

## **A Yogic Business Revolution: Back to the Future!**

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### **The Case:**

Mr. Sawanraj Asnani (Retail store owner, Patanjali Ayurveda, Indore) is wondering why he is not getting enough products procured despite his regular follow ups with the Patanjali distributor. He is frustrated by repeatedly telling his valuable customers that the products they require is out of stock for the last couple of weeks. There exist a great demand for the Patanjali herbal and cosmetic products in the market and they are sold like a hot cake but still company doesn't care to create efficiency in production and supply chain (**Exhibit-6**). As he shared his feelings with the other retail shop owners and Patanjali chikitsalya he came to know that they are also having the same problem. He himself has been using Patanjali products for the last couple of years and is among the highly satisfied consumers of these products specially the aloe vera gel and the tejas telam. This has inspired him to start his retail store.

Today he is a owner of a small retail store at Harsiddhi area in Indore having very sound consumer network and the turn over of about Rs. 18 lakh with a profit margin of 10%-15% depending on the products. He is getting regular feed backs from the consumers who keeps on visiting his shop more often. The consumers are quite satisfied with the products as according to them they are low priced with reasonably good quality. And more so the product becomes value rich because they carry the name of Baba Ramdev on it. The products are used by customers across all segments and types.

The only problem he faces is lack of availability of the products and absence of grievance handling procedure for the channel partners and the final customers.

Being from financially weak background he cannot sell Patanjali ayurvedic medicines. it required him to deposit Rs. 2,50,000 and get permission from Head Office located at Haridwar. It also required to maintain minimum stock of Rs. 5,00,000/- and paying salary of 10000-15000 P.M. to the Patanjali certified Ayurvedic doctor who will practice in his premises and prescribe the medicines to the patients.

### **The Window**

For the People like Mr. Sawanraj Asnani Baba Ramdev is a living legend and when he looks at Baba's endeavours and huge empire from the imaginary window of his retail shop he literally got mesmerized and just recall the days when he was just turned 15 and got to know about him through different T.V. channels and news papers.

### **The Baba boom**

The New York Times called him "An Indian, who built Yoga Empire, a product and symbol of the New India, 'A yogic fusion' of Richard Simmons, Dr. Oz and Oprah Winfrey, irrepressible and bursting with Vedic wisdom."

He has taught yoga to many celebrities like including Indian film actors Amitabh Bachchan and Shilpa Shetty. He has also taught yoga in the British Parliament, at the MD Anderson Cancer Center affiliated to the University of Texas and at the seminary of Muslim clerics at Deoband in Uttar Pradesh, becoming the first ever non-Muslim to publicly address the deobandi Muslim clerics.

We all know him as **Swami Ramdev** (born as *Ramkrishna Yadav* in Haryana) the most admired, vibrant and the one who virtually mesmerize the modern genre to connect them with Indian ancient body of knowledge called *Yoga* (An ancient Hindu way of meditating and breath control) and *Ayurveda* (A system of traditional medicine native to the Indian subcontinent). The most celebrated Guru of modern times has simultaneously used yoga camps and unconventional new age media without using traditional *Gurukul* (A type of ancient residential school in India) to reach every house hold in India.

In 2003, Aastha TV began featuring morning yoga slot. He was the host of a program named 'Divya Yog' that airs on 5 am in the morning every day. The health conscious people from different parts of the country watch this program and have started doing yoga from the comforts of their home. Within a few years, he had gathered a huge following. A large number of people and many celebrities in India and abroad have attended his yoga camps.

The Indian people who are gradually becoming habitual of tele-shopping by now had witnessed free yoga teachings through television. These yoga shows are not merely demonstration but marked first step towards new social business revolution.

#### **Early life: Poot Ke Paon Palne Main Nazar Aa Jate Hai \***

Baba Ramdev was born as Ramkrishna Yadav to Ram Nivas Yadav and Gulabo Devi in the Alipur village of Mahendragarh district in Haryana state of India<sup>[1]</sup>. He gained his primary education, up to class VIII in Shahajadpur, Haryana. Later he went on to join Arya Gurukul, Khanpur from where he studied Sanskrit (one of the oldest languages of India, Hindu scriptures were originally written in) and Yoga.

