

**International Marketing**  
**Prof. Biswarup Ghosh**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 33**  
**Learning Session by Practicing Manager**

Good morning students. It is my pleasure to introduce Mr. Kamal Kishore with you. He is a practicing manager he has worked in international business for many years who would be better than a person like Mr. Kamal to share his views with you? And he will share his experience and knowledge in international marketing with you. I would give little bit of background of Mr. Kamal Kishore about his illustrious **career**.

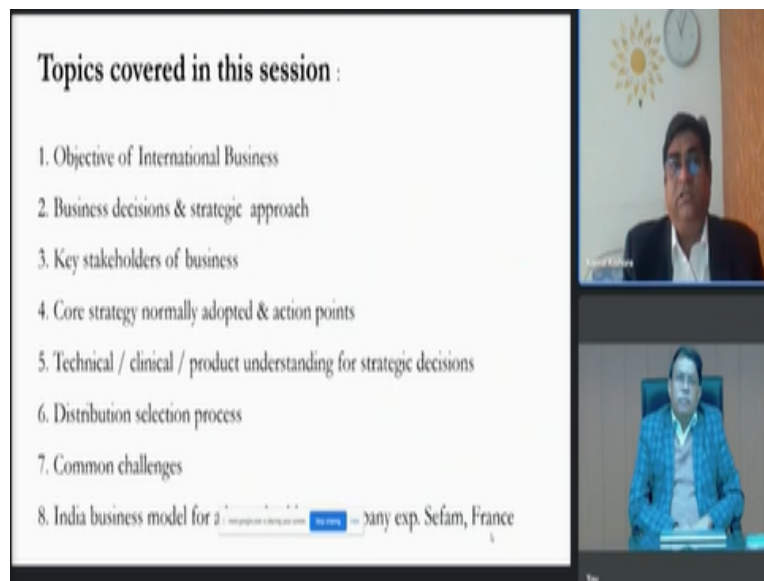
He is an MBA from XLRI graduation he has done in electronics and communication engineering. And he has work started his career as a service engineer with a very large German company Drager. He worked for Drager for their anaesthesia and critical care equipment. After Drager he joined BOC India Limited British oxygen which is now known in India as Linde India limited. So, he worked with Linde India limited then he became head of these north India sales.

And after that he joined GE healthcare. You must have heard the name of the large health company GE healthcare. So, he was responsible as a sales manager for the northern part of the India. Then he has worked 11 years in ResMed in institutional sales in India and Indian subcontinent. So, this experience has given him an exposure to the international market how challenging is the international market to build the distribution network.

He will discuss with that based on his real-life experience. And then last 2 years he is working with Aerogen in sales for business manager for India. So, he will introduce him he will give the background of these products. And he will also explain you about the strategy how he has gone into the international market. And what was the bottlenecks how he had resolved those. So, that will be a real learning from Mr. Kamal Kishore.

Thanks a lot Mr. Kamal for accepting our request to join with our program. And I am sure your immense experience will help our students. So, Kamal the stage is now for you. Please go ahead. Thank you, Dr. Biswarup and warm welcome, to all the participants in this session. In this session of international business this is basically I am going to share my experiences from industry of several years of experience.

**(Refer Slide Time: 02:49)**



The slide content is as follows:

**Topics covered in this session :**

1. Objective of International Business
2. Business decisions & strategic approach
3. Key stakeholders of business
4. Core strategy normally adopted & action points
5. Technical / clinical / product understanding for strategic decisions
6. Distribution selection process
7. Common challenges
8. India business model for a ... .. **... ..** any exp. Sefam, France

The video thumbnails on the right show two participants. The top one is a man in a dark suit, and the bottom one is a man in a blue patterned jacket.

And I am going to cover some of the topics and some of the practical approaches which normally a manager takes in managing the international business. So, in this session I would be covering briefly on the objectives of international business though you have studied in the theoretical part then how a business decision and strategic approach is taken. Who are the key stakeholders of the business? How important they are? Core strategies normally adopted in this and what are the action points.

So, how you are translating these strategies into action points. Some of the basic understanding of the technical, clinical and product knowledge which helps you to refine your strategic decisions. And then distribution management process, common challenges you face. And I will be briefly also covering the India model, taking example of Sefam Health Tech, France where we started Indian business a couple of years back.

