

The CEO Story

Vol-2

www.theceostory.in

Tales From The C-Suite...



Vinod Wahi

Chairman & CEO

Anuj Wahi

Vice Chairman &
Managing Director

KHC HEALTHCARE INDIA PVT. LTD.

**SCULPTING HEALTHCARE
WITH LEADING-AGE TECHNOLOGICAL SOLUTIONS**



Follow Us on
   

KanHealthcare®
Brings Technology & Services

KanHealthcare®
Brings Technology and Services

Anuj Wahi
Vice Chairman &
Managing Director



KHC HEALTHCARE INDIA PVT. LTD.

SCULPTING HEALTHCARE WITH LEADING-AGE
TECHNOLOGICAL SOLUTIONS

For the past many years, Indian Healthcare has a lot going on. Technology has been all pervasive in addressing the unique challenges in the Indian Healthcare Market in terms of affordability, accessibility and quality. Rapidly transforming technologies, innovation in Clinical Diagnostics, Pharmaceuticals and Life Sciences are changing the practice pattern to deliver affordable & quality healthcare. The rate of adoption is fast - and looking at the size and shape of the Indian Healthcare Market - the resultant impact will be substantial. Amongst many healthcare players stimulating the progress, KHC Healthcare India Private Limited is lifting the bar by offering a range of cutting-edge technological products to an expanding PAN-India client base. Through KHC's unique business model & innovative concept of cross-selling, its world-class international product range is being offered to clinical diagnostics, pharmaceuticals, and life sciences clients across India and KHC Healthcare is breaking new ground in the healthcare industry.

Recently, The CEO Story had the privilege of interviewing the Vice-Chairman & Managing Director of KHC Healthcare, Mr. Anuj Wahi. The following article explores KHC's 16 years and on-going incredible journey and what sets it apart from its competitors.

Vinod Wahi
Chairman & CEO



COVER STORY

A PIONEER IN THE PANTHEON

KHC Healthcare is an ISO 9001:2015 certified healthcare technology company. It partners with renowned international healthcare brands, which seek to cater to the Indian market; with a unique cross-selling model, it pioneers selling and promoting specialised healthcare products and innovative technologies. KHC is dedicated to growing the brands' business volume through its new concept of 'Scientific Marketing' & 'Value-Based Selling', thus giving them edge in reaching their target customers. It derives its vigilance and commitment upon investment in resources and people who work together to measure long-term business success.

Speaking of which, its team commits to providing end-to-end customer service for robust pre-post sales & marketing, logistics, application & engineering support for optimum usage of its product range. The crew is well-trained and motivated, and it is spread across the subcontinent to provide support and maintain ties, ensuring that the company continues to grow. Its sales, application, and engineering teams are sent around the world to receive advanced training on products and services that benefit clients and instil confidence in the team upon their return to India after the training abroad. It has a self-motivated leadership team that guides and helps team members achieve their goals.

BRANDS THAT PROPELS ITS FORTE

KHC's distinct business model is a blend of technologies and the cutting-edge skills of its team to drive to execute operations. Anuj throws better light on this, saying,

"I've seen many competitors who at any given time promote 20 to 25 foreign brands and even more, have a much smaller team than us and all tie-ups these companies have with not so well known foreign brands is on non-exclusive basis entering into price wars. Needless to say, they feel bashful to mention all the names of the foreign brands on their website, so that other brands they represent do not question their credibility as many brands they represent on non-exclusive basis are competing against each other, so, they pick up the business model of easy sell or catalogue selling without slogging hard in the field. Instead, they list their broad category of products on their website without mentioning brand names or at times do not mention all non-exclusive brand names and, for further information, send their product catalogue

to clients' emails that covers everything instead of showcasing everything on World Wide Web. They don't realize that it's not an arithmetic formula that if you represent one foreign brand, you'll do \$1 million in sales, and with 25 foreign brands, you'll do \$25 million in sales, and healthcare isn't a supermarket. The model doesn't work in countries like India as non-exclusivity even with regional break up does not work, instils price wars and foreign brands regret later as it creates confusion, keeps deteriorating their transfer prices and creates a mess in the market which customers do not appreciate. In Clinical Diagnostics & Pharmaceutical space, exclusivity is absolute must to attain success in India, and, the Indian company needs to have a solid Infrastructure at All India Level and represent only handful



of world renowned foreign brands. Foreign brands that have understanding of Indian Market are aware of same. However, this comes as an advantage to us since we represent handful of best in class healthcare brands from the world-market and do full justice with them with a focused approach through Scientific Marketing & Value Based Selling.”

