



A Case Study of ITC Ltd – Marketing Strategies Adopted By Leading FMCG Brands

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Abstract:

This case study delves into the digital transformation journey of ITC Limited, one of India's leading conglomerates, and its profound impact on operational efficiency, customer engagement, and sustainable growth. Through a comprehensive analysis of ITC's digital initiatives, including the adoption of cutting-edge technologies like AI, ML, IoT, and blockchain, this study uncovers the strategic shifts and innovative approaches that have propelled ITC towards becoming an agile, customer-focused, and sustainable business. Key findings reveal how ITC's digital transformation has streamlined supply chain operations, enabled personalized customer experiences, and fostered innovation across its various business divisions. The study highlights the importance of continuous investment in emerging technologies, cybersecurity measures, and talent development to sustain ITC's competitive edge in the digital era.

Keywords: ITC, Marketing Strategies, technologies, cybersecurity measures, phygital, digital transformation, AI, IoT, Data, Sustainability, CSR, e-Choupal, Agri Business

Introduction:

ITC Limited (formerly Imperial Tobacco Company of India Limited) is one of India's foremost private sector companies with a diversified presence in various industries including FMCG (Fast Moving Consumer Goods), hotels, paperboards and packaging, agribusiness, and information technology. (A. Singh et al., 2011) Established in 1910, ITC has evolved from a single-product company to a multi-business conglomerate. Encouraging wealth through exceptional service delivery is ITC's objective, as it is ranked among India's top 10 most valued and admired organisations. ITC prioritises developing trust and adding value for all its stakeholders because it is a customer-centric business. To increase client happiness and promote steadfast loyalty, the business is committed to innovation and is always creating new and better goods, services, and management techniques. (Mishra & Dodke, 2024) In India, 275 million people use tobacco products, and the country's cigarette market is worth \$9 billion. In that country, ITC Ltd sells 81% of the cigarettes consumed there. About 5 percent of women and 37 percent of males between the ages of 17 and 69 smoke in India, where there are an estimated 120 million smokers. The big customer bases result in a big number of tiers in the overall distribution hierarchy and many intermediaries in the system. (Srivastava et al., 2019) This case study aims to provide a comprehensive analysis of ITC Limited's strategies in managing its diverse business portfolio, adapting to digital transformation, meeting

changing consumer demands, and implementing sustainable practices. The insights derived from this study will offer valuable lessons for other conglomerates facing similar challenges and seeking to maintain a competitive edge in a rapidly evolving market landscape.

Problem Statement:

ITC Limited, an Indian multinational conglomerate, operates across a diverse range of industries including FMCG, hotels, agribusiness, paperboards and packaging, and information technology. As a market leader, ITC has continually sought to innovate and stay ahead of the competition. In the current digital era, the company faces the imperative to undergo digital transformation to maintain its competitive edge, enhance operational efficiencies, and meet evolving consumer expectations. To encounters several key issues that need to be addressed to sustain its market leadership position and ensure continued growth:

Legacy Systems and Processes: Transitioning from traditional business models and legacy systems to modern, digital-first approaches.

Integration across Business Units: Ensuring seamless digital integration across its diverse business units, each with unique operational dynamics and requirements.

Consumer Expectations: Meeting the heightened expectations of digitally savvy consumers who demand personalized experiences and instant gratification.

Data Management and Analytics: Leveraging big data and analytics to drive decision-making,

improve customer insights, and enhance marketing strategies.

Workforce Adaptation: Training and equipping employees with the necessary digital skills to adapt to new technologies and processes.

Sustainability and CSR: Utilizing digital tools to enhance sustainability practices and effectively communicate these efforts to stakeholders. (Mishra, 2022) By examining ITC's strategies and their outcomes, the study will offer valuable insights for other conglomerates seeking to navigate the digital landscape and enhance their competitiveness in an increasingly digital world.

