

International Marketing
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Lecture - 34

Learning Session by Practicing Manager Followed by Conclusion Session

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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 Respiration 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
- Minimizes 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 absorptive surface area, with a highly permeable membrane
- Low enzymatic environment, avoiding first pass metabolism in the liver



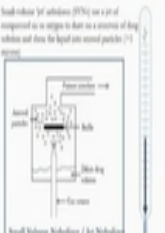

So, as I explained you Aerogen is a system which gives you a Aerosol drug delivery system as a product which is different than the available product in the industry.

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Understanding the Technologies of Aerosol Drug Delivery


Different Technologies in Aerosol Drug Delivery (Nebulization)

Small Volume Nebulizer / Jet Nebulizer



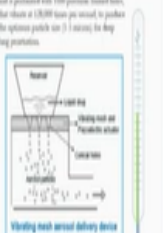
- Old Technology
- Low cost
- Easily available
- Generates noise
- Not suitable for all types of drugs & patients
- Open system has chances of contamination
- Wastage of Drug due to higher residual Volume
- Less effective due to its poor efficiency to generate smaller particle size & deliver more drug to lung

Ultrasonic Nebulizer





- Heats up the drug by 30 degree
- Not suitable for all types of drugs & patients
- Open system has chances of contamination
- Less effective due to its limitation on use with temperature sensitive drugs
- Creates particles with high velocity

Vibrating mesh aerosol delivery device



- Latest Technology
- Silent in operation
- Suitable for all types of drugs & patients
- Closed system has lesser chances of contamination
- Minimal wastage of Drug due
- Highly effective due to its efficiency to generate smaller particle size (1 micron / smaller)
- 6-9 times higher drug deposition / better recovery

Conventional Nebulizers for Aerosol Drug Delivery
Aerogen's unique pulsation vibrating mesh technology Based Drug Delivery System

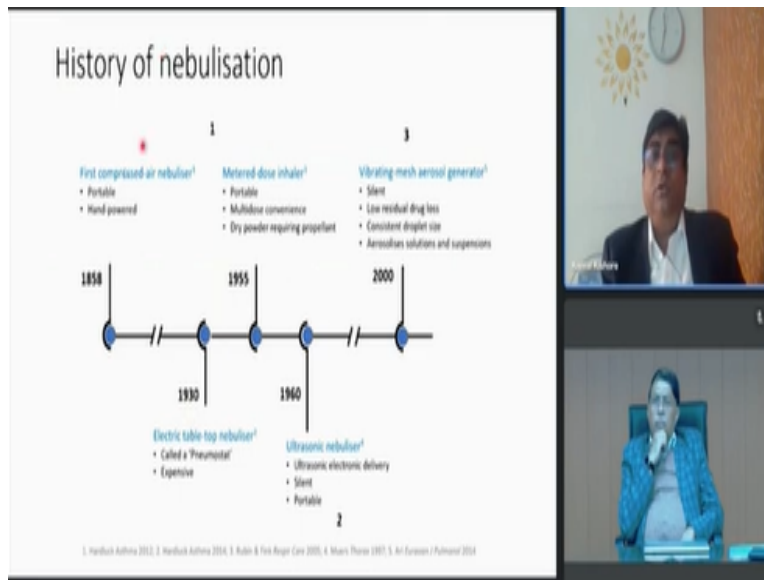



I just want to take one or two minutes to explain you that there are other technologies available in the industry like you have plenty of object nebulizers available to give the same drug to the patient. You have ultrasonic nebulizers available in the market and vibrating mesh nebulizer which is comparatively new product and new technology. There are a lot of limitations of small volume nebulizer and ultrasonic nebulizer.

Because whenever there is a getting effect because the nebulization happens with the gas source and so there is a jetting effect. And a lot of drugs are wasted and there is a drop in the temperature of the drug and ultrasonic nebulizer there is a rise in the temperature whereas in vibrating mesh technology the temperature remains the same. Also, first two are conventional that nebulisation channel thing is very competitive market.

Whereas Aerosol drug delivery system of vibrating mesh is a new concept. So, technical understanding is very important not only for your product but for the competitive product so, that you can frame up your standard.

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If you see the historical history of nebulisation, you see ultrasonic nebulizer and your small volume nebulizers are very, very old technologies. So, these technologies are very old technologies which is comparatively this is very new technology it needs a new dimension and new strategy to develop the market.

