APPENDIX

QUESTIONNAIRE

A. General Information
1. Name of the Company : ____________________________
2. Address of the Company’s Registered Office : ____________________________
3. Year of Establishment : ____________________________
4. Place of Registration : ____________________________
5. Registration No. : ____________________________
6. Name of the Founder/Owner : ____________________________
7. Status :
   - Joint Family Business □
   - Partnership □
   - Private Ltd. Co. □
   - Public Ltd. Co. □
   - Proprietorship □
   - Any other □

B. Company Profile
1. Year of Commencement of Production : ____________________________
2. Whether Production is continuous throughout the year : Yes □ No □
3. Product/Products Description : __________________________________________
   __________________________________________
   __________________________________________
   __________________________________________
4. Product Benefits

5. Therapeutic Segments Served

1. Antibiotics
2. Vitamins and Minerals
   Supplements and Substitutes
3. Gastro-intestinal Products
4. Anti inflammatory / Analgesics
5. Cough and Cold Preparations
6. Dermatologicals
7. Gynaecologicals
8. Anti – Parasitic Products
9. Anti-asthmatics
10. Anti-diabetes
11. Psychotropics
12. Ophthalmologicals & Otologicals
13. Any other (Please Specify)

6. Category of the firm: Small □ Medium □ Large □

7. Total Fixed Capital Investment: (Rs. In Lakhs)
   Land and Building: ___________
   Plant and Machinery: ___________
   Quality control and testing: ___________
   Research and Development: ___________
   TOTAL: ___________
8. Number of Factories owned by the firm: _______________________

9. Location of the Factories
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

10. Whether the Company has its own R&D unit?
Yes ☐ No ☐

11. Registering agency of the Company’s Products:
- Directorate – General of Trade & Development
- State Food and Drug Administration.
- Any other: _______________________________________________________

12. Is the Company’s Product registered in a foreign country? Yes ☐ No ☐
If Yes, Kindly give details
_________________________________________________________________
_________________________________________________________________

13. Does the company export its Product/Products?
Yes ☐ No ☐
If Yes, than please specify
a) Volume of annual exports _________________________________________
b) Value of annual exports __________________________________________
c) Destination of exports ___________________________________________
   Yes □ No □

15. To which category the company's product belongs?  
   a) Branded formulation □
   b) Bulk Drug □
   c) Generics □
   d) Patented Product □
   e) OTC Product □

C. Market Analysis

1. What is the total domestic market share of your company on an average over the last five years? __________________________

2. What is the company's annual sales turnover? __________________________

3. Does the company have an active Marketing Department? Yes □ No □

4. Resources available for Marketing at Senior Level.
   Name   Designation   Function
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

5. Total Number of Marketing Representatives (Mr's) employed by the Company __________________________
6. Total average annual marketing expenditure ________________.

7. Marketing expenditure as percentage of total expenditure ____________.

8. What is your view on Governmental regulation over Product, and its price?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

9. Do you feel there will be more or less government regulation over the Pharma industry in the next five years: More □ Less □

D. Marketing Strategies

1. Do you consider your company as Product-oriented or Market-oriented?
   Product - oriented □  Market-oriented □

2. Does the Company develop strategies and programmes for marketing its product/products? Yes □ No □

3. Does the Company conduct interdepartmental meetings to discuss market trends and developments? Yes □ No □

4. If Yes, which are the departments involved in planning for markets besides the Marketing Department?
   a. R & D □
   b. Finance □
   c. Personnel □
   d. Production □
5. How often does the inter-departmental meetings take place?

- Once in a year
- Twice a year
- Once a quarter
- More often

6. How are the company's business plans formulated?

- Based on technological advances
- Based on market research

7. How does the Company establish its specific marketing goals?

- By assessing the environmental problems and opportunities.
- By assessing the firm's particular strengths and weaknesses.
- Both of the above

8. Did your company's marketing strategy take into account the implementation of the TRIPS agreement?

   Yes ☐  No ☐

9. How does the company estimate its market potential?

- By periodic sales forecasts
- By relying on past sales
- By maintaining market databases
- All of the above
10. In which of the following areas do you feel your company enjoys competitive strength?

