CONTENTS

Preface ........................................................................................................................................ (vii)
Acknowledgements ......................................................................................................................... (ix)
List of Abbreviations ................................................................................................................... (xxi)

The Pharmaceutical Market ............................................................................................................ 1


Cases:

2. Dr. Reddy’s Exploits a Loophole in the Patent Term Extension Act! 18
3. Biovail Buys Cardizem Patent, Breathes New Life into it! 19
4. Natco Pharma Gets the First-Ever Compulsory License for Generic Nexavar in a Landmark Decision! 20
The Pharmaceutical Product


Cases:

15. The Silent Salesman Adds Value! 59  
16. Innovation Makes All the Difference! 60  
17. The Brand that Catapulted a Company into the Top Position! 63  
18. The Impossible Name! 69  
19. Anti-tubercular Market Extends its Market Life Cycle While Eradicating Tuberculosis! 76  
20. The Centurion Gets Younger and Stronger by the Year! 80  
21. Anti-allergic Stimulates Appetite for Growth! 83  
22. New Indication Widens the Growth Spectrum! 84  
23. New Indication Attacks Competing Brands while Preventing Heart Attacks! 85  
24. The Antacid that Neutralized Even the Competition! 87  
25. Dr. Reddy’s Laboratories and the Cost Leadership! 98  
27. Undermining Others’ Differential Advantage? 112  
28. Precise Positioning Improves the Blood Picture of Two Brands in the Hematinic Market! 115  
29. Clear Positioning Steers Glaxo Clear in Anti-Asthmatic Market! 117  
30. The New Antacid’s Guerrilla Warfare! 119  
31. Alert makes it Good! 121  
32. Repositioning Strategy Replaces an Entrenched Brand! 122  
33. Me-too Strategy Meets with a Disaster! 124  
34. Synergistic Power of a Successful Repositioning Strategy! 125  
35. Rocephin Stands Out in a Crowded Market! 126  
36. Late Entrant Emerges As a Leader in a Crowded Market Place! 129  
37. Poor Diagnosis Proves Dearer! 143  
38. Unrelated Diversification Eludes Success for an Otherwise Highly
Therapeutic Leadership

Building A Disease Franchise for Achieving Therapeutic Leadership, Why Therapeutic Leadership? Defensible Strategy, From Niche to Franchise Enduring Success

Cases:

50. Eli Lilly’s 90-Year Old Diabetes Franchise! 212
51. The Everlasting Life of Xylocaine (Lidocaine)! 215
52. The Brand That Helped The Company in Building A Franchise in Neurology! 217
53. Johnson & Johnson Extends its Antipsychotic Franchise Strategically! 221
54. Ranbaxy Defends its Leadership Position by Updating Its Products in the Urological the Market! 225
55. Sovaldi’s Unprecedented Launch Success Leads to a Therapeutic Leadership with its HCV Franchise! 227
Product Launch Strategy

New Product Launch, Success Secrets, Making Your Drug Launch A Success, Factors That Shape Launch: A Checklist

Cases:
56. Exubera’s Irrational Exuberance! 245
57. Zelnorm: A Case of Misplaced Hopes 249
58. Xigris Ends its Ten-Year Odyssey 251
59. Highly Effective Launch of Januvia and Janumet by MSD in India 253
60. Acomplia Beats A Hasty Retreat Without Accomplishing! 257

Life Cycle Management


Cases:
61. Bayer Manages the Life Cycle of ‘Cipro’ in Copybook Style! 266
62. Merck Wins The Diabetes Race With A First Class Strategy For Its First-in-class Diabetes Drug! 270
63. Prilosec, The Famous Heartburn Drug Causes Heartburn to its Competitors! 284
64. Humira, The Swiss-Army Knife among Prescription Drugs! 291
Pharmaceutical Marketing Practices: Good and Bad

Declining Reputation Good Practices, Pharma's Bad Practices, Factors Associated With Reputational Damage, The TARES Test

