

Mr. Ganesh Nayak



**COO & Executive Director, Cadila
Healthcare Ltd, Ahmedabad, India**

Mr. Ganesh Nayak is the COO & Executive Director of Zydus Cadila, spearheads the domestic and international operations of the group. He also oversees the Joint Venture Companies and Consumer Products Business. Mr. Nayak joined the group in 1977. With an experience of more than 34 years, he has contributed significantly to the Zydus Cadila's growth over the years and has helped the group script several success stories. Guided by Mr. Nayak, Zydus Cadila which was ranked 16th in the Indian pharma industry in 1995, put in an inspired performance to become one of the top ten pharma companies within a year. From a Rs. 200 Crore start-up company in 1995, today the group is one of the leading players in the Indian pharma industry with a turnover exceeding USD 1 Billion. Over the years, Zydus Cadila has successfully undertaken several expansion plans. With strategic insight and business acumen, Mr. Nayak has played a key role in several M&A deals and alliances. Strategic management skills, long standing expertise in sales & marketing and new insights from the Harvard Business School have catapulted Mr. Ganesh Nayak to the global league of marketing professionals. In addition to the COO & Executive Directorship of Zydus Cadila, Mr. Nayak is also on the Boards of 13 Zydus companies.

Mr. Nayak is a Member of Academic Advisor Board of Narsee Monjee Institute of Management Studies (NMIMS), Mumbai and a Member of the Academic Council and Faculty of Doctoral Studies and Research with Nirma University of Science & Technology. Also he has been appointed by Gujarat State Council of FICCI (Federation of Indian Chamber of Commerce and Industry) as Co-Chairman of Task Force on Biotechnology and recently he has been appointed as a member of Faculty of Pharmacy for the institute of R&D by Gujarat Forensic

Sciences University, Gujarat. Mr.Nayak is a devoted company-man and a very hard worker. Mr.Nayak emphasizes heavily on punctuality, discipline and physical fitness.

Strategic Initiatives for Success in Developed and Emerging Markets

With healthcare expenditure shooting up exponentially coupled with financial instability , the major developed economies are facing the heat and are forced to cut down expenditure. Pharmaceuticals forming a major part of healthcare costs is understandably the key lever to achieve this objective. With many block buster products losing patents and exclusivity, developed economies like US and Europe have successfully reduced their healthcare costs by creating a conducive environment for use of generics. Due to this reason the generic companies in the past have witnessed strong growth in the last two decades mainly in US and Europe. With competition heating up and generic opportunities depleting in these markets, the generic companies are now facing a big growth challenge. They have already started looking a new geographies, the emerging markets, as we call them. Taking a cue for their western counterparts the government in these countries have also started to push generic usage. Since these markets are slightly different then developed markets in terms of their business dynamics it is possible to prolong product life cycles by innovation and branding.

Each emerging market has its own challenges and opportunities and strategy that is successful in one market may not click in another. Hence the traditional generic model of low cost commodity generics though relevant may not entirely suffice in attaining a long term sustainable growth. The strategy for each market needs to be customized to the meet the specific nuances. Traditionally local companies are strongly entrenched in these markets hence most global generic companies are taking inorganic route as an entry strategy. Some others have opted for partnership models.

To capitalize of existing opportunities in developed markets and the emerging opportunities in new fast growing markets, the generic companies will need to revamp their business models form a commodity generic dominant model to a technology and innovation driven model.