CHAPTER – III

REVIEW OF LITERATURE

3.0 INTRODUCTION

The subject is related to Marketing concept of the pharmaceutical industry. It covers not only the marketing management but also encompasses the human resources development (HRD). In both the disciplines there are number of books, periodicals available for reading both from overseas authors as well as Indian authors. Number of articles are also being published which deal with the various aspects of this subject. The researcher has had, the opportunity to read a lot of material on both these disciplines and has reviewed the following books and periodicals to appraise him so as to what has been so far published which can have direct or indirect bearing on this research study. It is pertinent to note that there are number of books authored by Philip Kotler on marketing and those books are really worth for the Marketing management. Hence this review of literature covers a couple of books of Philip Kotler which is inevitable. There are few books which are referring to the Indian marketing scenario. However, after the globalization the whole world has become one and gradually the approaches to marketing management are also steadily becoming global.

3.1 OVERSEAS REVIEWS

Sanjay Bajpai - CEO, SS Third Eye Institute, Philadelphia, USA

This comprehensive text provides practical information on marketing practices within the pharmaceutical industry. It explains the fundamentals of
marketing a pharmaceutical or biotech product based on “real-world” approaches, and will also help students and marketers develop strategic thought processes for solving marketing problems; assisting with the development of a marketing plan for any product.

The chapters cover a basic definition of marketing strategies and tactics also included is an indispensable overview of marketing planning. It covers the understanding of opportunities and threats and discusses the latest thoughts on how to understand market structure and identify the market place. It will help with the understanding of the competition of the company marketing the product and the core components of the basic product strategy platform.

The book has been written keeping in mind the US marketing environment and cannot be applied in totality to the Indian marketing situation. However the book provides an insight about the various aspects of marketing which might gradually come to the Indian context as a consequence of Globalization of the Indian marketing environment.

**E. M. (Mick) Kolassa - PhD: Journal of Pharmaceutical Marketing and Management**

The Journal of Pharmaceutical Marketing and Management is a valuable multidisciplinary journal devoted to solving the problems inherent in the management and marketing of pharmaceutical products and services. The journal maintains a vigorous policy of publishing quality research reports of interest to individuals involved in the manufacturing, wholesale,
institutional, retail, regulatory, organizational, and academic components of the pharmaceutical industry.

In addition to valuable research and informative book reviews, each issue of the Journal of Pharmaceutical Marketing and Management regularly presents the poster Papers section, providing succinct reports of pilot studies, early results, and provocative findings from investigations and similar applications. These brief reports provide early dissemination of new and valuable professional data, informing the reader of potentially important developments.

**Mickey Smith**: Pharmaceutical Marketing in the 21st Century

Pharmaceutical Marketing in the 21st Century helps professionals in the pharmaceutical field anticipate and prepare for market changes and advances, and it guides them in adjusting their marketing strategies to remain competitive in the coming era. Ideal for product managers, planners, and strategists, this book puts the past twenty years of pharmaceutical into perspective and uses it as a basis for predicting the next twenty years. Internationally relevant, this book is now available in Japanese language also.

Distinguished contributors provide a formal conjecture on the nature of various aspects of pharmaceutical marketing in the early part of the 21st century. Utilizing their experience and expertise, they provide pharmaceutical professionals with guidelines for marketing in the coming years. Readers gain insight into what the future may hold in these areas: pricing, product development, distribution, promotion, retailing, market research, and other areas. Experts who make professional speculations in Pharmaceutical Marketing in the 21st Century include these among others.
Health status is considered as the state of health of a specified individual, group or population. Conceptually, health status is the proper outcome measure for the effectiveness of a specific population’s medical care systems, although attempts to relate effects of available medical care to variations in health status have proved difficult.

In this book invaluable knowledge to physicians and health care professionals by examining and promoting the technologies – existing and emerging that offer the best treatment options, while considering the logistical implications of delivering the highest possible standard of treatment is available. The author has discussed about introduction to health needs and healthcare plans and programmes, health care financing and delivery, children and healthcare services, health care disparities and public health services etc. However this researcher has observed that the whole discussion is keeping the US environment and standards prevailing thereat.