**(Refer Slide Time: 03:49)**

**Objective of International Business**

Any trade across national borders and at a global or transnational scale to gain incremental business with profitability is termed as International Business. It involves cross-border transactions of goods & services \*\* between two or more countries. \*\* (Goods, services, technology, capital and / or knowledge)

*In my current and previous organizations, I had an opportunity to manage Indian & International Business*

- India - Business Development in India for a new Business by acquiring a distributor company
- Bhutan, Nepal, Bangladesh, Sri Lanka & Maldives - Direct Involvement
- Philip, Indonesia, Vietnam & Cambodia - Remotely Managed & provided technical assistance

*I have been involved in creating a new business and also in gaining the market share in healthcare devices & equipment in the national & international regions*

*I have been working in the critical care domain with Anaesthesia equipment, Ventilators / Respirators, Sleep diagnostic equipment, Aerosol Drug Delivery Systems etc. with a focused team / Task force*

*Some examples are taken to explain the standard practices, it however varies on managers' / leaders' approach. No confidential information*

So, you must be aware that international business is nothing but the business which is done across the borders. Not only in the country of origin but also in the multiple countries where you trade goods, services, technology, capital and knowledge. So, I had an opportunity to do international business and national business in various countries which is listed here. So, I am not going to read out all these things.

But I had an opportunity to manage a healthcare, equipment and devices business in these countries which majorly covers anaesthesia equipment, ventilation, respiratory products, diagnostic equipment and aerosol drug delivery system. So, I would be taking as and when required these examples to explain you the basic concepts.

**(Refer Slide Time: 04:40)**

## International businesses practices

Normally adopted

1. **Exports** - Selling abroad (to another country), either directly to target customers or indirectly by sales agents or/and distributors
2. **License based trade** - An agreement whereby a firm, called licensor, grants a foreign firm the right to use intangible (intellectual) property for a specific period of time, usually in return for a royalty. Licensing of intellectual property such as patents, copyright, manufacturing processes, or trade names abroad across the nations
3. **Distribution / Franchise business** - The parent company grants another company/firm the right to do business in a prescribed manner under an Agreement either within the country or across national borders.
4. **Foreign Direct Investment (FDI):**
  1. **Joint ventures** - combination of two or more parties / companies that seek the development of a single enterprise or project for profit &
  2. **Fully-owned subsidiaries** - subsidiaries in owned 100% by the foreign firm

So, normally the business practices which are adopted are exports, license-based trades, distribution and franchise business, foreign direct investments which includes joint ventures and some fully owned subsidiaries. I am not going to explain much theoretical part in this slide you must have studied. But most of the businesses are distribution and franchisee-based business which is in the normal practice.

(Refer Slide Time: 05:12)

## International Business Decisions & Strategies

**Products**  
*(UVZ, F&B, Competitive landscape)*

Strategic decision  
to enter into a new  
market / country

**Market**      **Sales /**  
*Customer to be targeted*      **Distribution Channels**  
*available for the product promotion / sales*

**ACTION POINTS**

- Market potential assessment
- Understanding the legal regulations of the market
- Understanding customer arrival practices / preferences (purchase behaviour)
- Identify the most potential territory / city / customer
- Setting up the practices with a franchise

➔

**Products strategy**  
*(Portfolio planning & pricing)*

Strategic decision  
towards right  
product to right  
customer

**Customer strategy**      **Sales channel strategy**  
*(High potential target market)*      *(Partners available for product promotion portfolio)*

**ACTION POINTS**

- Finalizing the type of trade
- Identifying the most essential regulatory work
- Portfolio planning
- Setting up the most sales health
- Identifying the sales channel selection
- Post-Decision Strategy and promotional activities like CRM / Trade shows / Digital media campaign etc...

So, going to the next slide. Before entering to a new business market or new country what is most important is to decide which territory which country you want to do the business. And for that you should understand what is my product I want to take to that market? What is that market

where I want to take this product? And what should be the ideal distribution channel to **sale** these products in the market?

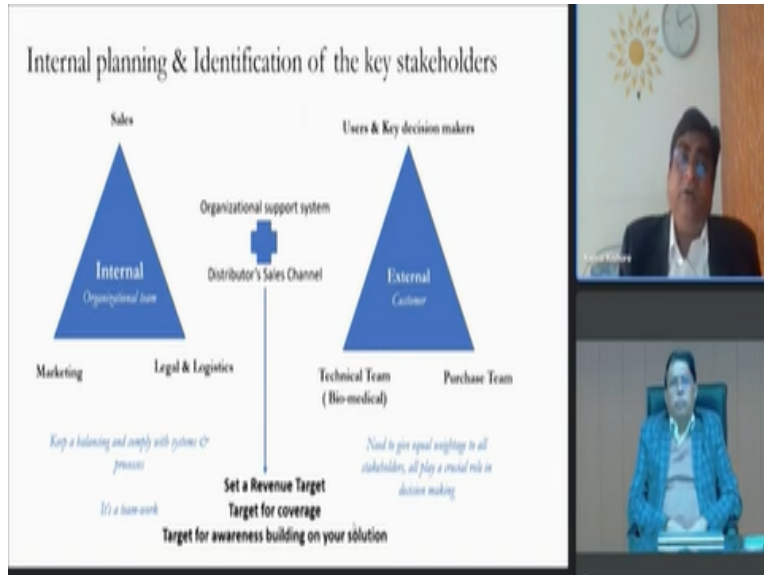
And there are few very important points which you have to consider while making this decision which includes the potential assessment of the market. Understanding the legal implications of the market, understanding what are the current practices of that market, customer practices and what are the preferences. And then identify the most potential territory of the market you want to target and this all planning has to be done on a timeline basis.