Methodology:

To comprehensively analyze the digital transformation at ITC Limited and its impact on the company's competitiveness, operational efficiency, and customer engagement, the following multi-faceted methodology will be employed:

Literature Review: Review ITC's annual reports and official publications to gather data on the company's financial performance, strategic initiatives, and digital transformation efforts. Examine industry reports, whitepapers, and case studies on digital transformation trends and best practices in the FMCG, hospitality, agribusiness, and packaging sectors. Analyze academic papers and books on digital transformation frameworks and their application in large conglomerates.

Case Study Analysis: Identify key digital transformation initiatives at ITC, such as the e-Choupal initiative, digital marketing campaigns,

supply chain digitalization, and ITC's own digital platforms.

Synthesis and Interpretation: Integrate the insights and data into a structured case study report, highlighting key findings, successes, challenges, and areas for improvement. Develop strategic recommendations for ITC to further enhance its digital transformation efforts based on the analysis.

Recommendations and Conclusions: Drawing conclusions based on the analysis and making recommendations for strategic actions or areas of further research.

Literature Review:

The literature review provides a foundational understanding of ITC Limited's digital transformation journey, the broader context of digital transformation in conglomerates, and the specific strategies and challenges associated with such initiatives. This review draws on company reports, industry publications, academic research, and case studies to offer a comprehensive overview.

ITC Limited: Company Overview and Historical Context:

On August 24, 1910, Imperial Tobacco Company of India Limited was the name under which ITC was formed. With the increasing Indianization of the company's ownership, the company renamed itself from Imperial Tobacco Company of India Limited in 1970 to India Tobacco Company Limited and finally to I.T.C. Limited in 1974. (ITC Portal, 2024) The detail timeline (fig. no. 1) are as follows,

Figure No.1: Timeline

Year	Activities
1910	Incorporated under the name Imperial Tobacco Company
1925	Packaging and Printing: Backward Integration
1970	Company was renamed as the India Tobacco Company Limited
1974	Company was renamed as I.T.C. Limited
1975	Entry into the Hospitality Sector - A 'Welcome' Move- 'ITC-Welcome group Hotel Chola' (now renamed Welcome hotel by ITC Hotels, Cathedral Road, Chennai).
1979	Paperboards & Specialty Papers - Development of a Backward Area
1985:	Nepal Subsidiary - First Steps beyond National Borders
1990	Paperboards & Specialty Papers - Consolidation and Expansion
1990	Agri Business - Strengthening Farmer Linkages - Choupal initiative
2000	Information Technology - ITC Infotech India Limited,
2000	e-Choupal initiative
2001	Company was renamed as ITC Limited
2001:	Branded Packaged Foods - mint-o, Candyman confectionery and Aashirvaad Atta
2002	Education & Stationery Products: Paperkraft, Classmate
2002:	Agarbattis & Safety Matches - iKno, Mangaldeep and Aim
2005:	Personal Care Products- 'Essenza Di Wills', 'Fiama', 'Vivel' 'Superia', Engage deodorants
2010	Expanding the Tobacco Portfolio hand rolled cigar, Armenteros,

Source: Accumulated Data

Business Diversification and Strategies:

1. FMCG : Cigarettes: ITC remains the market leader in the Indian cigarette industry with brands include Wills Navy Cut, Gold Flake Kings, Gold Flake Premium lights, Gold Flake Super Star, Insignia, India Kings, Classic (Verve, Menthol, Menthol Rush, Regular, Citric Twist, Mild & Ultra Mild), 555, Silk Cut, Scissors, Capstan, Berkeley, Bristol, Lucky Strike, Players, Flake and Duke & Royal.(BS web, 2023) With fewer than 10% of consumers switching brands every year, cigarette brands have the highest level of brand loyalty of all consumer goods. (Mishra, Goel, et al., 2022) There would be pull demand in this situation, thus availability is more crucial. Fast-moving consumer goods (FMCG) revenue for ITC increased by 20% to Rs 29,000 crore in FY23 from Rs 24,000 crore in FY22. The Revenue generated by ITC Limited in FY 2023 - ₹78,498 crore (US\$9.8 billion) (Bohra et al., 2022) Food Products are ITC's FMCG portfolio includes leading brands such as Aashirvaad (staples), Sunfeast (biscuits and noodles), Bingo! (snacks), and Yippee! (noodles). ITC has ventured into personal care with brands like Fama, Vivel, and Engage.(BS web, 2023)