Throughout the healthcare industry, improving the overall standard of patient care has become the primary aim of physicians, medical facilities and pharmaceutical suppliers worldwide.

**Philip Kotler : On Marketing : How to create, win and dominate markets.**

For more than three decades, Philip Kotler has been the authority on marketing for business graduate students around the world. (His seven text books on various aspects of the topic are available in 18 languages in 58 countries. Comprehensive yet clear, this new compendium finally synthesizes Kotler's vast experiences and proven ideas into a single accessible resource. Three initial sections address a series of strategic, tactical, and administrative
concerns, ranging from identifying opportunities and building brand equity to utilizing outside intelligence and evaluating performance. A brief fourth part titled "Transformational Marketing" offers Kotler's perspective on "the revolutionary impact on the marketplace and marketing practice of the new technologies ... and new media" including the Internet, fax machines, sales-automation software, cable TV, video conferencing, and "personal newspapers."

**Philip Kotler - "Marketing Management":**

This edition has been called as “Millennium Edition” because it will appear just as a new millennium begins and just as the pace of change in the marketplace is accelerating. It is an opportunity to look back at the past as well as forward to the future, to retain the best of what was as well as to focus on what will be. This new edition reflects a major effort to feature the marketing ideas, tools and practices companies will need to operate successfully in the New Millennium. Hundreds of mini-case examples have been added to illustrate what leading companies are doing to meet the challenges of the new environment. Throughout the book, the author has shown how the World Wide Web and e-commerce are dramatically altering the marketing landscape. At the same time, this special Millennium edition continues to build on the fundamental strengths of past editions:

1. A managerial orientation. This book focuses on the major decisions marketing managers and top management face in their efforts to harmonize the organization's objectives, capabilities, and resources with marketplace needs and opportunities.

2. An analytical approach: This book presents a framework for analyzing recurrent problems in marketing management. Cases
and examples illustrate effective marketing principles, strategies, and practices.

3. A basic disciplines perspective: This book draws on the rich findings of various scientific disciplines—economics, behavioral science, management theory, and mathematics—for fundamental concepts and tools.

4. Universal applications: This book applies marketing thinking to the complete spectrum of marketing: products and services, consumer and business markets, profit and nonprofit organizations, domestic and foreign companies, small and large firms, manufacturing and intermediary businesses, and low and high-tech industries.

5. Comprehensive and balanced coverage. This book covers all the topics an informed marketing manager needs to understand: it covers the major issues in strategic, tactical, and administrative marketing


In their book, titled “Marketing Management Text and Cases” have covered Text and Cases is also a valuable resource for anyone trying to market a product or service. This volume integrates understandable marketing concepts and techniques with useful tables, graphs, and exhibits. Three leading experts in marketing management, teach you how to market any business.
Marketing Management: Text and Cases is divided into two sections to accommodate a wide variety of interests. The first section is an essentially a textbook that offers a complete overview of marketing management, and describes the steps necessary for successful company-to-customer interaction.

Marketing Management: Text and Cases also contains fifteen new case studies to challenge the more experienced marketing student. These cases provide a wide variety of managerial situations for small, medium, and large companies as well as entrepreneurial cases to expose readers to the types of analyses needed for those examples. From the creation of a new water park to marketing algae products, these case studies provide backgrounds, histories, trend analyses, and data to reveal the companies, situations and possible solutions.

Marketing Management: Text and Cases covers essential managerial elements of marketing, including:

**Paul Peter James H Donnelly**, “Marketing management: knowledge and skills”

**John Doorley** Reputation Management: The Key to Successful Public Relations and Corporate Communications.

Reputation management is the most important theme in corporate and organizational communication today. Leading corporate communicators and educators John Doorley and Helio Fred Garcia argue that most CEOs (Chief Executive Officers) don't actually pay much heed to reputation and this is to their peril. Heads of government and non-profit agencies don't do much
better managing the reputation asset, as recent scandals demonstrate. Yet, when leaders get reputation right over the long term, they follow certain principles, like the ones described here for the first time by Joe Hardy, one of the world's most successful builders.

