

PATANJALI AYURVED LIMITED (PAL) –GIANT IN MAKING

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Abstract

Patanjali Ayurved Limited (PAL) has shown extraordinary growth in recent past. After exploring secondary literature, the researcher could find out numerous reasons of their tremendous growth. PAL is gaining strength from well-crafted brand, content marketing, emphasis on R & D for development of new products, extensive distribution network, an army of dedicated workers & volunteers, captive customer base, quick market launch, low price strategy, natural or organic products, surging demand for healthy and chemical free products & services, Swadeshi wave, unfair practices being followed by Multi-National Corporations (MNCs), Ayurvedic expertise & business acumen of Acharya Balkrishnaji and above all Baba Ramdev's untiring efforts and charisma. Their products are growing in the range of 50-100% Year on year (YOY) basis. Whereas their competitors are growing at the rate of just 10 to 15 percent per annum. If they could manage to sustain same kind of growth trajectory, then they are expected to emerge as a major fast-moving consumable goods (FMCG) company of India. This may prove to be a truly eye opener case for Indians who are very much attracted towards foreign brands.

Key words: Patanjali, Ayurved, Fast Moving Consumable Goods (FMCG), Disruption, brand image, herbal, Supply Chain Management, Content Marketing

INTRODUCTION

Patanjali Ayurved Limited (PAL) is not the first to challenge the mighty multinational companies (MNCs). Earlier example of Indian companies who have given MNCs very tough competition and forced them to reinvent themselves. Nirma Chemicals Limited, Ahmadabad's one such example, which has adopted a low-price strategy for tapping the huge market segment of

detergents. Ultimately Hindustan Uniliver Limited (HUL), Procter & Gamble (P&G) etc. were forced to follow the trend set by a nimble player like Nirma (Gupta&Garg2016). Lateron, Nirma Chemical Limited became a full-fledged Fast-Moving Consumable Goods (FMCG) company by extending its brands in almost all the product categories (Kotler, Armstrong, Agnihotri, & Haque 2010).It is evident from PAL's extraordinary performance since inception, it is also following the footsteps of Nirma &emerging as a major player in the FMCG sector (Sinha, 2016).

PAL was formed by Yoga Guru Baba Ramdev and Ayurveda Acharya Shree Balkrishna, to help the people, those could not get cured by undergoing allopathic medication treatment fromlife threatening diseases.PAL evolved chemical free and natural treatment for many chronic ailments. They have done extensive research on desi Jadi Butis (Plants of Medicinal Value) and their benefits. So, they took it as a challenge to help these ailing people and also revive the dying science of Ayurveda.

Initially, PAL was formed as a Private Limited Company on 13th January, 2006 but latter on converted into a Public Limited Company on 25th June, 2007. Acharya Balkrishna Ji is designated as a founding Managing Director. Swami Muktanand ji and Sri Ajay Kumar Arya, are Directors of the Company. As far as ownership of PAL goes, Acharya Balkrishna holds 92% of company's shares, rest 8% shares are being held by Sarwan and Sunita Podar, Scotland based NRI couple (Puneet 2015). Baba Ramdev is not holding even a single share in PAL (Ranjita Gupta, 2016).The company was originally formed to manufacture, process, refine, formulate, import, export and deal in all kinds of Ayurvedic and herbal Products, Life Savings Drugs etc. When PAL got acceptance from its customers then they expanded the brand in FMCG segment.

Prime motive of PAL was not to earn huge profit, but toprovide a better, safe, healthy, natural and Indian alternate for meeting people's day to day needs. PAL proclaims to serve their customers with products made up of ingredients which are free from pollutants, poisonous pesticides and chemical fertilizers. These ingredients are cultivated organically or procured from the natural settings.PAL is trying to rejuvenate the traditional knowledge of Yoga and Ayurved, which is expected to improve the health and living standard of the people. They are striving to reduce the environmental imbalance by motivating & retaining young people in villages to cultivate medicinal plants. Finally, they are also fighting against the double standards of MNCs.

