



THE ECONOMIC TIMES

**PROMISING  
ENTREPRENEURS  
OF INDIA**



*Leading Disruptive Change...*



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VICE CHAIRMAN & MD  
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## THE BIG IDEA

Being a second-generation entrepreneur, I believe I have had a greater responsibility to grow upon the basic infrastructure set up by my father. Personally, I am not as motivated by scale as I am motivated by the niche. As an entrepreneur, it motivates me to identify what is missing in the market, compared to what is already there. We were already into high-end injectables business segment, which is a niche, but what I realized was, we have not tapped into the most stringent and lucrative markets of the USA.

The idea to go to the USA was the biggest of all challenges I initially faced in terms of technological understanding, people management and sustainably growing in the markets already tapped.

## DISRUPTIVE BUSINESS MODEL

It was important for me to focus on new products, technology, organisation development and building manufacturing capabilities, all in a tandem to successfully enter into the USA market.

I gradually focused on managing business professionally, and resorted to new thinking and ways of governing business. We obtained the USFDA approval, and then to grow, I took inorganic route entering into strategic partnership with Pfizer. For fueling business, I raised funds going public through IPO. All done and in great shape, suddenly we received warning letter from the USFDA. This disrupted my big strategy and plans. I had to shift gears.

## OVERCOMING CHALLENGES

Sustaining the business amidst the setback of the USFDA issue was a great challenge; however, obtaining the re-approval from the USFDA was greater a challenge and concern to grow the business. I personally got involved in drafting 'Quality Approach' to meet the FDA expectations, and worked towards reestablishing systems, structures and processes to reinforce the quality culture across organization, with new teams as well as new roles of existing people. It was a huge task to reestablish trust of the FDA, but was made easy with support from my team and experts; and we received re-approval.

Challenges keep on coming, but that's what keep you learning and growing. The next big challenge was to sustain the FDA status, with enhanced focus on the specialty injectables products, which are demanded in the USA market. I separated out the specialty business from the base business i.e. hospital products, and took another inorganic step to enter into joint venture with Otsuka, a Japanese major for our base business.

## KEY MILESTONES

The journey has witnessed many significant milestones – some were guiding towards next, and the others were supporting in changing path. Below are the key milestones I believe have helped me succeed to the level I am now.

- Regulatory approvals – USFDA, MHRA (UK), TGA (AUS), GCC FDCA...
- Launch of an IPO
- Strategic partnership with Pfizer
- Set up of an ERP - SAP
- Manufacturing & Quality Excellence awards – IMEA and IDMA, several times
- Several ANDA approvals for the USA market
- 'India's Best Companies to Work For' award by Great Place to Work Institute, 6 years in a row

## SUCCESS SECRETS

I have taken tough path of creating 'niche'. Learning new things and going ahead positively, taking people along, is what makes your way to success. I have always believed in the power of thinking and power of people around. My thinking keeps me creative and active, and my people help me achieve what I think and do. I just keep thinking of different ways and keep doing the good things consistently, adding up new learning; and my people take me to the success.

## WORDS OF WISDOM

Life gives us opportunity to make it better every day. If we do not have challenges, we are prone to stagnate our growth. The most effective way to work towards challenges is thinking that 'I do not know anything'. This gives strength to learn. You resort to different people, places and books to learn things in a better and broader way. If you say 'I know', you are creating barriers of your experiences and beliefs. New learning gives strength to face new challenges differently, and helps harness opportunity the next day.

## ROLE MODEL

I credit my father for being a true mentor in my development. Gradually, I followed my own path. I resort to management books and success stories of people in the world that give me energy to think differently and positively to manage businesses and relationships. In true spirit, all those who have inspired me to take risks, think differently and act on opportunities, are my role models.

## > KNOWING ME

5 WORDS THAT DESCRIBE ME  
**VISIONARY | STRATEGIST  
 | ALCHEMIST | PEOPLE'S  
 PERSON | CREATIVE |  
 CANDID**

FAVORITE AUTHORS  
**DANIEL KAHNEMAN | ROLF  
 DOBELLI | GARY KELLER,  
 JAY PAPANAN**

FAVORITE GADGETS  
**SMART PHONES- iPhones  
 | TABLETS - iPad |  
 WATCHES- Audemars Piguet  
 | COMPUTERS - MacBook |  
 MUSIC – Deep House**

HOBBIES  
**READING BOOKS -  
 Management, Strategy and  
 Entrepreneurial Success  
 stories | TRAVELING |  
 PLAYING & PROMOTING  
 SPORTS – Soccer**

DREAM DESTINATION  
**AFRICA | BEACH**

GOSPEL  
**GOD HAS GIVEN US AMPLE  
 POWER TO THINK AND FEEL!  
 IT IS UPTO US HOW WE  
 THINK AND ACT, AND**

MY PILLAR OF STRENGTH  
**OWN THINKING &  
 REFLECTION | MY FAMILY  
 AND MY TEAM AT WORK**

SUCCESS TO ME IS  
**CREATING SUCH AN  
 ORGANISATION WHERE  
 LEADERS DEVELOPED  
 BY ME CAN SUSTAINABLY  
 GROW THE BUSINESS**