This book is a how-to guide for professionals and students in public relations and corporate communication, as well as for CEOs and other leaders. It rests on the premise that reputation can be measured, monitored, and managed. Organized by corporate communication units (media relations, employee communication, government relations, and investor relations, for example), the book provides a field-tested guide to corporate reputation problems such as leaked memos, unfair treatment by the press, and negative rumors--and it is this rare book that focuses on practical solutions. Each chapter is fleshed out with real-world experience by the authors and their 25 contributors, including Lynn Appelbaum, The City College of New York; Gail Belmuth, International Flavors and Fragrances, Inc.; Kenneth Berkowitz, Healthcare Marketing and Communications Council; Roberta Bowman, Duke Energy Carolinas (formerly, Duke Power); Sandra Boyette, Wake Forest University; Andrea Coville and Ray Thomas, Brodeur; Lou Capozzi, Publicis; Steve Doyal, Hallmark; Anthony Ewing, Logos Consulting Group; Ed Ingle, Microsoft Corporation; James Lukaszewski, The Lukaszewski Group; Tim McMahon, McMahon Marketing; and Judy Voss, the Public Relations Society of America.
Many businesses understand the need for good HR management. After all, hiring, keeping and managing employees are a mission-critical activity that affects a business's ability to succeed.

However, a gap often exists between understanding the importance of HR management, and the ability to effectively manage different HR issues. For business owners and managers who find themselves facing this gap, The HR Book is an excellent resource.

The first part of The HR Book tackles the hiring process. Employers learn how to create a job ad, reach potential hires, review applications, prepare for and conduct interviews, check references, select the final candidate and make a job offer.

The book then addresses issues affecting hired staff. Topics include: intellectual property rights, contracts, company policies, issues related to pay and work hours, benefits, employee absenteeism, performance evaluation and dealing with employee problems. Each subject is touched on briefly, with a comprehensive overview of HR issues being the final result.

One of the most useful aspects of this book is that each section is based on legal HR issues. From the hiring process forward, each section includes information on Canadian and U.S. legal guidelines, helping employers manage their employees – legally. For example, in one section, the author outlines prohibited areas of pre-employment questioning. In another, the need to have employees signs an acknowledgement stating they have read the employee handbook is explained.
Another useful aspect of this book is the various templates included, such as the letter confirming employment, personnel record, non-disclosure and non-competition covenant, disciplinary warning letter and dismissal letter.

The HR Book addressed both Canadian and U.S. employers, where different laws affect employers depending on their location. Due to these variations, each sample contract should have included information on which local and regional laws that were taken into account when each sample contract had been drafted. This would have helped employers understand whether they could use the templates in their location.

Overall, The HR Book is an excellent resource that is designed to help employers hire and manage their employees.

As stated hereinabove the book is best suited for the Canadian and US employees and the employers as the labour laws in those countries vastly differ from those prevailing in India. However, it exposes the reader to the labour laws environment and the approach of the managements.

**Philip Kotler**-Marketing management

Managing Advertising P. Kotler on marketing- The best advertising is done by satisfied customers. Advertising is any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor. There are five stages in development of an advertising program. In first stage advertising objects are set. Second stage involves calculating a budget that takes in to account product life cycle stages, market share,
consumer base, competition, product and advertising frequency. In third stage, advertising message is chosen and executed. Ad’s desired reach, frequency and impact are debated in fourth stage to decide on media. Sale effect of advertising is debated in fifth stage. In the product promotion mix, sales promotion, public relations and direct marketing are important elements. Sales promotion consists of diverse short-term incentive tools to stimulate greater purchase of products. It includes tools for consumer promotion (like coupons, prizes, and price –off, patronage rewards), trade promotion (advertising and display allowances, free goods) and business and sales- force promotion (trade shows and conventions, contests for sales representatives). Public relations involve a variety of programmes to protect or promote a company’s image and that of its products. Its main vehicles are publication, events and public service activities. Direct marketing is an interactive system that uses one or more media to effect a measurable transaction at response eat any location. Major channels for direct marketing include face-to-face selling, direct mail, catalog marketing, telemarketing and direct response marketing, kiosk marketing and e- marketing.

**Philip Kotler, Waldemar Pfoertsch**—B2B Brand Management

B2B Brand Management basically outlines (in great detail) the three main components of the business branding model conceived by Philip Kotler and Waldemar Pfoertsch. The former is renowned as one of the “titans” of marketing and is Distinguished Professor of International Marketing at the Kellogg School of Management; Pfoertsch is Professor of International Business at Germany’s Pforzheim University.

