

## MARKETING TO RURAL INDIA: A CHANGING PARADIGM

**Deepti Srivastava**

Faculty

IILM Institute of Higher Education

Gurgaon, Haryana

e-mail: [deepti.srivastava@iilm.edu](mailto:deepti.srivastava@iilm.edu)

### Abstract

*Over the past few years rural India has witnessed an increase in the buying power of consumers, accompanied by their desire to upgrade their standard of living. Host of projects, such as NREGA, ITC's echaupal, HLL's project Shakti, retail hubs like Kisan Sansar (Tata), Haryali Kisan Bazar (DMC), both from the government and the private companies, have changed the rules of the marketing game in rural India. The paper discusses the profile of the rural Indian customer and analyses the characteristics of the diverse and scattered rural market. Despite the irregular buying capacity of rural markets, the taboos and traditions it is seeped in, the rural market in India is a highly lucrative one. The paper goes on to explore how some companies have been able to have an impact in the rural segment through effective marketing strategies.*

*The paper studies the changing paradigm of the Indian rural markets and suggests some ways in overcoming the roadblocks in rural selling. A new rural marketing mix is suggested with special emphasis on the marketing communication mix.*

**Key Words:** *Bottom of Pyramid, Marketing Strategy, Marketing Communication Mix, Changing Paradigm, Haat*

### Introduction

“Improving the lives of billions of people at the bottom of the economic pyramid is a noble endeavour. It can also be a lucrative one.” C.K. Prahlad.

The Indian rural market with its vast size and heterogeneous demand base offers great lucrative opportunities to marketers. After all, two thirds of countries consumers live in rural areas and almost half of the national income is generated in the rural hinterland. India is classified into around 450 districts, and approximately 6,30,000 villages, which can be segmented in different parameters such as literacy levels, accessibility, distribution networks, income levels, market penetration, distances from nearest towns, etc. Recent developments, which has taken place in the rural areas under the five- year plans and other such special programmes, are phenomenal. The overall growth of the economy has resulted into substantial increase in the purchasing power of the rural communities.

Today the rural market offers a vast untapped potential. Development programs in the field of agriculture and related activities such as health education, communication, rural electrification, etc have improved the lifestyles of village population. Rural India, which accounts for more than 70 per cent of the country's one billion population (according to the Census of India 2001), is not just witnessing an increase in its income but also in consumption and production. It is in this background that rural marketing has emerged as a special marketing strategy, but often, rural marketing is confused with agricultural marketing. Agricultural marketing denotes marketing of produce of the rural areas to the urban consumers or industrial consumers. These

primarily consist of agricultural commodities and some small scale industry products such as Khadi Gram Udyog products or Amul's dairy products. On the other hand, rural marketing involves delivering manufactured or processed goods or services to rural producers or consumers.

As rural markets acquire significance the Indian growth story spreads itself to India's hinterlands. In other words, The Rural Market has truly arrived. Some simple facts to support this: last year LIC sold 55% of its policies to rural areas; of over two billion BSNL mobile connections 50% are in small towns or villages; 41 million Kisan Credit cards have been issued as against 22 million credit cum debit cards in urban areas. With the growing market and the growing purchasing power it is therefore natural that rural markets form an important part of the total market of India.

scope of the study.

As rural markets dominate Indian marketing scene and they need special attention for the expansion of marketing activities. Over the past few years rural India has witnessed an increase in the buying power of consumers, accompanied by their desire to upgrade their standard of living. The paper tries to highlight the impact of a host of projects, such as NREGA, ITC's echaupal, HLL's project Shakti, and retail hubs like Kisan Sansar (Tata), Haryali Kisan Bazar (DMC), both from the government and the private companies, and how they have changed the rules of the marketing game in rural India. The paper also discusses the profile of the rural Indian customer and analyses the characteristics of the diverse and scattered rural market. Despite the irregular buying capacity of rural markets, the taboos and traditions it is steeped in, the rural market in India is a highly lucrative one. The paper goes on to explore how some companies have been able to have an impact in the rural segment through effective marketing strategies.

The paper studies the changing paradigm of the Indian rural markets and suggests some ways in overcoming the roadblocks in rural selling. A new rural marketing mix is suggested with special emphasis on the marketing communication mix. This can also be viewed as part of an organisations corporate social responsibility for providing better life and welfare to the rural people. Rural marketing and urban marketing are very similar with regard to the basic marketing structure and marketing strategy. However, rural markets and rural marketing have special features and dilemmas as compared to urban markets. The rural markets offer a great scope for a concentrated marketing effort because of the recent increase in the rural incomes and the likelihood that such incomes will increase faster because of better production and higher prices for agricultural commodities.

literature Review.

