

Appendix I

Questionnaire

Personal/Professional Details

Name	
Present Organization	
Number of years in Industry	
Age	
Qualification	

Declaration:

Present questionnaire has been developed and designed to collect data to be utilized for academic purpose only. With due respect and as part of the ethical conduct of the research work every confidentiality will be maintained. Respondents, if wish so can be served with the soft copy of the academic work to be developed by the author which they can utilize for their managerial and business decisions.

Objective of the present study is to understand and evaluate present marketing practices of the company mainly in the business of branded generic product or having ethical marketing practices.

Definition

In the present study pharmaceutical products has been divided into two categories namely lifestyle and general medicines. Lifestyle medicines are prescribed for lifestyle diseases, such as diabetes, blood pressure, asthma, obesity and so on. General medicines have been termed as those medicines that are used for curing day to day diseases. Examples of general medicines are cough and cold, malaria, general infection, acute pain and so on.

Note for Respondent

Please put appropriate number or value and tick as per the options provided with each question.

Q1) According to you, in terms of importance rank followings by putting appropriate weightage while considering association with pharmaceutical marketing decision making process in context to Indian market.

(1 for least important and 8 as most important. Rest accordingly)

- a) Indian pharmaceutical industry should rework on their present marketing practices.
- b) Government should put a restriction on entry of new companies in pharmaceutical marketing as increase in number of companies resulting or inviting in unhealthy marketing practices in terms of extra trade discount in fast moving or well established products as well as extra benefits to the doctors for more prescription.
- c) Trade association along with government regulatory bodies must work on bringing healthy competition in the industry or trade.
- d) Government should put a restriction on new product permission to the companies or restrict even in number as for a single product category too many brands are available in the market.
- e) Drug price control order is having significant impact on marketing strategy of companies.
- f) Foreign direct investment limit should be raised to encourage 'FDI' which will strengthen research and development base in India.
- g) Government along with trade association should take an initiative to strengthen research and development with possibility of development of a model on private, public partnership or PPP basis.
- h) Organizations must look for co-marketing as option by joining hands with other companies to reduce the cost of promotion of a product in domestic as well as overseas market.

Q.2) Do you agree companies' sales force play an important role in capturing better market share for companies? [Tick the right option]

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Q3) According to you what should be the best average age of medical representative of a company for optimum productivity for the organization? *[Tick the right option]*

- Age is having no relationship with objective achievement.
- Below 25
- Below 30
- Below 35
- Below 40
- Below 50

Q4) According to you what should be the best average age of first line managers of a company for optimum productivity for the organization? *[Tick the right option]*

- Age is having no relationship with objective achievement
- Below 25
- Below 30
- Below 35
- Below 40
- Below 50

Q5) In post-independence period quite a good number of (Indian) companies have grown in market share in comparison to multinational companies, according to you what are the most important factors in order of importance as growth factor for organizations? *[1 for least important and 5 as most important]*

- a) Companies could grow because of business environment which supported Indian organization's growth, government policies like monopoly trade practices (MRTP).
- b) Indian customers (doctors) prefer to support Indian companies while choosing a company for prescription of a product.
- c) Trade associations supported Indian companies.
- d) Multinationals became less aggressive in Indian market.
- e) Marketing strategy of Indian companies was more aggressive in comparison to multinational companies.

Q6) Will you agree with the fact that pharmaceutical products with process patent was an important factor for growth of the Indian companies?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

7) Growing companies' dependency for greater market share was on process patent and off patented products. Do you consider same as a strategic mistake by the Indian organizations?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

8) Will you please mention name of four companies whose growth story is example for industry as well as academicians.

- a) _____
- b) _____
- c) _____
- d) _____

9) Do you think companies should operate on specific market for coverage by their field force?
[Please tick one]

Yes

No

10) Do you consider selection of a market to cover by the organization is a strategic choice for the companies?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

11) For sustainable growth, which is the most important market for the companies in Indian context?