It cannot be infinite time there has to be a timeline to start this process. The next step would be basically to again define what product strategy you are taking to cover that market that includes product portfolio, your pricing then among the customer base which is the most potential customer base you want to handle you want to target. And then what is the ideal sales channel which will take your product forward.

So, again further there are few action points you have to see that what type of trade you want to do? You want to do export; you want to do a distribution network. You want to do a technological tie-up. So, what should be your trade type? What are the most important regulatory essentials you have to comply? What is your product planning product portfolio? And what is the most important winning strategy you have to fix without that you cannot succeed in that market.

Then what is the sales and channel selection? Then you have to plan and execute your training sessions with different marketing activities you have to imply. So, all these things put together you are ready to go with the international market and you have to standardize your things.

**(Refer Slide Time: 07:37)**



Now in the next stage you have to also see what is your internal planning and what the key stakeholders of your business. So, basically this is something like national support and the distribution channel both put together is going to target the market. So, internal as well as external customers both will have the key stakeholders to succeed in that particular market. So, in the internal you have to see who are your sales team? Who is the dedicated marketing team.

Who is going to support you? What is the legal and logistic teams? Who is going to support that particular market? And in that market of high potential, who are the key stakeholders like who are the key decisions makers? Who are the users? Who is the technical team? Who is the purchase manager? So, these are something which is most essential to evaluate and focus upon because all are very important.


In the internal side you have to keep a balancing because you have to deploy your sources very judiciously. So, that sales, marketing and logistic team put together gives a support wing to succeed in that particular market. It is a purely team building and because of the teamwork you are going to execute that market. You are going to execute that business model in that particular market. In the external side to the customer, everyone is important.

Not only your key decision makers, your users, biomedical team and purchase team all are important. Maybe in some places some key stakeholder is more important than other. Maybe

your technical team and a user's team are common. So, these are some exceptions you will see in the market but everyone is important in that. So, while starting that business operation you have to also set a revenue target you have to set a target for coverage.

You have set up a target for building the awareness in that particular area whether it is a product known in the market or a product which is very new in the market. But awareness building is the key in that territory.

**(Refer Slide Time: 09:54)**



Two Core Strategies normally used based on product portfolio

- **Creating New Market Space / Re-create existing ones -**
  - Requires a different pattern of strategic thinking. Instead of looking within the existing accepted boundaries that define how we compete, managers should look systematically across them.*
  - They seek find unoccupied territory that represents a real breakthrough in value or establish a new trend in the market*
- **Market share gain -**
  - Most companies focus on matching and competing against the competitive offerings*
  - Their strategies tend to emerge along the same basic dimensions of competition*
  - How we compete in our industry or in our strategic group.*
  - Needs a different approach about who their customers are and what they value, and about the scope of products & services their industry should be offering.*
  - As competitors try to match one another, they end up competing only on the basis of incremental improvements in cost or quality or both.*
- **Hybrid Model - Based on the target market**

Now coming to the next state which is very important. Normally 2 types of strategies are used in covering the international market whether it is a market creation or market share game. Market creation is something when you are bringing a new solution to the market which are not existing at all. So, a solution which is completely new in the market and you, have to create a new strategic approach you have to employ.

And the customer you have to create the awareness in that area that you are providing a very unique solution in the market. So, it is a real breakthrough idea and value you want to establish in that particular market and you are giving a new solution. New roadways. Market share gain is another wing where the product is known, product is familiar and you are adding one more product in the market. So, it is a competitive product.

This market is a competitive market. You have to win the battle with the help of unique solutions and unique services, your brand name. So, this is something very competitive market. So, your approach will be different. Sometimes there is one product and one market which is a competitive market. But for the same product there is a new market which is not targeted by your competition. That becomes your market for market building. So, this is a hybrid model.

So, suppose I have taken example of this one device of obstructive sleep apnea treatment which is normally in the practice of respiratory care. But most of the patients of that particular disease goes to the ENT and cardiologist and they are not practicing, they are not suggesting the devices. So, that becomes a new market to be targeted. So, for the same product sometimes you have to also apply a hybrid model when the market is new and is a niche market.