2. Hotels : ITC Hotels is one of the largest hotel chains in India, focusing on luxury and sustainability. The group operates premium properties like ITC Maurya in New Delhi and ITC Grand Chola in Chennai.(Anupindi & Sivakumar, 2007)

3. Paperboards and Packagin: ITC is a leading player in the paper and packaging industry. The company focuses on eco-friendly and innovative packaging solutions. (ITC Portal, 2024)

4. Agribusiness: ITC's agribusiness division is a critical segment that sources raw materials for its FMCG products. The e-Choupal initiative is a notable program, which digitally empowers farmers and enhances the agri-value chain.(ITC Portal, 2024)

5. Information Technology: ITC Infotech provides IT services and solutions to clients globally. The IT division focuses on delivering digital solutions across industries.(ITC Portal, 2024)

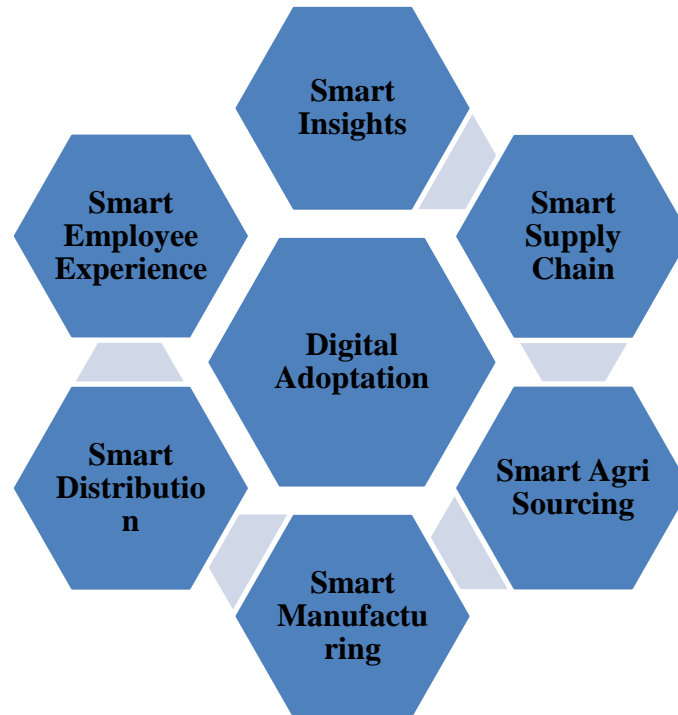
Digital Transformation in Conglomerates: Digital transformation involves integrating digital technologies into all areas of a business, fundamentally changing how businesses operate and deliver value to customers.(Mishra, Satarkar, et al., 2024) For conglomerates like ITC, digital transformation spans various sectors, each with

unique digital adoption needs and challenges. It enables companies to stay competitive in a rapidly evolving market by leveraging technologies such as data analytics, artificial intelligence, and IoT. (Mohseni et al., 2022) ITC's Digital Transformation Initiatives, e-Choupal Initiative was launched in 2000, e-Choupal is one of ITC's most significant digital initiatives, aimed at empowering farmers through digital access to information, products, and services. (Mishra, Ranjan, et al., 2023) The initiative has created a network of digital kiosks in rural areas, enhancing agricultural productivity and supply chain efficiency.(Mishra & Singh, 2024) ITC has increasingly adopted digital marketing strategies to engage with consumers, leveraging social media, SEO, and online advertising. The company's foray into e-commerce includes partnerships with major online retailers and the development of its own digital sales platforms. (Mishra, Varma Anil, et al., 2021) Global Digital Transformation Trends is a global trend towards adopting digital solutions to enhance customer experience, operational efficiency, and business innovation. Leading companies are leveraging big data, cloud computing, AI, and machine learning to drive digital transformation.(Usman M et al., 2023)