In the Indian rural marketing context the dominant literature is on marketing of agricultural products to the urban areas. We also have indigenous rural marketing literature which primarily deals with other side of rural marketing, namely selling to rural areas. Salal Kumar Velayudhan, in his book Rural Marketing, Targeting the Non urban Consumers, Sage Publications, gives a detailed profile of the rural consumer. He also propagates the the relevance of haats and melas and highlights their underutilisation. He also highlights various emerging channels to access the rural markets. Prof Ramkishan Y. In his book ' New Perspective in Rural and Agricultural Marketing: Case Studies' discusses through various case studies, product lifecycle of rural product and how they differ from urban products. He has also discussed standardisation and grading systems in India and their relevance in rural markets. An in-depth analysis on the telecom sector, conducted by Kurian and Tiyyama brings out the shift in rural population towards use of technology and modern means of consumers. Researchers have also proposed a number of theoretical frameworks for understanding the reasons for success and failures of rural projects, Shainesh et al. The research also highlights long term

sustainability strategies. While researchers have explored in detail the existing marketing strategies and success stories, few discuss and recommend the future course of action. This paper attempts to bridge that gap.

### **The Rural Customer: A Profile**

A striking feature of India, and not just rural India, is the diverse and varied profiles of customers. Each of these diverse sections of rural India is embedded in its customs and traditions, which in turn have a deep impact on the psyche of the people. Every aspect of their lives from birth, to education, to marriage, to livelihood is influenced by the deeply imbedded traditions. Rural marketers have been able to understand and often utilize these diversities and traditions. Even the level of infrastructure provided in different regions varies a lot. The diversity in terrain adds to the already varied lifestyle and livelihood of people there. Therefore no marketer can follow a uniform marketing strategy through out India.

Indian rural customer is marred largely by illiteracy and poverty. Illiteracy leads to an inability to identify brand differences and read the basic text on packages. Poverty and dependence on vagaries of monsoon result into a low and unpredictable purchasing power. Moreover products are sold loose, giving high competition to branded sealed products. Ignorance and illiteracy are accompanied by strong influence leaders like the local panchayat members, caste and religious leaders etc.

Irregular income, dependency on the vagaries of monsoon induces the rural consumer to buy in small quantities. Small Coke worth Rs 5, Chick shampoo sachets have been successful in the past. Since rural population does not have the concept of storing goods and blocking too much capital into it is important for rural marketers to provide products in small quantities as well as good credit or EMI systems for larger products. It is also important to induce first time purchase and trials so that customer is able to experience products he never has. Credit facility also needs to be extended to the wholesalers.

There is hardly any brand stickiness in rural consumption. Nirma is simply referred to as the pila powder and surf as the nila powder. Because of illiteracy the packaging of products plays an important role. It is also easy for spurious products to find a foothold in rural markets. RC Cola packaged as Pepsi and Hello Chips a copy of Lays are widely sold. Therefore it is important that companies give their products shorter names in the local languages and educate the customer about the significance of their brands. Pictures and endorsement by local stars will also help in increasing brand awareness.

Over the past few years rural India has witnessed an increase in the buying power of consumers, accompanied by their desire to upgrade their standard of living. Host of projects both from the government and the private companies have changed the rules of the marketing game in rural India. The NREGA (National Rural Employment Guarantee) schemes, as well as other rural employment schemes have given the rural population an opportunity to meet their daily needs. National Rural Employment Guarantee Scheme guarantees 100 days employment to any one member of the rural house hold. Farmers have benefited from loan waver which has again received an extension in the recent budget. Also the increased demand for labour in the urban projects has resulted in more money being sent back home by the immigrant labour.

Rural customers have upgraded their lifestyles and as a result are purchasing lifestyle products like cosmetics, beverages, mobile phones, etc, which have become necessities for them. Urbanisation has become more of a life style and is no longer bound to geographical areas.

