STRATEGIC & COMPETITIVE

ASSESSMENT OF TORRENT BRAND

IN INDIA'S HEALTHCARE SECTOR

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PRESENTATION AGENDA

INDUSTRY & COMPANY OVERVIEW

India's Pharma Market & Torrent's Position

$372B	$638B	80%	10,000+
Healthcare market size (2022)	Projected market by 2025	Branded generics share (IPM)	Registered manufacturers

About Torrent Pharmaceuticals

Founded 1959 as Trinity Laboratories; rebranded Torrent in 1971

₹9,824 Cr revenue; ranked #9 in India's Pharmaceutical Market (IPM)

Part of Torrent Group — also operates Torrent Power (energy sector)

5,000+ specialized MRs across Cardiology, CNS, Gastro, Diabetology divisions

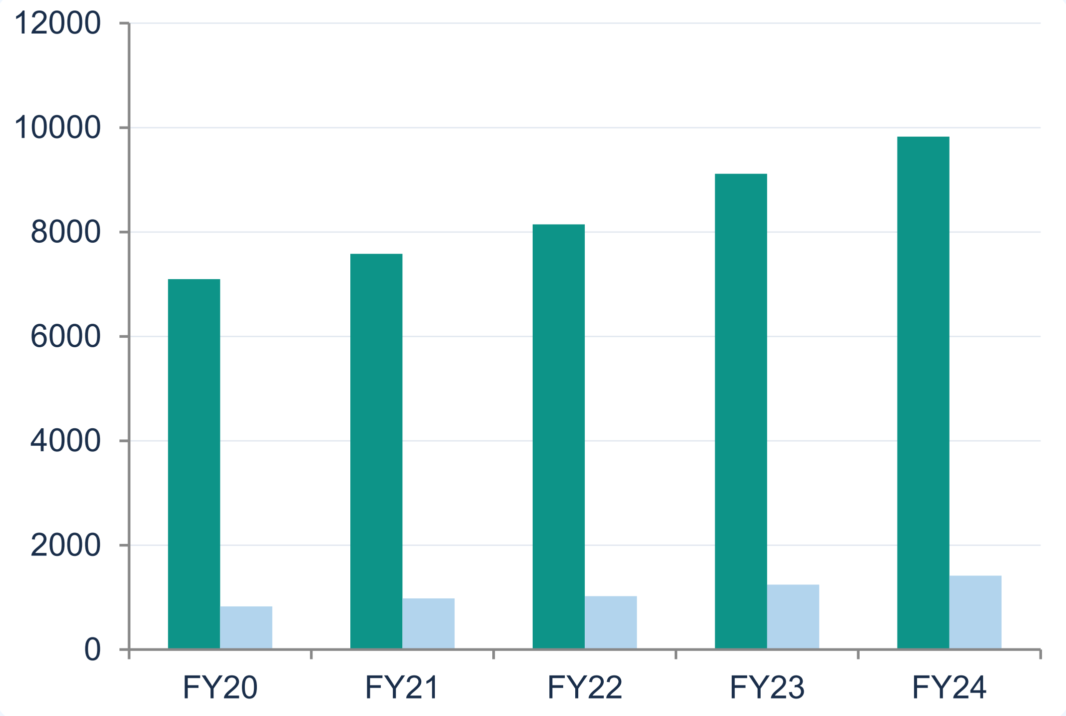
4 USFDA-approved manufacturing plants in India + plants in Germany & Brazil

Flagship Brands

Stamlo	— Cardiology — #1 CCB in India
Nikoran	— Anti-anginal market leader
Deplatt	— Top-3 anti-platelet brand
Rexipra	— India's #1 SSRI (CNS)
Shelcal	— Calcium — OTC & Rx

FINANCIAL PERFORMANCE

FY2020 – FY2024 Snapshot



8.5% Revenue CAGR (FY20–FY24)

14.5% Net Profit CAGR (FY20–FY24)

~28% EBITDA Margin (FY24)

3.6% Domestic Market Share (IPM)