He holds a postgraduate (Āchārya) degree with specialization in Sanskrit Vyākaraṇa, Yoga, Darśana, Vedas and Upanishads from Gurukul at Haryana. Pandit Ram Prasad Bismil, an Indian freedom fighter, heavily inspires him. Reportedly after reading a rare booklet, *Yogik Sadhan*, written by Aurobindo Ghosh in Bengali and translated into Hindi by Pandit Ram Prasad Bismil, Swami Ramdev abandoned worldly ways of life, changed his name to Ramdev and went to Himalayas to practice self-discipline through meditation. He then studied Indian scriptures, yoga and Sanskrit in various gurukuls. He entered prominence when he started the Divya Yog Mandir Trust.

#### **Yoga & Ayurveda: The perfect blend**

**Yoga** is a commonly known generic term for physical, mental, and spiritual disciplines which originated in ancient India. Specifically, yoga is one of the six *āstika* ("orthodox") schools of Hindu philosophy. It is based on the *Yoga Sūtras of Patañjali*. Various traditions of yoga are found in Hinduism, Buddhism, Jainism and Sikhism

Swamiji took upon himself the onerous responsibility of demystifying and popularizing Patañjali's Yoga, while Āchārya Balkrishna (Ayurvedic scholar & one of the Promoter of patanjali yogpeeth) has the task of restoring people's faith in the efficacy of Ayurvedic system of medicine. Their approach was to treat ailment and disorders in pragmatic, non-dogmatic and non-sectarian way. To operationalize their concept they had established venture known as Patanjali Ayurveda Kendra Pvt.Ltd.

#### **The 'B' Company: Baba's Patanjali Yogpeeth, Haridwar**

Patanjali Ayurveda Kendra Pvt. Ltd. Was founded by Swami Ramdev & Ayurveda Acharya Shree Balkrishna on 27 Sept. 2007 with specific vision and mission (**Exhibit-1**) started its operation at Swoyambhu, Katmandu, Nepal to provide holistic, natural and effective Ayurveda treatment.

The flagship project of Baba Ramdev is Patanjali Yogpeeth. Since its inauguration in 2006, it has been one of the largest centers for research on Yoga & Ayurveda in the world. He has been running yoga classes and providing Ayurvedic consultancy in the premises of the Yogpeeth. The facilities at the Yogpeeth comprise a 300-bed multi speciality hospital, a yoga research center, a university, an Ayurvedic pharmacy and a food park.

Patanjali YogPeeth has acquired a Scottish Island for about £2 million which will also serve as the Patanjali Yog Peeth's base overseas, where *yoga* will be taught. This project will be run by Patanjali Yogpeeth UK Trust. They also have plans to set up a wellness retreat there.

In September 2012 Harvard university of USA came forward to introduce yoga and Ayurved subjects in their university in collaboration with Swami Ramdevji and his aid Acharya Balkrishna in wake of the

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\* You can figure out how your kid is going to turn up in future.

dreadful diseases getting cured by Swamiji's Pranayam(Yoga technique for breath control) and his Ayurved medicines.

### **The SBUs: Swadeshi Matrics**

In addition to Patanjali Ayurveda Kendra Pvt. Ltd. Baba Ramdev established following institutions-

- Patanjali Yogpeeth Trust
- Patanjali Ayurved College
- Patanjali Chikitsalaya
- Yog Gram
- Goshala
- Patanjali Herbal Botanical Garden
- Organic Agriculture Farm
- Patanjali Food and Herbal Park Ltd
- Patanjali Ayurveda kendra Pvt. Ltd.

Patanjal Ayurveda kendra Pvt. Ltd. was registered with company registrar's office, Government of Nepal in 2006. It's a sole distributor of the various units of Divya Yog Mandir (Trust) Haridwar , India.

