CONTENTS

Foreword to the First Edition	(vii)
Preface to the 25 th Anniversary Edition	(ix)
Acknowledgements	(xv)
Praise for the First Edition (1990)	(xvii)
List of Abbreviations	(xxv)

Part One: The Big Picture

CHAPTER 1: THE INDIAN PHARMACEUTICAL INDUSTRY: AN OVERVIEW1

A challenging environment, A brief history, The Indian systems of medicine get a shot-in-the-arm with AYUSH, Origin of Indian Pharmaceutical industry, Industry structure, The Public Sector, The Indian private Sector, The foreign sector, Manufacturing, Technology, Drug Discovery, Bundle of paradoxes, The generics policy, Wither Loan-licensing, The Policy of drug price control, Protection of IPR, The changing face of Indian pharmaceutical industry: Post-WTO, Exports, Research & Development, Positive features, Compulsory Licensing, What the big Pharma wants from India, Voluntary Licensing - An alternate strategy? IPR and its Implications for Indian Pharma, Understanding marketing environment, The Social Environment, The Technological Environment, The Ecological Environment, The Ethical Environment, The Competitive Environment, Summary

Changing! Changing! Changing!, Many dimensions of the market, Three major segments, The customer and the consumer, What is your market?, Market segmentation theory, Criteria for a viable segment, Four ways of segmentation, Pharmaceutical market segmentation, Implications for the marketer, Key Questions, Market dimensions, The Served market, Market segmentation: Some more aspects, Market opportunity analysis, Elements of a market opportunity analysis; Market opportunity analysis: A step-by-step approach, Strategic Options, Concentrated marketing, Differentiated marketing, Undifferentiated marketing, Summary

Part Two: Ten 'P's

Me-too! No, It's me-me-too!, Product and Market, The product concept, What is a brand?, The Augmented product concept, Product vs Brand, Language of branding, A rose by another name?, Product life cycle, Market life cycle, Extending product life cycle, New product adoption process, Sustainable differential advantage, Product portfolio analysis, Product positioning, Product policy and strategy, New products, Product-mix decisions, Product strategy, Product management, Product management in Indian pharmaceutical industry, The package, Summary

Controls! More controls!! Still more Controls!!!, History of price control, Industry's response to DPCO, NPPA, DPCO 2013, DPCO 2017, Is price an element of pharmaceutical marketing-mix in India?, Pricing objectives, Pricing decisions, Bases for pricing, Cost-based pricing, Demand based pricing, Competition based pricing, Market based pricing, Pricing strategies, Skim-the-cream strategy, Penetration pricing strategy, Marginal cost pricing strategy, Pricing management, Customers' reactions to price changes, Price communicates, Psychological effects of pricing, Quantum effect in pricing, Price perception in reverse direction, Just price standard, Cost price standard, Desensitizing the customer to price, Summary

Changing complexion! Changing dimension!, The pharmaceutical market place, Pharmaceutical marketing channels, The manufacturer, The physician, The wholesaler, C&F Agent, The retailer, Pharmaceutical distribution channels: key aspects, Reaching the institutional market, GeM replaces DGS&D, Trade margins, AIOCD, NoC and LoC, Managing trade channels effectively, Physical distribution, Three major areas, Warehousing, Inventory control, Transportation, Distribution and the legal environment, The changing landscape of Pharma retail market, The organized sector, Six major growth drivers, e-Pharmacy; the next big opportunity, How does an e-Pharmacy function?, Why are chemists so apprehensive of e-Pharmacies, e-Pharmacy: The way ahead, Summary

Changing role, Challenging task, Marketing communication, How communication works, Barriers to communication, Gateways to communication, Sources of marketing communication, Message, Gaining and retaining attention, Types of attention, Message factors, Receiver and response process, Promotion as a

key strategic variable, Elements of promotion-mix, Push and pull strategies and prescription drugs, Promotional objectives and tasks, Principles of medical advertising, How to prepare an effective detailing story? Innovative approaches to pharmaceutical detailing, Winning with iPad detailing, Closed-loop marketing, Digital marketing, Multi-channel marketing, Omni-channel marketing, website, eMail, SMS, Search engine marketing, Online forum, Blogs, Microblogs, Social networks, Mobile, mHealth, Social media marketing, Six ways Pharma may use social media, Pharma and social media: the Indian presence, Content is king, Gamification, More apps, Summary