4.0% R&D as % of Revenue (stable)

RESEARCH METHODOLOGY

Mixed-Methods Design

Primary Data — 120 Respondents

N=40 — **Cardiologists**
Core prescribers

N=30 — **General Practitioners**
Broad prescriber base

N=25 — **Retail Pharmacists**
Dispensing behaviour

N=25 — **Medical Representatives**
Field force insights

Analytical Frameworks

- ✦ Porter's Five Forces
- ✦ BCG Matrix
- ✦ SWOT Analysis
- ✦ Perceptual Mapping
- ✦ VRIO Framework

5 Cities Covered

Ahmedabad · Mumbai · Delhi · Hyderabad · Bengaluru

Statistical Tools: Descriptive Stats · Chi-Square · ANOVA (SPSS v26)

COMPETITIVE ANALYSIS

Porter's Five Forces — Indian Pharma

Threat of New Entrants

Low–Medium

High capital, GMP compliance & brand equity create barriers

Buyer Power

Medium

Institutional buyers & Jan Aushadhi exert pricing pressure

Supplier Power

Medium

Chinese API dependence; PLI scheme reducing risk gradually

Threat of Substitutes

Medium

Jan Aushadhi, OTC alternatives & Ayurvedic products rising

Competitive Rivalry

HIGH ⚠

Sun Pharma, Cipla, Alkem, Mankind — intense across segments

COMPETITOR BENCHMARKING

Torrent vs. Key Peers — FY2024

Where Torrent Leads

- ★★★★★ Cardiology — highest rated
- ★★★★ CNS — strong vs peers
- 4.3/5 Overall prescriber satisfaction
- 4.3/5 MR Effectiveness score
- 4.6/5 Brand recall (cardiologists)

Gaps to Address

- R&D: 4% vs Sun (8%), Cipla (9%)
- Innovation score: 28% vs 55–68%

PORTFOLIO ANALYSIS

BCG Matrix — Torrent's Therapeutic Portfolio

★ STARS

Rexipra · Nikoran · Shelcal

High growth, high share — invest to grow

? QUESTION MARKS

Biosimilars pipeline · US generics · Oncology entry

High growth, low share — strategic bet

🐄 CASH COWS

Stamlo · Deplatt · Losar

Low growth, high share — generate revenue

🐕 DOGS

Older antibiotics · Select derma SKUs

Low growth, low share — review or divest

← HIGH MARKET GROWTH LOW →

← HIGH MARKET GROWTH LOW →

BRAND ASSESSMENT

Survey Insights — 120 Respondents Across 5 Cities

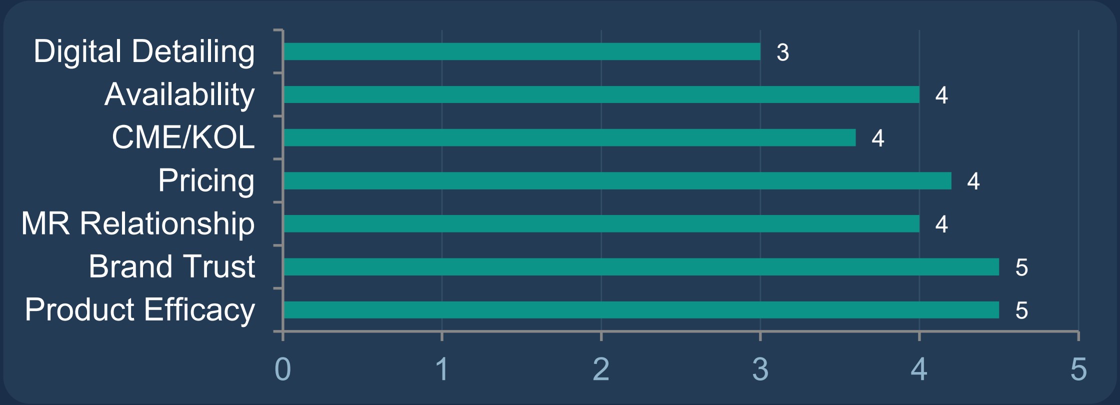
100%
Cardiologists & Pharmacists aware of Torrent