- Rural Market
- Urban Market
- Both the markets
- Separate market coverage by separate division

12) In present scenario please rank followings as per your choice (*where 1 is most important and 10 as least important so put numbers accordingly*) in accordance with the importance your organization provide as product promotion tool. Please ignore present government regulation or guideline while choosing.

a) Gifts to doctor	
b) Sponsorship to doctors	
c) Physician samples	
d) Personal selling	
e) Journal advertising	
f) Direct mail	
g) Sponsorship of events/conferences	
h) Symposia and doctors meetings	
i) Organising camps	
j) Press release	

13) Do you agree adopting lowest pricing can be a strategy for the companies to capture better market share? [Please tick one]

Yes

No

14) Rank them from least important to most important order by putting (1 as least important, 2, 3, 4, 5 in increasing order of importance and 6 as most) important factor for capturing better market share in the industry.

a) Well trained medical representatives.	
b) Company's relation with doctor community.	
c) Company's relation with dealers like wholesalers and retailers.	
d) Company's product basket or therapeutic segment operating in.	
e) Product segmentation and differentiation as strategy.	
f) All are valid	

15) According to you rank followings as the factor of stagnancy for companies in India. [Put 1 as least important and 5 as most important]

a) Selected and only domestic market coverage initiatives.	
b) Too much dependency on selected products and category	
c) Lesser aggression in marketing strategy in comparison to manufacturing	
d) High men power turnover in marketing division	
e) Entry of too many new companies in the market	

16) Indian pharmaceutical companies should focus maximum in terms of investment on following area for a sustainable growth?

(Please put 1 as least important and 5 as most important)

a) New product development (R&D)	
b) Training of field force	
c) Maximum market coverage	
d) Entry in overseas market	
e) Manufacturing facility	

17) Operation in less attractive therapeutic segment or category can be a reason of stagnancy for the companies? [Please tick one]

Yes

No

18) Do you agree with the point that now getting time from doctors by medical representatives has become tough?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

19) Do you agree with the point that doctors spare time to the companies as per the relationship with company's medical representative?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

20) Do you agree with the point that companies should find out alternative ways for communicating to the doctors other than medical representatives personally meeting doctors?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

21) Can technology (internet, mobile, interactive web site) be an alternative for communication to the doctors as doctors spare less time to medical representatives in personal visits?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

22) Do you think Indian doctors are technology savvy (they use all the modern electronic gadgets for communication)?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

23) According to you number of hours doctors use internet for browsing in a day?

- Less than an hour
- Less than two hours
- Less than three hours
- Not at all

24) Do you consider similar or one marketing strategy along with practices will fit in all the size in the marketing of pharmaceutical products? [*Please tick one*]

Yes

No

25) Companies should decide their marketing strategy on the basis of followings as priority [*Put 1 as lest important and 5 as most important*]

a) Financial strength of the company	
b) Type of products the company is having	
c) Number of field force company is having	
d) Present relationship with the customer	
e) Number of new product introduction in the financial year	

26) Shall Indian companies look for strategic alliance with multinational companies for developing expertise in research and development of new products? [*Please tick one*]

Yes

No

27) Doctors choose a product for prescription on the basis of merit of the product only.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

28) Rate following factors as per your choice which can influence a doctor in selecting a product for prescription.

[Please put 1 as least important point and 5 as most important]

a) Product's price	
b) Brand Name of a product	
c) Quality of the product	
d) Newness of the product in the category or therapeutic segment	
e) Marketing aggressiveness of the company	

29) Rate following factors as per your choice which can influence a doctor in selecting a product for prescription.