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For Vibrating Mesh Aerosol Generators
Strategy - Market creation

India	Nepal	Bhutan / Maldives	Bangladesh
<ul style="list-style-type: none">• Fully owned subsidiary - Direct sales / or• Sales distribution model / or• A hybrid model• Needs a product registration & Product specific Import license (CDSCO new regulations)• Drug License is made compulsory for Nebulizers (New regulation)	<ul style="list-style-type: none">• Sales distribution model• Imports from the manufacturing facility / Country due to the regulation <p>Sri Lanka</p> <ul style="list-style-type: none">• Distribution model• Product registration & license for exclusive trade• Direct import from country of origin / other location• NOC required in case of change of agency	<ul style="list-style-type: none">• Sales distribution model• Imports from India / from the manufacturing facility / Country of origin• In order to avoid additional custom duty burden, it's advisable to import from country of origin	<ul style="list-style-type: none">• Sales distribution model• Imports from the Country of origin• Needs a product registration, but not made compulsory so far

Now taking example of vibrating mesh generators in different neighbouring countries. As I told you vibrating mesh nebulizer is a very unique technology, very new technology very less familiar among the clinicians and less in practice. Whereas a small volume nebulizer and ultra-sonic are plenty of such nebulizers are available by many companies and it is a very competitive market this is very cheap also.

So, if I want to target my market with **vibrating mesh** stabilizer you have to understand. Suppose I take an example of Indian market. I can start my Indian operations here as a fully owned subsidiary. I can go for the direct sale operation. I can also have a distribution network distribution model and along with my direct sale I can do a distribution sale as well. I can bifurcate the market into two and prime customers I can manage directly.

And the value segments another market I can manage through distribution network. It is the other way round. I can use the full distribution channel also here and I can go for a hybrid model also here. So, options are open for you in Indian market. If I am thinking that for Indian subcontinent India is the headquarter. Now you have to also see the regulations, like the recent regulations of CDSCO that you need to have a product registration you need to have a product import license.

Then only you can import the product of aerosol generators, so you have to comply with this. Now there are many products which is now grouped under drug license under drug. Similarly, nebulizers and aerosol generators are grouped under drugs. So, you need to have a drug license, so drug license and import certification you need to have a footprint for the principal company and if principal company is not there as a not there or not available, only distribution channel is available.

Then all these distribution channels should have a import license and drug license. So, you have to understand the implication of this regulation you have to understand and you have to also decide the business model based on your product. If I talk about Nepal probably Nepal is a smaller market and maybe Kathmandu is the key potential market. So, you have to have a distribution channel.

Now the regulation of Nepal is such that you cannot import the product from other country if it is manufactured somewhere else. So, the importation should happen only from the country of manufacturing or country of origin to that you have to understand the model and then from the nearest headquarter you can provide the distribution support. Distribution support for that particular product in the marketing and sales.

Similarly, in Sri Lanka the regulations are a bit different. In Sri Lanka you need to have a product registration and import registration and once the product registration and import registration is awarded model wise to a company, they will only promote the product no other distributor or dealer will promote the product. Like in Nepal and India you may have a multiple distribution network multiple companies can have a license.

And multiple companies can sell this product in region-wise north south east west. In Nepal you can have multiple dealers of promoting your multiple ranges of products. There is no challenge. But in Sri Lanka the product specific registration is given to one company and that is a group suppose I promote NIVs so I am having NIV of particular series then that series has to be registered by that particular distributor and that distributor will only import and sell that product.

In case I want to change the distribution then I have to take a NOC no objection certificate from that particular dealer. Even the principal company wants to do the direct business in Sri Lanka they have to take a NOC from the existing distributor. So, selection of distribution in these types of countries are extremely important. One wrong decision and wrong selection of distribution will keep you in trouble because you cannot remove the distributor.

If I come to Bhutan and Maldives again these are very less potential build comparing to other countries. So, having a direct subsidiary or having a direct operation for some products may not be right and may not be correct. So, you need to have a distribution model. Now importation will happen by the distributor from India from the site of manufacturing either way it can be done there is no barrier.

