

News monitored for: Dr. Reddys

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'Our HR system doesn't depend on low-cost casual workers'

G V PRASAD, co-chairman and chief executive officer (CEO) at Dr Reddy's Laboratories, says he would prefer taking bets on research, while adopting a cautious approach to acquisitions. While Sun Pharma's dramatic rise as the largest Indian generics drug player comes on the back of the acquisitions, Prasad continues to aim at building, and leveraging on internal strengths to grow Dr Reddy's as a premier pharmaceutical company in the world. Yet, maintaining a high growth rate is on top of the agenda for the next five years, he says. Edited excerpts of a talk with B Dasarath Reddy. Edited excerpts:



G V PRASAD

Co-Chairman & CEO,
Dr Reddy's Laboratories

Have the recent management changes made a difference to your role in the company?

Nothing has changed in that sense. I have always been an operational CEO. I provide the executive leadership for the company, lead all the operations and the business. Satish (chairman K Satish Reddy) used to work as Chief Operating Officer and we used to work together. Over time, we felt it was too much for one person to be both. From the governance angle, too, we thought one person should not handle so much weight. Abhijit (Mukherjee's) coming as a COO is also a good move because he has tremendous experience in running the business and operations. So between Abhijit, me and the executive team, we run the company and Satish manages the governance and the brand.

What are your focus areas as the company CEO?

While we have had a clear strategy in recent years, I have been focusing on building capabilities and competence. I also want to leverage the capabilities built in each part of our business and bring these together to drive growth. We will do this by focusing on products, customers and markets. In recent years, we have focused on building of capabilities and the time has come to fully leverage these.

What capabilities has the company acquired in the recent past?

In many ways, we have changed Dr Reddy's quite dramatically in the past three-four years. Our plants are much more modern. Our philosophy of managing these has changed quite dramatically. We improved the way we manufacture products and the way we develop processes. We are much more mechanised and have dramatically reduced our



dependence on individual worker discretion. The next horizon for us is computerising all our operations.

We also worked to build a new HR (personnel) system in our manufacturing sites, which does not depend on low-cost casual workers but on modern ways of manufacturing and trained people.

For full interview, visit www.business-standard.com

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We have a unique system, where we take young people educated only up to plus-2 and provide them the opportunity to get higher education and also work, so they actually earn while they learn. Everyone has an opportunity to get higher education and move up to higher positions.

The philosophy behind this is that nobody should be in a dead-end job. One can choose not to grow, but we must give everyone the opportunity.

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