

"A man is
great by
deeds, not by
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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Evolving Oats Market in India (B) 2019-2023

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Please contact the corresponding authors if you would like to access the full case.

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Evolving Oats Market in India (B) 2019-2023

Abstract:

The case describes the evolution of the Indian oats market and the early emergence of a digital health and wellness ecosystem during 2019- 23. The period was characterized by intensifying competition with new product innovations, business model innovations as well as acquisitions. Preventive healthcare concerns accentuated by the pandemic, enabled by digital trackers, health apps, influencers on social media and the availability of specialized products through ecommerce channels triggered the early emergence of digital ecosystem.

The objective of this case is to understand the early metamorphosis of the Oats industry from a breakfast cereal to an offering/ ingredient in the wellness ecosystem. The case could be used in in Marketing Management and Strategic Management courses in sessions evaluating strategic options/ business models for the digital era.

The growing market for healthy foods attracted large consumer goods firms into the wellness space. Hindustan Unilever (Horlicks), Tata Consumer Products (Soulfull), Tata Digital (Cure.fit, 1mg, Big Basket) and ITC acquired existing brands in the wellness space. The incumbents responded to emerging opportunities developing new offerings, addressing new markets as well acquiring existing players. Participants are required to formulate growth strategies for any one of the eight firms in the emerging Health and Wellness ecosystem (a) Incumbent players -1. Quaker, 2. Saffola; (b) New entrants- 3. HUL with Horlicks acquisition, 4. Tata Consumer Products with Soulfull, 5. Tata Digital 6. ITC with Yogabar; and (c) Startups like 7. HealthKart and 8. MiHeSo.

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