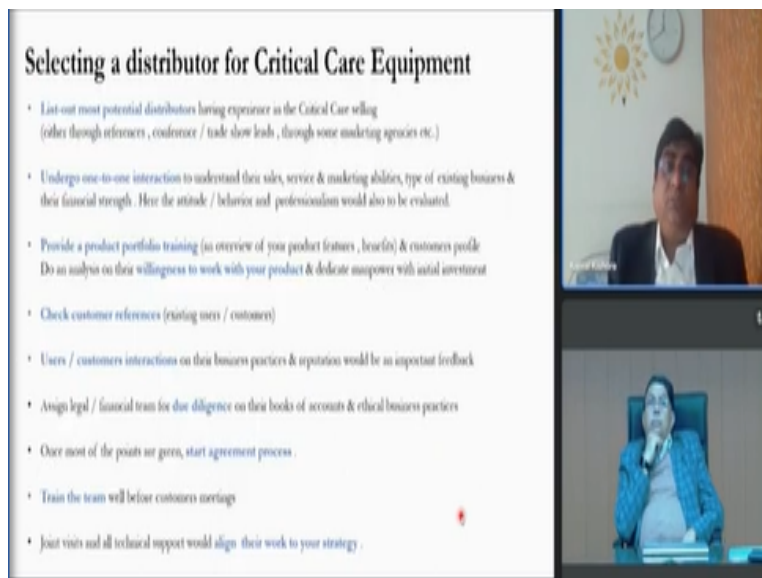
But you have to also understand if you import the material in India, you are paying custom duty custom clearance and all those charges and again you are exporting that product to other countries then again, the custom duty part has to be paid in that country. So, there will be a double duty structure. So, you have to see that how to keep the product in price competitive in that market.

So, it is always advisable that particular distribution and sales channels you import the material from the country of origin or from the source. Similarly, for Bangladesh you cannot Bangladesh again Bangladesh there are few territories which is highly potential like Dhaka. I mean if I am talking about health care equipment Dhaka is the most potential and maybe some government medical colleges and military hospital across the country.

So, but your target partner market is Dhaka and, in that territory, you do not want to start your direct operation direct sales distribution network direct operation and sales model. So, you need to have a sales distribution model. So, your sales distributor will import the material from country of origin or source pool. They cannot import the material from India that is as per the regulation. But yes, in certain cases if the product is manufactured in India yes you can export it.

Again, there is a regulation of product registration but so far, they have not made it compulsory so though there is a regulation but this is not compulsory. So, they can import the material from source pool and you can manage the business from India. You can support that channel for sales and marketing. As I told you that in all these countries and some of the more countries you have to use a distribution model.

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Selecting a distributor for Critical Care Equipment

- List-out most potential distributors having experience in the Critical Care selling (other through references, conference / trade show leads, through some marketing agencies etc.)
- Undergo one-to-one interaction to understand their sales, service & marketing abilities, type of existing business & their financial strength. Here the attitude / behavior and professionalism would also to be evaluated.
- Provide a product portfolio training (an overview of your product features, benefits) & customer profile. Do an analysis on their willingness to work with your product & dedicate manpower with initial investment.
- Check customer references (existing users / customers)
- Users / customers interactions on their business practices & reputation would be an important feedback.
- Assign legal / financial team for due diligence on their books of accounts & ethical business practices.
- Once most of the points are green, start agreement process.
- Train the team well before customer meetings.
- Joint visits and all technical support would align their work to your strategy.

The slide is part of a video recording, as evidenced by the two video thumbnails on the right side. The top thumbnail shows a man in a dark suit and white shirt speaking. The bottom thumbnail shows a woman in a blue patterned jacket sitting at a desk with her hand to her chin, appearing to be listening or thinking.

And distribution selection is much more important. So, what you do you what are the steps you take while distribution selection. First thing that you list out the most potential distributor are you undergoing one-to-one interaction through the meetings. So, that you can judge basically that what is their sales services and marketing abilities? What is the type of business they are managing? How is your their attitude and behaviour and professionalism towards business?

You also provide a first-hand product portfolio training to them. And then you explain about the customer portfolio and you see that whether they are interested in doing the business with you because willingness is very, very important and willingness will help you to have a dedicated team an initial investment for your business. So, product portfolio training and then at the same time you have to also check the references with their existing customer and their existing user base.

So, once you have taken feedback you have taken the customer feedback and you have interacted with their users you are good to go with the due diligence process. And due diligence process will look into their books of accounts, their ethical practices and all fairness will coming to light. Then you start your agreement process and post agreement process you have to first thing you have to undergo a training session.