- Labour
- Quality infrastructure
- Raw material accessibility
- Technology
- Local market
- International market
- In obtaining patents
- Governmental support and incentives
- In marketing

11. What do you feel are the company’s weaknesses in terms of marketing?

- Financial constraints
- Inability to compete with MNC’s
- Less capital for R&D
- Inadequate access to foreign markets

12. Is production under license to another firm? Yes □ No □

13. What is the focus of your market segmentation?

- Demographic
- Geographical
- By age group?
- By sex?
- By income levels?
- By therapeutic benefits?
- By the speciality of doctors in your target area?
- Any others?
14. Do the chosen segments have sales potential for your product which is:
   adequate □  clogged with intense competition □
   full of opportunities □

15. Does the target market support the company’s promotional costs and provide adequate rate of return? Yes □  No □

16. Does the company have its Unique Selling Proposition that gives its distinctiveness over others? Yes □  No □

17. Does the company have a feedback mechanism to evaluate customers response to its products? Yes □  No □

18. What is the current strategic marketing option selected by your company?
   a) Concentrated marketing at the chosen segment □
   b) Differentiated marketing using brand names □
   c) Undifferentiated marketing of generics □
   d) Combination a & b □
   e) Combination a & c □

19. What is the main objective of your current marketing strategy?
   • Defending existing market share □
   • Expanding market share □
   • Creating niches □
   • Defeating competitors □
   • Any other, please specify □
20. Specify the areas of innovation, if any, in your company over the last five years.
   - Product
   - Process
   - Packaging
   - Promotional measures

21. Is the company’s market life finite or infinite?  Yes  □  No  □

22. At what stage of the product life cycle is the company’s core product?
   - Introduction
   - Growth
   - Maturity
   - Saturation
   - Decline

23. Do you feel, there is fear of company’s product becoming obsolete in the near future?  Yes  □  No  □

24. Is the company looking out for product diversification opportunities to stabilize its market share?  Yes  □  No  □

25. Does the marketing department conduct surveys of sale of products that directly compete with your product from the retail chemists within your target area?  Yes  □  No  □

26. Is information gathered by the company about prescription behaviour and prescription habits of doctors in your target area?  Yes  □  No  □
27. Is the size of your firm an advantage or a constraint in marketing your product? Yes ☐ No ☐

28. Does the size of your firm enable it to realize economies of scale and lower unit costs? Yes ☐ No ☐

29. Do you feel the bigger companies have an advantage over you in marketing their products? Yes ☐ No ☐

30. Do you feel with strategic marketing plans, the size constraints can be overcome? Yes ☐ No ☐

31. Does the company have any marketing tie-ups with other firms? Please specify if any.

32. Do you sell your products under another company's brand name? Yes ☐ No ☐

33. Do you feel small size of the firm acts as an entry barrier to high-value therapeutic segments of the Indian Pharmaceutical Market? Yes ☐ No ☐

34. Do smaller Pharmaceutical firms have a price disadvantage over larger competitors? Yes ☐ No ☐

35. In your opinion, are economies of scale important in the Pharmaceutical industry? Yes ☐ No ☐
36. Given the high rate of obsolescence in the Pharmaceutical industry, do you feel diversification into different segments is better market strategy?
   Yes ☐ No ☐

37. What is your opinion on the impact of patent laws on Indian Pharmaceutical Companies?
   • To reduce unhealthy competition
   • Encourages the companies to spend on R&D
   • Provides new opportunities in herbal and ayurveda
   • Any other, please specify ____________________________
      ____________________________
      ____________________________
      ____________________________