Digital Transformation at ITC

ITC has expedited the use of digital technology at every operational node. The company is using cutting-edge digital technologies like AI/ML, Industry 4.0, Advanced Analytics, Big Data, and the Internet of Things to acquire information, source, manufacture, distribute, and serve customers. (Mishra & Gaikwad, 2024) These technologies are being utilised to stimulate innovation and expansion, increase productivity, optimise operations and costs, enhance customer service, and boost all around effectiveness.(Ranjan et al., 2023) ITC is evolving into an agile, customer-focused, and sustainable business attributable to this rapid digital transformation. ITC has invested in digital technologies to enhance its supply chain operations, improving transparency, efficiency, and responsiveness. Technologies such as blockchain and IoT are being explored to ensure traceability and sustainability in sourcing and logistics. The implementation of advanced CRM systems has enabled ITC to better understand and engage with its customers, offering personalized experiences and fostering loyalty. The digital adoption nodes are as follows:

Fig No.2: Digital adoption across nodes of operations



Source: Accumulated Data

Smart Insights:

ITC's digital efforts center around understanding customer needs and preferences. The Sixth Sense marketing command center analyzes unstructured data to create immersive brand storytelling, deliver hyper-personalized recommendations, and gain valuable consumer insights and market knowledge. Using generative AI-based technologies, it helps the business evaluate competitors, track digital performance, and develop adaptable content assets. (S. Singh, 2004)

Smart Supply Chain:

ITC's distribution networks have become more flexible, robust, and efficient due to digital acceleration across the company. An AI/ML-powered integrated planning and supply chain solution optimizes inventory and boosts efficiency, enhancing consumer services and increasing supply chain agility. An IoT-based system tracks inventory movements in real-time, improving vehicle turnaround times and customer experiences through data analytics. (Ahmad, Mishra, Raghuram, Riyazuddin, et al., 2024) The ITC One collaboration platform facilitates effective supply chain management, cost optimization through data analytics, and the exchange of best practices, enabling the company to identify areas for improvement and achieve better outcomes.

Smart Agri Sourcing:

ITC is developing NextGen agriculture value networks that are environmentally smart and digitally connected to enhance its agri sourcing network. These supply chains feature tailored, traceable, and identity-preserved goods. The state-

of-the-art ITCMAARS (Metamarket for Advanced Agriculture and Rural Services) super-app provides farmers with hyperlocal crop recommendations, high-quality inputs, market connections, and ancillary services. (*E-Choupal Initiative by ITC, 2020*) Covering over 1105 Farmer Producer Organizations (FPOs) in nine states, it facilitates precision farming with digital tools like online soil testing and customized crop nutrition. MAARS ensures the smooth supply of hyperlocal, customized solutions, improving sourcing efficiency and creating new, scalable revenue streams. Project Astra, an AI/ML and advanced analytics-based platform, supports ITC's Agribusiness by promoting price discovery, operational efficiency, and informed purchasing decisions. (GOVIND S, 2020)

Smart Manufacturing:

ITC's Paper & Paperboard division has adopted Industry 4.0 techniques, with over 100 use cases created and implemented. The division has achieved smart operations using digital technologies like Industrial IoT, integrated data infrastructure, AI/ML algorithms, computer vision-based solutions, and IoT-based crop monitoring. Robotic Process Automation (RPA) has also been extensively utilized, streamlining procedures, accelerating turnaround times, and ensuring accuracy and compliance. (Rana et al., 2022) Currently, around 830 BOTs are in use for various processes, eliminating repetitive manual tasks, improving accuracy and compliance, and saving substantial time. (Manoharan et al., 2024)