The book is a well laid out book and adopts a fairly straightforward approach. Subsequent to the introductory chapter, the book outlines in great
detail the three main components of the Kotler-Pfoertsch business branding model:

- Branding Decisions (i.e. the decision to brand or not to brand);
- Branding Dimensions (the mechanics of B2B branding) and,
- Acceleration through branding which focuses on the implementation of a B2B branding program.

The introductory (first) chapter starts the ball rolling by pointing out some of the obvious differences between marketing business products (such as transport trucks) versus jeans and breakfast cereals. But Kotler-Pfoersch deals mostly with the nuances of business “marketing” versus the nuances of business “branding”. Everyone knows that business buyers think they are more “rational” than consumer buyers and underestimate the emotional component of their own purchase decisions but it’s a bit more complicated.

**B2B Branding Decisions (to Brand or Not to Brand)**

Business “branders” are still trying to make the case for business branding: how business marketers continue to lag behind their consumer counterparts; how the increased complexity of business products and more competition (globally) is increasing the need for business branding. But the most interesting aspect is their take on what motivates business “branders” – risk reduction is noted as a factor for 45% of B2B marketers (versus 14% on the consumer side).

**Branding Dimensions**

This section presents an excellent review of the mechanics of business branding – the need to establish the essence of a brand and the need for a consistent and integrated brand strategy. A strong case is made for aligning brand and corporate strategies – but Kotler-Pfoertsch never really explains
the difference between the two. A lot of time is spent on brand architecture and various branding options such as Corporate versus Classic versus Family brands – but the authors keep reverting to the importance of “corporate” branding in the B2B world.

**Acceleration through Branding**

The section outlines a 5-step plan for implementing a brand strategy:

1. Brand Planning
2. Brand Analysis
3. Brand Strategy
4. Brand Building
5. Brand Audit

Each provides an exhaustive review of all five steps for implementing a branding process but this is the section that may scare the socks off many business marketers. The ‘Brand Strategy’ section alone throws six more concepts at the reader: brand positioning, brand mission, brand value, brand promise, brand architecture and brand core! This whole section can be overwhelming and certainly justifies the comments of one reviewer who “counted 50 different terms for brand management”.

The book finishes off with three sections including: ‘Success Stories’ which details the brand strategies of eight well known brands including FedEx, Samsung and IBM; ‘Brand Pitfalls’ which discusses (rather thinly) five branding issues which are not necessarily specific to the business branding process.
In summary -- this is definitely the most comprehensive treatment of business branding to date. B2B Brand Management has one of the best bibliographies for B2B papers, books and articles that is available. Many of the B2B branding principles are supported by case studies and examples – albeit (as one reviewer noted) there could be more “hard core” industrial case studies. And there are too many case studies drawn from the B2C world.

The book does cover business branding from A to Z – but it could be a bit intimidating for real B2B marketers who want to know more about day-to-day and real-world practices.

**Philip Kotler:** Marketing Management (12th Edition)

This highly-esteemed and widely adopted classic has long been considered the most student accessible text for the management courses in marketing. The eleventh edition, expanded yet streamlined, builds on the fundamental strengths of the past editions while highlighting recent trends and developments in marketing. The text is woven around an emphasis on four key themes: -- Customer Relationship Management -- Brand Building -- Internet/Technology Revolution -- Marketing around the Globe It explores how the traditional theories and practices of marketing management are responding to emerging technological and market realities. Written with a multidisciplinary perspective, this balanced, comprehensive coverage also addresses the needs of practicing managers to understand the strategic, tactical and administrative aspects of marketing against the new challenges and opportunities in the marketplace. Supplemented by diverse examples, illustrations, case studies, and stimulating exercises, the text brings the essentials of the subject into sharp focus, enhancing student confidence in identifying and resolving problems. New to this Edition and Special Features:
-- An entirely new Chapter 2 focuses on the impact of the Internet on marketing and consumers. -- Numerous examples of online companies and marketing illustrate how technology is changing business theory and practice. -- Chapters 19 and 21 dealing with marketing's communication function merged into a single new Chapter 20. -- New ideas and emerging trends in marketing explored in greater detail. -- New published research findings added to every topic. -- Over 100 new examples and mini cases of good and bad company marketing practices added to supplement/replace older examples. -- The application section includes several new types of challenging practical exercises. -- Updated marketing memo and marketing insight boxes in addition to completely new marketing for the new economy boxes. -- New marketing debate and online marketing today questions added to end-of-chapter exercises. -- Companion

