



# **Market Overview of Hemostats and Sealant segment of Baxter India**

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**PGDPM-04**

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- J&J is a leading global healthcare corporation with operations spread across every facet of the healthcare business including pharmaceuticals, medical devices and diagnostics, biotechnology and consumer health. Its global turnover in 2011 was US\$ 65 billion with operations across 57 countries and products sold in over 175 countries employing 118,000 people
  - Within J&J's global healthcare operations, J&J Medical operates within the medical devices area across a wide spectrum of therapeutic segments. J&J Medical product range covers an extensive range of high technology medical and surgical equipment, devices and associated services. It operates across the following business segments:
    - **DePuy, Inc.:** DePuy offers implants and joint replacements for surgical treatment in the orthopedic segment and products for neurology invasive surgeries
    - **Cordis:** Provides solutions to treat heart and vascular diseases, coronary artery disease, peripheral vascular and obstructive disease and arrhythmias
    - **ASP:** Provides a wide range of advanced sterilization equipment and solutions
    - **Ethicon:** The product range includes medical devices for wound closure, hernia solutions, women's health and urology, cardiovascular solutions and advanced products for minimally invasive and open surgical procedures. In addition, the company also operates within the professional medical education segment
    - **Life Scan:** Area of operations cover developing, manufacturing and marketing a wide range of glucose monitoring systems and software for use by people with diabetes and by healthcare providers

- J&J Medical's India sales revenue in 2011 was between US\$ 210-225 million with sterilized switchers, stents and surgical accessories being the key contributors
- A key area that J&J Medical operates in is within the hemostats and sealant segment. Hemostats are medical devices which find extensive applications in a wide range of surgical procedures to control bleeding during or after a surgical procedure. Sealants are also used to stop internal bleeding which can occur because of an injury or during a surgical procedure. Key products offered by J&J Medical within the Hemostats and Sealants range are marketed under the Surgical® and Evicel® brands and which find wide acceptance in the market. While there are a fairly large number of international and Indian companies that also operate in the same segment, two key competitors are Baxter and Sri Gopal Krishna Lab who offer competitive products
  - An outline of brands offered by J&J Medical, Baxter and Sri Gopal Krishna Labs are placed at **Table-I** below:

**Table-I**

| Company                | Key Brands                                   |
|------------------------|----------------------------------------------|
| J&J Medical            | Sugicel®, Evicel®                            |
| Baxter                 | Floseal®, Tissel®                            |
| Sri Gopal Krishna Labs | AbGel® (Sterile Surgical Haemostatic Sponge) |

- Baxter has demonstrated considerable aggression in competing for market share, particularly in the recent past. As a result, if J&J Medical is to retain and grow its position in the Indian market, which is becoming increasingly attractive due to the rapid growth in the segment, it is essential that J&J Medical obtains a detailed understanding of the current position and future strategy of these two companies including their current sales, breakdown of sales by region, type of customer and by procedure, distribution of sale by product group, organization structure for the Hemostats and Sealants business, pricing and channel strategy, new products that the companies are planning to launch to accelerate their growth, sales, marketing, communication and positioning strategy, breakdown of marketing and promotional spend and future objectives
  - This will give J&J Medical the information required to devise a strategy to counter these competitors and capitalize on it's current position and growth

- To find out the Current (2013), estimated (2014) and forecast (2015) sales of hemostats and sealants and breakdown of sales by:
  - Region wise
  - Type of surgical procedure
  - Category of customers:
    - Government institutions
    - Corporate hospitals (group and stand-alone)
    - Others
- To find out the Product portfolio within sealants and hemostats of Baxter India.
- To find out the Distribution model of Baxter India.
  - Distribution channels and margins at each level.
- To study the organization structure of the company.
- To find out the Sales Structure of Baxter India.
- To find out the Marketing and promotional strategy of Baxter India.
- To find out there new product introductions over 2-5 years.
- SWOT analysis.

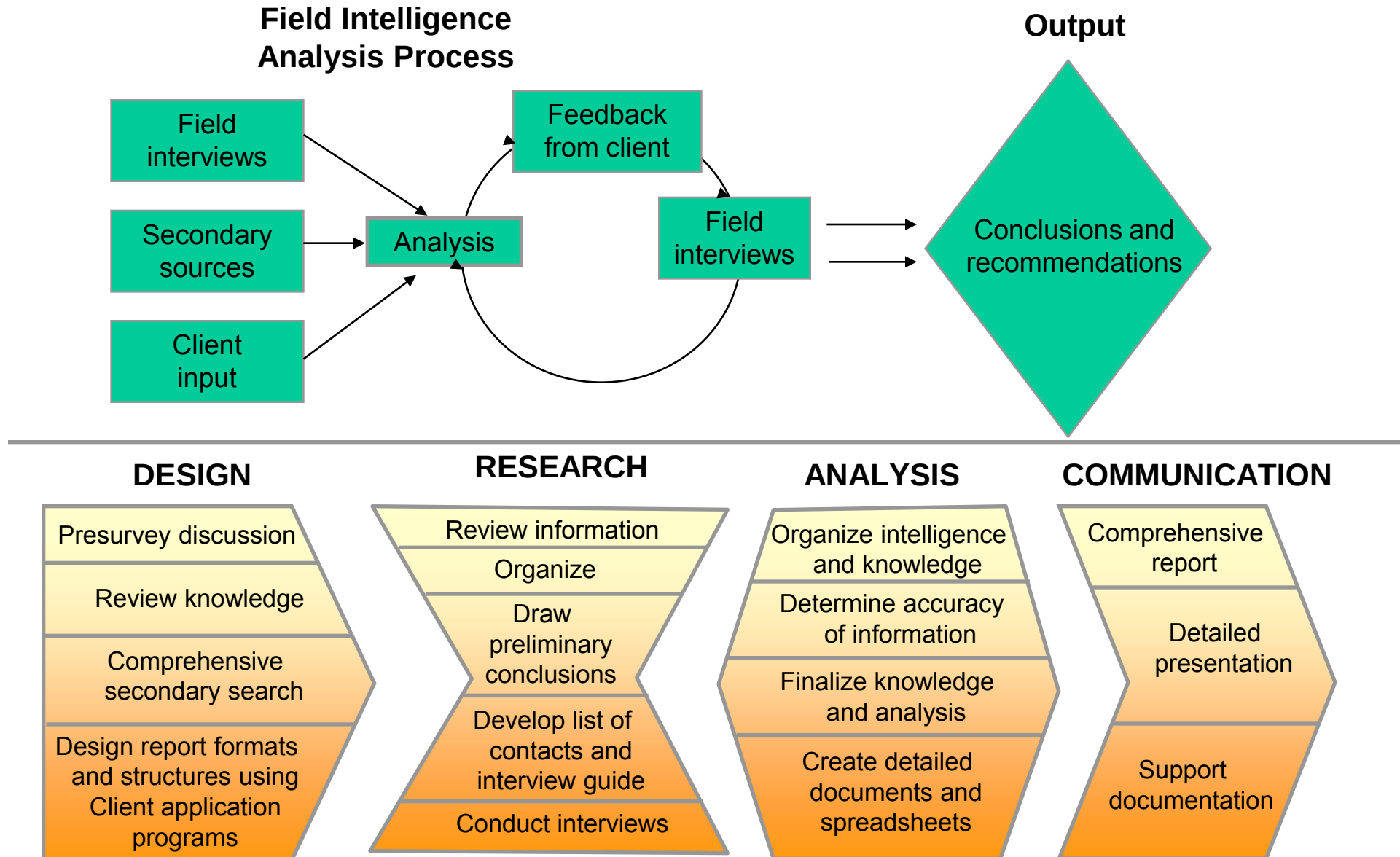
- The scope of the project is described below:

| Scope          | Description                                                                               |
|----------------|-------------------------------------------------------------------------------------------|
| Target segment | Hemostats and Sealants                                                                    |
| Competitors    | Baxter                                                                                    |
| Focus          | Develop an in depth understanding of the current and forecast strategy of key competitors |
| Geography      | India                                                                                     |

- Type of Study Design: The type of study design used for this research is cross sectional study design.
- 
- Research Instrument: a.) Interviews: Respondents were interviewed on hemostats and sealant segment of Baxter India
- Data Collection Source: a.) Primary Data Source: Interviews
- b.) Secondary Data Source: Newspapers, Journals & Internet
- 4.) Approach: Draw each respondent into a discussion by reviewing areas of general interest in the sealants and haemostats segment and slowly bringing in key questions

## FIELD INTERVIEWS WITH INDUSTRY SOURCES SELECTED FOR THE STUDY

| Respondent categories                                                                                       | No. of interviews-a |
|-------------------------------------------------------------------------------------------------------------|---------------------|
| Channel partners and distributors of the target companies                                                   | 30                  |
| Customers                                                                                                   | 30                  |
| Other companies supplying Hemostats and Sealants                                                            | 10                  |
| Local Manufacturers of Hemostats and Sealants including Strategic Alliance Partners to the Target companies | 10                  |
| Medico-marketing companies                                                                                  | 10                  |
| Regulatory authorities                                                                                      | 05                  |
| Others such as Associations and Experts                                                                     | <b>05</b>           |
| <b>Total</b>                                                                                                | <b>100</b>          |
| a. No. of interviews, not organizations                                                                     |                     |



**Project**

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- Due to space constraints, the following abbreviations will be used wherever required in the report

| Item    | Description                       |
|---------|-----------------------------------|
| AOC     | Alkylene oxide copolymer          |
| ASM     | Area Sales Manager                |
| BU      | Business unit                     |
| CAGR    | Compound annual growth rate       |
| CFA/C&F | Carrying & forwarding agent       |
| CME     | Continuing medical education      |
| CSF     | Cerebro spinal fluid              |
| CTVS    | Cardiothoracic vascular surgery   |
| DCGI    | Drugs Controller General of India |
| GI      | Gastrointestinal                  |
| IV      | Intravenous                       |
| J&J     | Johnson & Johnson                 |
| KAM     | Key Account Manager               |
| KOL     | Key opinion leader                |

| Item | Description                                 |
|------|---------------------------------------------|
| LBL  | Leave behind literature                     |
| MNC  | Multinational Corporation                   |
| MRSA | Methicillin-resistant Staphylococcus aureus |
| MRP  | Maximum retail price                        |
| OPD  | Outpatient Department                       |
| OT   | Operation theatre                           |
| PG   | Postgraduate                                |
| PTR  | Price to retailer                           |
| PTS  | Price to stockist                           |
| RC   | Rate contract                               |
| RTM  | Round table meeting                         |
| USP  | Unique selling proposition                  |

INTRODUCTION

**COMPETITOR PROFILES**

BAXTER INDIA

CLINICIANS' PERCEPTION

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## GENERAL OVERVIEW

## Address

Baxter (India) Private Limited  
2nd Floor, Tower-C, Building No. 8,  
DLF Cyber City, DLF Phase II,  
Gurgaon 122 002, Haryana, India

## Contact details

Phone : +91 124 4500200  
Fax : +91 124 4263505  
Web: www.baxter.in

## Key employees at corporate HQ

Anish Bafna–General Manager  
Shubhi Khurana–Business Unit Director,  
BioSciences  
Dr Ashok Mohrana–Director Medical Affairs  
Chetan Kumaria–Director, Supply Chain

## Focus business segments

BioScience, Renal and Medication  
Delivery

## Key locations

**Corporate office:** Gurgaon

## Hemostat and sealant sales, 2012

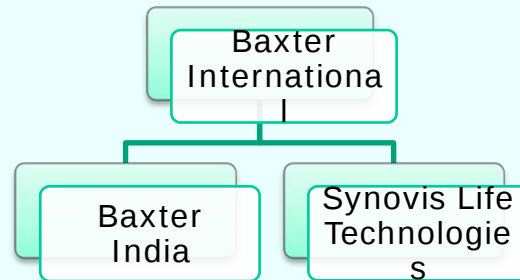
INR 200 million  
Domestic: 100%

## Baxter India:

- Baxter India is a wholly-owned subsidiary of Baxter International
- Baxter India has been present in India for past 15 years
- It is a leading manufacturer and supplier of innovative surgical technologies and pharmaceutical products in India
- Key operational therapeutic segments are:
  - Anesthesia
  - Bio-surgery (includes hemostats and sealants)
  - Clinical nutrition
  - Critical care
  - Hemophilia
  - Infusion systems
  - Pharmaceuticals & IV solutions
  - Renal care
- Company received “The best US company operating in India” award in July 2012 from Indo-American Chamber of Commerce

## Leading brands:

| Category        | Leading brands               |
|-----------------|------------------------------|
| BioTherapeutics | Flexbumin                    |
| Biosurgery      | Floseal and Tisseel          |
| Hemophilia      | Feiba Stim 4 and Recombinate |



- Baxter initiated its Indian operations in 1997
  - In its Biosurgery portfolio, Tisseel was launched in 2004, followed by Floseal in 2007
  - Coseal was launched in 2011
- In 2011, Baxter acquired Synovis Life Technologies for US\$325 million
  - Acquisition expanded Baxter's regenerative medicine and Biosurgery portfolio with addition of Synovis' biological and surgical products, used for soft tissue repair and microsurgery in several procedures
  - Following DCGI guidelines, Baxter India has initiated the process for registering Synovis brands under its Indian flagship