Instead of overwhelming partnerships, KHC promotes 7 best-in-class brands dedicated to cross-selling and strengthening sales volume with sights on customer delight. Without any further ado, let's take a look at these brands:

- **The Binding Site Group Limited, United Kingdom, KHC has 16 years of long-term and exclusive association with them and continuing.**
- **IBL International, Germany under the banner of TECAN Group, Switzerland, and KHC has 15 years of long-term and exclusive association with them & continuing.**
- **Associates of Cape Cod, USA, KHC has 14 years of long-term and exclusive association with them & continuing.**
- **Crosstex, USA Subsidiary of Cantel Medical Corporation. KHC initiated this collaboration with NAMSA, USA which was eventually bought by Crosstex in 2016. KHC has been in in a long-term & exclusive association with them for over 11 years and continuing.**
- **Alfa Wassermann Separation Technologies (AWST), USA & Netherlands 15 years of long-term & exclusive association with KHC and continuing.**
- **Rame-Hart, USA 12 years of long-term & exclusive association with KHC & continuing.**
- **Bio-Rad Antibodies, UK erstwhile AbD Serotec, UK: 12 years of long-term & authorised association with KHC & continuing.**

In just 15 years, KHC Healthcare has clocked USD 15 million in sales and expects to make USD 16 million by the end of Indian FY 2022-2023 if no more lockdowns occur. These foreign associates hold KHC in high regard for its exceptional work in the Asian market. Few of them have commemorated it with epithets like 'Best distributor award in the world,' which drives it to go the extra mile over their other strategic partners in the world.

“It's a sense of achievement and accomplishment and purely based on merits,”

avers Anuj.

A MAGNANIMOUS INCEPTION

The booming of KHC Healthcare complements the hard-core dedication and passion of Anuj and his father, Mr. Vinod Wahi (Chairman). Of course, KHC's progress complements the resilience and efforts of its Kanians, but ultimately, it's 'A leader who knows the way, goes the way and shows the way.' Their actions, of course, represent the depth of knowledge and experience that aids in scaling success.

THE MANAGEMENT TEAM

Mr. Vinod Wahi is a professional executive with immense top management expertise, having served as the Country Head (India), for Boehringer Mannheim (now Roche) and later as the CEO of Wipro Biomed (An SBU of Wipro Ltd.). He led large, talented teams in these leadership roles, generating massive sales volumes and profits. Prior to that, in the 1970s, he pioneered the concept of clinical diagnostics in India, ushering in a revolution in laboratory testing; and raised awareness about advancements in clinical diagnostics by



building solid infrastructure to support them. Furthermore, Mr. Vinod and Mr. Anuj Wahi jointly introduced the concept of 'Scientific Marketing', 'Value-Based Selling,' and 'Cross-Selling' which became the USP of KHC.

While Mr. Vinod Wahi was serving as CEO of Wipro Biomed, leading companies in India like Beckman Coulter, Fujinon, Promega, Hewlett Packard – now Agilent and others on exclusive and long-term basis, reporting to Mr. Azim Premji, Founder Chairman of Wipro Limited, Anuj was studying his MBA at Gannon University in North-Western Pennsylvania in USA. While pursuing his MBA, without wasting time he did brief stints in strategy, sales, and marketing roles at GE and B. Braun Medical Inc. in USA. B. Braun Medical Inc. hired him as a Product Manager in its Aesculap division for Neurosurgery and Spine Surgery product line for the entire American market after he completed his MBA. His performance wowed the company, and the management highly admired him. They sponsored his H-1B Visa, and Anuj worked with them for few years in USA. They were very happy with him and the results he was producing and were ready to file for his Green Card. But as excited as he was, he was destined for a higher purpose.

THE MOTIVATION

Anuj is extremely patriotic for his homeland India, but after spending 5 years in the United States, all he wanted to do was stay for another 5 years and climb the corporate ladder at Aesculap Inc. before returning to India. However, his parents were not allowing him for the same and insisted that he return to India. Strewn in his thoughts, he finally put a condition for him to return from USA before his father: they will design something based on his expertise in Indian healthcare. While it wasn't easy, he persuaded his father by

emphasising the benefits of starting a scalable and long-term business. Intending to capitalise on his father's vast leadership experience in India and his education in USA and fantastic hands on sales, marketing, and strategy experience in the Healthcare sector in USA, he came back to India and started scouting worldwide for partnerships with leading foreign healthcare brands on long-term and exclusive basis, with legal distribution agreements to represent them in India and persuaded his father to do the same. After several hardships and learning, the duo started building KHC from scratch.

A NEW BEGINNING

They took off under the brand KanHealthcare in 2005 and hired All India Team with a single layer initially in all business functions, and in the next 5 years, established it as KHC Healthcare India Pvt. Ltd., a fully-fledged business with promoters, strong management team, experienced leadership team, and a large team of hard-working, motivated, passionate and qualified 84 team members spread all over India. Since then, it has sailed on high tides. Last year, the company generated sales of USD 15 million, and by the end of 2022, it expects to reach another million with sales of USD 16 million and as always grow a strong and robust balance sheet. Headquartered in DLF Towers, New Delhi, it has an Application and Service Centre and 8 warehouses equipped with cold storage and cold rooms to preserve a wide range of its reagents, assays, kits and consumables and separate warehouses for instruments and spare-parts from their world class foreign brands for fast and defect-free dispatches. Customer satisfaction is KHC's priority, and the company is well-equipped to rapidly scale market leadership for all of its 7 world class foreign brands who are world leaders in their own respective fields.