Smart Distribution:

The B2B app Unnati has digitized over 520,000 stores in India, offering hyper-local connections, personalized recommendations, and 24/7 ordering capabilities. Big data analytics and machine learning algorithms enhance decision-making at the frontline, providing outlet-level personalized recommendations through Project PACE, which uses over 8000 data points to make precise, tailored store-level suggestions. (Ahmad, Mishra, Raghuram, Tiwari, et al., 2024) AI-based tools like Trinetra automate in-outlet display quality inspections, while the online salesperson VIRU streamlines the ordering process, ensuring smooth transactions and strengthening trade relations. The Vistaar mobile application enhances rural sales engagement and execution within the network of rural stockists, enabling digital empowerment and growth in rural markets. ITC's "phygital" model—which involves working with farmer producer organisations (FPOs) and using digital technology to provide individualised solutions to farmers—is likely to bode well for the business as it seeks to maximise procurement costs through broad backward connections and assist producers in price exploration. Project Lighthouse leverages advanced analytics to optimize marketing expenditures through media mix modeling and trade-based promotional spending, ensuring effective resource allocation and improved operational efficiency (Mishra, Satarkar, et al., 2023)

Smart Employee Experience:

The ITC Young Digital Innovators' Forum and the DigiNext Council play crucial roles in advancing digital transformation within ITC by fostering a "digi-first" culture and empowering employees. The Young Digital Innovators' Forum, comprising digital natives from various sectors, crowdsources innovative digital strategies and explores opportunities across the value chain. The DigiNext Council, consisting of senior ITC managers, facilitates idea exchange and sponsors high-impact digital initiatives. Recognizing digital as the decade's biggest trend, ITC is committed to investing in a smart, interconnected ecosystem to gain a competitive advantage and capitalize on new opportunities. (*Digital Transformation at ITC - For a Future Tech Organisation*, 2024)

Marketing Strategy of ITC Limited

ITC Limited employs a multifaceted marketing strategy to maintain its leadership position and drive growth across its diverse business segments. These strategies are tailored to the unique demands and consumer dynamics of each sector. Here are the key elements of ITC's marketing strategy:

Brand Portfolio and Positioning

Diverse Brand Portfolio: FMCG: ITC offers a wide range of products under various brands

catering to different consumer needs. (Mishra, Raikwar, et al., 2024) Notable brands include Aashirvaad (staples), Sunfeast (biscuits and noodles), Bingo! (snacks), Yippee! (noodles), and personal care products under Fiama, Vivel, and Engage. (A. Singh et al., 2011)

Hotels: ITC Hotels are positioned as luxury and premium, focusing on sustainable luxury and heritage, with flagship properties like ITC Maurya and ITC Grand Chola. (Bohra et al., 2022)

Premium Positioning: ITC positions its FMCG and hotel products as premium to attract a broad spectrum of consumers seeking quality and reliability.

Product Innovation and Diversification

Constant Innovation: ITC invests significantly in research and development to drive product innovation, ensuring its offerings align with evolving consumer preferences. This includes introducing new flavors, variants, and entirely new product lines. (Varma & Mishra, 2015)

Category Diversification: ITC continuously explores new categories, such as premium chocolates with the Fabelle brand and dairy products under Aashirvaad Svasti, to tap into emerging markets and consumer demands.

Integrated Marketing Communications

- **Advertising and Promotion:** ITC employs an integrated approach combining traditional and digital marketing. They use high-impact TV commercials, print ads, and outdoor advertising, complemented by a robust digital presence on social media platforms like Instagram and Facebook. ITC's influencer marketing campaign was to promote the newly launched Ved Vidya range effectively. (Mishra, Chand, et al., 2022)
- **Sponsorship and Events:** ITC enhances brand visibility and consumer engagement through sponsorship of cultural festivals, sports events, and other significant events. Celebrity Brand endorsement for various products by celebrities such as Kartik Aaryan, Tara Sutaria, Shah Rukh Khan, Yuvraj Singh & Soha ali Khan, Sonam Kapoor, Sachin Tendulkar, Kiara Advani, Saina Nehwal and many more.