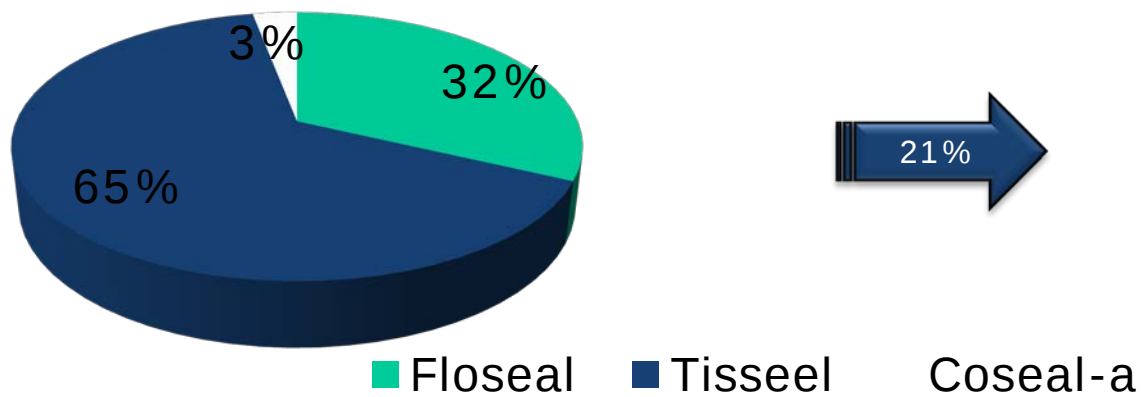
## KEY SPECIALITY SURGICAL APPLICATION MATRIX

| Products                    | Surgical application |              |                    |                        |             |            |
|-----------------------------|----------------------|--------------|--------------------|------------------------|-------------|------------|
|                             | CTVS                 | Neurosurgery | Orthopedic/ spinal | General/GI & bariatric | Oncosurgery | Ophthalmic |
| Floseal                     | ✓                    | ✓            | ✓                  | ✓                      | ✓           |            |
| Tisseel                     | ✓                    | ✓            | ✓                  | ✓                      | ✓           | ✓          |
| Coseal                      | ✓                    |              |                    |                        | ✓           |            |
| Peri-Strips Dry             | ✓                    |              |                    | ✓                      |             |            |
| Flo-Thru Intraluminal shunt | ✓                    |              |                    |                        |             |            |
| Flo-Rester                  | ✓                    |              |                    |                        |             |            |
| Vascular Probe              | ✓                    |              |                    |                        |             |            |

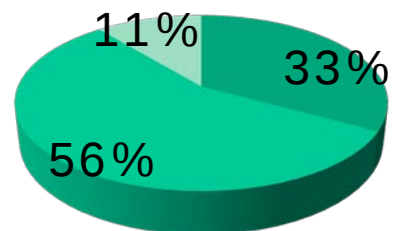
- Following is the breakdown of key brands for each division:

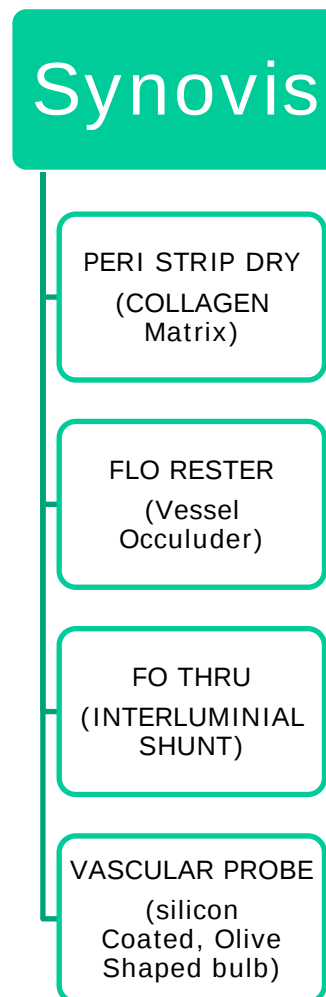
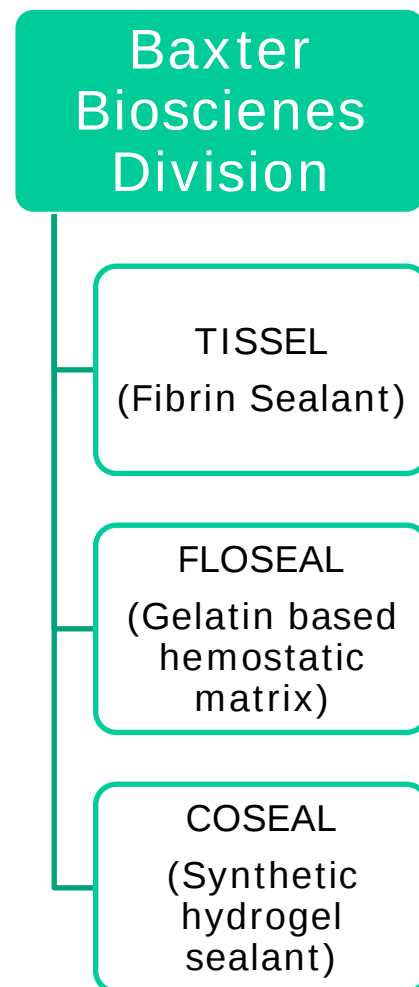
| Brands                                                                              | Type                            | Description                                                                                                                                                | Key communication message                                                                                                                                                                              | Key target clinicians                                                                                                                                                                                                                              | Sales revenue, 2012 (INR million) |
|-------------------------------------------------------------------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
|    | Gelatin-based hemostatic matrix | Indicated in surgical procedures (other than ophthalmic) as an adjunct to conventional hemostatic measures                                                 | <ul style="list-style-type: none"> <li>Pure hemostat which stops bleeding very rapidly, even in 2 minutes</li> <li>Two-way action, initiating as well as completing the coagulation cascade</li> </ul> | <ul style="list-style-type: none"> <li>CTVS surgeons</li> <li>Neurosurgeons</li> <li>Spinal surgeons</li> <li>Onco surgeons</li> <li>General surgeons</li> </ul>                                                                                   | 66                                |
|    | Fibrin sealant                  | Indicated for use as an adjunct to hemostasis in surgeries involving cardiopulmonary bypass and treatment of splenic injuries due to trauma to the abdomen | <ul style="list-style-type: none"> <li>Natural fibrin-based sealant which offers effective sealing</li> <li>Tissue-to-tissue growth</li> </ul>                                                         | <ul style="list-style-type: none"> <li>CTVS surgeons</li> <li>Neurosurgeons</li> <li>Spinal surgeons</li> <li>Onco surgeons</li> <li>General/gastric &amp; bariatric surgeons</li> <li>Orthopedic surgeons</li> <li>Ophthalmic surgeons</li> </ul> | 112                               |
|  | Synthetic hydrogel              | Biocompatible hydrogel that rapidly cross-links with the proteins in tissue to immediately adhere to the area to which it is applied, and stops bleeding   | <ul style="list-style-type: none"> <li>Synthetic hydrogel sealant developed to withstand pressure of up to 660 mmhg</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>CTVS surgeons</li> <li>Onco surgeons</li> </ul>                                                                                                                                                             | 22                                |

