

## Contents

Acknowledgements.....	6
Executive Summary.....	8
Objectives and Methodology Adopted.....	14
<b>Part I</b> .....	20
<b><i>Drugs &amp; Pharmaceuticals Industry: Brief Background</i></b> .....	21
<b>Case Study - Sun Pharmaceutical Industries</b> .....	22
Corporate Profile.....	22
Background.....	22
Key Performance Indicators.....	30
Financial Results.....	32
Market share.....	39
Marketing Strategy.....	41
Research & Development.....	42
Critical Success factors and key enablers.....	45
Challenges.....	46
Future plans.....	47
<b>Case Study - Morepen Laboratories</b> .....	50
Corporate Profile of Morepen Laboratories.....	50
Background.....	50
Key Performance Indicators.....	57
Financials.....	58
Market share & Marketing Strategy.....	65
Research & Development.....	68
Lessons learned - Critical Success Factors that didn't work.....	70
Challenges.....	72
Opportunities & Future plans.....	73
<b>Part II</b> .....	76
<b><i>Biotechnology Industry: Brief Background</i></b> .....	77
<b>Case Study - Suvon Life Sciences</b> .....	78
Corporate Profile of Suvon Life Sciences.....	78
Background.....	78
Key Performance Indicators.....	83
Financials.....	85
Market share & Marketing Strategy.....	92
Research & Development.....	94
Critical Success factors and key enablers.....	96
Challenges.....	97
Future plans.....	98
<b>Case Study – Avesthagen</b> .....	100
Corporate Profile of Avesthagen.....	100
Background.....	100
Key Performance Indicators.....	106
Financials.....	107
Marketing Strategy.....	111
Research & Development.....	114

Lessons Learned / Critical Success Factors that did not work .....	117
<b>Part III</b> .....	120
<b>Process Engineering: Brief Background</b> .....	121
<b>Case Study – Bharat Forge</b> .....	122
Corporate Profile of Bharat Forge .....	122
Background .....	122
Key Performance Indicators.....	129
Financials.....	131
Market share.....	139
Marketing Strategy .....	142
Research & Development .....	144
Critical Success factors and key enablers .....	146
Challenges .....	150
Future plans .....	151
<b>Case Study - Crompton Greaves</b> .....	154
Corporate Profile of Crompton Greaves.....	154
Background .....	154
Key Performance Indicators.....	164
Financials.....	166
Market share.....	174
Marketing Strategy .....	177
Research & Development .....	179
Critical Success factors and key enablers .....	182
Challenges .....	183
Future plans .....	183
<b>Case Study - Amforge Industries</b> .....	186
Corporate Profile of Amforge Industries .....	186
Background .....	186
Key Performance Indicators.....	190
Financials.....	191
Market share & Marketing Strategy .....	197
Research & Development .....	199
Lessons Learned / Critical Success Factors that did not work .....	199
Challenges .....	200
Future plans .....	201
<b>Case Study - Best &amp; Crompton</b> .....	202
Corporate Profile of Best & Crompton .....	202
Background .....	202
Key Performance Indicators.....	205
Financials.....	206
Market share & Marketing Strategy .....	212
Research & Development .....	216
Lessons learned - Critical Success factors that didn't work.....	216
Challenges .....	217
Opportunities & Future plans .....	217
Abbreviations.....	221
References .....	223
QUESTIONNAIRE .....	227