- KHC ranks #1 in India for securing virtually entire market share in Diagnosis, Monitoring & Prognosis of Multiple Myeloma and related diseases through The Binding Site product range.
- It's #1 in market share of special esoteric ELISA immunoassays in Endocrinology, Neurotransmitters, Catecholamine's and other esoteric special ELISA assays through the IBL International product range.
- Through Associates of Cape Cod, it has achieved the #1 position in Bacterial Endotoxin Testing in the country.
- It's keeping the #2-3 position in India in Biological Indicators and Chemical Indicators in the Industrial Segment. It's planning to take over the leadership role within the next 3 years by 2023 through the Crosstex product range.
- KHC is #1 in the Separation Technology of virus purification business in India. Again, it has a virtual grasp over the entire market share through Alfa Wassermann Separation Technology product range.
- It holds the #1 position in automatic and semi-automatic inoculators, de-cappers, harvesters used by vaccine manufacturers across the country through the Rame-Hart product range.

The set standards allow a more in-depth introspection of its operational knowledge. Innovations and new ideas drive everything, from planning to execution. It aids in acquiring new customers and providing more products from current product portfolio for existing clients while optimizing cross-selling. Its focus on a certain specialisation helps it manage a large client base of 2500 across the country. These encourage the team to be more daring, brave, and agile in their actions to increase business volume and achieve operational and strategic excellence. All of these are undertaken through internal accruals, which help it maintain a robust and healthy balance sheet.

THE 'KANIAN' CULTURE

Technology from its foreign brands is KHC's strong suit, products and services are its stepping stones, and Kanians (Team) are its most precious assets – all wrapped together in a positive culture. And it's weaved across the length and breadth of the country, applying to all employees across 28 states and 8 Union Territories of India. Instead of calling them employees, the company uses the endearing term 'Kanians.' Like other stakeholders, KHC commits to its Kanians' development and nurtures them accordingly. Learning and money lie at the clients' site, and KHC follows it to the letter. KHC has a strong Leadership Team in place - and they, in turn, build the capabilities of their respective team in the sales function and support function. Every Kanian on-board possesses particular qualities, such as using innovative tools, keeping their word, being proactive problem solvers, being courageous and passionate, performance-oriented, resilient at all times, hardworking, and persevering. They discuss these in leadership meetings and annual sales meetings. Alongside, they ensure every Kanian has excellent knowledge of sales, market, products, technicalities, engineering, application support and other support functions, like finance, accounts, logistics, commercial, HR & admin, legal and regulatory affairs. The team, in a way, complements Mr. Anuj's hiring mantra. He recruits people who can outperform him and helps them reach their full potential through respect, instilling self-confidence in them and conducts in-depth periodic business reviews with them to further coach them to attain their goals both in the office and also works with them in the field by meeting large number of clients on regular basis.

"Our existing and new customers are our priority, and what we do should assist them in prospering and being happy,"

says Anuj.

POSITIONED IN THE FOREGROUND

With a talented team of Kanians, KHC scales its competitive advantages in five areas: Strategy, Product & Technology, Leadership, Operations, & Execution. The company believes in taking challenges first-hand—the very reason all its alliances are long-term & exclusive collaborators.

CONQUERING THE PANDEMIC

Like everyone else, COVID-19 rattled KHC. But, it couldn't derail it from its sought out path. To remain steadfast, it focused on safeguarding its core pillars. First, it focused on safekeeping its Kanians and provided all the required measures needed to wear and use as advocated by Government of India. It still provides the same and will continue doing so until the pandemic ends. KHC's 100% team got vaccinated with both jabs on Dec 22nd 2021. Second, it reinvented its business framework – strategized and executed it to adapt and grow while keeping every member engaged & business continuity. Third, it focused on preserving cash flow. The directors themselves took a heavy salary cut to ensure no layoffs or deduction in the team's salary. "We started focusing on accounts receivables which we had never done in this manner in last 16 years," shares Anuj. The novel approaches ensured the safety of all, be it Kanians, customers or other stakeholders. KHC also commits to related CSR initiatives under the Prime Minister's National Relief Fund.

THE JOURNEY GOES ON...

KHC's mission to revolutionize healthcare and drive customers' success is pretty on track so far. It has bestowed trust, mutual respect with comprehensive world-class services to customers at all times. Anuj sees this as a constantly burning passion that has pushed them to endeavour, learn and be resilient while adapting to changes. Innovating with time, KHC aims to continue breaking new grounds, build stronger relationships and keep growing faster than industry average.

AN INSPIRING THOUGHT FROM ANUJ WAHI

"When you prosper and are successful, remain grounded and humble to everyone around you. On the other hand, when you are facing adversity and challenges in life, be absolutely fearless, but act honestly and sincerely and learn to face the challenges head-on and give your best shot to turn them into opportunities."