Sales breakdown for Biosurgery segment, 2012: INR 165 million



Sales breakdown for Biosurgery segment, 2013: INR 200 million





“BL Life Sciences has a sales force of 120 employees across its 9 regional offices. There is no dedicated sales team to promote Synovis’ products. Sales force is deployed on need basis”  
*Sales Manager, BL Life Sciences*

- Baxter's Biosciences division managed current product portfolio of hemostats and sealants
- With completion of acquisition of Synovis, Baxter India's portfolio will include Synovis' four current brands
  - Until its acquisition, Synovis Life Technologies had a marketing tie-up with a Delhi-based distribution firm, BL Life Sciences

**Business overview**

- Baxter's Biosciences division handles Biosurgery segment which includes Tisseel, Floseal and Coseal in its hemostats/sealants product portfolio

**Regional overview**

- Southern region accounted for largest portion of total Biosurgery revenue, followed by northern region
- Eastern zone lagged behind—generated only 8% revenue on account of limited regional centers for critical surgeries and limited acceptance of premium-priced products

**Customer overview**

- Sales revenue was primarily generated from private market
  - Standalone surgical centers contributed highest portion to sales, contributing 45% to revenues
  - Corporate chain hospitals like Fortis hospitals, Apollo Hospitals, Max Hospitals, etc. accounted for 35% of total sales revenue
- Government institutions like defense, railways hospitals, state-owned institutions and so on accounted for around 20%
  - Included both tender and local purchases through registered distributors
  - Baxter offers up to 25% discount to governmental institutional accounts, in case of bulk procurement
    - These discounts are given by supplying products directly through CFAs, and passing on the supply chain margins as discounts

**Tisseel**

- Leading brand in Biosurgery segment; in 2012, it accounted for 56% of total sales
- Neurosurgery was the key consuming segment since it effectively prevents CSF leakage
  - Neuro and spinal surgeries generated more than half of total Tisseel sales at INR 112 million
- Tisseel is the only product in Baxter's bio-surgery division indicated for ophthalmic surgical use accounting for 5% share by value. It is primarily used for corneal graft surgeries where sutures are avoided

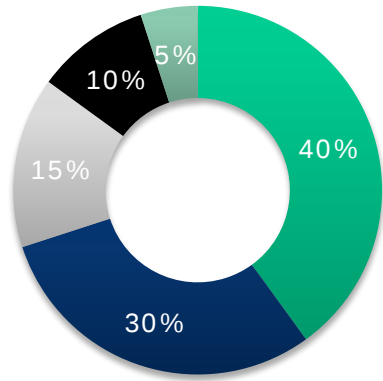
**Floseal**

- Accounted for almost one-third of Biosurgery's revenue at INR 66 million
- CTVS is the primary application area and accounted for 40% of total sales by value; neurosurgery generated 30% sales
- Spinal surgery and surgical oncology were the other critical applications

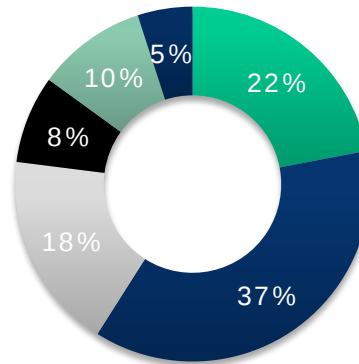
**Coseal**

- Primarily indicated for cardio and vascular surgeries; sold INR 22 million in its first year after launch
- it is not used in neurosurgery indications

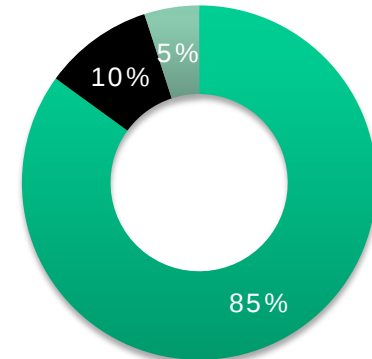
**Floseal sales by value, 2012:**  
INR 66 million



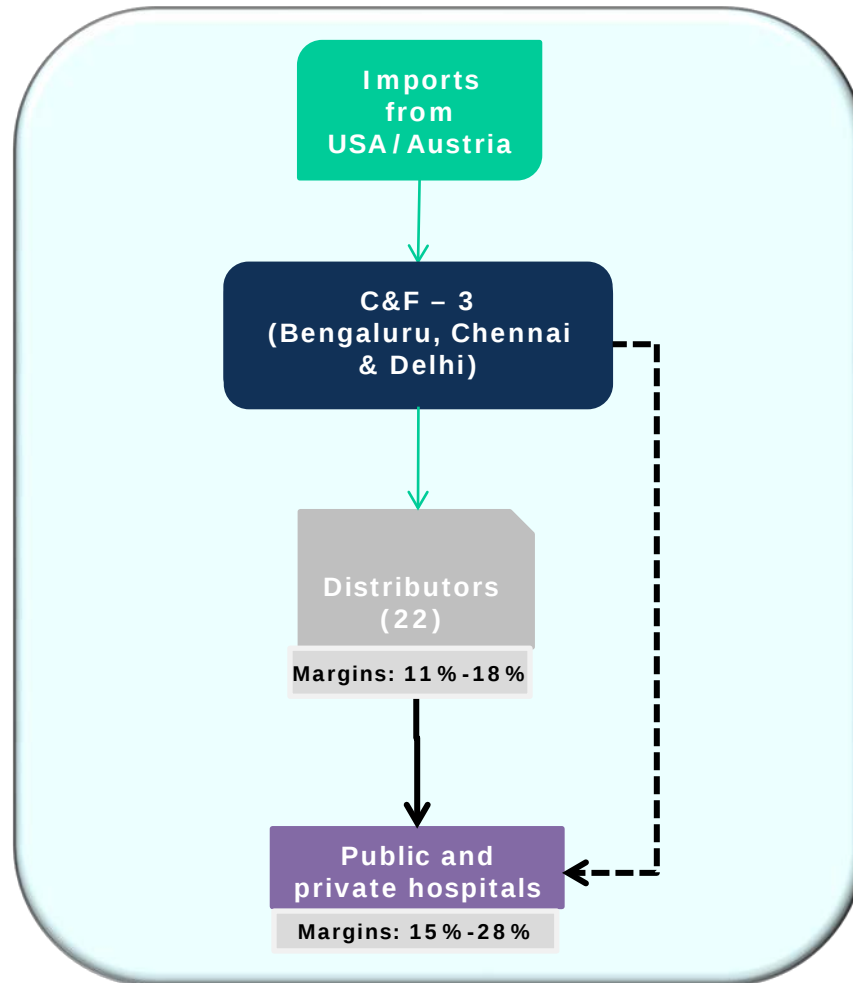
**Tisseel sales by value, 2012:**  
INR 112 million