#### **Factors Affecting the Rural Customer**

Amongst the factors that affect the rural customer, the first that crosses ones mind is the

efforts of the Indian Government to enhance the standard of living of the rural population. Their phenomenal effort through schemes like NEGRA has increased opportunities for them. The Union Budget for 2010-11 has increased the allocation under the National Rural Employment Guarantee Act (NREGA) giving a further boost to the rural economy. With the initiation of various rural development programmes there have been an upsurge of employment opportunities for the rural poor. The steps taken by the Government of India to initiate proper irrigation, infrastructural developments, prevention of flood, grants for fertilizers, and various schemes to cut down the poverty line have improved the condition of the rural masses. Yet these are insufficient and inadequate as per the percentage of rural area and population.

Secondly the rural population is largely self dependent and is able to produce most of its consumption needs locally. As a result the global meltdown has not affected it much. According to a study on the impact of the slowdown on rural markets commissioned by the Rural Marketing Association of India (RMAI) and conducted by MART, the rural economy has not been impacted by the global economic slowdown that took place during the last two years. Infact the rural economy grew at a phenomenal 25% in 2008 when the demand in urban areas across the globe slowed because of the global meltdown. According to a white paper prepared by CII-Technopak fast moving consumer goods (FMCG) sales are up 23 per cent and telecom is growing at 13 per cent in the Indian rural areas.

The social status of the rural regions is likely to be low as compared to the urban regions as the income level and literacy is extremely low. This is accompanied by a range of traditional values and superstitious beliefs that have always been a major impediment in the progression of this sector.

Infrastructure or rather the lack of it is an important characteristic of the rural market and affects the customers to a great extent. It is infact a major drawback for the rural marketer. Lack of good road networks, transport and warehousing has hindered the growth of rural markets for long.

With a large percentage of rural India living without electricity or irregular supply of electricity and having devised age old ways in which they can substitute the uses of electronic devices like refrigerator, it seemed virtually impossible to sell such commodities to them.

Scanty data availability fails to provide the market research benefits that are there in urban marketing. Most of the data available is owing to the private efforts of companies and are not readily shared. Poor media penetration and lack of hoardings, television reach, newspapers and magazines has made the task of marketers rather challenging. It is also because of poor media penetration and low literacy rates that the village people are highly influenced by the local political and religious leaders.

### **Rural Marketing: Success Stories**

Over the past few years schemes like ITC's echaupal, HLL's project Shakti, shampoo sachets launched by Chick, BSNL's rural schemes have made a mark in rural India. Many retail hubs like Kisan Sansar (Tata), Haryali Kisan Bazar (DMC), Reliance Fresh, Naya Yug Baazar, etc has been able to make a dent in the village economy.

The most successful story is that of HUL, the Indian subsidiary of Unilever. The trigger point for HUL came when a local firm Nirma, through its new product formulation, pricing and distribution challenged HUL's detergent business. Nirma's strategy was to attack from below or at the bottom of the pyramid. This made HUL not only realise its vulnerability but also

identify a new opportunity. Since then, HLL has launched various initiatives to reach out to the rural consumer. It has not only changed its packaging and product compositions but has successfully tried to broaden and strengthen its distribution channels into the grassroots level. HUL has also empowered rural women by assisting them in obtaining financial assistance through its Project Shakti. According to figures released by market researcher AC Nielsen, demand for personal care products grew faster in rural areas than urban areas during the period April-September 2009.

Several FMCG companies such as Godrej Consumer Products, Dabur, Marico have increased their marketing efforts in rural India and small towns in order to establish a local distribution networks and increase visibility. 'Rural melas' are being organised by Godrej in order to access potential rural consumers. Major domestic retailers like AV Birla, ITC, Godrej, Reliance and many others have already set up farm linkages. Hariyali Kisan Bazaars (DCM) and Aadhar (Pantaloan-Godrej JV), Choupal Sagars (ITC), Kisan Sansars (Tata), Reliance Fresh, Project Shakti (Hindustan Unilever) and Naya Yug Bazaar have established rural retail hubs.

Coca-Cola and Pepsi soft drink brands suffered a setback in August 2008 due to a product contamination scare. Both of them had already cut profit margins in order to fend off competition from low-priced local fruit drinks. This prompted their focus to shift to the rural belts. Indian consumers are accustomed to drinking a variety of locally-produced soft drinks that are sold in small stands throughout the country. Rural India is still a highly price-sensitive marketplace.

Moreover the average consumer has insufficient income to engage in discretionary spending. In order to position themselves for sales growth, the major soft drink companies priced a 200-ml bottle at Rs 5 per bottle.