Sustainability and Corporate Social Responsibility (CSR)

Sustainability as a Marketing Tool: ITC highlights its commitment to sustainability and CSR in its marketing communications. Initiatives in water conservation, solid waste recycling, and sustainable agriculture appeal to environmentally conscious consumers. The "Responsible Luxury" theme in ITC Hotels emphasizes eco-friendly practices, differentiating the brand in the hospitality sector (A. Singh et al., 2011)

Distribution and Reach

Extensive Distribution Network: ITC has built a comprehensive distribution network ensuring

its products are available in both urban and rural markets. (Varma & Mishra, 2013) This extensive reach is a significant competitive advantage. The company employs a combination of direct distribution and partnerships with wholesalers and retailers. E-commerce and Modern Retail: ITC strengthens its digital presence through e-commerce partnerships with platforms like Amazon and Flipkart and its own online portals. (Mishra, 2015) This ensures accessibility for tech-savvy consumers. Collaborations with modern retail chains further enhance ITC's footprint in urban areas.

Consumer Engagement and Loyalty Programs

Consumer-Centric Approach: ITC focuses on understanding consumer needs through market research and direct feedback. This approach informs product development and marketing strategies. Loyalty programs like Club ITC in the hospitality sector offer personalized experiences and rewards, fostering brand loyalty and repeat business (Varma & Mishra, 2015)

Strategic Alliances and Partnerships

Collaborations: ITC forms strategic alliances and partnerships to enhance product offerings and market reach. This includes collaborations with international brands for technology transfer and product development. Agri-

Business Linkages:(Vrontis et al., 2021) The e-Choupal initiative links rural farmers with the market, providing them with information and resources while securing raw material supply for ITC's agribusiness (S. Singh, 2004)