[Please put 1 as least important point and 5 as most important]

a) Company's relationship with the doctor	
b) Product's availability in the market	
c) Packaging of the product	
d) Company behind the product	
e) Available scientific information of the product	

30) Do you think offering high bonus to retailers can boost sale of a product for company?
(With term bonus and trade bonus we mean here free units offer to the dealers/retailers in various products of the company) *[Please tick one]*

Yes

No

31) Should there be restriction from government or trade association in bonus offering to retailers? *[Please tick one]*

Yes

No

32) Trade bonus offer from company is a tool to boost companies sale in the market

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

33) Bonus offer from pharmaceutical companies destroy healthy competition in the market place.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

34) Please name 3 pharmaceutical companies whom you consider to be most aggressive in their marketing practices in India.

a) _____

b) _____

c) _____

****We extend our heartiest thanks for sparing your valuable time in responding to this questionnaire.****

Appendix II

List of top 50 Pharma Companies in India:

- 1) Ranbaxy
- 2) Dr Reddy's Laboratories
- 3) Cipla
- 4) Sun Pharma Industries
- 5) Lupin Labs
- 6) Aurobindo Pharma
- 7) GlaxoSmithKline Pharma
- 8) Cadila Healthcare
- 9) Aventis Pharma
- 10) Ipca Laboratories
- 11) Aurobindo Pharma Ltd
- 12) GlaxoSmithKline Pharmaceuticals Ltd (GSK)
- 13) Nicholas Piramal India Ltd
- 14) Sun Pharmaceutical Industries Ltd
- 15) Zydus Cadila
- 16) Aurobindo Pharma Ltd
- 17) Abbott Laboratories
- 18) Alkem Laboratories Ltd
- 19) FDC Limited
- 20) Glenmark Pharmaceuticals Ltd
- 21) Intas Pharmaceuticals
- 22) Lupin Limited
- 23) Matrix Laboratories Limited
- 24) Merck Ltd
- 25) Orchid Chemicals & Pharmaceuticals Ltd
- 26) Pfizer India
- 27) Torrent Pharmaceuticals Ltd

- 28) Wockhardt
- 29) The UB Group
- 30) Divis Laboratories Ltd
- 31) Haffkine Bio-Pharmaceutical Corporation Ltd
- 32) Jubilant Organosys
- 33) Mankind Pharma Ltd
- 34) USV Limited
- 35) Wyeth India
- 36) Aarti Group
- 37) Ajanta Pharma Limited
- 38) Alembic Limited
- 39) AstraZeneca India
- 40) Dishman Pharmaceuticals & Chemicals Ltd
- 41) Elder Pharmaceuticals Ltd
- 42) Eli Lilly and Company (India) Pvt Ltd
- 43) Fresenius Kabi Oncology Ltd (formerly Dabur Pharma Ltd)
- 44) Ind-Swift Laboratories Ltd
- 45) Jagsonpal Pharmaceuticals
- 46) Kopran
- 47) MicroLabs Ltd
- 48) Panacea Biotec
- 49) Paras Pharmaceuticals Ltd
- 50) Sanofi-Aventis India

(Data Source : www.managementparadise.com)

Appendix III

Market shares of MNCs and Indian Companies in the Pharmaceutical Industry in India:

YEAR	MNCs %	INDIAN COMPANIES %
1952	38	62
1970	68	32
1978	60	40
1980	50	50
1991	40	60
1998	32	68
2004	23	77

Source:- Chaudhuri, S. 2005 P 18

Appendix IV

PHARMACEUTICAL PRICES IN SELECT COUNTRIES

Drugs, dosage form and strength/ Anti-infectives		Pack	Price in India (Rs)	Price in Pakistan (Rs)	Price in Indonesia (Rs)	Price in U.S. (Rs)	Price in U.K. (Rs)
1	Ciprofloxacin HCL 500 mg tabs	10's	29	423.86	393	2352.4	1185.7
2	Norfloxacin 400 mg tabs	10's	20.7	168.71	130.63	1843.7	304.78
3	Ofloxacin 200 mg tabs	10's	40	249.3	204.34	1973.8	818.3
4	Cefpodoxime Proxetil 200 mg tabs	6's	114	357.32	264	1576.6	773.21
NSAIDs							
1	Diclofenac Sodium 50 mg tabs	10's	3.5	84.71	59.75	674.77	60.96
Anti-ulcerants							
1	Ranitidine 150 mg tab	10's	6.02	74.09	178.35	863.59	247.16
2	Omeprazole 30 mg caps	10's	22.5	578	290.75	2047.5	870.91
3	Lansoprazole 30 mg caps	10's	39	684.9	226.15	1909.6	708.08

