets, HUL’s ‘Shakti Ammas’, a network of self-help groups that distribute the company's products in remote villages with a population of 2,000 and less, will now be opening bank accounts for people.

HUL has tied up with leading public sector bank, State Bank of India (SBI), to kick off a pilot project on financial inclusion in Maharashtra and Karnataka. At present, 12 Shakti Ammas, as customer service providers, have opened around 1,000 accounts, and the plan is to roll out the project across the country in the next 12 months. With a network of 43,000 Shakti Ammas enrolled with HUL, in excess of 30 lakh bank accounts are expected to be opened in the next one year-each Shakti Amma is expected to open at least 70 accounts.

**MICRO ENTREPRENEURS ACHIEVE MACRO GAINS**

Till December 2008, all that Rajabai Gaikwad, a resident of Indiranagar slum in Kurla (West), did was take care of her husband and four children. Like most housewives who live in the city’s slums, Gaikwad is illiterate, has never been employed and has never saved for his family.

In December 2008, Gaikwad heard of microfinance — a term that she still cannot pronounce — for the first time. She teamed up with four neighbours, all housewives from her slum, and the women began a microfinance enterprise selling bags that they make.

The women make up to 100 bags per day, selling them for Rs2 each. “We keep Rs 100 aside to repay the loan we took to finance this enterprise,” explains Gaikwad. Once a week, a customer service provider (CSP) visits the slum and collects a predetermined amount, offering the women advice on running the business. “I never imagined I could do this. I put in up to six hours of work a day and now contribute productively to my family’s income,” says Jayashree Katke, a 36-year-old slum dweller who is now able to afford her three children’s education. There are 150 such women’s groups prospering in slums in Thane, Kurla and Kalwa, which make and sell bags, zari, toys and cutlery.

“Microfinance is a popular concept abroad as well as in rural areas. In urban Mumbai, it is risky to dole out totally unsecured loans to a floating population in the slums,” says Anil Jadhav,
chairman and managing director, Hindusthan Microfinance Pvt Ltd, which has successfully taken the risk. “Loans range from Rs5,000 to Rs25,000. While offering the loan, we conduct a three-day workshop where we train the women on how to earn and save and repay the loan,” Jadhav say. Why women? “Because they have a better sense of responsibility,” says Jadhav simply.

Hindusthan Microfinance Pvt Ltd, in turn, receives finance from leading banks in the country. On Monday, RBS Foundation India, formerly known as ABN AMRO Foundation India, launched four new tool kits in association with a well known international microfinance consultancy MicroSave, for emerging Micro Finance Institutions (MFI).

The tool kits comprise training material in key areas such as governance, internal controls, financial management and accounting systems, and will help MFIs with useful operating guidelines. “In the current economic environment, keeping credit open to poor women is critical. The idea is not just to equip them with finance, but also the knowledge to deal with finance and liability,” said Meera Sanyal, country executive-India, ABN Amro Bank

Source: Published: Friday, Mar 6, 2009, by Deepa Suryanarayan, Agency: DNA

CONCLUSION

With emerging markets contributing roughly 44% to global revenues, Unilever—a Fortune 500 foods, home and personal care product giant with operations in about 100 countries—is betting on Project Shakti to reach to the bottom of the pyramid in Asian, African and Latin American markets. The project is being customised and adapted to Sri Lanka, Vietnam and Bangladesh. In Bangladesh and Sri Lanka, it is being promoted as Joyeeta and Saubaghya, respectively. The effort is expected to help Unilever tap fresh growth avenues in emerging markets in the face of recessionary trends in the US and Europe. The rural micro-enterprise has helped the Rs 13,717-crore Hindustan Unilever to push growth rates in several categories such as personal wash, fabric wash, shampoos, oral care and skin care. Brands like Annapurna, Lux, Lifebuoy, Breeze, Wheel, Fair & Lovely, Lakme, Ponds, Clinic Plus and Pepsodent have sold good numbers in smaller markets, company sources said. Overall, around 50% of HUL's revenues came from the rural markets in India. There are over 45,000 Shakti entrepreneurs covering over 135,000 villages across 15 states. Industry officials say the awareness of rural consumers about products and brands is lesser than the urban markets. Also, urban business models are not really successful in tapping the full potential of several small clusters of consumers across remote markets. Project Shakti is a low-cost distribution network HUL launched in 2001 in tie-up with rural women's self-help groups A typical Shakti entrepreneur gets an income in excess of Rs 1,000 per month Project Shakti serves over 1,35,000 villages across 15 states through more than 45,000 entrepreneurs.

Almost a decade back when no single company thought about reaching to the 70 percent of the potential rural customers, the Hindustan Unilever Ltd. came up with a unique marketing strategy called “Shakti Amma”. The project became a powerful tool in the hands of HUL that helps to reach the untapped area of its potential customers at the cheapest cost. It was a successful strategy in such remote areas where the role of media was totally absent, and peoples are
unfamiliar with the company’s product. Despite challenges faced to penetrate in rural India, the company being focused and gradual improvement in the Shakti Project positioned the HUL as a leader of the fast moving consumer good market especially in rural India. The success of the brand HUL can be judged by the claims of the company “HUL is a part of daily life two out of three Indian”.

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