Success story of PAL was initiated by Baba Ramdev and Acharya Balkrishna. Baba Ramdev is a famous Yoga Guru. He was able to attract and mobilize people due to his Yoga classes. Acharya Balkrishna is an Ayurveda expert. He tried to convert it into a business proposition. Initially he started a whole range of herbal medicinal products to address the numerous ailments. He was able to cure some cases, which were not cured by Allopathic treatment. This created a buzz in the market and positive word of mouth (WOM) helped them in grabbing the much needed attention of the people. This resulted in first purchase decision. Rest was taken care by their products and services, which greatly helped in creating repurchase and retention of the existing customers.

They have tried to create a nice amalgam of ancient & modern by revive the science of Ayurved from ancient and modern technology for getting economic of scale. They are also trying to create and ride “Swadeshi Wave”. They are proclaiming to economically liberate India from the clutches of MNCs. They are depicting it as a mission critical, which is dominating even in their advertisements also. Baba Ramdev is shown in the advertisement, where he is comparing his endeavors with Gandhi Ji’s freedom struggle of India. They are getting humongous support for this mission by virtue of their millions of followers. Their followers are critical part of their die hard captive customer base. Customers are supporting them in fulfilling their mission to save India from the carnage of Multi-National Companies (MNCs). PAL is also wisely using this customer base for testing their new product.

Table 1 will help us understanding PAL’s position in comparison of its competitors. PAL’s volume of business is growing with more than 67 percent year on year (YOY) basis. Whereas HUL's net sales increased just by 10 per cent and Colgate-Palmolive (India) revenue increased by just 12 per cent during the same period. Himalaya (Famous Ayurvedic Company) has taken 25 years to reach at Rs 600 crore businesses, and PAL could manage to touched Rs 900 crore mark within just five years. PAL have surpassed old & well established brands like Dabur (launched 1884), Amrutanjan (launched 1893), Himalaya (launched 1930), Baidyanalh (launched 1917), VICCO (launched 1952) etc. (Dutta 2015).

Table 1: Revenue stream of PAL

Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17

Revenue (In crore (Rs))	163	317	451	850	1200	2006	5000	10,000 (Target)
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Source: <http://www.patanjaliayurved.org>, https://en.wikipedia.org/wiki/Patanjali_Ayurved

Category wise contribution in PAL's revenue stream is shown in table 2. Their growth rate varies from 30 percent to 99 percent. Contribution of healthcare product & services is just 19 percentages, rest almost 81 percent is coming from FMCG products. Slowly and gradually they are emerging as a major FMCG company.

Table 2: Revenue from Different Products Categories in 2014-15

Product	Revenue Contribution (in percentage)	Growth Rate (in percentage)
Food	36.78	99.57
Healthcare	19.13	30.58
Toiletries	14.56	53.77
Dental Products	10.93	45.86
Hair care	10.78	51.35
Cosmetics	7.38	40.7

Source: www.patanjaliayurved.net

PAL is the only company, which is simultaneously competing with market leaders of almost all product categories. They are competing with multiple MNCs and Indian companies simultaneously i.e. Dabur, Zandu and Himalaya (in Herbal product category); ITC, HUL and Nestle (in food & beverages category); Colgate, Emami and Godrej (in Personal care & Cosmetic); HUL and P&G (in fabric care) category. They are competing with multiple giants of FMCG sector simultaneously in almost all product categories. Due to this reason, case study of is grabbing eyeballs of people(Sharma 2016).

Market capital of PAL and its nearest competitors in different product categories are given in table 3.They have already out-performed many well established & reasonably old companies like Colgate, Emami and Jyothy Labs. Etc.

Table 3: Market Capital of PAL & its Competitors

Company Name	Market Capital (Rs)
Dabur India Limited	47681.5
Godrej Consumer Products Ltd	42081.4
Patanjali Ayurved Limited (PAL)	40000
Emami Ltd	25699.5
Colgate Palmolive (India) Ltd	25543.5

Marico Ltd	25477.7
P&G Hygiene & Health Care Ltd	20066.9
Hindustan Unilever Ltd	17372.2
Gillete India Ltd	16111.1
Godrej Industries Ltd	12535.7
Bajaj Cor Ltd	6325.5
Jyothy Lab Ltd	5686.9

Source: Ace Equity (Market Capital as on 20 October 2015, All Figures in Crores)

They are offering a very wide range of products & services to cater to the spiritual, physical, health and wellness needs. This cocktail of yoga, spirituality, health, Ayurveda and lifestyle is expected to help Indian people in improving their overall life time value (Kumar, Jain, Rahman, & Jain (2014).