**Coseal sales by value, 2012:**  
INR 22 million



■ CTVS 
 ■ Neuro surgery 
 ■ Spinal surgery 
 ■ Onco surgery 
 ■ Others 
 ■ Ophthalmic surgery



—————> Dominant channel  
 - - - - -> Less dominant channel

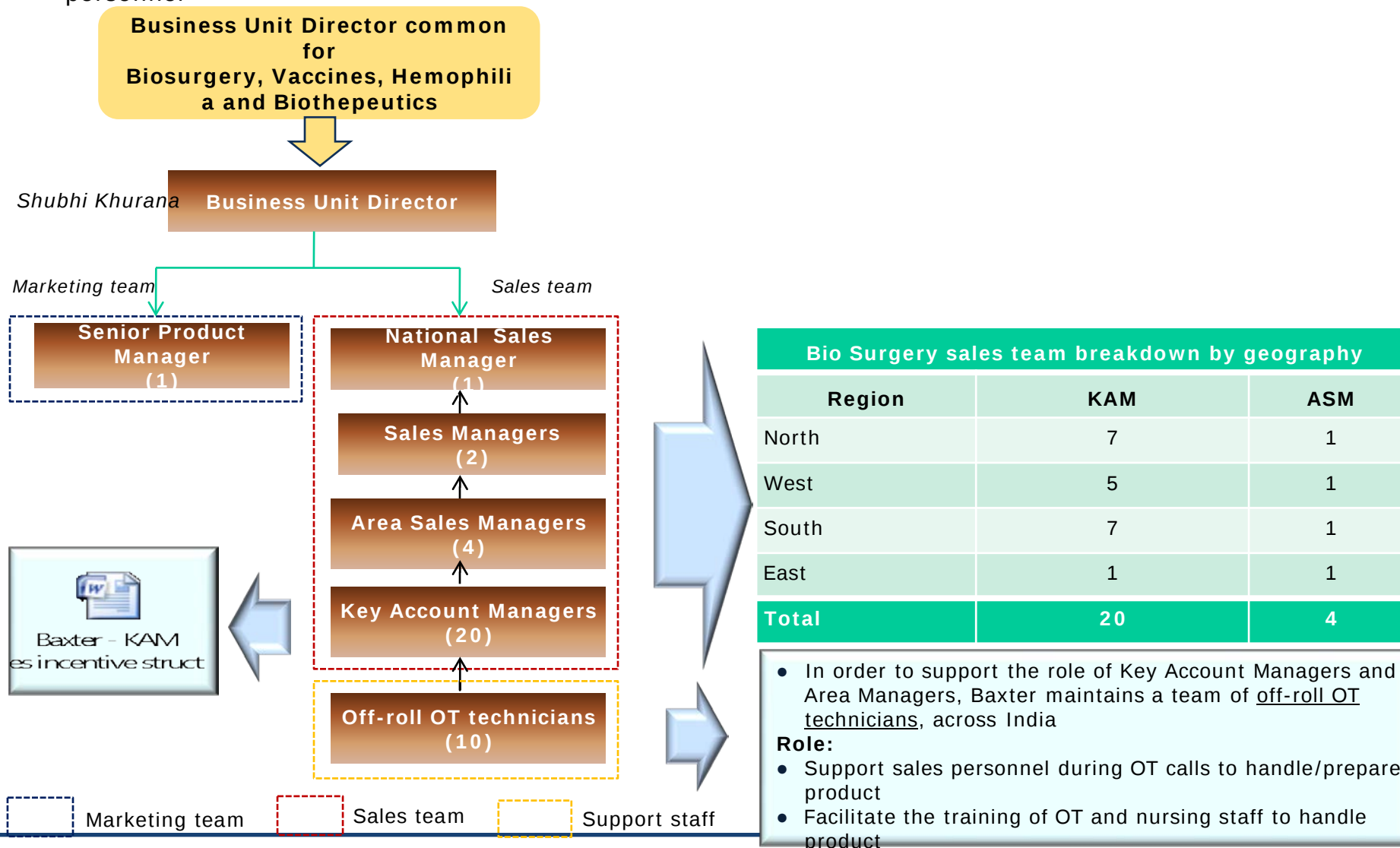
### Breakdown of channel partners by geography



- Baxter's Biosurgery products are imported from Austria/USA and routed through distributors, spread all across the country
- Distributor margins—11%-18%; margins vary from product to product, for instance, margins offered on Coseal are up to 18% and on Tisseel—11%
- For government institutional sales, Baxter offers 25% discounts to facilitate listing for bulk purchases. These margins are offered to institutions by circumventing distributors; margins are passed on as discounts

## SALES REPORTING CHANNEL

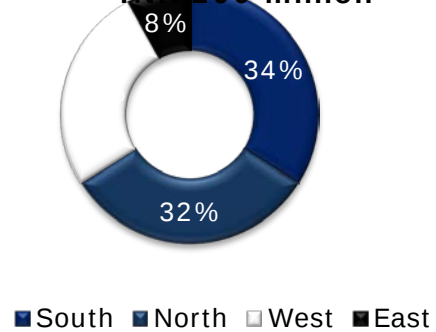
- In 2012, Biosurgery segment's total sales force comprised approximately 27 personnel



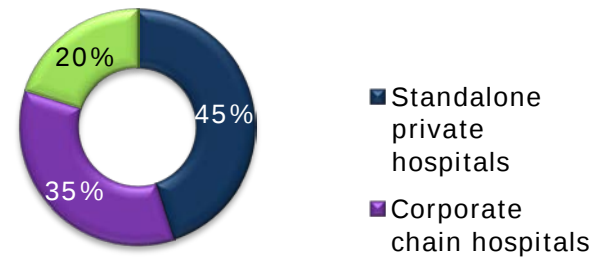
## KEY RESPONSIBILITY AREAS–SALES

| Key responsibility areas                              | Key Account Manager  | Area Sales Manager                                                                | Sales Manager                                                                                        |
|-------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| Set sales targets                                     |                      | At territory level                                                                | At national and regional level                                                                       |
| Meet sales targets                                    | At territorial level | At area level/managing territory sales                                            | Managed at regional and national level                                                               |
| Design sales tactics                                  |                      | Supports by providing information on specific accounts and about competitor moves | Develops sales tactics and regional campaigns to target key accounts and meet/combat the competition |
| Market assessment                                     | At territorial level | At area level/managing territorial sales                                          | Managed at regional and national level                                                               |
| Sales forecast                                        |                      | At area level/territorial level                                                   | At national and regional level                                                                       |
| Distributor management /monitoring stock availability | At territorial level | At area level/regional level                                                      | Develops import schedule on basis of sales forecast                                                  |