**(Refer Slide Time: 11:55)**

**Core Strategies needs a better understanding :**

Creating New Market Space / Re-create existing ones	Market share gain A Head-to-Head Competition
Focus is on creating a new concept not offered through existing products	Core focus on competition within the industry
Looks across strategic groups who are willing to try the new innovative products & create references	Focus on competitive positioning
The product features & benefits offered goes beyond the bounds of the industry	Focus on offering the additional features & services
Create a re-thinks the functional emotional orientation	Focus on customer relationships and satisfied customer base
Focus on participating in shaping the different trend over a time	Focus on offering best competitive pricing

Now you need to understand well before applying to the strategy what are these 2 core strategies. So, if you talk about creating a new market it is altogether a new offering over the existing model, over the existing solutions. You are targeting a core group of strategic group. Who are your references? So, it takes little longer time to build a concept. So, you are selecting a group and you are educating that group. So, that this group becomes your referral group.

Then you are creating a roadmap which is not basically known. So, it **is** a new roadmap you are creating and this is beyond the industries boundaries what others are offering. So, you are



connecting the users functionally and emotionally. So, this is something you have to work hard you have to also apply a very strategic thinking. You are providing a solution which is far more different than the existing product in the industry.

Second thing is market share gain which is head-to-head competition. There you will see that there is a competitive market lot of players are there lot of players' offerings are similar. So, you have to play with the additional feature, unique features, additional solution, unique points, so many things. You have to keep your product differentiated. You differentiate for your product with the existing product.

So, basically you are offering the similar product but some unique benefits in that product. So, it is a neck-to-neck competition, a head-to-head competition. Sometime price also plays a major game here because it has to be a value for money. So, these are the two market strategies you have to use and you have to apply.

**(Refer Slide Time: 13:55)**

**Setting up action points for the team :**

Creating a market space	Gaining the market share
<ul style="list-style-type: none"><li>• The actions should clearly focus on your objectives to setup a new trend in the industry</li><li>• Target the most important market first to establish acceptance and create references</li><li>• Build the closed connection among your sales team</li><li>• Build the closed connection among customers / users</li><li>• Run demos &amp; trials to fix confidence building</li><li>• Use all relations, user references &amp; quality considerations etc.</li><li>• Explain the unique value proposition against available alternatives</li><li>• Explain the features &amp; benefits</li><li>• Understand the pain points of customers &amp; address by providing a solution</li></ul>	<ul style="list-style-type: none"><li>• The actions should clearly focus on your objective to compete against similar other products</li><li>• Target the potential market / buyers, it's a tactical approach</li><li>• Explain unique selling proposition for your sales team</li><li>• Explain the USP to your customers</li><li>• Run demos to explain additional features over others</li><li>• Make the technical comparative sheet to explain what you offer additionally</li><li>• Use user references &amp; brand value</li><li>• Explain the most important differentiating points over other competitive products</li></ul>

Now for the sales team for the distribution team it is very difficult to explain the strategy. So, you have to translate this strategy into action points. So, whenever they use those action points this is basically falling into your strategy. More or less the steps are same but the approach will be different. Suppose I have just listed out with my experience some of the action points and you will see that headings are almost similar but your approach will be different.

Like if you see you are creating a market place your entire activity should be based on your objective and objective you to set up a new trend in the industry. You are giving a new solution to the industry. Now you have to start the acceptance of the product and you have to start with creating a reference of the product. So, for that it is very important that your sales team should be well familiar with the concept and they should buy that concept.

Unless they are convinced on the concept, they are not going to start with that concept within the customer end. So, clinical conviction among the team their confidence among the team is very important then taking that conviction to the customer end. So, you have to convince the customer on the clinical conviction. If I am talking about health care in that domain; so building concept to the team building concept to the customer is very important.

And for that you have to do lot many demos and lot many trials, lot many presentations. So, that customer buys those points. They start believing on your technology, they start believing on your solutions and they accept that solution. For that you have to also use lot of validations, you have to use references, you have to use a lot of politician certifications. So, a lot many things play a vital role here.

Whenever you are providing a unique solution to the nearest available competitive product you have to be different. So, it has to be driven with the help of features and benefits. What feature you are offering? What benefit doctors are getting? That is most important. Also, it is very important that you should understand the point of view of customers. What is the customer's pain point? How you are giving a solution?