You have to explain the entire concept of your product of your product features and benefits also. you have to translate your strategy into action points for their sales team and at the same time you have to work together. So, that they may not remember they may not understand your strategy but they will understand the action points. So, translating a strategy into action point is the most important thing I have seen in many organizations.

Just strategy is explained but sales team does not understand they do not understand what is the strategy. So, the strategy has to convert it into action point so that it is taken forward.

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Common challenges while managing a distribution channel for sales

- Regular updates on field activities - Needs to setup periodic calls / joint visits / face to face meetings
- Price Control - Selling price , needs to be controlled by setting up Price list and MRP labeling
- Customer Data - Needs to set-up a protocol on online product registration post supply
- Inventory Management - Maintaining the stock (Demo / Sellable) , monthly stock data update process helps here
- Customer services - To streamline customer services online / toll free complain log-in process helps
- Activities aligned to company strategy - Needs periodic training to translate strategy to the action points

Dealers' meetings / motivational tools like awards, tours, schemes helps to encourage the team

The slide is part of a video recording, as evidenced by the two video thumbnails on the right side. The top thumbnail shows a man in a dark suit speaking, and the bottom thumbnail shows a man in a blue jacket sitting at a desk.

Now once you start operating in a particular country including India there are a lot of practical problems you face. Like having a regular feedback of field activities and regular updates is often a challenge. So, you have to set up a protocol that you have to have a credit calls, you should have a joint widget, you should have a face-to-face meeting so all these things will help you to understand the regular updates and regular activities.

Sometimes dealers are more towards earning more margins and they do not really go with the prices structure. So, even the price control is much more important. Otherwise, if your price you do not maintain your price competitiveness and the correct price of the product you cannot cover the middle ground of the market. So, price control is another challenge and that you can raise with the help of well-defined price structure.

Like what is the delay resolution price, what is the MRP levelling and all those things will help you. Having end customer data is also the most important and this through distribution channel it is again at a difficult area. You do not get a customer data suppose you want to upgrade your system. There is some recall in the product and you want to take care of your patient, your customer base and if you do not have a data then you cannot take corrective action.

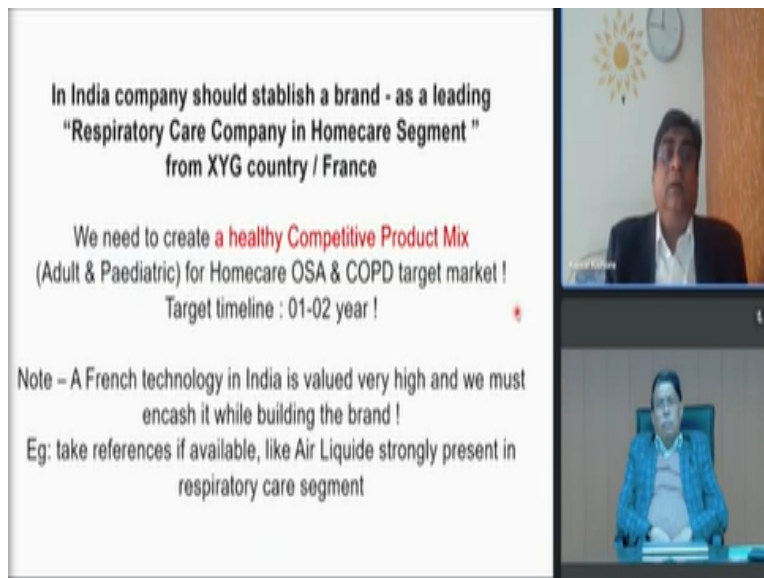
So, it is very important that customer data is basically captured inventory management, hello yes go ahead. In the inventory management another part which is often a challenging part because a lot of them were a lot of sellable stocks monthly data these are basically not available with the inventory management basically. So, inventory management is another challenge and that inventory management should be handled with the help of demo and sellable stocks. Second part is basically your customer services.

Customer services are the most important because after sale service is the backbone of your business. Your unsatisfied customer will give incremental business and repeat business and basically that is the core of your business. So, you need to take corrective action with the help of online services. You have to also have system and processes for customer login. Activities towards strategies that I told you that is often difficult to align the team towards the strategy. So, basically your strategy should be defined in terms of action points.