Crucian determinant factor, Super sales person, What do doctors expect from a medical representative? Selecting and recruiting a medical representative, Improving the effectiveness of a medical representative, Four key areas, Declining physician access, New rules of engagement, Detailing today, iPad or tablet detailing, Why iPad is Pharma's device of choice? 3 ways to get the best out of your iPad detailing, Common mistakes to avoid, Implementing iPad detailing effectively, Tablet detailing: Future outlook, Tele dealing or eDetailing, Implementing eDetailing, eDetailing strategies, eDetailing in the Indian context, Medical Sales Liaison, Tasks and responsibilities of MSLs, MSLs: The Indian context, KOL management, Identifying KOLs, Building relationships with KOLs, Effective KOL engagement, Three basic steps, Changing role of Pharma sales rep, From Obsolescence to Relevance, Summary

Symbol of power! The Prime mover! Broad spectrum of prescription, Prescribing process, Prescriber motivation; Scientific or commercial? New product adoption by physicians: A two-step approach, Communication hierarchy, Accentuate the positive, Studying prescribing behavior, Six honest serving men, Prescription research: Key questions, Ambivalent attitude, Prescription generation: Folklore and Facts, Summary

Image makers?, Information, Opinion, Attitudes, Pull strategy; A necessity for

(xxii) Contents

pharmaceutical industry, Crisis management, Publicity, What can public relations do? Reputation management, Summary

Power begets power, The many faces of power, Resource power, People power, Size power, Technology power, Coalition power, Franchise power, Niche power, Integration power, Innovation power, Prescription power, Quality power, Summary

Everyone wants, Not everyone gets it, Increasing patient power, Patient centricity in practice,. Two types of patient services - service around the pill, service beyond the pill, Patient centricity or customer centricity?, Summary

Part Three: Key Success Factors

Standing still is going backwards, Costliness of new product development process, Types of risks, Why develop new products?, The impact of new products on profits, A program for new product evolution, Basic principles, New Product development process, Developing a new product development blueprint, Analyze and rank potentially attractive therapeutic opportunities, Generate ideas and develop concepts within selected therapeutic categories, Screen concepts and set priorities, Conduct business analysis of selected concepts, Work with R&D closely and help them develop products as per selected concepts and identified market needs, Develop launch plan, Prepare a detailed marketing communication strategy for the launch year, Monitor the performance regularly as per the plan, Evaluating new products, Organizing for success, Summary

Changing rules, The giant learns to dance, Ranbaxy: No tail lights ahead, No head lights behind, Dr. Reddy's Labs: It's time to dream again, Cipla: Capable! Confident! Committed!, The rising Sun, Taking over to over take, Lupin: Leapfrogging into the top league, Wockhardt, Working hard, ZydusCadila: The A to Z of alliance power, AurobindoPharma moves into the A league, Torrent: Torrential still, Ipca: Improving constantly, Glen on the mark..in making its mark in the world of Pharma, Mankind Pharma: Changing the rules of the game, A prescription for success, Post-GATT scenario: Indian pharmaceutical industry - Action agenda for the future, Key questions for today and tomorrow, Summary

Excel or be extinct, Achieving excellence - Ten major principles, Customer orientation, Quality, Innovation, Perceptible product differentiation, Distinctive

competence, Effective segmentation, Strategy, Competitive analysis, New product development, Building a winning team, Summary

Omnipresent! Pervasive!, Three phases, Azero-sum game, Four major purposes, Defending your market share, Improving the efficiency of your operations, Preparing yourself to be combat-fit, A continuous program, Sharpening the focus: A threestep approach, Defining your business, Analyzing your customers, Mapping your competitors, Probing deeper, Sources of competitive intelligence, Sources outside the organization, Putting the pieces together, Who are your competitors?, Focus your analysis, Major competitive advantages, Differentiation, Economy of scale, Technology, Marketing strength, Access to capital, Management, Organization structure, Evaluating competitors' operations, Summary

Keeping the score to keep scoring, Three main uses, Comparison, not in isolation, Comparison with competitors, Corporate scoreboard: some important criteria for winning in the market, sales growth, Market share, Net worth and growth, Return on capital, Inventory turnover ratio, Sales average collection period, Quick ratio, Summary

A way of life, Good manufacturing practices, Narrow perspective, What is motivation, Three R's, Reward, Recognition, Responsibility, Good marketing practices, Ethics and pharmaceutical marketing, Guidelines are not enough, MCI guidelines, UCPMP code, Summary

BIBLIOGRAPHY AND WEBLIOGRAPHY	623
Index	635
ABOUT THE AUTHOR	639