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Delivering Health Care in Rural India: ITC-CARE Experience

"Envisioning a larger societal purpose has always been a hallmark of ITC, described by me in the past as 'a commitment beyond the market.' We articulated a Vision appropriate to the Indian context, tailored around the deep rural linkages that characterize your Company's value chain relationships. This compelling Vision of enlarging its contribution to the Indian society has powered your Company over the past decade. Such a Vision is manifest in multiple forms, significantly reshaping ITC's profile."

—Excerpts from a speech by Chairman Shri Y.C. Deveshwar, at the 95th Annual General Meeting, 2006

This case was written with the support of the Indian School of Business' Center for Emerging Markets Solution, ACCESS Health International and the Center for Health Market Innovations.



February 12, 2009: S. Sivakumar, CEO of ITC's Agri-Business Division, came into his office early, as he usually did, to give himself some time to reflect before a busy meeting schedule for the day. December-February was a hectic time for the senior leadership team at his division. All units were busy with meetings to lay out the strategy and supporting plans for the following year; it was the time of year when putting in long hours was the norm for everyone. Sivakumar was scheduled to present his division's annual plans to the ITC board in Kolkata in two weeks. All other units had completed presenting their plans to him. The only one left was the health care initiative. Sipping his morning coffee, he pondered on ITC's experiences in health care delivery thus far and the important meeting scheduled to start in an hour.

Building upon the success of the e-Choupal initiative for agribusiness and consistent with its vision of "improving the quality of life in rural India," in September 2007 ITC had partnered with the CARE Hospitals group to deliver a comprehensive health care solution. With a "roll out, fix it, and scale up" approach that



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