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Going to now **India** strategies and inputs for taking example of CPAPs and NIV.
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In India, suppose you I want to establish a brand from France then you have to think that what brand image you want to create for the company. So, the brand image you have to create for the company I am taking example of Sefam, France so my tagline I am selecting is respiratory care in home care segment. So, a leading brand of respiratory care and home care segment for that I need to have a very healthy product mix.

I have a solution for a particular target patients redundant paediatric. I should have a well-defined OSM COPD target market and I should have a timeline of one to two years. I have to also highlight the technology available in from that country. So, basically if it is a product from France then I have to take some example of established technology in my country. So, I like Air Liquide is a very strong brand from France.

So, I can say this is the product from France you must be aware of that Air Liquide from France. So, I can have a reference. I can take a technological reference from that company to create my brand.

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Objective

A clearly defined products mix with well designed product package approach & its UVPs for homecare will give a competitive advantage –

Two reasons behind its success -

- Products (Portfolio in comparison with leading brand like Philips & ResMed)
- UVPs (Algorithm, clinical advantages) & strong brand recall

So, my objective should be very clearly defined product matrix Unix value proposition of the product and then I have to also see in comparison to other leading brands like Philips and ResMed what is my product portfolio, what type of value what is the algorithm, what is the clinical advantage how strongly I build my brand recall that is most important.

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Need to create 07 Ps frame work of marketing

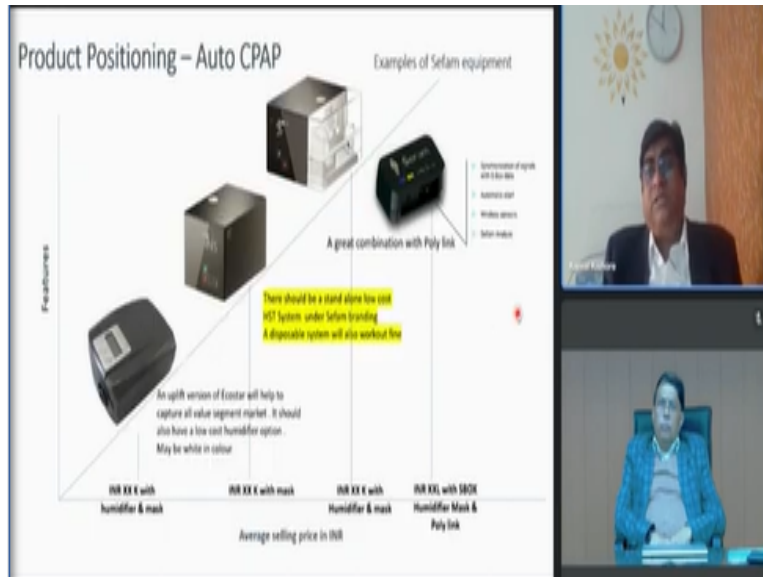
1. **Product** Product mix / Value range & Premium range & a new Range of NTU with advanced features like ICU/PS /ICU/PS and Auto EDP
2. **Price** The range of a premium brand, the product portfolio should include value range & higher end products in the category
3. **People** Technology businesses need to have the best talent on board to sustain their performance and growth momentum
4. **Process** Company controlled supply chain partners for product accessibility, Service support, distribution and lead generation / capturing process. Toll Free number for sales enquiries and service support
5. **Practical Evidence** Clinical papers, Clinical trials, case advocacy, testimonials & latest product brochures, Demo Videos etc.
6. **Promotion** marketing strategy for creating a brand recall & lead generation (not an expense in its product line)
7. **Place** need to focus on Metro, State Capital cities & Other key cities in Target market

So, what practically I have seen that the seven-piece framework works fine for a new company who is launching their product in the Indian subcontinent like you have to have a very good product mix it should your product mix is such that it should take care of all the high-end features as well. Your product price pricing should be very competitive enough comparing to your competition or maybe your product positioning and pricing is well.

You have to have a value range, you have to have a premium range. So, you will define price structure with that with respect to the product. Your team has to be fully trained team so that when they go and pitch the product, they make a difference. They should follow a process supply chain, process marketing chain and services structure then a lot of practical evidences lot of clinical research papers, testimonials demo videos.