Its Products can broadly be categorized into three main ranges- Medicinal Value Products (Ayurved & Herbs); Food Products (food and Juices); Cosmetic products (**Exhibit-2**)

### **The Business Dimension**

On 23rd April 2012, Monday, Patanjali Ayurved Limited had announced its entry into the retail sector by launching 100 products to be expanded up to 800, including body care, healthcare, home care, digestive, cosmetics, toiletries and others products.

The national and multinational fast moving consumer goods (FMCG) brands (**Exhibit-3**) playing in the fast growing \$ 1 trillion Indian market (2012) have started facing intimidation from home-grown, and an absolutely 'Swadeshi' competitor.

Patanjali Ayurved Limited Chief Managing Director Acharya Balakrishna at a press conference said "Compared to other multi-national company products, these products would be cheaper by at least 30%. This difference is because all the raw materials are sourced directly from farmers and which in turn reduce overall costs. He further said that our objective is to empower people, particularly farmers economically through the promotion of these products. Profits from the venture would be used to finance initiatives like health care, rural economy and others".

Patanjali products are available only in Patanjali branded stores and arogya kendras. Now, the company will be planning to distribute products at kirana stores (Pop & Mom stores) across the country.

Swami Ramdev-promoted Patanjali Ayurved Ltd aims to reach every household with open market distribution of its products and also by selling them through one lakh swadeshi seva kendras in rural India by self-help groups & Acharya Balkrishna asking people to use swadeshi products.

Acharya Balkrishna(2012) said at present the four manufacturing units in Haridwar have a capacity to process 1,000 tonnes of raw materials, rolling out 500 products in medicine, food and cosmetics and toiletries."We are currently processing 250-300 tonnes of raw materials for all categories of products. "He said. On the future plans, Mr. Balakrishna said there were plans to set up manufacturing units in each State with an investment of about Rs.50 to Rs.100 crore

Already 20,000 distributors have been appointed. There are also plans to open exclusive 'Swadeshi Stores' on a franchisee model. The plan is to open one lakh stores in one year in States like Uttarakhand, Uttar Pradesh, Bihar, Jharkhand, West Bengal, Chhattisgarh, Assam, Rajasthan, Gujarat and Madhya Pradesh.

Till 2012, It also aims to expand the number of Patanjali Chikitsalayas(Clinics) Patanjali Arogya Kendras to 5,000. Patanjali Ayurveda claims a turnover of nearly Rs 400 crore from personal care products. With the new venture the turnover target is set above Rs 2000 crore.

Dr. Rekha Gupta a patanjali certified qualified Ayurvedic Doctor claims that she is working in a clinic at one of the Patanjali Chikitsalaya and she prescribes the Patanjali medicines to her patients which are widely available at the Chikitsalaya. The chikitsalaya owner pays salary to her. This is a win-win proposition to all stakeholders as patients get the required medicines immediately, the chikitsalaya owner gets the products sold and the doctor gets the practice going.

### **The Dream come true: The Food & Herbal Park**

In order to address the issues relating to the shortage of product and making it a profitable proposition for all stakeholders Baba has a vision to develop World's largest food and Herbal Park. It is being constructed in Padartha village in Haridwar dist., in Uttarakhand with an estimated investment of Rs. 500 crores. covering an approximate area of 100 acres. It is estimated that about 7,000 people will get direct and about 200,000 people will get indirect employment opportunity through this project. This park will produce agricultural products, products related to nature and products related to herbs and plants.

With the opening up of this food park, industries will approach the farmers directly. They will get their own market. Swami Ramdev blamed improper and unhealthy food for the cause of 90% diseases of this world. With the advent of this food park, people will get uncontaminated and pure food. In a nutshell it can be summarized that this food park will give healthy life to the 40 crore people of the rural population and prosperity to the 70 crore population. This project will initiate at Rs. 5000 crore and grow up to Rs. 1 lakh crore. In its own way, this food park is a unique one. The main objective of this park is to smoothen the supply of products to people and in this way farmers will earn profit. It is Swami Ramdev's dream to visualize the farmers and labourers as self-reliant and self-sufficient. Swami Ramdev wants to produce fruit and vegetable extracts, flour with herbal technology.