38. Has there been any change in your marketing strategies in view of TRIPS?
   Yes ☐ No ☐

39. Do you feel your company has the capability to compete with International Companies? Yes ☐ No ☐

40. Are the Company's products advertised in Medical Journals?
   Yes ☐ No ☐

41. Is personal selling the most important element of the company's promotional mix? Yes ☐ No ☐

42. Over the last five years, did the company need to increase the no. of Medical Representatives? Yes ☐ No ☐
43. Do you agree that motivation and effectiveness of MR's is a key factor in marketing success? Yes □ No □

44. What are the selling tools provided by the company to its MR's?
   - Access to computers with customer database
   - Wireless communication devices.
   - Audio-visual aids.

45. Which of the following statements would you strongly agree with?
   - A highly competent MR working for a less known company may not be as successful as a less competent MR, working for a well-known company □
   - Effectiveness of MR's is critical to building company's image in the minds of doctors.

46. Does the company make efforts to project the company's image as an ethical and responsible organization? Yes □ No □

47. Are the Company's MR's involved in strategic market planning? Yes □ No □

48. Specify the type of compensation plan to MR's
   1) Basic Salary only
   2) Basic Salary + incentives on sales targets
   3) Commission on achieving targets only.
49. Which of the following channel systems does the company use to market its product?
   a) Appointed distributors
   b) Own sales depots
   c) C & F agents
   d) Stockists
   e) Chemists & Druggist

50. Does the company have its own sales depots? Yes ☐ No ☐

51. Has the company appointed C&F agents?

52. Are distributor’s actions highly co-ordinated with the company’s marketing strategies? Yes ☐ No ☐

53. What category under the Drug Price Control Order does the company’s core product fall into?
   Category I? ☐ Category II? ☐ Decontrolled? ☐

54. If the product is in decontrolled category what pricing strategy do you adopt?
   Skimming ☐ Penetration ☐

55. Is your company’s pricing strategy based on competitor’s prices? Yes ☐ No ☐

56. Did the company need to effect significant changes in its marketing strategies in anticipation of the patent regime? Yes ☐ No ☐
57. Which of these methods of market evaluation in terms of customers preference for product is conducted by the firm?
   - Survey of doctor’s opinions □
   - Based on frequency of orders □
   - Poll of Customers suggestions and complaints □
   - Any other. □

58. Are product development efforts:
   - Technology driven Yes/No.
   - Market driven Yes/No

59. What is the time-horizon of the company’s long-term marketing plan

60. Do you believe that the Marketing concept should be the sole concern of the Marketing department alone or should Prevail across the whole organisation? Tick suitably.

61. Please specify the marketing expenditure over the last 6 years as percentage of total expenditure?

62. Are any of these global marketing strategies adopted by your firm?
   - Direct Investments
   - Joint Ventures
   - Licensing
   - Direct exporting
   - Indirect exporting (through independent intermediates)
63. Which of these Governmental incentives act as a support in marketing your product?

- Export incentives
- Price preference in Government purchase
- Tax Concessions
- Specify if any other ...........................................

64. Do you face any of these problems in exporting?

- Lack of information of export market
- Lack of awareness of export formalities
- Lack of export infrastructure
- Price competition
- World Trade organisation trade barriers
- Customs duties and formalities
- Lack of fund / Working Capital

65. Rank these in terms of competitive pressures facing your firm.

- Threat of new entrants
- Threat of substitutes
- Bargaining of suppliers
- Bargaining of buyers
- Competitor rivalry

66. Rank these factors in accordance with their importance for your firms success

- Technology – related – research, innovation
- Manufacturing related – low cost, fast delivery network
- Marketing related - sales force, packing, service.
- Organization capabilities – information systems
- Locations
- Patents
67. What are the objectives of your pricing policy?
   - Maximization of profits
   - Discouraging entry of competitors
   - Penetration of markets
   - Any other