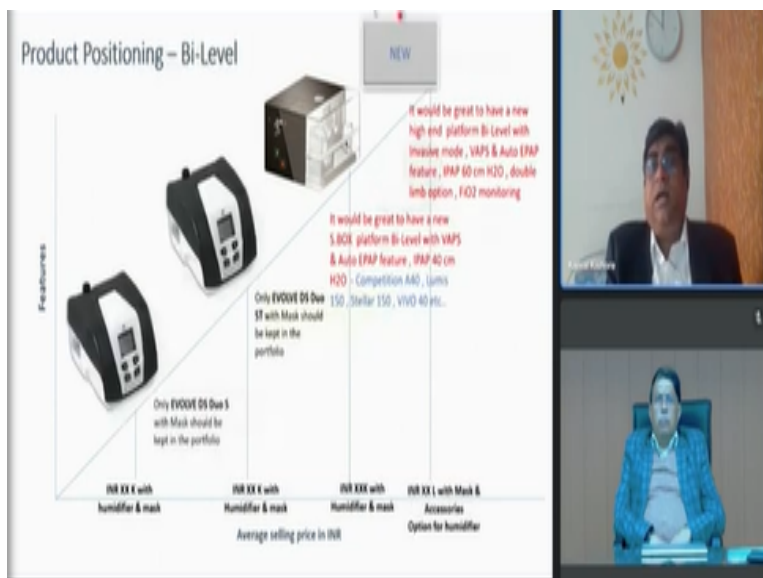
Many things you have to have into you have to use it a lot of promotional tools you have to use, you have to also see in my target to Indian market which is my most important market maybe the metro cities maybe the cities where more number of hospitals are there. So, my market has my marketplace should be well defined.

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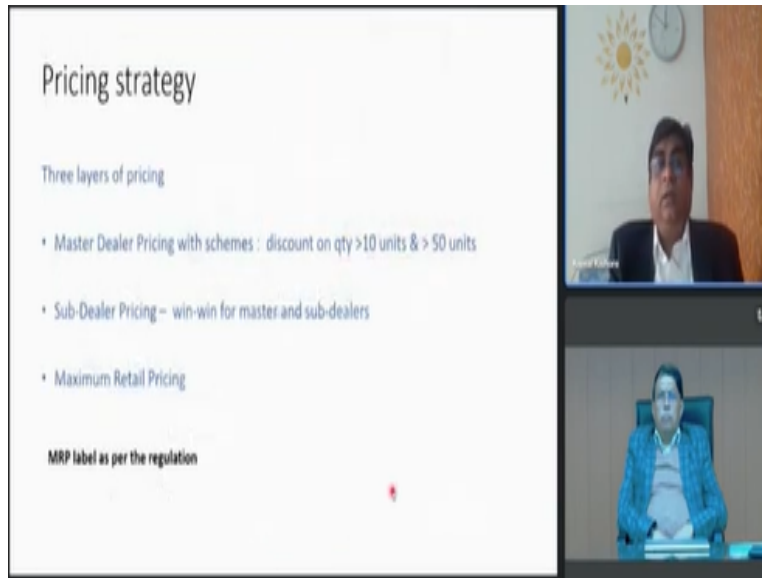
I am just taking one example with few pictures of the CPAP to show you that how you do a product positioning. So, you know that my most basic product needs little phase of lifting and we need some more features to be added. My second product portfolio should be is not very price competitive so what should be my price. My third product, what additional feature I should add so that nearest competitor I am just ever nearest competitor, maybe I need to add some more product in the portfolio.

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So, like that sometimes a new product addition sometime a new product value addition you have to do in the product so that your product positioning is very good comparing to the competition.

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Pricing strategy


Three layers of pricing

- Master Dealer Pricing with schemes : discount on qty >10 units & > 50 units
- Sub-Dealer Pricing – win-win for master and sub-dealers
- Maximum Retail Pricing

MRP label as per the regulation

Next is basically you have to also think that what should be my price structure. So, that my dealer distribution network is very much encouraged of doing business like I should have a well-defined master dealer pricing, I should also have some schemes when the dealer is lifting some volumes there should be some volume discounts. I should have a well-defined sub delay pricing; I should also have a maximum retail pricing and labelling MRP labelling as per the regulations.