The food park has the current capacity to produce 12900 tons per month of food and supplements, 11075 tons per month of juices and candies, 475 tons per month of cosmetics and herbal products. It requires 1.72 lakh metric tons per year of raw material as an input and it is likely to be expanded soon. Processing and packaging will be done here. In this way it is the largest food park of the world. If the farmers of all over Uttarakhand are involved in this project, then just 3 months material can be made available. Production needs to be increased and therefore farmers and labourers from Himachal Pradesh, Punjab, Haryana, Rajasthan, Jammu and Kashmir need to be called in to assist in this project. The central government is investing Rs 50 crores and Patanjali is investing Rs. 500 crores in this project.

This huge project aims at implanting 32 processing units through which high quality fruit extracts, pulp, candies, herbal products and many more can be extracted. Many industrialists will be participating in this mega project as a co-operative service provider to build up mutual basic infrastructure. It is proposed that in its starting phase juice extracts factories of bottle gourd, bitter melon, carrot, Amla, Alovera, mint, tulsi, tomato, cucumber and germinated wheat will be set up.

This will prove to be a boon for the vegetable and food growers as they will be able to dispose of their entire farm production in bulk to this mega park. In addition to this producers will be given training to grow amla and aloe Vera in vacant barren lands. Patanjali yoga peeth will develop such 100 centres which will provide high quality seeds and fertilizers to the farmers.

The complete project will remove the role of intermediaries and provide economical benefits to the farmers, producers and other people of the area. This project will lead our country to a new era of health and prosperity. The day the farm products will turn into the raw materials for the processing units, they will get their right financial share and improve their economic condition. This is only possible by adopting the disposal of farm produce to food and processing industries.

### **The Image Phenomena: Larger than business (Business-Ramdev=Nil)**

Ramdev is largely a television and video phenomenon. He fired the imagination of an entire segment of TV watchers, who tuned out of daily soap opera to tune into and do yoga with Baba Ramdev. Now, thousands turn up at his camps to do mass yoga with him.

The social image of the Baba Ramdev has phenomenal effect on the folks that it has trace-pass the logical mind sets of the people and made them believe that the vegetables and walnuts can cure the diseases. Is it a key to a very unique and different business model?

People have swallowed Ramdev's advice that walnut is a remedy for knee pain. His prescriptions had earlier hoisted demand for vegetables like 'lauki'(bottle gourd), 'karela' (bitter gourd) and aloe vera. Demand for walnut has been rising for about six months, says Vijay Jain, president of the Jammu and Kashmir Walnut Exporters Association.

"The credit for increase in sale for walnut goes largely to Baba Ramdev," says Dipty Arora of Aman International, a leading walnut trader. Wholesale price of walnut in shell in Narwal mandi of Jammu has surged 17-20 % in the past year to Rs 200-300 a kg. A similar jump in the price of 'lauki' was seen a few years ago when it rose from Rs 5 a kg. To Rs 25 kg in retail.

Apart from prescribing walnuts as a remedy for knee trouble, Ramdev says it lowers cholesterol, boosts memory and leads to optimum health.

Chandigarh-based orthopedic specialist Dr MP Singh feel that walnuts and other nuts like almonds, pine nut (chilgoza) consumed in proper balance are a good sources of carbohydrates, protein, vitamin E, minerals like manganese, copper, potassium, calcium, iron and good fat. In holistic treatment, it is good.

Nevertheless, there is no new medical study that proves that walnut, or any other nut, is a cure for knee joint arthritis," he said. The cashew trade is also planning to join the health bandwagon to boost sales. The Cashew Export Promotion Council of India (CEPCI) formed a cashew global council, which has instituted a study in Europe to understand the nutrient profile of cashew.

Although the allopathic Doctor from Indore Dr. Satish (M.D.) agrees that both Ayurvedic and Allopathic medicines and based on consensus and evidence. But Ayurveda being ancient there are no trials and research carried out in modern times.