Source :- THE HINDU Survey of Indian Industry 2006 P.223

Appendix V

Time Lag Between New Drug Introduction Abroad and in India

DRUG	YEAR OF INTRODUCTION ABROAD	YEAR OF INTRODUCTION IN INDIA
SALBUTAMOL	1973	1976
MEBENDAZOLE	1974	1976
RIFAMPICIN	1974	1980
CIMETIDINE	1976	1981
BROMHEXINE	1976	1982
NAPROXEN	1978	1982
CAPTOPRIL	1981	1985
NORFLOXACIN	1984	1988
RANITIDINE	1983	1985
ACYCLOVIR	1985	1988
CIPROFLOXACIN	1985	1989
ASTEMIZOLE	1986	1988

Source : Keayla 1998, p.33.

Appendix VI

Rate of growth of top Indian pharmaceutical companies in the retail pharmaceutical market,
1996-2004. (in Rs million and per cent)

Rank Of Company	Annual sale 2004	Market Share 2004	Annual sale 2004	Market share 2004	Annual compounded rate of growth 1996-2004	
1	Cipla	11285	5.51	2863	4.18	18.7
2	Ranbaxy	9190	4.48	2686	3.92	16.6
3	Nicholas Piramal	8720	4.25	1363	1.99	26.1
4	Sun Pharma	6738	3.29	722	1.05	32.2
5	DRL	4988	2.43	557	0.81	31.5
6	Zydus-Cadila	4959	2.42	1323	1.93	18
7	Aristo Pharma	4760	2.32	1102	1.62	20.1
8	Alkem Lab	4477	2.18	926	1.35	21.8
9	Lupin	4165	2.03	1536	2.24	13.3
10	Micro Labs	3903	1.9	416	0.61	32.3
11	Wockhardt	3776	1.84	998	1.46	18.1
12	Torrent	3747	1.83	1540	2.25	11.8
13	Alembic	3432	1.67	1664	2.43	9.5
14	Unichem Lab	3430	1.67	931	1.36	17.7
15	USV	3390	1.65	599	0.87	24.2
	Total 15 Companies	80,996	39.5	19,226	28.07	20

Source : ORG-MARG, retail store audit for relevant years

Appendix VII

Major issues concerning the MSME sector

Although Indian MSMEs are a diverse and heterogeneous group, they face some common problems, which are briefly indicated below :

- Lack of availability of adequate and timely credit;
- High cost of credit;
- Collateral requirements;
- Limited access to equity capital;
- Problems in supply to government departments and agencies;
- Procurement of raw materials at a competitive cost;
- Problems of storage, designing, packaging and product display;
- Lack of access to global markets;
- Inadequate infrastructure facilities, including power, water, roads, etc.;
- Low technology levels and lack of access to modern technology;
- Lack of skilled manpower for manufacturing, services, marketing, etc.;
- Multiplicity of labour laws and complicated procedures associated with compliance of such laws;
- Absence of a suitable mechanism which enables the quick revival of viable sick enterprises and allows unviable entities to close down speedily; and
- Issues relating to taxation, both direct and indirect, and procedures thereof.

Source : Adopted from report of prime minister's task force on micro, small and medium enterprises (January 2010)

Appendix VIII

PHARMACEUTICAL PRICES IN SELECT COUNTRIES

Drugs, dosage form and strength		Pack	Price in India	Price in Pakistan	Price in Indonesia	Price in U.S.	Price in U.K.
			(Rs)	(Rs)	(Rs)	(Rs)	(Rs)
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Source :- Adopted from THE HINDU Survey of Indian Industry 2006 P.223