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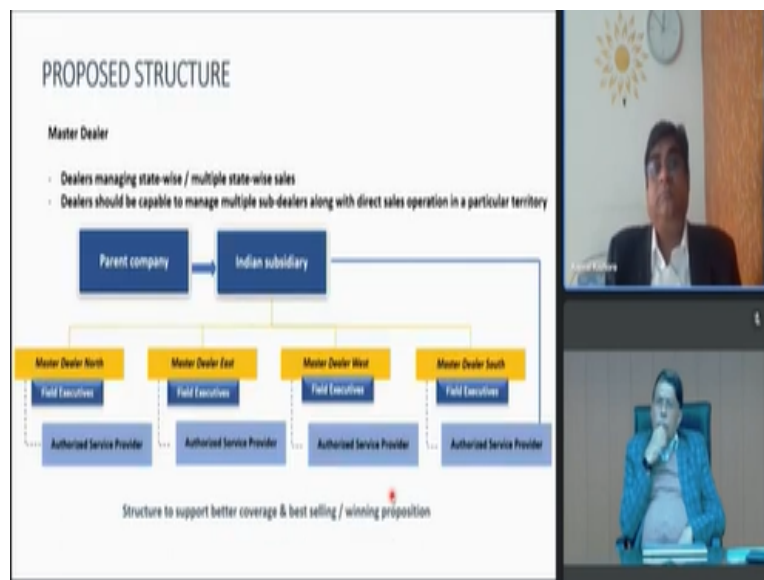
People

- Local service backup– through authorized service provider (ASP) in metro cities (Delhi NCR, Kolkata, Mumbai, Chennai, Bangalore, Hyderabad) / high installed base market initially, and can be scaled up to Tier 1 & 2 cities matching distribution expansion)
- ASPs to provide service locally- keep stock of spares and compensate them for warranty servicing
- Centralized Toll free number for end consumers to call
- Sales Executives – initially in metro cities to start with and scale up further (progressive based on productivity / coverage)
- Direct employee in India -3 to 5 years experienced Pharma / Medical Equipment sales person (on 70% fixed + 30% variable salary component & travel expenses at actual)

In my team I should have a mix of service team and I should have a marketing team I should have a sales team. So, my people structure should be such that it is not only covered the sales ground but it is also covered the service ground. So, I should have a local service provider. I should have an authorized sales provider. I should have a toll-free number where my all calls are routed through that channel to the service engineers.

I should have a sales executive in maybe the initially key metro cities and then I should have a some sort of a basic qualification. I have to see that what my what should be the minimum qualification for my team. So, selection of team and structuring the team is very important initially to promote the product in the market.

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You have to also have a proposed structure like you have a project you source the product from the parent company to Indian subsidiary. And then you are marketing that product through your master distributed and sub distribution chain. And the group of those distributors are managed through your field executives and there is a service providers may be direct or maybe indirect service agencies they support the customer for service.

So, this structure can be further elaborated but this is the most basic structure. So, that is basically you do coverage, you do the best selling and this is a winning proposition.

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Proposed Process

- **Inventory / Billing** : Company controlled Inventory and billing system (may be 3rd party)
- **Selling** : Through dealers , distributors & e-commerce (supply through regional dealers)
- **Call management** – All INDIA a single Toll - Free Number for service / support
- **CRM System** – Lead capturing to conversion (local resource)

The slide features two circular diagrams: one with 'CRM' in the center surrounded by icons for a target, a bar chart, a person, and a document; the other is a purple circle with a white telephone handset icon and the words 'TOLL FREE'.

As I told you that there are certain processes which is most important like inventory and billing process your selling process through dealers and distributor your call management process maybe through the CRM or through the call management system. So, this is the basic background process needs to be set. So, that there is no problem in supply chain in collecting the leads in collecting the complaints. So, the process is very important.

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India TOLL FREE NUMBER 1800 xxx xxx for Sales / Service enquiries

The diagram illustrates a call flow process. It begins with 'Customer Calls On MyOperator' leading to a 'Welcome Greeting MyOperator Assists Call Intelligently' step. This step branches into three main paths: 'I Sales', 'I Inquiry', and 'I Support'. 'I Sales' leads to 'Call Routing', 'Tracking', and 'Comments'. 'I Inquiry' leads to 'VoiceMail', 'Recording', and 'CRM'. 'I Support' leads to 'Call Transfer', 'Reports', and 'Blocker'. At the bottom, there are icons for 'Notifications - Web Panel, Email, Sms'.

The law of advantage of having a toll-free number because when your sales and service calls are routed through a toll-free number you do not miss out anything. Your sales team is busy somewhere in the cold call your service team is busy somewhere in the service activities but

there is a process which is capturing all your leads and learn your inquiries and it is sending to you so that you can take a corrective action. So, system and processes in that toll-free number or maybe online portal is very important.

