

## Case Study: Supply Chain Management at Dabur India Ltd.

### Chapter 1 - Introduction

Supply Chain Management (SCM) coordinates the flow of goods, information and finances from raw-material suppliers to the end consumer. Effective SCM reduces costs, improves service levels and enables faster response to demand change - all crucial for fast moving consumer goods (FMCG) companies like Dabur.

### Chapter 2 - About the company

Dabur India Limited is one of India's largest FMCG companies, founded in 1884 and headquartered in Ghaziabad. Its portfolio spans hair care, oral care, health care, skin care, home care and foods - with strong emphasis on Ayurvedic / natural products. Dabur operates across India and internationally.

### Chapter 3 - Detailed Case Study

Dabur faced challenges like complex SKU & channel mix, rural distribution complexities, and legacy IT systems. The company invested in ERP modernization, manufacturing automation, and cloud migration to Microsoft Azure with SAP RISE, improving supply-chain visibility and data-driven decision-making.

### Chapter 4 - Life before SCM

Fragmented planning and disconnected systems led to inefficiencies and high costs. Inventory was difficult to manage, affecting working capital and service levels.

### Chapter 5 - Life after SCM

Centralized ERP on cloud improved forecasting, planning, and coordination across business units. Manufacturing upgrades increased throughput and flexibility, while distribution excellence programs

strengthened rural and retail presence.

## Conclusion

Dabur's supply-chain transformation combined technology, process redesign, and capacity expansion. Moving to a cloud-based SAP system and upgrading manufacturing enabled agility and scalability. These initiatives helped Dabur enhance operational efficiency, rural penetration, and global competitiveness.

## References

- Dabur Annual Report 2023-24
- Dabur Press Release (Oct 9, 2023): "Dabur becomes first Indian FMCG cloud-only enterprise"
- Company website: <https://www.dabur.com>