CHAPTER 7

ANALYSIS OF KEY FACTORS FOR BRAND SUCCESS
### Chapter 7 – Analysis of Key Factors for Brand Success

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CHAPTER 7

ANALYSIS OF KEY SUCCESS FACTORS

This chapter deals with the results obtained from testing hypotheses. Each result is followed by discussion. While the result itself is, the acceptance or rejection of a sub hypothesis the discussion is the summary of the opinions expressed by experts about the brand. The discussion forms the input for further analysis. The main reasons behind the brand success or failure can be inferred from discussion and forms as a critical summary of the expert opinion. TEN key variables emerged for success in all the seven therapeutic groups. These are 1) Clear product benefit positioning 2) Brand Name 3) Promotion 4) Pioneer advantage 5) Brand promise and delivery 6) Dosage form 7) Organization commitment 8) Taste or Flavor 9) Pro-activeness and 10) Experience of the brand (or the observed experience in the market place). These variables are the likely key variables for a brand success in the market place.

In each of the seven therapeutic categories, the reasons that account for brand success are inferred from the discussion following hypothesis testing. The reasons are then analyzed to identify a limited number of underlying variables that contribute to brand success. This is repeated for all the therapeutic categories. Finally, a combined summary is presented at the end.

The first category to be examined is Antibiotics
7.1 ANTIBIOTICS

(Sub-hypotheses related to brand success in Antibiotics are listed in Annexure IX)

7.1.1. General Success

SUB-HYPOTHESES 1:

"An antibiotic brand that has a prescription share of 8% from doctors and sustains its market share even in changing market conditions can be considered as successful"

More than 50% of the experts DID NOT REJECT this sub-hypothesis. This means that an 8% prescription share can be regarded as a minimum benchmark for success in the category.

SUB-HYPOTHESIS 2:

"The key success factor in Antibiotics is simple brand name with clear positioning" (This is because experts feel that in a cluttered market with so many antibiotics, with different molecules, it is the simple and easy to remember brand name with a clear cut positioning with respect to indication will make a brand successful. Hence, simple brand name with clear positioning is the key success factor).

More than fifty percent of experts DID NOT REJECT this sub-hypothesis.
DISCUSSION:

While many of the experts agreed that for Antibiotics, a simple brand name with clear positioning is the key success factor. At the same time, they considered this is not something exclusive to antibiotics. Some of the experts feel that the various strengths of the same brand should be able to gain substantial market share (7%) in that market and able retain the market share then that brand is successful. But too many dosage regimes with too many brands could cause confusion in the minds of experts.

Though the sub hypothesis was not rejected, many experts were convinced that simple easy to remember brand name with clear positioning is one of the key success factor if not the only one in antibiotics.

7.1.2 Brand success

SUB-HYPOTHESIS 3:

SPORIDEX is a successful brand because the brand has been proactive and able to retain its market share in spite of competition

More than fifty percent DID NOT REJECT this sub-hypothesis.
DISCUSSION:
Experts agreed that SPORIDEX was very proactive right from its launch July 1979 by Ranbaxy Laboratories. Initially the brand was launched in 250 mg and 500 mg strength, which was the most sought after strength by the experts. Later, they launched in SPORIDEX granules form, before the competitors launched. Then, when market is looking for dispersible kid tablets SPORIDEX DT tablets were launched in 125 mg and later 250 mg. That way, the brand is always proactive to fight competition. Overall, the experts agreed that it was the brand pro-activeness that made it to retain its market share in spite of changes in the market place.

SUB-HYPOTHESIS – 4

“PHEXIN” is a successful brand because easy to remember brand name (associated with molecule).

More than 50% DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Many experts were of the opinion that PHEXIN is a successful brand just because of its simple brand name that too associated with its molecule name CEPHALEXIN. The experts are of the opinion its absolutely essential to have simple and easy to remember bran name for an antibiotic of me too nature with me too positioning where in lot of regional brands trying to put a check on nation wide brands. Some experts (5%) believe that PHEXIN is one of the economical brands available in the market.
SUB-HYPOTHESIS - 5

"ALTHROCIN" is successful brand because of its positioning."

More than fifty percent of the experts DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Drugs have great flexibility. They can be positioned as most appropriate for minor or major degree of a disease, acute or chronic sufferers, adults or children, old or young, for a particular ethnic group, or even as an adjuvant to treatment. Although it may be tempting to target all the possible markets, a more discipline focusing often helps establish a particular brand in the mind of a prescriber for a specific alternative even if it is eventually going to be used in a wider range of cases.

In the international market, when Glaxo launched Zinetac as the second H 2 antagonist, rather than taking Smith Kline’s Tagament head-on it defined a broader patient target. In effect, Glaxo managed to flank rather than attack Tagamet, and succeeded in significantly expanding the market.

