

Building a strong consumer brand is not a onetime activity but an ongoing process

Rajesh Mehra has grown Jaguar from a luxury car company to a global bathroom and lighting solutions brand

What are the biggest challenges to building a consumer brand in India?

Building a strong consumer brand is not a onetime activity but an ongoing process. One has to consistently invest and match up to ever growing consumer expectations. Satisfaction of the consumer is the key and the ease with which our offerings have brought joy and delight to our customers, making them ready to invest. Quality products forough, value usage conditions, technologically superior products at value pricing, is the heart of building a successful bathroom brand. Our nationwide established customer care and quality standards have helped us reach global markets. It is the recognition received in the west that began being India's most trusted bathroom brand as per a global consumer survey.

How has Jaguar handled competition from global brands?

The industry has seen the entrance of multiple global brands and the last few decades making India the most competitive market in the world. Jaguar Group, through its continuous product innovation in design and application, cutting-edge manufacturing technology and the highest quality standards has managed to dominate the bathroom market from last 2 decades with over 50% market share in branded bath fittings.

What are the takeaways from your expansion into Korea?

Our expansion of our South Korea operations is due to the high end shower market and entrance we position globally with a focus of the ultra-luxury bathroom. This expansion further helped us to enter South East Asian markets like Singapore, Indonesia and Malaysia.

As the country develops, what future do you see for the consumer-led sector?

With development comes economic and aspirations. And all these factors are important to bring it up there but you not only to own it, but also being able. The consumer-led market, large to prosper will cover quality, brand and pricing and better choice due to more spending for a better lifestyle. In the long run, the market will change in the affordable housing space and addressing the emergence of affordable products for rising pricing tiers – an affordable brand from Jaguar Group, supporting the government's mission of housing for all.

RAJESH MEHRA
DIRECTOR & PROMOTER,
INDIAN GROUP

CONSUMER PRODUCTS & RETAIL

Our rich pipeline will ensure that at least two new launches are announced annually

Binish Chudgar has spearheaded Intas' expansion into new product segments and markets – and turned it into a private equity favorite

What was your competitive strategy into the crowded Indian pharmaceutical industry?

Intas has always had a strong strategic business strategy – continue invest and product growth. Our continuous growth strategy is backed by a thorough analysis of respective markets, trial new product selection is spearheaded by the management using insights gathered from specific territories and products based on overall market needs, patent scenario, market assessment & taking any lead to the opportunities and identify challenges arising after others. Each selected product is backed by a detailed business case with strategic value to the company. Our financial product model includes the generic drugs, specialty and controlled substances, and added on products (OTCs) including generics.

How do you handle it from being headquartered in the pharma hub of Ahmedabad?

Our regional headquarters in Ahmedabad, as the management is based here. It is essentially our financial and manufacturing operations hub. Otherwise, Intas is a truly global organization with headquarters in each region. The regional, Ahmedabad is the epicentre of our sales operations and our London office oversees our Europe operations. We have empowered them for quick decision-making.

What are the takeaways from your strategic strategy?

We invested in the development and manufacturing of facilities around 17 years ago to gain a world-class plant also. Also, for us we have focused on 12 biologicals India and have the largest number of biologics generally developed in India in the country. This is also the first Indian company to market who operate in Europe and have two of its facilities under the regulatory in the US. Our R&D pipeline will also ensure that at least two to three new launches are announced annually. However, Intas is a long term investment and we are building the desired return on investment.

What have been the advantages and disadvantages to keeping the pipeline?

Intas is at par with any listed organization when it comes to business performance and operations, with three private equity firms sitting on the board. Our high CAGR (2014-2018) of 20.02% as well as consistently healthy top line and bottom line helps us as a favourite of private equity firms.

BINISH CHUDGAR
VICE CHAIRMAN & MD,
INTAS PHARMACEUTICAL

LIFE SCIENCES & HEALTHCARE