

A Sexy Business Model

For products that revolve around sex, yet revenues from this part of its portfolio are under 10% of the total. Does the rub-off help the rest of the business?

For many Indians, sex talk is taboo only spoken of in perfunctory and combinations of macho swagger, secretive leering and copious nervous giggling. But this passionate act is translat- ing into pleasure of an entirely different sort for this Delhi-based phar- ma company. "Sex sells," says Jumeja.

Meaning started in 1986 and since then it's first financial year, with a modest £3.8 crore, it took a decade to cross £100 crore. But in the next five years, it grew to £225 crore in 2011-12. And now it is an over 45,000 crore firm that aims to cross the 65,000 crore mark by 2017. The company covers around 3 lakh doctors across the country. While it had just one manufacturing plant in 1965, the number has shot up to 20, where over 85% of its products are manufactured. Over 10 lakh people are employed by the company, with a 100% FOC. The company has been sitting firmly on the No. 1 slot in terms of prescriptions per doctor per month over the last decade.

Analysts say it is marketing rather than the company that has begun to

TOP BRAND:

Manforce

Preganeews
Largest pregnancy

Gudcef

→ Mahacef

Nutrition/Fats

with a sharp focus on the prescription and OTC products segment and OTC products with a sharp focus on the prescription segment and the

... of marketing at IBM

s. Moreover, they targeted physician and not specialist

friendly Brand that made o

andoms, tablets, gels, preg-

This is where sex appeal lies. They should persist with it."

invested \$24 million in Mankind in 2007, swears by the company's market

time. He recalls a sales manager telling him that Menkind was a fly-by-

ing and this time it was leading two

OTC may not be churning bld num

but it definitely has a rub off effect. Brand ambassadors like porn star

father RC Juneja, chairman and CEO of Mankind, in 2009. Before the OTC

quality because of the cheap tag. But after aggressively advertising our

turnover into high double digits.

changed and UTC has become the race

While retaining a focus on rural

his signal a change; a quest to be aspirational, perhaps? Juneja dismisses

However, the transition won't be

RR&D and an image makeover. "The company's image in OTC is often su-

Rangarajulu, a Or and Communes

ent to which its offering can be differ-

critical that the company pitches itself on tenets of aspiration that by-

balls value for money pricing as it has seen a USP. He says, "We believe in volumes. And when you have volumes, you

“...warrior?” We are the *Debangs* of the pharmaceutical market in India and we are

LAUNCHED
OTC IN 2010
Now OTC
contributes over
7% of its revenues

**NUMBER OF
MRS*
Over 9,000
The largest in
India**

Industry