Cases:
66. Marketing Through Manipulation and Misinformation! 320
67. The Vioxx Fiasco! 329
68. The Rise and Fall of Baycol 336
69. Prozac: A Classic Example of Marketing Excellence! 341
70. The Rise of the Weekend Pill! 349
71. Glaxo, The House That Zantac Built! 359
72. Gardasil - Marketing Success or Missed Opportunity? 368
73. BiDil: Rational Medicine or Racial Medicine? 374
74. The First Rationally Designed Small Molecule Drug of Novartis Wins the 'Prestigious Prix Galien Foundation’s' Discovery of the Decade Award in 2016! 380

Disease Branding

Disease Branding, Origins of Disease Branding, Dual Advantages, Three Strategic Approaches, Five Questions, Benefits of Disease Branding

Cases:
75. Pharmaceutical Industry Learns the Art of Disease Branding From the Father of Public Relations in America! 390
76. Pharma’s First Shot at Disease - Branding! 394
77. The Mother of All Disease Awareness Campaigns! 397
78. The Birth of A New Condition - GERD! 399
79. Upjohn’s Efforts in Disentangling of Panic Disorders From Anxiety Disorders Pay Handsome Dividends! 401
80. Pfizer Eliminates the Stigma Surrounding Impotence with an Acronym! 403
81. Eli Lilly Fields A Second Brand of the Same Drug for A Branded Condition! 405
82. Positioning A Brand by Creating A Disease! 408
83. A Disorder Made to Order! 415
84. Pfizer, PTSD, and Zoloft! 418
85. Merck Creates A Market for A Bone Disease, Fields Its New Drug, Fosamax And Makes it the Market Leader! 420
86. Two Stories: How ADHD Was Sold and How Two Brands Dominated the ADHD Market! 429

Blue Ocean Strategy


Cases:
87. Novo Nordisk’s Blue Ocean Strategy 454
88. The Little Blue Pill’s Astonishing Dream Run! 457
89. Requip’s Success Recipe: Brand A Disease, Market a Treatment! 472
90. Mankind Pharma: Changing the Rules of the Game! 476
The Pricing Strategies


Cases:
91. How Glaxo Won the Anti-Ulcer Market! 496
92. Mankind Pharma Storms into Indian Pharmaceutical Market with its Penetrative Pricing! 498
93. Predatory Pricing in Pharmaceutical Industry 504
94. Awareness Campaigns, Lobbying, Legislation, Competitors’ Stumbles and Exorbitant Price Hikes Make A Blockbuster! 506

Pharma and Social Media

What is Social Media? Social Media Marketing, Physicians on Social Media, Patients Are In Control, Insights From Social Media Conversations, Challenging Regulatory Environment, FDA Guidance on Social Media: Implications for Pharma, How Can Pharma Comply with the FDA Guidance on Social Media? Pharma Must Embrace Social Media, 6 Ways Pharma May Use Social Media, Content is King! Gamification, Five Key Elements, How Gamification is Beneficial, More Apps, Slow Rate of Adoption, Engagification, not Gamification! Pharma and Social Media: the Indian Scenario, Presence Vs Engagement, Patients on Social Media, Physicians on Social Media, Digital Initiatives of MNCs in India, Social Media and Indian Pharma, Social Media, Public Relations and Crisis Management, 13 Golden Rules of PR Crisis Management, Tylenol: A Classic Example of Crisis Management, Social Media in Crisis Management
Cases:

95. How Kim Kardashian's Instagram Post Got the Drug Firm That Makes “Diclegis” into Trouble with the FDA. 516
96. Facebook-Share Function Gets A Warning From the FDA! 518
97. Suprenza's False Claims Ring An Alarm! 519
98. Janssen’s *Me Without Migraine* Patient Awareness Campaign 525
99. Sanofi Has Got Game! 532
100. Tylenol Scandal and Crisis Management 547

Key Insights, and Practical Lessons 549

References 563

Index 583

About the Author 595