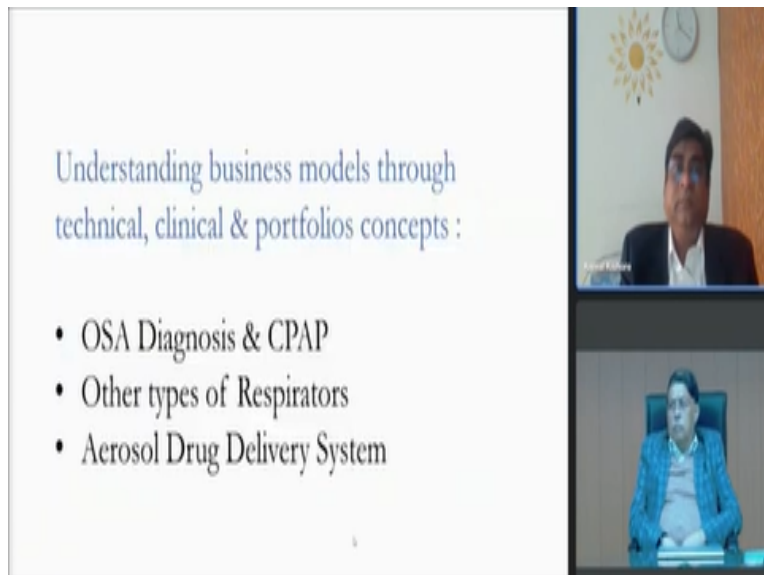
Suppose there is a medicine which takes one month to treat a patient with lot many side effects. And if you are bringing a medicine which is relieving the patients in 3 days or 1 week time with minimal side effects. So, you have to do lot many clinical trials, lot many acceptances, lot many actions to be taken to promote that. Same thing applies to the medical equipment when you are launching a new technology.

Now when I am going to the market share **gain** part again your strategy will be towards your objective and objective is to compete against the competitive product. So, you have to see what is the potential buyer and how your buyer is going to accept your product with the unique selling points? How your really unique selling points are carrying value over the competition? So, your customers should be well explained about unique selling propositions.

They should be well explained with the unique features of the product. And also, your team should explain the competitive features over the available ones. Then lot of brand value, your references that will also help. You have to explain the customer what differentiating points over the competitions. It is all about neck-to-neck competition. What are you talking about in market share gain? So, if a product is new customer is new or a potential customer who has never seen that solution.

You are not going to compare your product with the competition. You are going to pitch a concept which is new to the customer. When a customer is planning to buy a thing which is already available as two options with him and you are the third option. Then you have to have a competitive analysis of your product. So, these are the two strategies you have to take forward.

**(Refer Slide Time: 18:31)**



Understanding business models through technical, clinical & portfolios concepts :

- OSA Diagnosis & CPAP
- Other types of Respirators
- Aerosol Drug Delivery System

Now going further all this concept whatever, we have discussed about I want to explain you with the help of the model available in the industry and how it is creating a difference. So, basically

which product, what solution and what strategic approach you are going to take I am just going to explain my experience of previous organizations.

**(Refer Slide Time: 18:56)**

**OSA diagnosis and treatment**

Obstructive Sleep Apnea (OSA) is the most common sleep-related breathing disorder.  
It causes you to repeatedly stop and start breathing while you sleep due to partial / full closure of upper airway

SNORING --- Apnea --- Fragmented sleep --- Take less hours of sleep

Un-treated OSA

Early Death, Stroke, Heart Attack, Depression, Diabetes, Kidney Loss

A study conducted in 2015 by a consumer products firm had revealed that nearly 93% Indians are sleep-deprived.

If I take an example of a disease called obstructive sleep apnea it is normally a breathing related sleep disorder wherever patients sleeps, they snore. Snoring is a very common term. And in the night, they stop breathing. When they stop breathing, they take less hours of sleep because if they wake up frequently so their sleep is fragmented. And if they wake up very frequently, they are not able to sleep in the night. And if this lesser sleep continues for several years it leads to a lot of life-threatening situations.

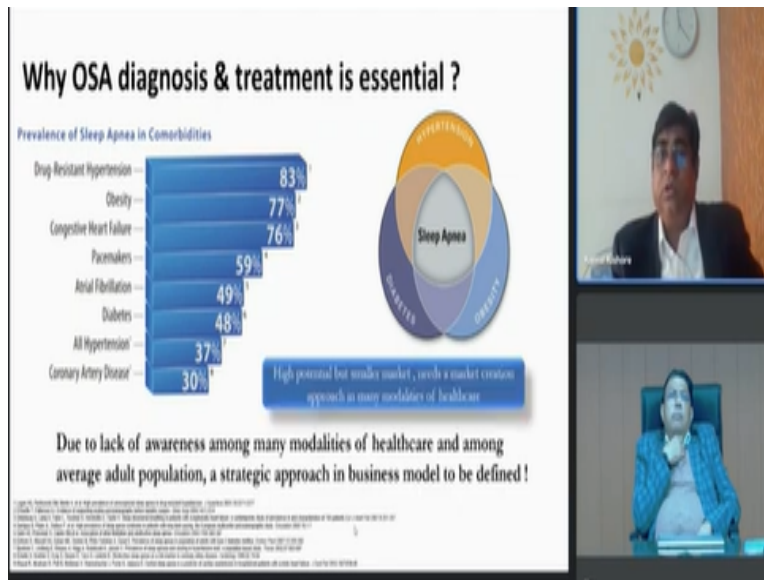
**(Video Starts: 19:31)**

So, what happens when you sleep? You are not able to breathe properly in the night because of snoring and because of apnea. And there is a sound which is created because of the vibration of the soft pellet muscle in the neck. You will see in the **fake** picture the muscle is vibrating that is basically creating a noise that is snoring.