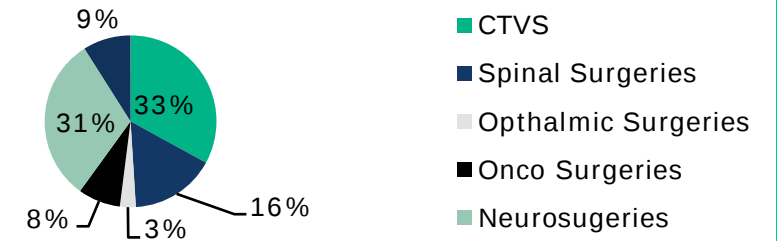
**Hemostat & sealant sales by region, 2013: INR 200 million**



**Hemostat & sealant sales by type of institution, 2013: INR 200 million**



**Hemostats and Sealants sales by type of procedures 2013: INR 200 Millions**

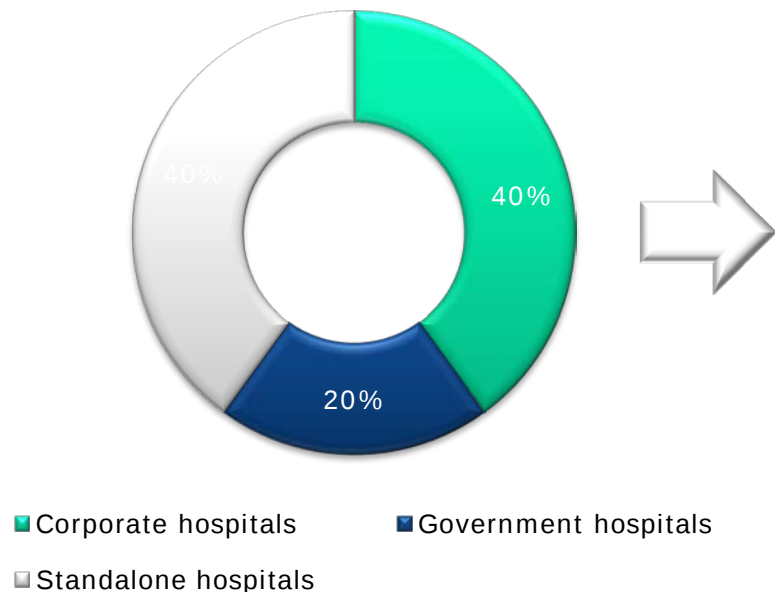


## SALES STRATEGY

## Breakdown of medical practitioners per KAM

- Biosurgery division's doctor coverage is as follows:

Total doctors covered : 90



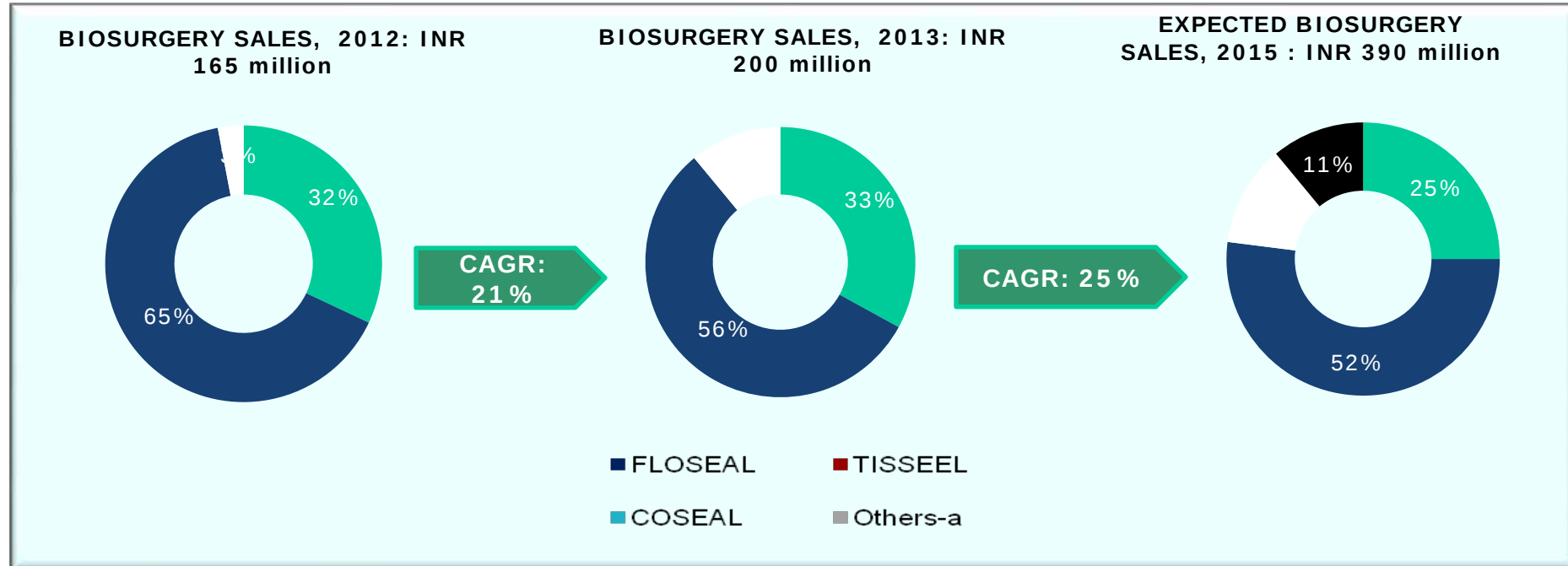
- Depending on business potential and differentiated strategy, surgeons of all indications are categorized as:
  - A-list surgeons: Include surgeons who have been regular users and are confirmed for high potential
  - B-list surgeons: Include surgeons who have just started using Baxter brands and are expected to provide high business value
  - C-list surgeons: Include surgeons that are either non-users or irregular users of Baxter's brands; however, are expected to offer good business value in future
- Each KAM is assigned 80-100 target doctors (15-18 hospital accounts) in the territory
- With given product category and level of competition, Baxter believes that OT calls (lasting up to 3 hours) at an interval of even more than a month result in better brand recognition and acceptance than frequent and short monthly visits

| Category                    | Key specialist surgeons targeted                                                                                                |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Private standalone hospital | Cardiothoracic & vascular, neurology, spinal, gastrointestinal, general, orthopedic, oncology and ophthalmic surgeons           |
| Corporate hospitals         | Cardiothoracic & vascular, neurology, spinal, gastrointestinal/bariatric, general, orthopedic, oncology and ophthalmic surgeons |
| Government institutions     | Cardiothoracic & vascular, neurology, spinal and oncology surgeons                                                              |

| Daily call average                                                                                                                                         |                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Doctors                                                                                                                                                    | 3-4 calls / day |
| All other key personnel of the hospitals such as Purchase Managers, Pharmacy Managers, Accounts Head/In charge, etc. are also covered during the same call |                 |