#### **The Dilemma: Politically correct**

Congress (Indian political party) General Secretary, Mr. Digvijay Singh has scoffed- Baba Ramdev is not a saint but an entrepreneur. As he charged Rs 50,000 for front row seats at his yoga classes and Rs 30,000 for seats behind. The last row costs Rs 1,000 a seat, the Congress leader charged. **(Exhibit -4)**

As his popularity grew, so did the controversies. His Divya Yog Mandir Trust was accused of using animal and human remains in medicines - charges that were never proved. But the entities and stake holders who are directly or indirectly associated or affected by Baba's endeavour have their own views. **(Exhibit-5)**

#### **Questions for discussion:**

- Critically analyze the role of Swami Ramdev as a social entrepreneur.
- In 2003, Aastha TV began yoga slot named 'Divya Yog' everyday, at 5am, how it has impacted developing a unique business plan and massive public health reform. Comment.
- Elaborate the business model discussed in the present case.
- Suggest the strategies to address the problems faced by retailers.
- Ayurvedic Concepts was acclaimed as one of the significant marketing success in the Indian consumer market. In view of the above statement, discuss the rationale behind the company's decision to bring all its brands under the umbrella brand- 'Patanjali Ayurveda'. Do you agree with the company's decisions? Justify
- Analyse the decision to establish mega Patanjali food and Herbal Park in light of efficiency and sustainability.
- Does Baba Ramdev succeeded in creating personal brand equity to leverage the business?
- Do you feel the Swadeshi concept will work in the western influence Indian economy?

#### **Exhibit-1**

#### **Vision:**

- Self-independence of India from *Swadeshi*.

- To promote Indian product.
- Make a largest retail chain in all over India both rural and urban market
- To Provide reasonable price for farmers
- To fulfil the demand of customers across the India on reasonable price.
- To Support Indian industries by creating demands of *Swadeshi* products.
- To generate employment for youth, skilled/unskilled and professionals.
- To establish Ayurveda and create biggest market chain for herbal products.
- To Strengthen Indian economy by replacing foreign products with *Swadeshi* products.

**Mission:**

- Reach every home by 2012 with *Swadeshi* and quality products.
- To open 175 Super distributors, 1500 Distributors with largest number of Retail outlets across India to ensure *Swadeshi* products for everyone.
- To open 1 lacs *Swadeshi seva kendra* in rural India by SHG with the help of TSI (Territory sales in-charge) which would be a milestone in the history of rural Retail market.

Source- [www.patanjaliayurved.org/business](http://www.patanjaliayurved.org/business) opportunities

**Exhibit-2**

Ayurved	Herbs
Drishti Eye Drops	Vati Giloy Ghan
Patanjali Amla Extract Capsule	Vati Nimb Ghan
Patanjali Asvagandha Extract Capsule	Vati Peedantak
Patanjali Shilajit Sat Capsule	Vati Tulsi Ghan
Ashvashila Capsule	Patanjali Lohasav Bhasma
Shatvar Choorna	Patanjali Abhrak Bhasma
Tablets	Patanjali Mandoor Bhasma
Ras-aushadhi Preparations	Patanjali Swarnmakshik Bhasma
Guggulu Preparations	Patanjali Godanti Bhasma
Avleh & Pak Preparations	Patanjali Shankh Bhasma
Parpati Preparations	Patanjali Kauri Bhasma
Aasav – Arisht Preparations	Patanjali Seep Bhasma
Foods	Juices
Patanjali Amla Candy	Patanjali Gulab Sharbat
Patanjali Amla Chatpata	Patanjali Kesar Badam Sharbat
Patanjali Jeera Goli	Patanjali Khus Sharbat
Patanjali Pachak Amla	Patanjali Amla Sharbat
Patanjali Anardana Goli	Patanjali Haritki Sharbat
Patanjali Chatpata Chuhara	Patanjali Bel Sharbat
Patanjali Sev Murabba	Patanjali Brahmi Sharbat
Patanjali Methi Pachak	Patanjali Nimbu Sharbat
Patanjali Shodhit Harar	Patanjali Lauki Juice
Patanjali Ajwain Pachak	Patanjali Mix Fruit Juice
Patanjali Bel Candy	Patanjali Orange Sharbat
Patanjali Adrak Candy	Patanjali Mango Sharbat
Patanjali Chyawanprash	Patanjali Mango Panna Sharbat
Patanjali Chyawanprash Special	Patanjali Karela Juice
Patanjali Honey	Patanjali Kheera Juice
Banana (Freeze Dried)	Patanjali Tamatar Juice
Apple (Freeze Dried)	Patanjali Ganna Juice
Mango (Freeze Dried)	Patanjali Amla Juice
Aarogya Atta	Aloe Vera Juice
Aarogya Biscuits	Amla Juice
Patanjali Baseen	Lauki+Amla Mix Juice
Pure Honey	Orange Aloe Vera Juice