**(Video Ends: 19:50)**

So, in a nutshell I am not going to much detail of the clinical part. So, whenever you sleep you snore and you stop breathing and you wake up. So, that is the disease. So, now this disease needs to be treated because this is prevalence. The recent study shows that 33% of Indians are sleep deprived. Out of them there may be lot many patients lot many populations they may be suffering from OSA.

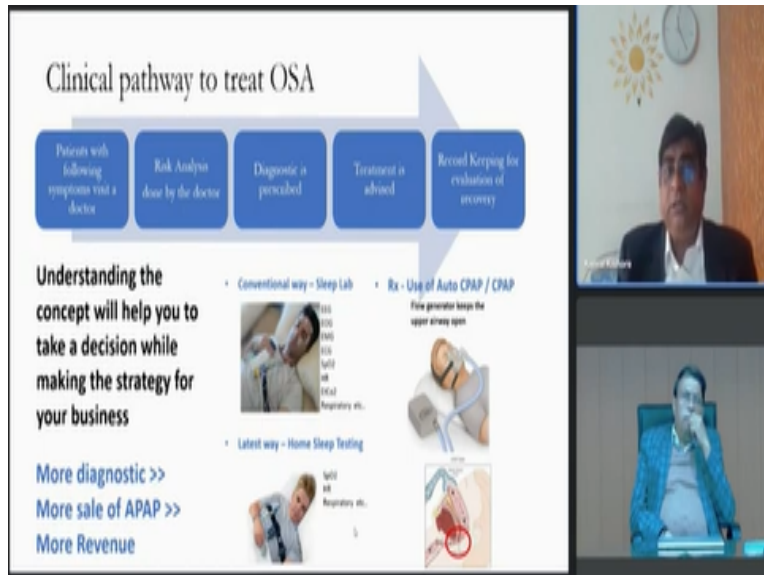
**(Refer Slide Time: 20:15)**



So, why the treatment is essential? Because this prevalence of OSA is not only available in hypertension but obesity but any type of cardiac patients and that leads to life threatening situations of hypertension, diabetes and obesity. So, this is something which has a high potential market but whether this market is well managed. So, basically due to lack of awareness lot of healthcare professionals they are not giving much value to sleep Apnea.

And they are not promoting or they are not suggesting the device or the equipment which is used to treat this condition. So, a high potential market but market needs a creation because lot of doctors a lot of healthcare providers they are not practicing voice. I am not going into much detail of the clinical side of it.

**(Refer Slide Time: 21:09)**



But I am going to explain you that clinical pathway which will help you to understand how this business model will work. So, whenever a patient is having some symptom of breathlessness in the night or some symptom of lesser breath or snoring, they will go to a doctor. Doctor will do the risk analysis and then they will prescribe some diagnostic like if you go for chest X-ray or maybe at lab clinics a doctor will say okay go for a blood test.

See in the same way if a patient comes to the doctor will say okay go for the sleep test. And sleep test there are two ways for the sleep test one you have conventional sleep lab test another is home sleep testing which is comparatively latest concept. In both the things patient has to sleep overnight for the sleep diagnostics. And when the patient comes positive doctor will suggest a device called auto CPAP. And his auto CPAP function is basically it will keep the breathing normal.

So, patient can sleep in the night. Snoring is not there; breathlessness is not there and he can sleep well in the night. So, now in this business model of selling more and more CPAPs and auto CPAPs you need more and more testing. So, more and more diagnostic, more and more auto CPAP sale and more and more revenue. So, you have to see that which method of diagnostic is much cheaper, much easier for the patients and I can cover more and more diagnostics.

So, that more and more CPAP sales can happen. So, now what the point I want to make it very clear here that understanding a pathway of the business is very, very important. Once you understand the pathway it is much easier for you to decide what is a strategy to be adopted. Few years back conventional sleep mat lab model was very important and it was into practice. Home sleep testing device was brought by ResMed by many other companies.

Which has drastically changed the; market because more and more sleep testing happened. So, CPAP business started growing exponentially.