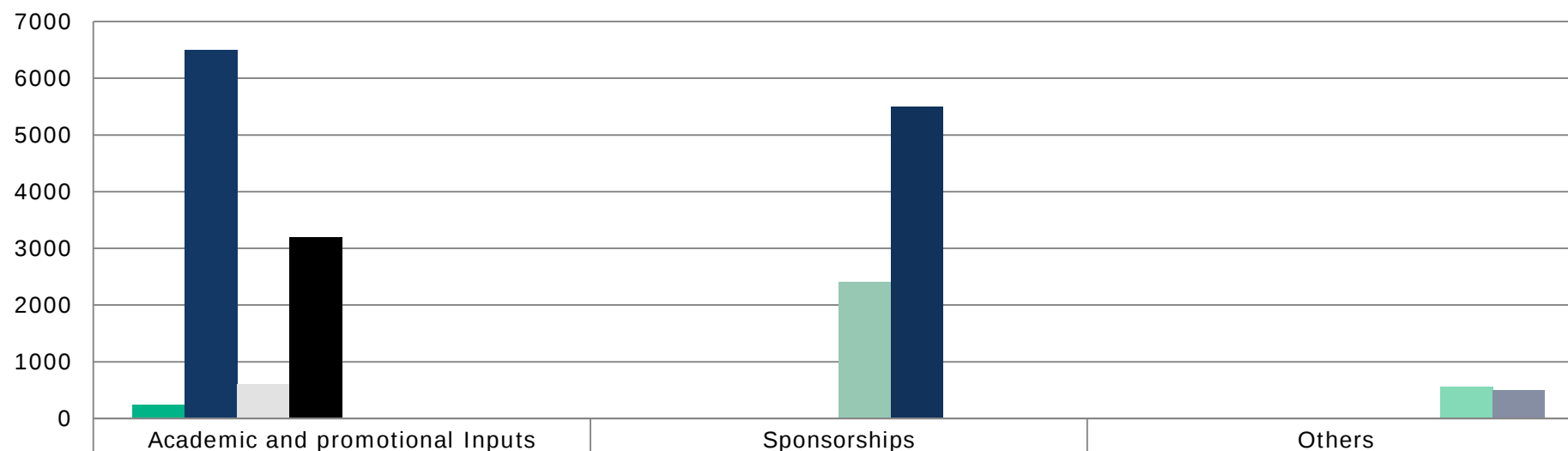
Source: primary interviews

- Hemostat and sealant market is anticipated to grow at 30%
- Baxter's Biosurgery portfolio will experience 25% growth by 2015
- In 2013, Biosurgery product sales were INR 200 million–21% growth over 2011. Tisseel accounted for 56% of total sales at INR112 million
- Key growth drivers–increase in critical surgeries in cardio-vascular, neuro and orthopedics segments; health insurance coverage and increasing acceptability and use among surgeons
- **With acquisition of Synovis Life Technologies and product approvals in process, Indian market is expected to generate INR 35 million revenue for Baxter by 2015**
- Baxter India intends to expand its Biosurgery product portfolio by introducing fibrin sealant(human) Artiss by mid-2013 and bone hemostat Ostene, by 2014



a. Expected revenue from new products such as Artiss and acquired brands of Synovis

## Marketing and Promotional Budget 2013: 19.5 Millions

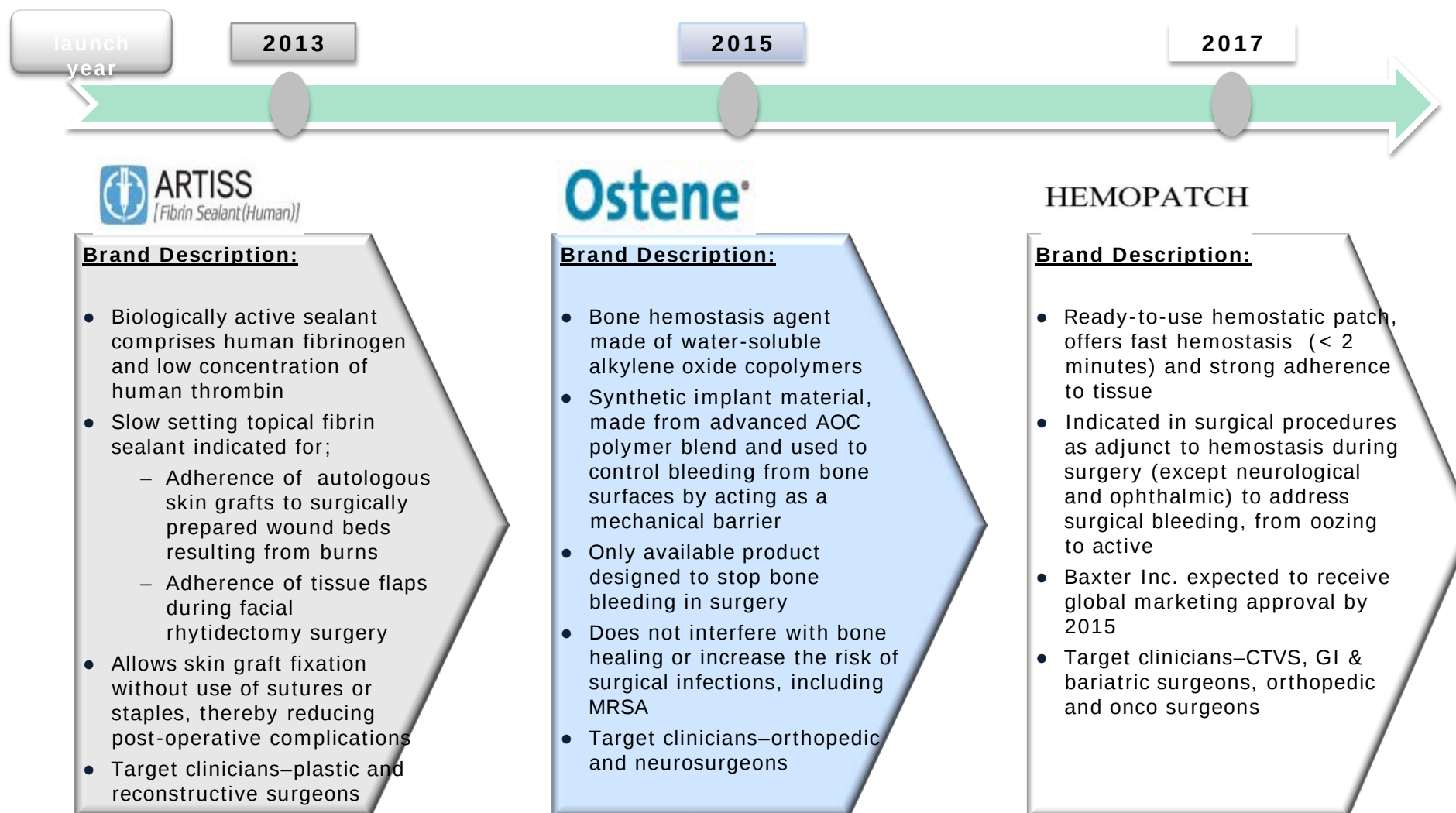


|                        |      |      |     |
|------------------------|------|------|-----|
| ■ LBL's                | 240  |      |     |
| ■ CME's                | 6500 |      |     |
| ■ Symposia             | 600  |      |     |
| ■ Conference           | 3200 |      |     |
| ■ International        |      | 2400 |     |
| ■ Domestic             |      | 5500 |     |
| ■ Samples              |      |      | 560 |
| ■ Marketing Activities |      |      | 500 |