In order to remain cost competitive, soft drink companies had to contain the transportation costs involved in expanding their distribution network into distant towns and villages. Faced with high fuel and vehicle costs, companies are turning to less expensive means of transportation including ox carts and rickshaws.

### **Changing Face of the Rural Customer**

In recent times, rural India has witnessed a wave of change. Dinesh Malhotra, general manager of Linterland (rural arm of Lintas), points out, "media exposure and increasing literacy levels, people in rural India are now demanding a better lifestyle. The educated rural yuppie (males in the 15-34 age groups) is moving out to work in nearby towns and cities, and sending money home to his family. This has created an indirect increase in disposable incomes and a surge in demand for consumer goods. The rural youth are slowly evolving as opinion leaders in influencing brand and product decisions in a market that was swayed by village elders for centuries."

Looking at the challenges and opportunity that rural markets offer, the future looks promising to those who can understand the dynamics of the rural markets and exploit them to their best advantage. A radical change in the attitudes of the marketer towards the vibrant and ever growing rural market is called for.

### **Overcoming the Roadblocks**

There are large numbers of companies that have shifted their focus on the rural markets, developing products that are affordable, easily available and accessible to the rural consumer. The marketing manager in India has a lot of challenges to meet and innovative marketing

methods will evolve to meet these challenges.

A few constraints have already been discussed in the paper. With these constraints how does a marketing manager sell to rural markets so that the needs of rural customers are satisfied? For a customer who has a limited budget, that too dependent on the vagaries of nature, a product has to be cheap and provide value for money. The low cost product should be able to meet the basic needs of the customer.

To cater to such a large spread of villages across the country one needs to plan the inventory carefully. Inventory is cash sitting in the warehouses. Inventory should be maintained at the lowest possible levels so that it can be moved easily. The availability of local transportation should be a key determinant of the warehousing network.

The limited infrastructure like roads, electricity, etc has to be shared. Demand bundling can provide a solution to this. A trip to the city to sell off the agricultural produce can be bundled with purchase of other consumer goods by providing sale or discounts during the harvest period, a period of financial windfall for the farmer. Also it is important to change certain norms applicable in the cities, such as service within 24 hours, a benefit taken for granted with the purchase of every white good commodity.

Lack of infrastructure like electricity and the attitude towards storing as well as consuming leftover food has made it impossible to sell refrigerators. Marketers need to firstly understand the requirement of rural customer and then modify their products. So, if rural customer does not want to store vegetables for long nor cooked food, will they purchase the fridge for cold water, ice, shorter storage cycle consumption goods? Then the marketer will have to alter the product mix, packaging and the availability accordingly.

The influence leaders need to be directly interacted with and their trust won over. Dealers should be fluent in the local languages and be able to represent their products well at the same time striking a cord with the rural customer.

### **Effective Rural Marketing Mix Strategies**

Rural Marketing mix would traditionally include the strategy which encompasses the four Ps namely Product, Price, Place and Promotion that a company uses to promote and sells its brand or product in markets. Apart from that rural marketing also includes four as, namely Affordability, Availability, Awareness and Acceptability. The paper further discusses each of these in detail.

By definition a product refers to anything that is capable of or can be offered to satisfy need or want. Product for rural market must be built or modified to suit the lifestyle and needs of the rural consumers, at the same time keeping in mind their paying capacity as well as their willing to pay. Some particular product strategies for the rural market are new and modified products altered for the rural requirements. For example Nokia develop affordable Mobile phones for rural markets with the unique feature of local language capabilities. Philip developed a TV ‘Vardaan’ for rural markets. This TV can work on the voltage 90-270 volts. Secondly, the product has to be utility oriented. British Petroleum’s energy cell manufactures and sells smoke less, biomass run stoves. Sophisticated packaging has to be avoided at the same time value packs need to be provided. Coke Rs 5/- bottle, chick shampoo are successful examples. Coca-Cola has also introduced Sunfill, a powdered soft-drink concentrate. The instant and ready-to-mix Sunfill is available in a single-serve sachet of 25 gm priced at Rs 2 and mutiserve sachet of 200 gm priced at Rs 15.

The second P refers to price. Price is the amount the customer has to pay in order to acquire a product or services. Rural pricing revolves around 3 c's, namely customer value, competitors

prices and cost to company. Rural population due to its irregular income and limited resources is highly price sensitive. Ensuring a high market share and deep penetration will ensure large volumes thereby achieving overall economies. This overall price benefit has to be passed on to the consumer who requires value for money products. Godrej has introduced three brands of Cinthol, Fair Glow and Godrej in 50-gm packs, priced at Rs 4-5 meant specifically for the rural areas of Madhya Pradesh, Bihar and Uttar Pradesh. HUL has launched a variant of its largest selling soap brand, Lifebuoy at Rs 2 for 50 gms.