**(Refer Slide Time: 23:25)**

The slide is titled "Why treat COPD patients with home Bi-Level / NIV?". It is divided into three columns. The first column, titled "Chronic Obstructive Pulmonary Disease (COPD)", contains diagrams of the lungs and text: "Chronic bronchitis" (with sub-points: hyperinflation, mucus production, airway narrowing) and "Emphysema" (with sub-points: hyperinflation, loss of elasticity, airway narrowing). Below this is a list of causes: "Inflammation + Infection + Stress + Irritation". The second column, titled "In versus groups you need Drugs + NIV to manage the condition", shows a diagram of a person using a Bi-Level/NIV machine. The third column contains two text boxes: "In Home Bi-Level / NIV: A competitive market, needs to compete on brand, features, service backup, customer satisfaction etc..." and "In Hospital Bi-Level / NIV: A concept needs to be established over an above use of ICU Ventilator". Below these are three colored circles (blue, purple, red) with corresponding text: "Improved survival: Home NIV can improve survival and quality of life for chronic stable hypercapnia"; "Reduced risk of hospital readmission: Patients with moderate hypercapnia treated with home NIV and oxygen therapy have a lower risk of hospital readmission and death than those treated with oxygen alone"; and "Effective treatment: The results of the NIV-HFV trial and an associated health economic analysis show that home oxygen therapy plus home NIV is both clinically effective and cost-effective". A URL is at the bottom: "http://www.academia.edu/healthcare-professionals/research-and-education/why-home-give-a-clip". The slide is displayed in a video call window with two participants.

Next, I am going to talk about COPD. This is again a chest related disorder where the patient lacks in oxygenation. And it is a progressive disease where over a period of time there is always lack of oxygen in the body. And this disease is treated with the help of a machine which is known as Bi-level machine. So, most of the respiratory physicians they diagnose the patient and they suggest Bi-level therapy to the patients. Now this is a very established concept.

Doctors know that along with the drugs they have to suggest Bi-level machines and Bi-level machines are used by the patients.

**(Refer Slide Time: 24:04)**

**ResMed / Sefam - Products**

Auto CPAP	Bi-Level	Mobile Care / Portable Ventilators
<p>A auto titrated continuous positive airway pressure machine / a flow generator to treat <b>Obstructive Sleep Apnoea (OSA)</b></p> <p>Improves breathing and avoids fragmented sleep thus improves quality of life &amp; avoids chances of other chronic diseases.</p> <p>A portable homecare use system</p> <p><b>Low awareness among healthcare providers &amp; patients</b>            Pulmonary - Competitive / ENT / Cardia / Diabetes - Create the market</p>	<p>A Bi-phase / Bi-level positive pressure machine to support spontaneously breathing <b>COPD patients</b>.</p> <p>Machine supports each low spontaneous breath as per the pressure (Inspiratory &amp; Expiratory pressure) &amp; time settings / automatically in auto mode.</p> <p>Uses Improves blood oxygenation &amp; removes CO<sub>2</sub></p> <p>A portable homecare use system</p> <p><b>Less usages in Hospitals</b>            Homecare - Competitive / Hospital Care - Create the market</p>	<p>Ventilatory dependent Patients needs respiratory support &amp; balanced monitoring at home / during movement / at Hospital</p> <p>A Machine is suitable to operate for various respiratory disordered patients by supporting inspiratory &amp; expiratory phases with the help of different pressure &amp; volume modes with detailed patient monitoring of pressure, volume, flow &amp; time.</p> <p><b>Mobile care an emerging market</b>            Transport vents - Competitive market            Homecare - Create the market</p>

**Competitive products needs market development in a niche market segment & market share gain in established segment**

So, coming to the next point of different equipment available with two companies I am taking ResMed and Sefam as an example. As I explained you obstructive sleep apnea is a disease where treatment happens with the help of a CPAP machine. There is a disease called COPD where the treatment happens with the help of a Bi-level machine. And then a third product is mobile care ventilators and portable ventilators.

That is also related with the respiratory disorder which is again for the very complex inspiratory and expiratory disorder. If you see the market of auto CPAP most of the pulmonary medicine doctors or respiratory physicians, they know the symptom, they know the diagnostic tools and they send the patient for diagnostics and CPAP machines are sold and prescribed to the patients. So, CPAP machines are prescribed to the patients and patients buy from the market.

But if you see the prevalence of OSA which is highly available in obesity patients and cardiac patients also most of the patients also visit ENT doctors. But if these doctors these healthcare providers are not familiar with the diagnostic tool of OSA they cannot prescribe CPAP therapy to the patients. So, if you see in the terms of business strategy practice maybe the pulmonary market is a competitive market and it needs a competitive market approach.

That is to market share gain, over many other companies available in the same segment. But when it comes to the ENT and cardiac and diabetes it is basically building a market because



doctors are not using those diagnostic tools. So, here for the same product there are two strategies in two different care areas. If you see the next Bi-level it is an established concept. It is the established market whenever a patient is having COPD doctors are prescribing drug.