Cosmetics	
Goumutra Kanti	Soap Ojas Mogra Body Cleanser
Soap Somya	Patanjali Kesh Kanti Hair Cleanser
Soap Somya Haldi Chandan	Patanjali Body Lotion
Soap Kanti Aloe Vera	Patanjali Face Cream
Soap Kanti Body Cleanser	Patanjali Tooth Paste
Soap Ojas Aquafresh Body Cleanser	Body Massage Oil
Soap Ojas Mint Tulzi Body Cleanser	Patanjali Tooth Brush

Source- [www.http://patanjaliayurved.org/](http://patanjaliayurved.org/)

### Exhibits-3

#### The competitors' are-

- |                            |                         |                             |
|----------------------------|-------------------------|-----------------------------|
| -Dabur India Ltd.          | -Shri Baidyanath        | -Zandu Pharmaceutical Works |
| -The Himalaya Drug Company | -Charak Pharmaceuticals | -Vicco Laboratories         |
| -The Emami Group           | -Hamdard (Unani) etc.   |                             |

### Exhibit-4

<b>New York June 30th &amp; July 1<sup>st</sup> 2007 2 DAY CAMP</b>	<b>New Jersey July 4th - July 8<sup>th</sup>, 2007 5 DAYS CAMP</b>
<b>NASSAU COMMUNITY COLLEGE FIELD HOUSE</b> One Education Drive, Garden City, NY 11530 (Next to Nassau Coliseum) Morning Sessions: 6am - 9am OR Evening Sessions: 5pm-8pm	<b>GARDEN STATE EXHIBIT CENTER</b> 50 Atrium Drive, Somerset, NJ 08873 (Close to Edison, NJ) Morning Sessions: 6am - 9am OR Evening Sessions: 5pm - 8pm
<b>Registration Fee (2 DAYS): \$100, \$200</b>	<b>Registration Fee (5 DAYS): \$150, \$300, \$500</b>

Source-[www.swamiramdevyogacamp.org/](http://www.swamiramdevyogacamp.org/)

### Exhibit-5 (Dialog)

The researchers have dialog sessions and took opinions from different entities in the society who are directly or indirectly involved or influenced by this movement.

#### Patanjali FMCG retail store

**Mr.Sawanraj Asnani (Shopkeeper)** running an authorized Patanjali's FMCG retail store at Harsiddhi Nagar Nigam Market, Indore(M.P.) has shared the following information during discussion.

Researcher: What's your opinion about the Patanjali Products?

Shopkeeper: I am highly convinced about the Patanjali consumer products which I am selling, due to positive customer feedback in terms of quality and price.

Researcher: Have you yourself used these products?

Shopkeeper: I am using the Patanjali products for the last two years and this has inspired me to earn by serving the society.

Researcher: What is the profit of margin in this business?

Shopkeeper: I am getting 10-15% margin.

Researcher- What is the difference B/W Patanjali and other FMCG products?

Shopkeeper- Patanjali products are better quality and low priced as compared to other companies' products. They are pure and value for money. But they are not widely available in the market.

Researcher-What facility and support you are getting from the distributor?

Shopkeeper-I am getting 7 days credit facility. Apart from this there are no professionally managed grievances handling procedure for the retail stores. There is always a shortage of products availability.

Researcher-Why you are not selling the Patanjali Medicines?