68. Which of these pricing methods are employed?
   - Cost plus or Full costing pricing
   - Pricing for a rate of return
   - Marginal cost pricing
   - Going rate pricing
   - Customary prices

69. What factors influence your firm's pricing strategy


70. Any specific pricing problems faced by the firm?


71. Does the company have its own warehousing and storage facilities
   Yes □ No □
72. Which of these sales promotion activities were carried on in the last 5 years.
- Trade fairs and exhibitions
- Free samples
- Correspondence

73. Which of these strategies are pursued for existing markets?
- Market Penetration
- Product Development
- Any other ____________________________

74. Which of these strategies are adopted for new markets?
- Market Development
- Market expansion
- Diversification

75. In the last 5 to 10 years, did the firm undertake any of the following:
- Retrenchment from unprofitable markets
- Reduction in the number of Products offered in the market
- Divestment of part of business to another organisation.

76. Name the intermediaries /channels involved in taking the product to the final consumer. Kindly specify the function of each channel.
77. Do you face marketing problems due to changed economic environment?

- Competition from large units: Yes □ No □
- Competition from MNC's: Yes □ No □
- Competition from SSI units: Yes □ No □
- Recession in Market: Yes □ No □
- Government policy & Procedure: Yes □ No □
- Absence of group approach: Yes □ No □
- Any other, please specify: Yes □ No □

78. In your opinion what are the specific marketing strategies that are most helpful in marketing Pharma Products?

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

79. What are the company's plans to boost exports?

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

80. What assistance from the Government would you like for your marketing success?

________________________________________________________________________________

________________________________________________________________________________
Appendix

Market Orientation

(Intelligence Generation)  

Key items

1. Whether company has an active marketing Department.

2. Whether company is considered as product-oriented or market-oriented.

3. If the company develops strategies and programmes to market its products.

4. Whether business plan’s are formulated based on market research.

5. Whether company establishes its specific marketing goals by assessing environmental problems and opportunities.

6. Whether company estimates its market potential based on periodic sales forecasts.

7. Whether it assesses its strengths and weaknesses in relation to competitors.

8. Whether it maintains market databases to estimate sales potential.

9. If it has a feedback mechanism to evaluate customer’s response to its product.

10. If Marketing department conducts surveys of sale of products that directly compete with the company’s product from retail chemist.
11. If information is gathered by the company about prescription behaviour and prescription habits of doctors in the target area.

12. If distributor's action are coordinated with the company's marketing strategy.

13. Whether periodical reviews are done to estimate effect of changes in business environment on customers.

14. Whether evaluation is done based on customers suggestions and complaints.

B. Market Orientation  Key items

[Intelligence Dissemination] 1. Whether company conducts interdepartmental meetings to discuss market trends and developments.

2. If other functional departments are involved in planning for markets.

3. How often interdepartmental meetings take place in a year.

4. If company's MR's are involved in strategic market planning.

5. Whether marketing concept prevails across the whole organization.
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<thead>
<tr>
<th>C. Market Orientation (Response Design and Implementation)</th>
<th>Key items</th>
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<tbody>
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<td></td>
<td>1. Whether company marketing strategy took into account the implementation of the TRIP's agreements.</td>
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<td>2. Whether principles of market segmentation drive marketing efforts.</td>
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<td>3. If company has its USP that gives it distinctiveness over others.</td>
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<td>4. Whether company effected significant changes in marketing strategies in view of patents regime.</td>
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<td>5. Whether pricing strategy takes competitor's prices into account.</td>
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<td>6. Whether global marketing strategies are pursued to add value.</td>
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<td>7. Whether penetration strategies for existing markets are pursued.</td>
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<td>8. Whether market development strategies for new markets are pursued.</td>
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<td>9. Whether restructuring in last 5 to 10 years undertaken</td>
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<td>10. Whether technological advances or market research drive business plans.</td>
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<td>11. If efforts are made to project the company's image as an ethical and responsible organization.</td>
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