



Listing Of Brand Management Process Parameters In Multinational Companies And Indian Origin Companies In The Biopharmaceutical & Pharmaceutical Industry

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<p>CC License CC-BY-NC-SA 4.0</p>	<p style="text-align: center;">Abstract</p> <p>Brand management is a departmental function of marketing that conceptualizes, designs, manages trademarked brands or portfolio of brands. The biopharmaceutical companies in India internalizes the brand management processes diligently, but certain differences arise in terms of the actual processes/systems. The following paper identifies the parameters for brand management of both the Indian as well as the MNCs with respect to the parameters that are evaluated for implementation of the brand management processes. ⁷(Dogramatzis, 2002b)</p> <p>Keywords: <i>Brand Management Process, Top Management in Biopharmaceuticals Organizations, Brand Management Parameters, Pharmaceutical Brand Management.</i></p>
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Introduction:

According to Kotler, the following is the definition of brand management:

‘...a name, term, symbol or design, or a combination of them, which is intended to signify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.’

Brand management process is the system of parameters that are adopted to make a brand successful in the market. The brand strategies differ from one organization to another. The brand management parameters are first identified by asking the respondents the targeted questions and studying the secondary data. The same is tabulated below.

Research Methodology:

The brand management process focusses on the customer preferences of the brand. The parameters that have been identified is well surveyed among the top management employees of the organizations belonging to the top Indian and MNCs.

Looking at the pretext as above, the parameters were evaluated that had a direct bearing on the performance of the brand in an organization. The opinion was asked to respondents on the basis of which the parameters were noted down.

The parameters were discussed again with the respondents to check for authenticity. This was done through peer level departments of the organization like the top management, functional heads, accounts & finance, human resources, training, supply chain etc. ¹ (EP News Bureau, 2021)

By ratifying the relevance, the listing was done. Each and every parameter was studied in isolation and description was written down. The description of every parameter is written in the current paper.

The following is the mix of the companies that were surveyed on the basis of the types and sub-type of the companies in the biopharmaceutical and pharmaceutical space. (Table-1)

Table-1: Description of the company type
(MNC, Pvt. Ltd., Proprietorship, Public Sector)

Type of company	Sub type	Numbers
Domestic	Public sector	17
	Private Limited	10
	Proprietorship	4
MNCs	MNC	34
TOTAL		65

Source: Researcher's Own Data

(Retrieved from the respondents' questionnaire responses)

Brand Management Process Parameters:

The parameters that were identified are listed in table-2.

Table-2: Parameters

No	Parameters
1	Belief in sales effort or PMT (Product Management Team)
2	Market validation systems
3	Value creation/Value addition:
4	PMT recruitment strategy
5	Process, system presence with criticality
6	How crucial is the strategic marketing/brand management process for organization for the promoters in %age below
7	Department considered crucial for execution of the strategic marketing/brand plan
8	Difference between strategic marketing management & strategic brand management
9	Impact & contribution of brand manager & PMT on the organizational revenue
10	Results expected from brand manager
11	Role of a brand manager
12	Approvals needed for brand launch
13	Top mgt time spent on brand development/management/building process- in percentage
14	Success factors for brand/product launch process & product launch
15	Ideal ratios related to the brand

Source: researcher's own study (retrieved from questionnaire)

The Description of Parameters as above, Fig-2, is as follows:

1. Belief in sales effort or PMT (Product Management Team)

The organization invests in the frontline field sales efforts. These efforts generally are the recruitment of the appropriate field sales employees and line management. Also, some of the other aspects that are considered such as sales target incentives, field sales safety initiatives, and facilitating easy approval policies to augment the effort of field sales personnel. This is a part of the culture, policy and strategy of the organization. Another aspect is the belief in the PMT (Product Management Team) initiatives. These will be investing in the product manager, its training initiatives, their personal aspects, attention and priority given to the brand aspects of the product, initiatives to augment effort of the brand manager.⁷(Dogramatzis, 2002b)

2. Market validation systems

In view of the title of the current thesis and the constant profit maximization objective of the organizations; the market validation aspect is extremely necessary looking at data needed for product launches, promotion, mitigating threats, sustainability of the brands and therefore, the healthier aspect of company itself.⁴ Jantunen, I. (2015, 11 27)

3. Value creation/Value addition:

Value creation and value addition are the major areas of focus of an organization. This parameter evaluates the focus of the organization with regards to revenues garnered and the qualitative value that it intends to add to their brands/products portfolio with regards to the pre-launch process.

4. PMT recruitment strategy

The right candidate in the organization is a component of strategy, mission and culture of the organization. This parameter indicates that the right talent is hired depending on the domestic or MNCs and the investment that the organization does into grooming and support of the right candidates that the organization hires.

5. Process, system presence with criticality

Process, system and documentation is important for the pre-launch process of any product or brand. This will be required as a qualitative and quantitative process document for implementation and follow up. This parameter is important for the brand pre-launch process.