3.2 INDIAN AUTHORS

B. V. S. Prasad – Indian Pharmaceutical Going Global

Indian pharmaceutical companies are going global and emerging as MNCs. Even though Indian pharmaceutical started to internationalize in the 1960s, it gained momentum only in the 90s and the trend continues to increase in the current decade. Initially Indian companies targeted emerging nations to globalize and now they are focusing both on developed and developing countries.

There are huge opportunities available for Indian companies to tap worldwide due to the increase in population and disease. As the developing countries embrace globalization and urbanization, the lifestyle of people in there is undergoing major changes and it causes many diseases that are similar to those of the developed world. Hence, tremendous opportunities
exist for Indian companies in developed markets like the US, Europe and Japan as well as developing markets like Brazil, Russia, India, China, South Africa, and Mexico. Most of the pharmaceutical major’s blockbuster drugs will go off patent in the coming years. This also spells out great opportunities especially for generic drug manufacturers.

In order to tap these opportunities, Indian companies are going global through exports, Joint ventures, Mergers and Acquisitions and Greenfield Investments. Indian Companies are also engaging in Contract Research and Manufacturing Services. On the other hand, Indian companies are also out-licensing their products to global pharmaceutical firms. This book gives insights into the various strategies followed by Indian companies to go global, various markets tapped by them and their experiences in globalization.

This book edited by B. V. S. Prasad has been divided in three sections. The first section deals with Growth Trends, the second section deals with expansion Global Footprint, and the third section deals with the corporate experiences. The first section traces the evolution of Indian pharmaceutical industry, its growth over the years and its globalization. The Patent Act 1970 played a significant role in promoting the pharmaceutical industry in India. This section also contains an article titled “Mergers and Acquisitions Trends in the Pharmaceutical sector” authored by Shivaji Shukla. Besides consolidation in the domestic industry and investments by the US and European firms, the spate of mergers and acquisitions by Indian companies has ushered in an era of the Indian Pharmaceutical MNC.

**Anshul Kaushesh:** Pharmaceutical Marketing-Emerging Trends

This book gives an insight into marketing trends in the pharmaceutical industry. It looks at the challenges of generic drugs, new product
development, global competition, role of branding, Direct-to-Consumer Advertising (DTCA), emerging sales channels like the Internet and more. The book is valuable in a time when new medicines and vaccines are being developed to fight new diseases like H1N1 Flu, Avian flu etc.

**P. G. Ramanujam: Marketing of Healthcare Services**

In recent years, the healthcare sector has become very competitive and is changing rapidly. The rise of the patient as a consumer, the introduction of innovative technologies and a new breed of entrepreneurial managers are the main factors behind this industrial metamorphosis. Today’s healthcare market has become consumer driven. Patients are better informed and they know more about health and medical services. It is against this background that the author has developed this book.

The findings and suggestions of the study are useful not only to the academicians, teachers, students, hospital management and its personnel, but also to the government and health policy makers in formulating the future policies and strategies of the healthcare sector.

**Dr. Nidhi Shah**

In her book titled “Human Resource Development in Healthcare - a comparative study of hospitals in India and USA, has lucidly articulated easily implementable recommendations for much needed improvements in the quality of healthcare with a human touch both for healthcare providers as well as healthcare recipients. She has identified gaps that, if addressed, may improve the quality of healthcare provided in the US and abroad. The comparison outlined highlights the importance of human resources development regardless of where care is being provided in the world. Her
findings rightly suggest curriculum and culture have to be changed if the quality of healthcare and patient satisfaction is to be improved.

Dr. Shah has rightly pointed out that Total Quality Management will help in strengthening motivational environment. Higher the motivation, greater would be the commitment towards quality. She has pointed out imaginative attention is called for to combine use of professional techniques with attitudinal orientation and persuasive approach.