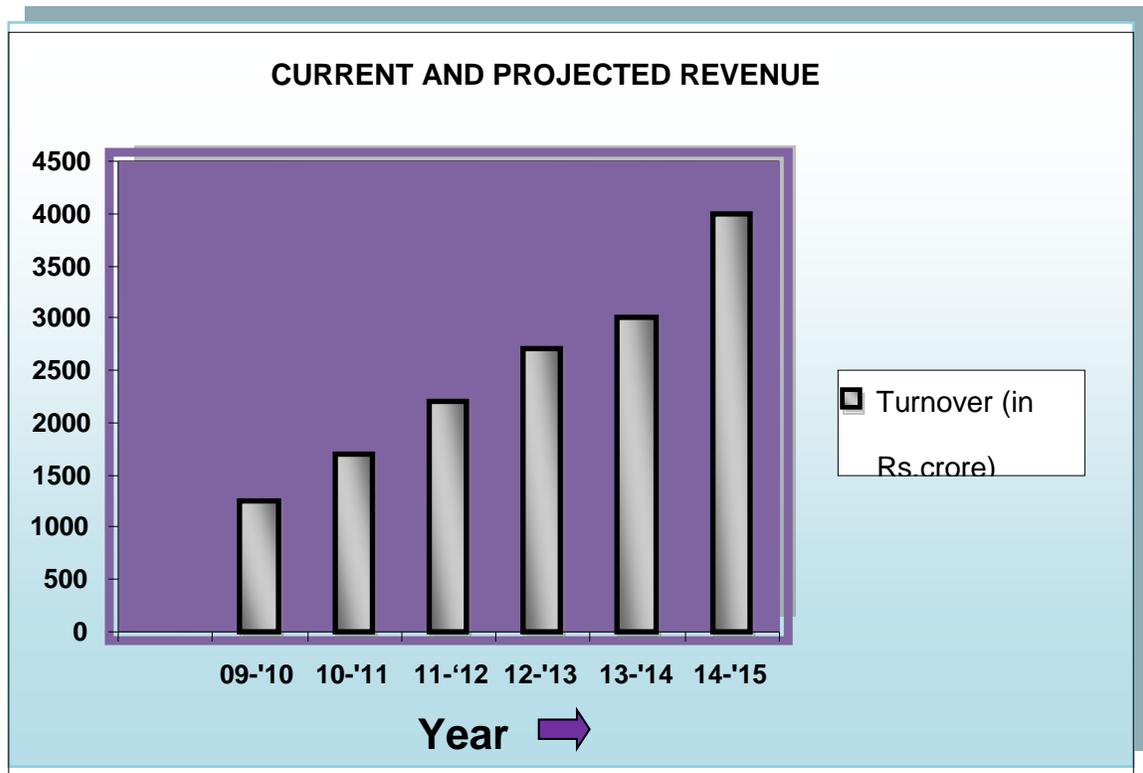
Appendix IX

MANKIND'S SUCCESS STORY

Year	Expansion and growth
2008	<ul style="list-style-type: none"> * Achieved 35% growth * 1st rank all-India as per prescription/ doctor/ month * 4th rank in India & 3rd in north India as per market Analysis * 21 brands at no.1, 14 brands at no 2 * 53 brands in top 5 position as per market analysis
2007	<ul style="list-style-type: none"> * Launched Future Mankind, Special Mankind and VetMankind * Acquired Magnet Labs Pvt. Ltd * ChrysCapital become an investor partner * Tied up with Roche Diagnostic for the marketing of product 'Accu-Chek Go'
2006	<ul style="list-style-type: none"> * Established Injectable state-of-the-art unit at Paonta Sahib (Himachal Pradesh) * Group turnover surged up to Rs.512 crore
2005	<ul style="list-style-type: none"> * Launched Lifestar Pharma. Invested Rs.50 lakh to start operations
2002	<ul style="list-style-type: none"> * Company established its operations all over India * Launched new division Discovery Mankind
1995	<ul style="list-style-type: none"> * Inception of Mankind Pharma

Source : Adopted from entrepreneur November 2010 volume 2 issue 3 page 63-66

Appendix X



Source : Adopted from entrepreneur November 2010 volume 2 issue 3 page 63-66