6. How crucial is the strategic marketing/brand management process for organization for the promoters in percentage

The founders have certain mindset before starting the organization and the promoters which aren't founders generally have an objective for the organization. The present parameter indicates the criticality of strategic brand management process for the promoters of the organization

7. Department considered crucial for execution of the strategic marketing/brand plan

Pre-launch process of products/brands considers the departments that are crucial for the brand launch support. These departments range from the quality assurance, quality control, logistics & supply chain, medical, regulatory, finance, and administration with the core departments considered necessary like the product management team, the line management and the middle/top management support. This support will help a smooth brand launch

8. Difference between strategic marketing management & strategic brand management

The organization which understands the difference between SMM (Strategic Marketing Management) and SBM (Strategic Brand Management) are likely to understand and follow up the BMP (Brand Management Process) better. ^{7.(Dogramatzis, 2002b)}

9. Impact & contribution of brand manager & PMT on the organizational revenue

Brand manager and the PMT (Product Management Team) generally are supposed to have a handsome contribution in the organization. This parameter indicates success in the brand management process in the organization. The respondent's indication remain crucial in analysis for the same.

10. Results expected from brand manager

The results expected from the BM (Brand Manager) is an important part of its KRA which is aligned to the mission of the organization. The results expected from the BM directly shows a difference in the brand management success in the market place. ^{7.(Dogramatzis, 2002b)}

11. Role of a brand manager

The role of the brand manager is pivotal in the entire brand management processes (BMP) as this is the role which is fully accountable for the brand per-launch process to the brand sustenance and progression. ^{7.(Dogramatzis, 2002b)}

12. Approvals needed for brand launch

Before the brand product comes into the market, it becomes imperative to get approvals from the departments and functions. These functions are outlined in the responses given by the respondents on behalf of the organizations. Every company/organization has a set of departments that the organizations take approvals from before the brand launch which is then documented.

13. Top mgt time spent on brand development/management/building process- in percentage

The top management in an organization means the C-level employees in the organization like the General Manager, Vice-Presidents, CEO, COO. The board also comprises of the top management of the organization.

The board consists of the promoters, the investors, private equity partners in the company in the board constitution. The top management's seriousness and involvement brings in the strict discipline that is required for the BMP (Brand Management Process). Therefore, this parameter is considered as important for the BMP.

14. Success factors for brand/product launch process & product launch

The brand pre-launch process, launch process must consider these success factors for a successful launch. Brand management process will consider the success or failure of the brand through these success factors.

15. Ideal ratios related to the brand

The ideal ratios as indicated in the parameter as above implicates the mission of an organization with respect to its current standing. Like for e.g. the first factor as brand equity Vs brand effort, this ratio will tell us that the company understands the relationship between the two and they would always put the brand effort in terms of rigorous promotion or taking all the pains to align the customer insight to the brand insight. The same will be reflected in other ratios as well. ⁶ Ropo, J.-P. (2009)

Discussion & Conclusion:

The ideal parameters among the Indian as well as the MNCs in India are listed and described above. These parameters spell the quality of brand management in the Indian and MNC companies in the biopharmaceutical sector.

1. The Indian companies are more dependent on the ROIs of the brand in the short term result scenario. The same is viewed as a long term investment for MNCs. The Indians believe less in the development of the brand as compared to the MNCs as it involves a lot of capital investment, whereas the MNCs take pride in their PMT (product management team) in the investment and developing the brand in the long term. The market validation, value creation and recruitment strategy differs from the domestic as well as the MNCs. This differentiation is evident of the fact that the value creation in the long term spells leadership whereas the market validation spells a better market evaluation and understanding for a better PMT strategy. The recruitment in the PMT team is considered as a matter of immense scrutiny as the brand strategy depends on the right talent in the brand management process. The recruitment in the Indian company is through the well experienced candidates and the middle level MBA colleges whereas the MNCs recruit from the ivy league colleges that have the finesse and polish that is required for brand management. The experience is the basis of recruitment in Indian whereas the quality of the business education is the basis of recruitment in the MNCs. ¹ (EP News Bureau, 2021), ²(Pharma 50: The 50 Largest Pharmaceutical Companies in the World, 2022), ³(Liu & Racherla, 2019), ⁵ Low, G. S., & Fullerton, R. A. (1994), ⁷(Dogramatzis, 2002b)

The strategic brand management and the marketing management is the knowledge that is required as a distinction for a better PMT function. The top management intent of the organization spells success in the brand management function in an organization. This means that if the top management's intent is halfhearted in this area, the implementation of the PMT process and the brand management process will be compromised. The importance of the top management in the brand management process is immense and is linked to the brand leadership in the biopharmaceutical sector. ⁶ Ropo, J.-P. (2009)

Lastly, thinking about wholistic marketing and brand management is central to the success/leadership of the brand. This is much pronounced in the MNCs as compared to the domestic and home-grown companies. This is evident by the fact that all the departments in the MNCs and the large global biopharmaceutical companies keep all the departments involved as far as any good event related to the brand management is concerned. All the departments as directly or indirectly involved as a democratic opinion for brand management and the ownership/belonging to the brand/organization. ⁵ Low, G. S., & Fullerton, R. A. (1994)

It is evident from the data as above that the MNCs are much adept in implementing the processes of brand management and take pride in PMT as compared to the Indian companies. The recent biopharmaceutical and pharmaceutical companies are engaging the brand management strategies for brand leadership keeping the tenets that have been followed by the MNCs. ⁵ Low, G. S., & Fullerton, R. A. (1994)

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