Dr. Shah has rightly observed that there is no an increased awareness that healthcare is a service sector which requires a human orientation to be developed and sustained both at primary health centers in rural areas, as well as nursing homes and hospitals in urban areas. The need for synchronization of the professional approach of healthcare providers and the humanitarian interests of the healthcare recipients is being increasingly felt. Growing international cooperation in the healthcare sector at governmental and non-governmental levels has also accorded primacy to its human resource perspective.

Prof S A Sherlekar : Marketing Management (Unknown) 2010

Today’s world has been overtaken by knowledge quake after knowledge quake in quick succession, that permit all branches of industry, management of which rests on the shoulders of pioneers, who need to know and know well its innards for survival, progress and a better day.

Albeit 12th Revised and Enlarged Edition of 1997 reprinted year after year until the closing of 2005, this 13th Revised Edition opens up an
altogether new world. So powerfully bright, is its radiance that it springs the enterprising reader to the top, floor after floor of knowledge by the page.

**Anita Mishra**

In her article on Marketing Communications Strategies has discussed in greater detail the importance and scientific approach to the marketing communication particularly while communicating the marketing strategies. According to her a marketing communications strategy will set out exactly how to promote an organization, initiative, product or service across a whole range of different media – from advertising campaigns to search engine optimization. It should set clear objectives so that you can measure success and crucially, it should provide the best solution within the available budget. It is part of the marketing mix, which includes all the means by which a company communicates directly with present and potential customers. It is the process of presenting an integrated set of stimuli to a target with the intent of evoking a desired set of responses within the target market and setting a channel to receive, interpret and act upon messages and identifying new communication opportunities. Marketing communication is a systematic relationship between a business and its market. There are eleven different communication tools available to the marketer: personal selling, advertising, sales promotion, direct marketing, public relation, sponsorship, exhibitions, merchandising, the internet, word of mouth and corporate identity. These communication tools constitute the marketing communication mix. Each element of this communication mix should integrate with other tools of communication mix so that a unified message is consistently reinforced. Sales promotion comprises various marketing techniques, which are often used tactically to provide added value to an offering with the aim of accelerating sales and gathering market in that particular segment. In pharmaceutical marketing communication the main
objective is to make an impression and more important is to make an
impression long lasting. In the current rat race several national and
multinational pharmaceutical companies have gained remarkably for their
exceptional communication strategies for sales promotion. While many
pharmaceutical companies have successfully deployed a plethora of
strategies to target the various customer types, recent business and
customer trends are creating new challenges and opportunities for
increasing profitability. In the pharmaceutical and healthcare industries, a
complex web of decision-makers determines the nature of the transaction
(prescription) for which direct customer (doctor) of pharmaceutical industry
is responsible. Essentially, the end-user (patient) consumes a product and
pays the cost.

Mukesh Chaturvedi - “Customer Relationship Management an Indian
Perspective”

In his above book, he has discussed the origin of CRM (Customer
Relationship Management) in the West in the 1990s when the initial response
was not up to the expectation. CRM means extensive use of technology in the
business. The book presents the Human side of CRM. According to Mr.
Chaturvedi, in the long-term CRM can be successful only due to its ‘human’
face.

CRM was born in the 1990s in the West. In the initial phases, the over
enthusiastic businesses invested almost US$ 400 billion. But, the very same
businesses were disheartened very soon primarily because there were no
returns visible. And, there were no quick results mainly because 80 per cent
of the investments were made in technology. 'CRM' meant 'technology' to
them then; 'CRM' means 'technology' to them even today. However, no
business need bother so long as it is ready to go by the 'human' aspect of CRM, and take technology only as a facilitator. This book is an attempt to present this 'human' side of CRM. He has discussed in detail Customer Managed Relationships, MINI-Marketing, types of CRM, Building blocks of CRM and Customer Relationship Management by Indian Firms, Customer strategies etc. It is very true that in marketing of any goods or services, the human aspect of business cannot be lost sight of. The thrust should be to ensure greater use of technology up-gradation in facilitating to fulfill the customer’s expectations. The authors' belief is that, in the long-term, CRM can be successful only due to its 'human' face.