Place not only refers to point of sale but also the distribution network. Typically Indian villages have a population ranging from a few hundreds to 5,000. A manufacturer has to decide whether coverage of villages with population less than 2,000 is lucrative enough or not. Of late a lot of retail outlets have been set up in the villages. Hariyali Bazar, Haats, Chaupals have already been mentioned. Distances and poor infrastructure also play a deterrent here. To service remote village, companies use autorickshaws, bullock-carts and even boats in the backwaters of Kerala. Coca-Cola uses bullock-carts for transportation to save fuel and cut costs. Companies either follow distribution up to feeder markets/ Mandi towns or tie up for direct contact with rural retail. LG Electronics defines all cities and towns other than the seven metros cities as rural and semi-urban market. To tap these unexplored country markets, LG has set up 45 area offices and 59 rural/remote area offices.

Promotion implies all the activities undertaken to make the product or service known to and preferred amongst the user and trade. Promotion aspect always creates a challenge in rural markets because of the fact that village have thin population density and are widely spread over large remote areas and poor media penetration. NCAER sponsored by the India Society of Advertisers conducted survey to study the socio economic effects of advertising. It covered 3,836 household in 50 towns and 50 rural districts in 10 states. It showed a clean rural urban divide, 16% of rural and 25% of urban customers felt that advertising influenced them to frequently or always buy products they do not really need. With fewer people having traditional media access and even fewer getting influenced by it non traditional media vehicle like hoardings and wall painting, street plays and musicals are providing greater influence. Poor Media penetration has to be overcome by extensive use of local media, events, presence in high congregation areas like haats and weekly bazaars, fairs etc. Street plays and corporate social responsibility or societal marketing also increase the brand awareness among people. Wall writing, horse cart, bullock cart panels, pamphlet distribution are some other effective means of sending out a message. Retail hubs like Reliance Fresh and Kisan Sansar have also made their presence felt.

Therefore communication for rural markets calls for a different kind of outlook. There must be a strong accent on helping the target relate to the message. The entire communication and media strategy has to devise a system based on research findings. These have to be developed in the regional vernacular languages and set in the local culture for easier acceptance and reach. Unlike communication campaigns in urban areas that rely greatly on the mass media, the strategy will be of crying in the wilderness in rural areas. Besides mass and outdoor media, rural extravaganza like temple festivals, melas and other events where the villagers come together can be used for promotions.

Another effective way to capture the attention of the audience is through Event-management. Since rural areas have limited venues for entertainment, conducting an event in rural areas usually brings a good response. A well-planned event can get the required marketing mileage. Some of the interesting events that can be conducted are road shows, melas, street plays, film shows and so on. These make a visually strong impact and build long term brand recall. Rural public are the target audience and hence the portfolio of event management has to be handled professionally with diligent care and broad perspective.

Direct marketing campaigns can also be very effective. Direct marketing is one of the most powerful ways to meet the target customer. As rural folks are highly influenced by the influence groups and word of mouth, direct marketing can play a crucial role in increasing the marketing base. However it is important to remember that any direct marketing campaign will depend on the field workers and their sensitivity and emotional connectivity to rural markets. Once the rural team is trained, to be sensitive to rural culture and beliefs, they can handle activities like Door-to-Door sampling, marketing and product promotion. These activities can also be carried out innovatively at places like local cinema halls, meals and festivals, in the midst of cross-cultural gatherings and conglomerations.

Brand building in rural areas also requires special efforts. This is especially so because of abundance of spurious products, poor literacy rate and no brand stickiness. While using the logo, hoardings and exhibits, suitable jargons have to be deployed in the word association. People can be asked what strikes in their mind when they hear the brand's name and brand personification should be used. When building a brand in rural India, word-of-mouth is a huge motivator. Focused brand-building initiatives like participation at community events such as melas, haats, street theatre, van campaigns, and puppet shows generate positive word-of-mouth and influence buying decisions.