They are treating millions of patients from all over India for numerous ailments, at network of 1500 Patanjali Chikitsalaya and 3500 Patanjali Arogya Kendras and OPDs at Haridwar (Official Website of PAL). At Arogya Kendras, doctors advise the patients about the benefits of using herbal and natural products & medicines. They are targeting and able to attract a huge customer base which is losing faith in Allopathic medicine system. They have developed world class infrastructure to diagnose & treat the patients at Haridwar.

Apart from medical services and yoga, they are offering herbal based FMCG product in categories like foods, beverages, cleaning agents, personal care, oral care etc. since March 2012. For FMCG Company, distribution network plays a very crucial role. Hence, they have a huge distribution network of 72 Super Distributors, 2000 Distributors and around 300000 Retailers (Patanjali Ayurved Official website)

This is clear from the table 4, that PAL is offering herbal product in all categories. They are more focusing on content marketing (i.e. raw material used in products) on their official You Tube channel. All products of PAL are herbal based, whereas its competitors are just having one more category, which cater to the needs of their health-conscious consumers. In this way, they have created niche for themselves.

Table 4: Patanjali Vs Competitor's Brands

Product Category	Brands of Patanjali	Competitor's Brands
Juice	AloeVera, Anar, Amla, orange, Khus Sharbat, gooseberry juice	Real, Priyagold, Godrej and Kissan Juices
Jam	Apple, Pineapple and Mix Fruit Jam	Kissan, SIL, Tops, Druk

Salt	Saindha Namak	Tata, Annapurna
Sharbat/ Squash	Amla, Bel, Brahmi, Gulab, Keshar Badam, Orange, Nimbu, Mango, rose sherbet	Kissan Squash, Rooh-afza, Minute Maid, Rasna
Chyawanaprash	Sada, Special Chyawanaprash	Dabur, Baidyanath, Zandu kesari Jiwan
Flour	Arogya Aata	Aashirwad, Annapurna
Candy	Anardana, Divya Amla	Dabur Hazmola
Washing Powder	Ujjwal	Arial, Surf-excel, Tide
Herbal Products	Methi Pachak; Ajwain Pachak	
Cornflakes	Cornflakes and muesli	Kellogg's
health drink	Almond health drink (PowerVita)	Mondelez International's Bournvita, GSK
Anti-aging cream	Anti-wrinkle cream	P&G's anti-ageing product, Olay
Toothpaste	Dant Kanti	Unilever's Pepsodent
Noodles	Patanjali's Atta noodles	Maggi's

Source: Compiled from websites of Patanjali and its' Competitor

PAL is giving sleepless nights to market giants like Hindustan Unilever Limited (HUL), Proctor & Gamble (P&G), Colgate, Dabur, Marico and many more category leaders by fighting head-on. Competitors are also sensing and react to the threat. They are recalibrating their strategies to meet this challenge. To strengthen their position, HUL has recently revived their herbal brand called Ayush (Layak & Singh 2015). They have positioned it as a premium herbal brand. They are also flexing their muscles by acquiring Indulekha Mosons Group's flagship brand for Rs 330 Crore to improve their herbal portfolio.

Despite the fierce competition in FMCG sector, PAL has earned a tag of "Price Warrior", because "PAL's products are 25-30 percent cheaper than its nearest competitor like P&G and Hindustan Lever" (Baba Ramdev). Only Cow's Ghee is selling on premium in comparison of its competitors. Table 5 will give insight about prices of PAL's product and its nearest competitor's price.