72%
Cardiologists recalled Torrent first in Cardiology

85%
Cardiologists prescribe Torrent products

83%
Cardiologists rate quality ≥4/5

Top Prescription Drivers (Score /5)



Brand Personality

58% Reliable & Trustworthy

42% Scientifically Credible

28% Innovative ⚠ Low vs peers

FIELD FORCE EFFECTIVENESS

MR Engagement & Perceptual Brand Mapping

Medical Representative Performance

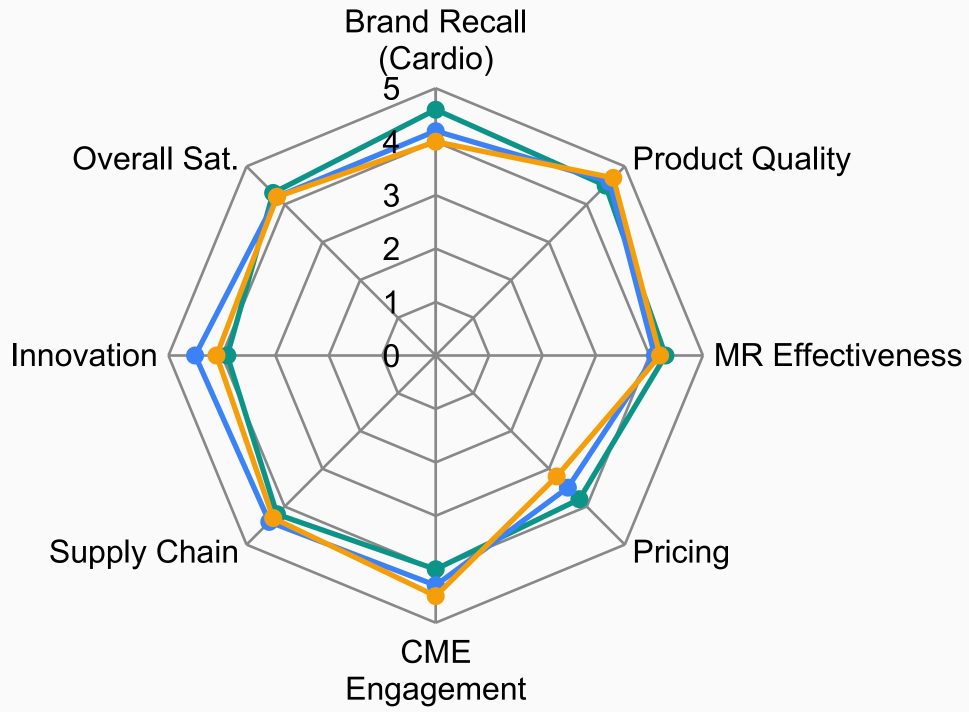
2.3 Avg. MR visits per week (cardiologists)

78% Rated visits 'Good' or 'Excellent'

68% Valued clinical literature sharing most

55% Appreciated patient case discussions

Attribute Scores vs. Competitors (/5)



STRATEGIC FRAMEWORKS

SWOT Analysis — Torrent Pharmaceuticals

💪 STRENGTHS

- Top-10 domestic brand (₹9,824 Cr)
- Cardiology & CNS leadership
- 5,000+ specialized MR network
- Vertically integrated mfg.
- Strong EBITDA margins (28%)

⚠ WEAKNESSES

- R&D spend: 4% (vs 8–9% peers)
- Limited OTC portfolio
- Low digital/e-detailing adoption
- Weaker in Tier-2/Tier-3 markets
- Innovation perception gap (28%)

🚀 OPPORTUNITIES

- NCD burden growing (CVD, diabetes)
- Ayushman Bharat insurance expansion
- Tier-2/3 pharma market growth
- Biosimilars & specialty generics
- Digital health & e-pharmacy channels