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The slide features two diagrams. The left diagram, titled 'Employees on leave can disconnect their phones', shows a central 'McQueue' icon with arrows pointing to three states: 'Available', 'On Holiday', and 'On Leave'. The right diagram, titled 'Each User has his own Operator's calls panel', shows an 'Admin Panel' with 'All Operators' and three 'User Panels' (User 1, User 2, User 3), each with a 'MyQueue' icon. Below these is a diagram for call transfer: 'In the middle of a call, want someone else to handle? Transfer without disconnecting the caller.' It shows a call being transferred from one agent to another.

If you are in a holiday or if you are available so you do not miss out any call. So, this is much more easier and your customers are satisfied that yes their problems are taken here.

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The slide features a funnel diagram titled 'Digital Marketing Funnel (Tools)'. The funnel is divided into five horizontal sections: 'Click-Throughs' (top), 'Business Inquiries', 'Leads', 'Prospects', and 'Sales' (bottom). Below the funnel are 'Loyalty' and 'Customer Advocates'. To the left of the funnel are icons for various tools: 'SEO/Social Media/PPC', 'Click-Throughs', 'Business Inquiries', 'Leads', 'Prospects', 'Sales', 'Loyalty', and 'Customer Advocates'. To the right is a list of tools: 'SOCIAL MEDIA MARKETING', 'FACEBOOK BUSINESS', 'GOOGLE ADS', 'SEO', 'INDIAMART', 'ECOMMERCE PLATFORMS', 'MEDICAL BAZAR', 'SPONSOR KEY LOCAL EVENTS BY KOL', 'PULMONARY', 'SLEEP MEDICINE', and 'WORLD SLEEP DAY'. At the bottom, it states 'PRIMARY PURPOSE- BRANDING & LEAD GENERATION'.

Coming next to the building the awareness, building the awareness is very important allowing this era of digital marketing there are lot many tools available you have a social media you have

a you click through and then you go to the lead you have a lot of LinkedIn pages you have you have your LinkedIn, facebook, twitter, Instagram not many platforms are available. So, you have to see under which group with you select one and make your priorities.

Like if I want to have a facebook advertisement if it is a product which is has to go to the public. I can use LinkedIn platform. I can use a lot of testimonials a lot of writers in the clinical magazines in the healthcare magazines. I can use lot of emailers to explain my product and reach out to my targeted audience. So, lot of Medias are available. You have to select what social media what commerce played commercial platform, what activities what **CME** what conferences you want to do.

So, this is something you have to make a priority based on the laundry list available to you. That will help you not to create the brand generation but branding also it will help you to generate some needs.

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The slide content includes:

- Branding**
- Digital platform to access targeted clinical community
 - Pulmonary
 - ENT
 - Endocrinology
 - Diabetology
 - General Medicine
- Available clinical marketing platforms
 - ADAM
 - DOOR
- CLINICAL SPECIFIC SOLUTION**
- HOW IT WORKS?**

Nowadays lot of such digital platforms are available where they take your product to the targeted audience. These are all aggregators there lot of customer base is there so suppose your product my product is **respiratory** product and it has to go to a respiratory care you know physicians may be in pulmonary medicine doctors, chest specialist maybe **MD** medicines. So, my brand and my product is taken to that particular targeted audience with the help of different activities.

Tele health promotion, networking lot of medical journals a lot of medical associations that take my product to that targeted audience. So, that I am easily seen through. So, my product suppose I am having a vibrating **mesh** drug delivery system and I want to take my product to all the intensivists who are managing ICU I know my product is a unique product in the industry and if at a time my product is taken seen by thousands of the doctor in that particular area.

I am very familiar my brand is established in a very short period of time so it is very, very important that you use such a research type of digital marketing platform which take lesser time to establish your product in the market. Mr. Kamal, can we have a small interaction Kamal with you? Yeah definitely. So, my dear students, I am extremely thankful to Kamal for taking out his time from his busy schedule.

You know these people are all practicing managers and you know he has covered the most critical aspects of doing the business in a foreign country. How a distributor are extremely crucial whether you should have a direct operation you have seen that in one country Kamal has recommended for a direct sales subsidiary in other countries like Nepal or Bangladesh and Bhutan Maldives.