Table 5: Prices of PAL products in comparison of its close competitor

Patanjali Product	Patanjali Product Price (Rs)	Competitor Product	Competitor Product Price (Rs)
Patanjali special Chyawanprash (500 gm)	115	Dabur Chyawanprash	160
Patanjali Pineapple Juice (1 Ltr)	85	Dabur Real Juice	99
Patanjali Honey (500 gm)	135	Dabur Honey	199
Patanjali Saundarya face Wash (60 gm)	60	Pears face Wash	80
Patanjali Kesh kanti Anti Dandruff Shampoo (200 gm)	110	Head & Shoulders Anti Dandruff Shampoo	159
		*Ayush dandruff nashak Shampoo	325
Patanjali Kanti Neem Bathing Soap (75 gm)	15	Himalaya Neem & Turmeric Soap	24
Patanjali Super Dish Wash Bar (175 gm)	10	Vim Dish War Bar	15
Patanjali Corn Flakes Mix (500 gm)	145	Kelloggs Corn Flakes	182
Patanjali Detergent Powder Popular (250 gm)	13	Rin Detergent Powder	19
Hair oil Paanjali Kesh Kanti (100 ml)	130	*Ayush Bhringamlakadi Tail	599
Nourishing shampoo Patanjali Kesh Kanti Milk Protein (200 ml)	95	*Ayush Keyur Poshak Shampoo	310
Pain relieving oil Patanjali sheetal oil (100 ml)	55	*Ayush Narayan Tailam	599
Face cream Fairness Patanjali Anti-wrinkle cream (50 gm)	150	*Ayush Suvarna Poshak cream	210

Source: Edelweiss research (<http://www.edelresearch.com>)

*Ayush herbal brand of HUL.

Reasons of PAL's extra ordinary success

South West Airlines is a famous case in management parlance. There is no single reason responsible for the extraordinary success of South West Airlines (Ashutosh, Kaura 2011). We

have tried to explore secondary literature and find that PAL's became successful not due to a single reason but a combination of reasons. PAL is gaining strength from well-crafted brand, content marketing, emphasis on R & D for development of new products, extensive distribution network, an army of dedicated workers & volunteers, captive customer base, quick market launch, low price strategy, natural or organic products, surging demand for healthy and chemical free products & services, Swadeshi wave, unfair practices being followed by Multi-National Corporations (MNCs), Ayurvedic expertise & business acumen of Acharya Balkrishna Ji and above all Baba Ramdev's untiring efforts and Charisma. They are disrupting the FMCG space by inventing, recreating, imitating etc (Raizada2016). Now let us find out the reasons responsible for PAL's extraordinary growth journey.

Huge saving on advertisement

Baba Ramdev is a household name since 2002 when he started teaching yoga on Sanskar television channel. Baba Ramdev as brand ambassador has a universal appeal, he attracts the customers from all age groups and regions. PAL spends 20-30% less in comparison of major FMCG companies of their sales on advertisements (Dutta 2015). Positive Word of mouth (WOM) is doing wonders for Patanjali brand. WOM creates first time purchase. Due to competitive pricing and far better quality of their products, they are able to attract customers for repurchase. Their customer retention rate is far better than their competitors. Hence, they earn better margins than their competitors.

Management of PAL is very much sensitive about development taking place in the business environment. Now PAL has reached at a juncture, where Baba Ramdev will not be able to attract more people towards PAL brand. They have started acknowledging that now they have to again redesign their advertisement policies. They have to follow time tested methods for grabbing prime time slot on television. Hence, they have endorsed Sushil Kumar (Olympian, wrestler) and famous actor Hema Malini to increase their visibility on mainstream television channels. They are now among top 3 advertisers on TV during prime time.

Sales and Distribution

PAL's products are available at around 10,000 exclusive stores. Apart from it they have collaborated with modern retail format stores like Big Bazaar, Reliance Retail, Spencer's Retail, HyperCITY, Star Bazar and SRS Retail. They're also available at Patanjali's Swadeshi Kendras, Arogya Kendras and its online store. PAL also have presence on online platform through Grofer,

BigBasket, Amazon etc. Their products are available at railway stations, airports, post office, and Canteen Store Depot (CSD). They also establish their outlets near to the ongoing yoga camps, which attracts lot of people who are more inclined to purchase herbal products. So PAL is working on increasing the availability of their products.

PAL has opened “Patanjali Chikitsalayas” and “Patanjali Arogya Kendra” in almost all the cities of the country. Where local people are treated for various ailments. These stores also have full range of PAL products along with medicines. They have adopted very innovative techniques to improve the reach & availability of their products on pan India basis. PAL is creating lot of opportunities to enterprising citizens of India by giving them franchisee. As per their affordability they may establish stores of various size. Even people who can't afford huge investment in fixed assets can also avail this facility just by having a van. These vans can be easily moved from one place to other. These vans are easy to approach, they constantly move to newer locations, i.e. local haats, mandis, melas etc. They help PAL in improving their brand visibility and reach both. Local people get benefitted due to easy availability of PAL's products. Van owners also gain good business as they cater to even bigger customer base in comparison of a fixed outlet. They move to places near to their target customers. So, they have incorporated a basic principle of marketing i.e. convenience of time and place/ location (Kotler, Armstrong, Agnihotri, & Haque 2010). PAL also uses hub & spoke model of supply chain management (SCM) for delivering the products to its outlets. Each outlet sends its demand to central office at Haridwar. Then they scrutinize and based on demand, different products are procured from PAL's various units i.e. Divya Pharmacy, Patanjali Ayurved, Patanjali Foods etc. Then the items are delivered to the respective outlets across India preferably through their own transport system.