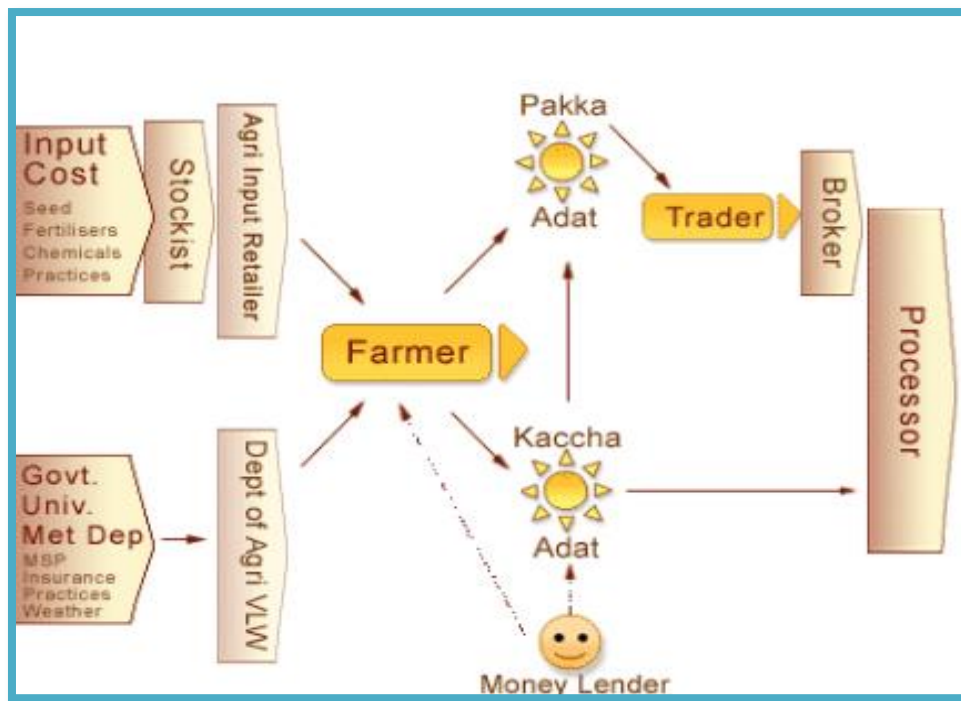
Digital Transformation

Embracing Digital Technologies: ITC integrates digital technologies across its operations to enhance efficiency and customer engagement. The e-Choupal initiative is a pioneering effort in leveraging digital solutions in agriculture. The company uses advanced data analytics and digital marketing tools to understand consumer behavior and personalize marketing efforts. Along with its motto of giving farmers "the freedom of choice" to sell their produce through market linkages. (S. Singh, 2004)

The E-Choupal Model:

ITC's Agri Business Division, one of India's leading exporters of agricultural commodities, developed e-Choupal to create a more efficient and sustainable supply chain, delivering enhanced value to its global customers. The e-Choupal model is tailored to address the unique challenges of Indian agriculture, including fragmented farms, inadequate infrastructure, and the presence of numerous intermediaries.(ITC, 2024)

Figure No.3: e-Choupal - The Value Chain – Farm to Factory Gate



Source: ITC Portal

To disintermediate current intermediaries from the chain of information flow and market signals, e-Choupal leverages their physical transmission capabilities, including aggregation, logistics, counter-party risk, and bridge finance. Village internet kiosks run by farmers themselves,

known as sanchalaks, skillfully combine click-and-mortar features. (E-Choupal Initiative by ITC, 2020) These kiosks allow the agricultural community to easily access local language information on weather and market prices, share knowledge about scientific farming practices and risk management,

and make it easier to buy farm produce straight from the farmers themselves.(Mishra & Ranjan, 2022) The 'e-Choupal' platform offers farmers tailored knowledge and real-time information that improves their decision-making skills and helps them align

their farm output with market demand while improving quality and productivity. Individual farmers can obtain high-quality inputs from reputable manufacturers at reasonable prices by pooling their demand for agricultural inputs.

Figure no.4: e-chopal



Source: ITC limited

With its direct marketing channel and virtual connection to the "mandi" system for price discovery, "e-Choupal" does away with needless middlemen and multiple handling. As a result, transaction expenses are greatly decreased. (GOVIND S, 2020) By means of many product- and service-specific collaborations with industry experts and ITC's own experience, "e-Choupal" guarantees top-notch quality in the delivery of all these items and services. Farmers gain from increased farm output and higher farm gate prices. Currently, 6100 kiosks spread throughout 10 states provide "e-Choupal" services to over 4 million farmers in over 35,000 villages. Many creative and novel approaches, some of which are costly, are being used to address these issues. A few examples include installing mobile chopals, installing VSAT equipment, upgrading BSNL exchanges with RNS kits, powering backup through batteries charged by solar panels, local caching of static content on websites to stream in fresh material more effectively, and operating a 24/7 help desk. (Goyal Vishnu, 2024) For E-payment, Several initiatives were taken to encourage customers and create extensive awareness.(Mishra, 2020) To move towards cashless transactions across ITC's network of Choupal Saagars. As a result, cashless transactions at Choupal Saagars increased from 8% to 21% post demonetization.

Synthesis and Interpretation

The digital transformation at ITC Limited reflects a strategic shift towards leveraging advanced technologies to enhance every aspect of its

operations. This section synthesizes the key insights from ITC's digital initiatives and interprets their broader implications.