Shopkeeper-For selling Patanjali medicines, we are required to deposit Rs. 2,50,000 and get permission from Head Office located at Haridwar. It also requires to maintain minimum stock of Rs. 5,00,000/-. My financial condition doesn't permit me to do so.

Researcher-What is your perception about Baba Ramdev?

Shopkeeper- Baba Ramdev is a Revolutionary, who is not only a saviour but running a unique win – win Swadeshi business model. I have informal information that the overall turnover of Patanjali is 11000 crores per year.

#### **Ayurvedic Doctor**

**Dr Rekha Gupta B.A.M.S.(Patanjali certified Ayurvedic doctor)**

Researcher-What is the basis of Ayurvedic treatment?

Dr. Rekha- Ayurvedic treatment is based on ancient body of knowledge which describes disease as Imbalance between Vat, Cough and Pitta as tridosha.

Researcher-Can all diseases be cured by ayurveda?

Dr.Rekha-Yes, All diseases which can be cured by alopahy can also be cured by ayurveda but as we have been disconnected from sushrut sanhita and nadi parikhan hence all non surgical treatments can be done by Ayurveda. Whereas, we also use modern diagnosis methods.

Researcher-What is the eligibility to be a consultant at Patanjali Chikitsalaya?

Dr.Rekha-The minimum qualification is B.A.M.S and required to complete training from Patanjali H.O. located at Haridwar. Then we are eligible to be consultant at Patanjali Chikitsalaya located at different places.

Researcher-What is your remuneration?

Dr. Rekha-The remuneration varies from Rs. 8000-16000/- per month depending on the location. It is paid by the chikitsalaya owner.

Researcher- Do you charge consultancy fee from the patients?

Dr. Rekha-No, The consultancy is absolutely free.

Researcher-What is your opinion about Baba Ramdev?

Dr. Rekha-Baba is yogacharya and doing the business for social welfare.

#### **Allopathic Doctor**

**Dr Satish Kumar M. D. (Pediatrics)**, clinic- Khajaran,Indore -A general practitioner

Researcher-How do you see Ayurveda as compared to the Modern allopathy?

Dr Satish-The alopahy and ayurveda both are based on consensus and evidence but Ayrveda being very ancient is quite outdated as hence no trials and research are being conducted in the current times & hence there is a lack of evidence.Also as per my knowledge Ayurvedic medicines take long time.

Researcher-Do you believe that yoga and Ayurveda can help cure the diseases?

Dr.Satish-Yes, I do believe. But yoga is not a treatment but it develops the psyche which generates the antibodies naturally and improves the immune system whereas ayurveda suggests treatment for the diseases.

Researcher-How will you define Baba Ramdevs endeavors?

Dr.Satish-He is a revolutionary and Yogacharya but his business is eventually evolved during his course of action.

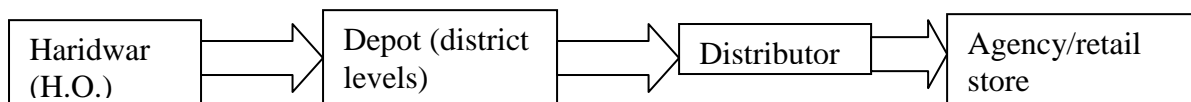
#### **Exhibit-6**

#### **Patanjali Distributor**

**Mr. Rajesh**, Annapurna road, Indore(M.P.).

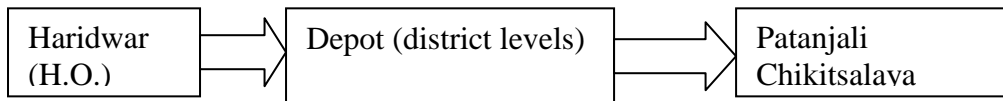
Researcher-What is the supply chain Model of Patanjali FMCG Products?

Mr. Rajesh-



**The Supply Chain Model: For FMCG**





**The Supply Chain Model: For Ayurvedic Medicines**

Researcher-What is the profit of margin in this business?

Mr. Rajesh-It is 4.5% on turn over.

Researcher-What is the USP of Patanjali Products?

Mr. Rajesh- Low price and value for money.

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