## FUTURE SALES AND MARKETING STRATEGY

| ITEM                                  | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sales and marketing strategies</b> | <ul style="list-style-type: none"> <li>• Expanded sales and marketing team</li> <li>• With increasing health insurance coverage and reach of specialty hospitals in tier II cities, Baxter India will increase focus on new markets</li> <li>• Maintain focus on key areas of specialization</li> <li>• Cardiovascular, onco, neuro, spinal and GI/bariatric surgeons and focus on other specialties such as gynecological, urological, general and plastic and reconstructive surgeons</li> <li>• Maintain focus on OT promotion, conferences and CMEs</li> <li>• Revision of sales incentives with increase in annual targets to improve key brands' sales</li> <li>• Utilizing existing brand equity of Baxter to establish acquired and new brands</li> </ul> |
| <b>Channel strategies</b>             | <ul style="list-style-type: none"> <li>• Baxter India will continue with existing distributors for newly acquired products</li> <li>• Baxter will increase number of distributors for better penetration in tier I &amp; II markets</li> <li>• For Synovis' products, DCGI approval is still pending. Therefore, it is marketed by BL Life Sciences, until regulatory approval is obtained</li> </ul>                                                                                                                                                                                                                                                                                                                                                             |
| <b>Positioning</b>                    | <ul style="list-style-type: none"> <li>• Baxter will continue to position its brands in premium segment and highlight its key features such as: <ul style="list-style-type: none"> <li>– Differentiating adjunctive hemostatic agents</li> <li>– Broad spectrum bleeding control</li> <li>– Rapid and effective hemostasis</li> <li>– Prevention of adhesions, inflammation, infection and pain</li> <li>– Effective in heparinized patients</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                               |
| <b>Goals to achieve</b>               | <ul style="list-style-type: none"> <li>• Biosurgery product portfolio expansion by introduction of new products such as Artiss (fibrin sealant-human), Ostene(bone hemostat), etc; launching new technologies, leveraging strength of sales channels</li> <li>• To establish acquired products from Synovis Life Technologies under Baxter's flagship in India by 2013</li> <li>• Improve sales by increasing number of users and tapping unexplored markets in tier II and other cities</li> </ul>                                                                                                                                                                                                                                                               |

## BAXTER BIOSURGERY PRODUCT PIPELINE



## SWOT ANALYSIS

**S****Strengths**

- Specialty product portfolio–hemostat and sealant products, comprising prophylactic use and instant hemostat and sealant products
- Strong global reputation–globally acclaimed, innovative products available in over 100 countries
- Efficient sales force focuses on defined target accounts and clinicians for enhanced sales generation
- Addition of Synovis' portfolio to Baxter's existing range, as a part of its inorganic growth model

**W****Weaknesses**

- High product prices limit the target accounts to select institutions and surgical applications to only critical procedures
- Competition from low-cost substitutes such as haemostatic sponges, which are used for all surgical procedures
- Lack of a specific brand positioning strategy for India, which makes it difficult for company to understand/meet local requirements of price-sensitive Indian market
- Lack of local manufacturing set up,

**O****Opportunities**

- Extension of product line with similar products translating into strengthening of Biosurgery portfolio and solutions
- Aggressive business expansion strategy and entry into tier II and other unexplored markets
- Increasing medical tourism: India's medical tourism sector is expected to witness 30% annual growth. Key procedures include neuro, cardiac, orthopedic and oncology
- Increasing per capita expenditure, government initiatives and rising spend on health insurance will facilitate greater revenue generation

**T****Threats**

- Price advantage of competitive products leads to easy brand substitution
- Pending approvals for brands of Synovis because of existing regulatory guidelines
- Limited acceptance of premium-priced hemostats and sealants since these are non- essential products for procedures
- Technological breakthrough: Introduction of new and advanced products may create resistance among clinicians to use of formerly used hemostat and sealant products e.g. Tri-Staple from Covidien

*"Baxter had revised the annual targets and incentive structure for its bio-surgery product portfolio in year 2012. It has introduced product-specific incentives to minimize the difference in incentives between sales forces operating in different territories, as demand for each product varies from region to region."*

**- Key Account Manager, Lucknow**

*"Each Area Sales Manager is responsible for marketing and promotion of product portfolio in two to four states. Bio-surgery products, which belong to the luxury segment, are promoted only at select leading institutions."*

**- Area Sales Manager, South**

*"Key specialties targeted for our products are CTVS, neurosurgeons and spinal surgeons, cumulatively accounting for 80% revenue generation. Tisseel, followed by Floseal, are the main contributors, while Coseal which is a new product is primarily promoted to CTVS surgeons."*

**- Key Account Manager, Chennai**

*"Our sales team uses audio-visual aids to promote products in doctor's chamber. Marketing activities conducted for better brand visibility were participation in national and regional level conferences pertaining to CTVS and neurosurgery. Clinical updates on existing and upcoming products were also provided to key KOLs."*

**- Area Sales Manager, North**

*"With acquisition of Synovis, Baxter will strengthen its bio-surgery portfolio in India. The acquired products are expected to come under Baxter's flagship by 2013-end, since registration and approval is in process. Baxter plans to introduce 'Artiss' by mid-2013, which will primarily be promoted to plastic and reconstructive surgeons."*

**- Key Account Manager, Hyderabad**

1. Hemostat and sealant market is anticipated to grow at 30%
  2. Baxter's Biosurgery portfolio will experience 25% growth by 2014
  3. In 2013, Biosurgery product sales were INR 200 million–21% growth over 2012. Tisseel accounted for 56% of total sales at INR112 million
  4. Key growth drivers–increase in critical surgeries in cardio-vascular, neuro and orthopedics segments; health insurance coverage and increasing acceptability and use among surgeons
  5. With acquisition of Synovis Life Technologies and product approvals in process, Indian market is expected to generate INR 35 million revenue for Baxter by 2014
  6. Baxter India intends to expand its Biosurgery product portfolio by introducing fibrin sealant(human) Artiss by mid-2014 and bone hemostat Ostene, by 2015
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