Competitive Pricing Strategy

PAL products are selling at 20-30% lesser than their immediate competitors. They are deploying state of art technology for production of products. This technology is helping them in improving the quality of product and reduction of operating cost in comparison of their competitors. Economy of scale is doing wonders for them. Even in future also they are expected to tighten their grip on the market. They are adhering to all the prevailing quality norms. Customers are having positive bias towards their products and services. Last but not least, they are not into money making business, they are here to liberate the rural as well as urban people from the clutches & exploit of the MNC's and their products (Manish & Garg 2013). They have teams of

professionals and volunteers, who are dedicated towards this purpose. They are saving huge amount on payment of employees, vendors, etc. Vendors are ready to give them much required self-space. Because they have created an pull factor for their products. Customers are demanding Patanjali products, so the vendors are feeling compelled to fulfill their existing customer's need. Due to this reason, PAL is in position of dictating the terms to its vendors.

PAL is procuring raw material from the local suppliers. Local procurement is helping them in two way i.e. consistent flow of raw material and a genuine effort in building local economy. Local sourcing is also helping them in keeping their cost in check & keeping their price low in comparison of their competitors.

Hiring Professionals from Competitors

PAL could manage to attract three vice Presidents (VP) in recent past. Mr CP Nagpal (Head foods & juices) have earlier worked for Dabur, Mr Ravinder Kumar Chaudhary (Head Cosmetic business) have served Emami, and Mr Rakesh Sharma (Chief Sales and Marketing), was part of HUL senior management team. These people are bringing lot of functional knowledge, business and competitors insight etc. Now a days highly acclaimed professionals wish to join PAL due to its work culture, autonomy, sense of contribution& fulfillment, and more than anything mission of the company etc. They are so influenced by the objectives & goals of PAL, which they are willing to work even at lesser pay.

Production Facilities Strategically Located

PAL's production units are in Haridwar (Uttanchal) a place known for "tax holiday for corporate houses". Identifying location of the production unit is a very critical decision. Either firms establish it near the source of raw material or near to the customer base (Kotler, Armstrong, Agnihotri, & Haque 2010). PAL has chosen the first one. It is getting economically benefitted as raw material is directly procured from the Himalayan mountain range. Their main input (Herbs, Jadi-Butti) is available in abundance in the Himalayan region. Haridwar is well connected with the other parts of India. It is a very strategic location, as it is the starting point of Himalayan range. Apart from economic advantage, Haridwar also enjoy a positive perception. It is being considered as a home of lot of medicinal plants (Jadi-Butti). Consumers perceive that raw material is coming directly from the lap of nature i.e. Himalayas. So, its products are perceived as free from pollution, pesticides, and organic etc. The consumer considers the product safe for usage. They also choose Patanjali's products due to its perceived benefits and lack of side

effects. PAL is using state of art technology to mass customization, which is helping in minimizing the overall cost of operations and resulting in operational efficiency (Pandey 2016).

Direct attack on competitors

PAL management is very aggressive. They directly target their competitors. Patanjali's Atta noodles being offered at 36% discount to the Maggi's atta version. Atta noodles are being promoted by using tagline "Jhat pat pakao, befikr khao" (Cook in hurry, eat without worry). They have positioned it as a healthy, lead and MSG free product. Monosodium glutamate (*MSG*) is a flavor enhancer commonly used in FMCG products. MSG is perceived to have numerous side effects on health (Mercola 2009).

Baba Ramdev always attract attention of media by boldly criticizing their competitors and giving controversial statements. He was the first person who have directly attacked carbonated water beverages companies i.e. Pepsi, coca cola etc. He has compared these drinks as toilet cleaners. He always grabs lot of attention of media by targeting these MNC's in one way or other.

