



# INDIAN INSTITUTE OF MANAGEMENT CALCUTTA



## WINNING IN RURAL AND LOW-INCOME MARKETS



**Programme Directors: Prof. Ramendra Singh &  
Prof. Avinash Kumar**



**Programme Dates: August 28 - 30, 2024**



**Programme Venue: MDC, IIM Calcutta**

# INTRODUCTION

There are more than 4 billion living in poverty and majority of them stay in emerging economies and rural areas. As urban, high- and middle-income markets get saturated, rural and low-income consumers represent new frontiers of growth of businesses. Also, rural and low-income contexts present rich opportunities for reverse innovations as solutions from these contexts can also find acceptance in urban and middle-income markets. However, gaining success in these markets requires several innovations and adaptations to all components of marketing. As a result, firm wanting to succeed in these markets require to understand these consumers, appreciate their context and design appropriate marketing strategies to address their unique needs.

The 3-Day programme attempts to sensitize the participants to these realities through field visits, case studies, and a project. The broad aim is to help the participant's think-through marketing solutions to several challenges which these consumers face. The concepts of rural, base of the pyramid (BoP) and subsistence marketing are used to help understand these markets and consumers.

## OBJECTIVES

- Familiarize the participants on the various approaches to understand and address the challenges faced in the rural and low-income context.
- Assessing needs of rural and BoP consumers using novel market research tools
- Appreciate the role of marketing solutions for rural and low-income market consumers.
- Develop marketing strategies for success and profits in rural and BoP markets.



## KEY TOPICS

- Understanding rural and low-income markets
- Market environment analysis
- Market research in Rural and Low-income markets
- Consumer Behavior
- STP analysis
- Marketing Mix analysis
- Product, Pricing, Promotion & distribution analysis
- Marketing Strategy
- Sustainability Challenges



## PEDAGOGY

Though the programme will have the usual mix of classroom lectures, interactive discussions and case studies, the key differentiator will be the field visit to a market in a nearby village. The visit will involve interactions with rural and low-income consumers for sensitizing participants about their circumstances. The program will enable participants to successfully develop effective solutions and marketing strategy for attaining success in these markets. Both conceptual and practical side would be stressed throughout the programme.



## WHO MAY ATTEND

Middle-level managers and executives working in the marketing function of an organization who are currently marketing/selling to consumers in the low-income markets, or are planning to do so in the future. Startup founders/managers, and entrepreneurs and businessmen who plan to address this market segment are welcome.



## PROGRAMME DIRECTORS

**Ramendra Singh** (Ph.D., IIM Ahmedabad; M.B.A., XLRI Jamshedpur) is a Professor (Marketing) at the IIM Calcutta, India. His research has been published in Journal of Business Research, Industrial Marketing Management, Journal of Personal Selling & Sales Management, Marketing Intelligence and Planning, and Journal of Business & Industrial Marketing. He has previously worked for several years in sales and marketing responsibilities in several multinational companies.

**Avinash Kumar** (Ph.D., IIM Lucknow; M.B.A., IRMA) is an Assistant Professor (Marketing) at the IIM Calcutta, India. Before pursuing the Ph.D., he worked at managerial levels in both private and public sector. His research interests include rural marketing, the base of the pyramid (BoP), subsistence marketplaces, value proposition, conspicuous consumption, and sales and distribution. His research has been published in Journal of Rural Studies, Journal of Business Research, Journal of Macromarketing and Journal of Consumer Marketing.





## PROGRAMME DETAILS

- Programme Commencement:** 9:30 AM on August 28, 2024
- Programme Conclusion:** 4:00 PM on August 30, 2024
- Accommodation:** For Residential participants, on single occupancy
  - **Check-in:** August 27, 2024 (6:00 PM onward)
  - **Check-out:** August 30, 2024 (4:00 PM)



## PROGRAMME FEES

- Residential (R):** ₹ 75,000/- plus taxes and surcharges as applicable.
- Non-Residential (NR):** ₹ 65,000/- plus taxes and surcharges as applicable.

We would strongly encourage candidates to enroll as Residential participants, as the experience of an MDP is optimized in a full-immersion mode.

### Discount on Programme fees:

A discount of 10% on the Programme fees can be availed by an organization if it nominates at least 4 participants for a particular MDP.



## TERMS & CONDITIONS

- Participants would have to make their own travel arrangements.
- Accommodation at IIM Calcutta will be provided till 4:00 PM on the last day of the Programme. Participants who may wish to stay beyond this time will have to check with the CMDP Office for room availability, and associated charges. IIM Calcutta does not provide any family accommodation.
- Cancellation Policy: In case you/your nominated candidate(s) does(do) not attend the programme, 40% of the programme fees will be retained, as per policy.
- Executive Education Alumni: With effect from April 01, 2017, participants of IIM Calcutta's 'Open' MDPs who attend 20 days of learning through two or more Open MDPs will be eligible to apply for 'Executive Education Alumni of IIM Calcutta' status.



## HOW TO APPLY

- You can apply/nominate your personnel by clicking on the “Apply Now” link corresponding to the particular MDP, as appearing on our online calendar available at: <https://iimcal.ac.in/mdp/mdp-calendar>
- Once the candidature(s) is (are) approved, the sponsoring authority or participant (in case of self-nomination) will be intimated over email along with a Proforma Invoice seeking programme fees in advance.
- Programme fees can be remitted online through Electronic Fund Transfer (NEFT/RTGS).
- Upon remitting the fees online, kindly intimate CMDP office with the UTRNo./relevant transaction details through email, so that we can connect your remittance to your nomination(s). Please note that confirmation of participation is subject to receipt of Programme fees by CMDP Office before commencement of the MDP.

## IIM CALCUTTA'S ACCREDITATIONS AND RANKINGS

- Triple accreditations by AACSB (Association to Advance Collegiate Schools of Business), AMBA (Association of MBAs) & EQUIS.
- IIM Calcutta is the only B school in India to be a member of CEMS, a global alliance of leading business schools, multinational companies and NGOs
- IIM Calcutta's MBA programme has been ranked 60th and MBA-Ex programme 76th in Financial Times Global rankings, 2023. In Domestic rankings, the Institute has secured 1st position in both BT-MDRA and Fortune India Best B-School Survey 2023



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**For all other details on administrative matters please refer to the ‘Guidelines for Participants’ on our website or e-mail to [program\\_mdp@iimcal.ac.in](mailto:program_mdp@iimcal.ac.in)**