🔴 THREATS

- DPCO pricing on cardiac brands
- Mankind & Alkem Tier-2 aggression
- MNC pressure (Abbott, Pfizer)
- Jan Aushadhi generic erosion
- Rising API costs (China dependence)

VRIO FRAMEWORK

Sustainable Competitive Advantages

Resource / Capability	V	R	I	O	Competitive Implication
Cardiology Portfolio (Stamlo, Nikoran, Deplatt)	✓	✓	~	✓	Sustained Advantage
5,000+ Medical Representative Network	✓	✗	✗	✓	Competitive Parity
Mfg. Scale & GMP Compliance	✓	~	~	✓	Temporary Advantage
Intl. Regulatory Approvals (USFDA/EMA)	✓	✓	✓	✓	Sustained Advantage
R&D Pipeline (Biosimilars)	✓	✓	~	~	Temporary Advantage
Prescriber Loyalty — Cardiology & CNS	✓	✓	✓	✓	Sustained Advantage
Digital & E-Detailing Infrastructure	~	✗	✗	~	Competitive Disadvantage
Backward Integration (API Manufacturing)	✓	~	~	✓	Temporary Advantage

Hypothesis Testing & Cross-Tabulation Results

H1 — SUPPORTED

Torrent's Cardiology/CNS focus provides a statistically significant competitive advantage

72% brand recall (Cardiologists) vs 45% Sun Pharma, 55% Abbott
$\chi^2(4) = 18.7$, $p < 0.01$ — Null rejected
Overall satisfaction 4.3/5 vs 3.95/5 ($p = 0.003$)

H2 — SUPPORTED

Product efficacy is the dominant prescription driver, outweighing MR quality and pricing

Efficacy scored 4.5/5 — ranked #1 by all prescriber groups
ANOVA: $F(7,952) = 42.3$, $p < 0.001$
Pricing scored 4.2/5, MR relations 4.0/5

Key Cross-Tabulation Insights

- Ahmedabad brand recall 88% — highest; South India (Hyd/Blr) lags at 60–62% — major growth gap
- Mid-career doctors (10–15 yrs) are most loyal (4.5/5 satisfaction, 88% represcription intent)
- Pharmacists in Tier-1 cities highly price-sensitive (4.5/5) — Mankind & Alkem excel here
- Innovation perceived by only 28% of respondents vs 55% (Cipla) and 68% (Sun Pharma)

STRATEGIC RECOMMENDATIONS

8 Actionable Priorities for Torrent's Leadership

01 Digital Physician Engagement

High

Deploy CRM, e-detailing & hybrid MR model to reduce repetitive visits and boost reach

02 Tier-2 & Tier-3 Expansion

High

Expand field force coverage and brand-building in South India and non-metro markets

03 R&D Investment Uplift

High

Increase R&D from 4% toward 6–7% of revenue; focus on biosimilars and specialty generics

04 OTC & Consumer Portfolio

Medium

Diversify beyond Rx; build consumer healthcare presence (Shelcal is a blueprint)

05 Institutional Business

Medium

Deepen hospital tie-ups and institutional tender participation for volume growth

06 Field Force Productivity

Medium

Data-driven MR targeting; reduce redundant visits; optimize call frequency per segment

07 Scientific Brand Building

Medium

Strengthen CME programs and KOL endorsement to narrow the innovation perception gap

08 Digital Health Channels

Long-term

Partner with telemedicine platforms and e-pharmacies for patient-level brand visibility

CONCLUSION

Torrent Pharma: A Strong Foundation for Future Growth

- ✓ Strong Cardiology & CNS brand equity (Stamlo, Deplatt, Rexipra)
- ✓ Prescriber satisfaction at 4.3/5 — tops domestic branded generics
- ✓ Durable competitive advantages: portfolio, regulatory approvals, loyalty
- Priority gap: Digital capabilities & innovation narrative
- Growth opportunity: Tier-2/3 markets & South India
- Investment need: R&D spend toward 6–7% of revenue

Thank You

Dhruvin Chavda · MBA Healthcare Analytics · IIHMR University, Jaipur · 2025