Value chain integration

PAL is trying to be present in complete value chain by forward as well as backward integration. Patanjali Chikitsalya and Arogya Kendra are one such example of forward integration where they are directly serving their customers through exclusive outlets owned by third party franchisee. On backward integration front they are getting in collaboration with their suppliers and helping them in improvising their overall efficiency. So that ultimately both PAL and vender gets benefitted. They are promoting the cultivation of medicinal plants in big way through contract farming. They are also economically empowering the local people by establishing collection centers of herbs, jadi buttis, medicinal plants, seeds, fruits and other parts. So that they can sell and earn their livelihood by collecting & selling these raw material or ingredients found in the nearby forests. They have created strategic partnership with Nepal for consistent supply of herbs and other inputs.

Content Marketing

In comparisons of its competitors, PAL is having a huge presence on You Tube, Facebook, Instagram, Twitter etc. Baba Ramdev has tried to showcase his product and its ingredients in almost every forum, be it yoga sessions on screen/off screen, press conferences, etc. PAL has uploaded vast number of videos on You Tube showcasing the processing of their products, visits to their factories, herbal parks etc. This is greatly helping PAL in grabbing much needed

attention of the target customers. They seem to have sensed the pulse of today's customer. Now a day for majority of products & services, customers first go online for information, reviews, feedbacks etc. before making any purchase decision. This has created lot of authenticity for PAL as a brand. This is in line with the common understanding of the marketing "Jo dikhta hai, vahi bikta hai" (Only those things get soled, which are visible to the customers).

Economic Liberation of India

Baba Ramdev is very aggressively pursuing the mission of removing well established MNCs from Indian landscape. As per Baba Ramdev, these companies are getting benefitted from Indian resources immensely, but doing very little for the local people. In PAL's recent advertisement, Baba Ramdev was comparing his mission of making "India MNCs free" with India's freedom struggle. "We became independent in 1947, but now we have to be free from the clutches of these MNCs". Message is very bold & clear. He is trying to sell "Swadeshi" by getting into emotional selling.

Conclusion

PAL's success doesn't depend on any single factor. Emerging demand for herbal products, cost effective operations, economy of scale, 20 to 30 percent lesser cost on advertising, Local sourcing, 25 to 30percent lesser price than its close competitors, vast sales & distribution network, army of dedicated professionals and volunteers and above all charisma of Baba Ramdev are few factors responsible for their tremendous growth. They are very aggressive on almost all fronts i.e. distribution, advertisement, product development, quality management, production etc. As per Baba Ramdev "more than 20 Crore people are yoga practitioner". This huge population is being considered as a captive customer base for PAL products and services. Baba Ramdev have tried to capitalize his widespread goodwill & spirituality for positioning PAL's products (Kumar, Jain, Rahman, & Jain 2014). These customers are further expected to buy-in others also through positive word of mouth (PWOM) publicity.

Generally, it is being perceived as PAL is trying to target its competitors from various sides, but this is not true. Baba Ramdev himself has clarified their approach in a recent interview "We are not doing anything to hurt our competitors; we are simply doing whatever we are good at". PAL management is very clear about their future moves also. In response to a question, "In which product category Patanjali may enter or may not enter in future". Baba Ramdev answered

instantly “You will never find a Patanjali Bear”. This reinforces their vision. They are not here to make money by all possible means. They are here for very specific purpose i.e. to minimize the sufferings of people by servicing them healthy product and services.

By now they were successful almost in all endeavors. Customers also have favorable perception towards Patanjali brand (Khanna, 2015). They have given a huge message to corporate world, that if you adopt “inside out policy” means “offer whatever you are good at”, then you are bound to succeed. Whereas its competitors are following “outside in policy” means they are offering whatever customers are demanding (Ozeritskaya, 2015). They have come out with a formula of success (i.e. Inside Out + Customer Instinct = Success).

PAL knows its forte is knowledge of Ayurved & Yoga. They are always on lookout for capitalizing on this by creating a newer recipe in almost every product category. They are not reacting to market forces; instead they are proactively developing newer products & services by using their resources in research & development (R&D). Industry experts are also predicting a bright future for PAL. But only time will tell whether they will be able to keep on the same momentum of growth. One thing is sure, they have given a dream to Indian masses, that even MNCs can be challenged by doing the right thing & whatever you are good at.

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