Doctors are prescribing Bi-level therapy and patients are taking Bi-level therapy at home. But the same product are not familiar in the hospital care. So, in the hospital care it becomes a market creation in the home care it becomes a competitive market. Similarly, in the mobile care and portable ventilator it is well established in the hospital segment. Transporter ventilators are majorly used in different transport segments.

But it is not practically it is not mostly used in home care market because of its complexity because of its cost. So, something in Indian market you have to create a market. Similarly, in many other neighbouring countries and many other countries mobile care ventilator in home care market is a new segment. So, again it is a combination. So, you have to decide which are your core market you want to target and in that core market what strategy you want to apply.

**(Refer Slide Time: 27:14)**

The image shows a presentation slide titled "Aerogen - Product Portfolio" on the left and a video call interface on the right. The slide contains the following text:

**Aerogen - Product Portfolio**

Aerogen is the leading manufacturer of Aerosol Drug Delivery System for Critical Care use.

The technological platform of Aerogen is called **Vibrating Mesh**, which is unique in the industry.

The System gets integrated with any type of Respirators in the closed circuit form and suitable for spontaneously breathing patients.

**Basics**

Various modes of Drug Delivery

Medications can be taken in a variety of ways :

- by swallowing - Oral intake
- by inhalation - Aerosol intake (Air Solution)
- by absorption through the skin - Skin intake
- by intravenous injection - IV intake

**Treatment of respiratory diseases (COPD, Lung fibrosis, Lung infection COVID 19 etc.)**

- High drug concentrations delivered directly to the disease site
- Minimises risk of systemic side effects
- Rapid clinical response
- Bypasses barriers to therapeutic efficacy (e.g. first pass metabolism in the liver)

**Treatment of systemic diseases**

- Non-invasive delivery system
- Suitable for a wide range of substances
- Enormous oblique surface area, with a highly permeable membrane
- Low enzymatic environment, avoiding first pass metabolism in the liver

The video call interface on the right shows two participants. The top participant is a man in a dark suit and white shirt, and the bottom participant is a woman in a blue jacket. The background of the top participant shows a sun and a clock on the wall.

Coming back to the next portfolio as I told you my slides are related with health care and mostly, I am covering the respiratory care domain. So, in the set as I told you in COPD patients or respiratory illness patients drugs as well as equipment as a Bi-level equipment both are used. So,

I am coming to the next part. I am taking example of Aerogen product portfolio. Now Aerogen is a company who is manufacturing aerosol drug delivery system.

And with a very unique technology which is known as vibrating mesh technology. So, before going to a little detail of this technology I will tell you what are the type of medicines or drug delivery methods used to treat any respiratory condition or any condition rather. So, you take oral medicine, you take nebulization medicine that is aerosol medicine, you take medicine through skin you take intravenous medicine in the form of injections.

So, these are the various ways you take medicine to treat a condition whether respiratory condition or any other condition. So, Aerogen is related with aerosol drug intake and their treatment or their equipment are majorly for the respiratory care disease. Now why aerosol intake or the medicine taken in the form of a solution is most important. Whenever you take Aerosol medicine it directly reaches to the target area lungs and there is no minimal side effect of metabolism.

Because you bypass so many organs you bypass liver metabolism you bypass your digestive tract. Drug directly reaches to the site of infection and then it treats the condition. So, first thing is that it is non-invasive process. Treatment and recovery is much faster. Absorption is much faster because your lungs covers a very wide surface area. And at the same time, you bypass so many vital organs. So, there is no side effect of the medicine.

So, minimal side effects maximum treatment efficacy. Mr. Kamal, we need to take important for you to do that and then comes the pricing, then comes the distribution network, then comes training and then comes customer relationship management. And then finally Kamal has explained how crucial it is to capture the lead and to serve the customer. So, what should be a network of the call register?

He had also highlighted about the digital marketing like you can do the digital marketing in Facebook, Instagram, LinkedIn and all those platforms. He has also mentioned that the participation in various exhibitions and seminars and the conferences of the pulmonary

physicians. So, that is also very crucial to address the doctors at the same time the customers directly. So, he has covered the all the 4-P's including the most important part how the people management.

And the training skills are required for that. So, this one very good learning session for all of you from a practicing manager like, Mr. Kamal. So, I would take this opportunity to thank Mr. Kamal for taking out his time and thank you Kamal it is an excellent session. I am sure the students will get lot of benefit from you. And the students if you have any questions, you can definitely put it there and we can discuss with Kamal and come back to you.

Thanks a lot Kamal. Thank you very much for your time and thanks students. Thank you very much. Thank you Dr. Biswarup and thanks all students. Session is open you can put forward any questions. And it will be our pleasure to address your questions and give a suitable answer to that. Thank you. Thanks a lot.