



*IIMC CASE RESEARCH CENTRE (IIMCCRC)*

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## MEDINOVA: EXPANSION IN RURAL SECTOR

In the last week of December 2018, the temperature had plummeted significantly in Bengaluru, India's IT capital. However, for Mr. Sandeep Das, the Vice President of Business Strategy at Medinova, it somehow did not feel so chilly; possibly because he was tensed, as he sat in his drawing-room alone, checking his mobile at regular intervals for a call from the CEO Mr. Shiva Rao. He was waiting for a key decision that was to be made by the company's board. Suddenly, his phone rang...

"Yes! You got the approval, Sandeep"

"Are you sure? Sir"

"Consider it as your new year's gift"

"May I celebrate the New Year at my village then?"

"Of course, you should"

"Thank you, Sir"

"Keep in mind, three months ... only three months on your hands"

After a lot of deliberation, Mr. Das finally got the 'green signal' from Mr. Rao for his dream project. Mr Das was keen to expand Medinova's retail chain in rural areas in order to enhance the company's profits in the balance sheet, coupled with a personal quest to

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express his gratitude to rural India, where he grew up. Specifically, he envisioned reaching out to the last corner of the country with timely delivery of quality medicine at a reasonable price.

Although, on the one hand, he was very relieved and elated on the fact that the company reposed its trust and faith in him to lead this expansion program; on the other, he knew that there was a lot to be done in the next three months to translate the plan to reality.