- ITC's implementation of AI/ML-powered integrated planning and IoT-based tracking systems has optimized inventory management, improved real-time tracking of inventory movements, and increased supply chain agility. The use of blockchain and IoT for traceability and sustainability in sourcing ensures transparency and fosters consumer trust. These advancements lead to reduced operational costs, minimized wastage, and improved resource allocation, making ITC's supply chain more efficient and resilient. Enhanced traceability and sustainability practices align with global standards, enhancing ITC's reputation and appeal among environmentally conscious consumers and stakeholders
- The Sixth Sense marketing command center and advanced CRM systems enable ITC to gather deep consumer insights, deliver hyper-personalized recommendations, and create immersive brand experiences.(Mishra & Singh, 2023) By leveraging big data and AI, ITC can anticipate and respond to market trends and consumer preferences more effectively, maintaining a competitive edge.(Mishra, Allen, et al., 2024)
- Digital transformation in agri sourcing enables ITC to build a more resilient and efficient agricultural supply chain, ensuring consistent

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quality and supply of raw materials. Empowering farmers with digital tools not only improve their productivity and income but also fosters long-term partnerships and loyalty to ITC.

- ITC's Paper & Paperboard division utilizes Industry 4.0 techniques, including Industrial IoT, AI/ML algorithms, and RPA, to achieve smart operations and streamline processes.
- The use of robotic process automation (RPA) has eliminated repetitive tasks, increased accuracy, and ensured compliance. By adopting Industry 4.0 practices, ITC positions itself at the forefront of manufacturing innovation, capable of rapidly adapting to changes in demand and production requirements.

ITC's digital transformation initiatives demonstrate a strategic and comprehensive approach to integrating advanced technologies across its operations. The resulting enhancements in supply chain efficiency, customer engagement, agri sourcing, manufacturing, and employee empowerment have positioned ITC as a leading, innovative, and sustainable conglomerate. This transformation not only drives operational excellence and growth but also ensures ITC's continued relevance and competitiveness in a rapidly evolving digital landscape. The company's commitment to digital innovation and investment in a smart, interconnected ecosystem lays a strong foundation for future success.

Conclusions and Recommendations:

ITC Limited's journey from a tobacco company to a diversified conglomerate is marked by strategic diversification, innovation, and sustainability. Despite facing challenges, ITC's robust business model and commitment to sustainable growth position it well for future success. (Mishra, Sahu, et al., 2021) As ITC continues to expand its footprint across various sectors, it remains a quintessential example of a company that balances profitability with social responsibility. ITC's adoption of advanced digital technologies such as AI, ML, IoT, and blockchain has significantly improved its operational efficiency. This has streamlined processes across supply chain management, manufacturing, and agri-sourcing, leading to reduced costs, minimized wastage, and better resource allocation. The use of advanced CRM systems and data analytics has enabled ITC to gain deep insights into consumer behavior, allowing for hyper-personalized marketing and enhanced customer experiences. This has resulted in increased customer satisfaction and loyalty, strengthening ITC's market position. ITC's focus on digital tools for traceability and sustainability, particularly in its agri-business division, has not only ensured higher quality and consistency in sourcing but has also aligned with global standards for environmental

responsibility. This has bolstered ITC's reputation among consumers and stakeholders as a responsible and sustainable company. ITC should continue to invest in emerging technologies such as AI, ML, blockchain, and IoT. Exploring these technologies can further enhance operational efficiencies and create new opportunities for innovation and growth. ITC should continue to leverage big data and advanced analytics to inform strategic decision-making. This includes using predictive analytics to anticipate market trends, optimize inventory, and enhance customer personalization efforts. The digital landscape is rapidly evolving, and ITC should remain agile in monitoring market changes and adapting its digital strategies accordingly. Regularly reviewing and updating digital initiatives will ensure ITC stays relevant and competitive in the market. ITC's comprehensive digital transformation has positioned it as a leader in leveraging advanced technologies for operational excellence, customer engagement, and sustainable growth. By continuing to invest in digital innovations, enhancing cybersecurity, and fostering a digi-first culture, ITC can sustain its competitive advantage and drive future success. Emphasizing customer-centric strategies and expanding digital initiatives in rural markets will further consolidate ITC's position as a forward-thinking and inclusive conglomerate.

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