Effective rural Market Research is also a critical component for a successful rural marketing strategy. As discussed in the paper earlier, scanty data availability fails to provide the market research benefits that are there in urban marketing. Most of the data available is owing to the private efforts of companies and are not readily shared. Moreover, the rural markets behave most differently from urban markets. So marketers cannot follow the same strategies that have been successful in the urban markets. While many marketers have tried to market their products in rural areas, just a handful of the same only has succeeded. A strong insight into rural consumer behaviour and sensitivity to their values and beliefs is required to understand the rural market. Two steps are required to overcome this limitation. One, the private companies, who have successfully launched campaigns in rural areas, share their data and findings. Their understanding of the rural markets can give valuable insights to newer ventures. Secondly government should be more proactive in their research. A lot of government researched data, for example in health care industry, has prompted companies to venture into specific markets. Further research will also provide an impetus to the new ventures. Database creation and management will help in marketing, branding and promotional activities in the rural context.

## **Conclusion**

Rural Marketing in India Economy has always played an influential role in the lives of people. In India, leaving out a few metropolitan cities, all the districts and industrial townships are connected with rural markets. India has a population that is large, heterogeneous, largely English speaking and a cultural heritage that runs back to thousands of years. The common binding factor being the historical background, over two hundred years of subjugation and the democratic republic it has developed into. Yet the most common factor is the lives of more than seventy percent of its population that lives in the rural areas and has similar economic and social circumstances. The major segmentation of mass population is located in rural area. The market potential is huge in rural areas. It is this market strength in rural area that needs to be tapped. Now days even the educational Institutions are concentrating on rural marketing, have developed special management programmes to cater to rural marketing and are doing market research in rural places. Rural markets are rapidly growing in India but have often been

ignored by marketers. The following statistics is enough to throw light on the relevance of rural markets: forty six percent of soft drinks are sold in rural markets, forty nine percent of motorcycles and fifty nine percent of cigarettes are also consumed by rural and small town consumers. Apart from this fifty three percent of Fast Moving Consumer Goods and fifty nine percent of consumer durables have market in the rural belts. There are nearly 42,000 rural haats (markets) in India. LIC sells more than 50 percent of its policies in rural India. Of the 20 millions who have signed up for Rediff mail, 60 percent are from small towns

The 30 million Kisan Credit Cards (KCC) issued so far exceed the 25 million credit-plus-debit cards issued in urban. These statistics clearly show a trend where the rural consumers are not only buying to fulfil their bare necessities but are also taking care of higher needs of comfort and socialisation. Moreover they have turned highly technology savvy as demonstrated through the success of ITCs echaupals and Rediff's rural success. As Paul Mazur defines, 'Marketing's role is delivery of a higher standard of living to people in the society.'

### References:

Rural Marketing, Ravindranath V. Badi and Naranyansa V. Badi, Himalaya Publishing, 2004  
New Perspectives in Rural and Agricultural Marketing, Case Studies, Ramkishen Y, Jaico Publications, Second Edition

Rural Marketing: Targeting the Non Urban Consumer, Sanal Kumar Velayudhan, Response books, Sage Publications, Second Edition.

Rural Marketing Text and Cases, C.S.G. Krishnamacharyulu et al, Pearson Education, third edition, 2009.

The Rural Marketing Book, Pradeep Kashyap et al, Biztantra Publications, 2008 Edition  
Marketing Management by Philip Kotler 11<sup>th</sup> edition, Pearson, Prentice Hall.

Advertising Express' ICAI Journal Jan 2006 Branding India.

*Marketing to Rural Consumers: Understanding and Tapping the Rural Market Potential*, Vol. 23 Issue 3, Indian Management May 2007.

The Power of Branding, Business line's Journal on Management May 2005.

'The future of competition' by Prof. Venkat Ramasamy Co-author with C.K. Prahalad.

Marketing and Sustainability -- Emerging Opportunities for Profitable Growth: Discussion. Shainesh, G.. IIMB Management Review (Indian Institute of Management Bangalore), Mar2006, Vol. 18 Issue 1

Marketing To Rural Consumers, Chandwani, and Sanjay. Vision (09722629), Apr-Jun2009, Vol. 13 Issue 2.

Rural Marketing: Targeting the Non-Urban Customers, Khemka, Sujita. Vision (09722629), Apr-Jun2008, Vol. 12 Issue 2

Rural Marketing In India, : G. Srinivas Rao, Anmol Publisher, 2002

Countryside competition, Balakrishnan, Ravi, Asia's Media & Marketing Journal, 2007

Review of Research on Rural PC Kiosks, Kuriyan, R., & Toyama, K. (2007).