Experts also agreed that the Upper Respiratory Tract Infections positioning worked with ALTHROCIN, as there is no brand available at that time which is bacteriostatic and alternative brand for penicillin allergic groups. Some
experts are of the opinion that pioneer advantage may be also the reason for the brand success.

Overall, experts (80%) agreed that ALTHROCIN was a positioning success.

SUB-HYPOTHESIS – 6

TAXIM is a successful brand because it has set key trend in the therapeutic group.

This sub hypothesis has dropped because the responses were too few.

SUB-HYPOTHESIS-7

“AMPOXIN” is a successful brand because experience of the brand in the market place.

More than fifty percent of experts DID NOT REJECT this sub hypothesis.

DISCUSSION:

Many experts agreed that the brand experience in the market place made this brand successful. The combination of Ampicillin and Cloxacillin is said to be winning combination in pharmaceutical world. Cloxacillin is a penicillinase-resistant pencillin. It is also highly effective against various pathogens causing various diseases. However, experts of the opinion that the simple brand name and representative presentation style are also one of
the reasons for the brand success. Mostly majority of experts agreed that
brand experience (25 years) is the reason for the success.

SUB HYPOTHESES – 8

“MOX” is a successful brand because brand name is simple and easy to
remember.

More than fifty percent of the experts DID NOT REJECT this sub-
hypothesis.

DISCUSSION:

Experts agreed that the simple brand name is Key
Success Factor for an antibiotic brand success. MOX is a very simple brand
name and very easy to remember for an expert as it is derived from molecule
name. Even though this brand entered very late into the market, but brand
name has become its main advantage. Some of the experts are also another
reason could be the pricing. This brand registered as one of the economical
brand with the experts.

Thus, MOX is a successful antibiotic brand because of its simple and easy to
remember brand name.
SUB-HYPOTHESIS- 9

SEPTRAN is a successful brand because it has become a pen habit whenever, experts think of co-trimoxazole.

More than 50% of the experts DID NOT REJECT this sub hypothesis.

DISCUSSION:

SEPTRAN was launched in 1974. At that time, this was the only co-trimoxazole brand available in the country. More so, in the last 30 years this brand has become a pen habit for an expert. Even though, many co-trimoxazole brands (around 200) exist in the market place, but it is organization commitment and continuous support given to this brand made a successful brand. That is another reason, made this brand to retain its market share in this category irrespective of turbulence in the environment.

SUB-HYPOTHESIS-10

NOVAMOX is a successful brand because organizational strength coupled with sustained promotional activity.

More than 50% DID NOT REJECT this sub hypothesis.
DISCUSSION:
CIPLA is one of the companies in the Indian context that invested huge amounts of money in building database. Traditionally, direct mail has been used by marketers seeking direct response enquiries or orders from customers. An astonishingly underutilized form, direct response mailing has a great future in India. It is important to select the target prospects and establish direct communication with them in such a way that they prescribe brands. This method augments the visits of filed force to the select group of prospects. CIPLA used this route to achieve sustained results in the market place. Later these mailings coupled with samples and gifts to ensure direct support from the experts. Even the envelopes caught the attention of the experts compelled them to open. Thus experts are of the opinion the organization strength coupled with sustained promotional activity is the success of NOVAMOX.

SUB-HYPOTHESIS-11

ROXID is a successful brand because of pioneer advantage with the efficacy of the drug.

50% of the experts DID NOT REJECT this sub-hypothesis at 6% significance level.
DISCUSSION:

Most experts felt that the reason for ROXID success was it has pioneer advantage coupled with efficacy of the molecule. Even though, ROXID is positioned only for URTI, with convenient dosage, most of the experts are of the opinion that the success is mainly due to the pioneer advantage of the brand backed with easy to remember brand name from Alembic.

SUB-HYPOTHESIS-12

CEFTUM is a successful brand because of clear product benefit perceived by doctors.

Fifty percent of the experts rejected this sub-hypothesis at 6% significance level.

DISCUSSION:

Several experts felt that basic reason for the success of CEFTUM is two fold. The convenient dosage form (caplet) is fundamental reason for the success. Secondly, the launch was done in a phased manner through out the country. This helped the organization to learn new thing in implementing strategies with corrections.
7.1.3 ANALYSIS – ANTIBIOTICS:

General Success
An antibiotic brand that has a prescription share of 8% from doctors and sustains its market share even in changing market conditions can be considered successful.

The key success factor for an antibiotic brand is a simple brand name with clear positioning

From the above discussion on the sub-hypothesis tested for 10 Antibiotics, brands and the variables that led to the success of the antibiotics can be inferred.
Table 12
Summary of variables – Antibiotics

<table>
<thead>
<tr>
<th>Serial Number</th>
<th>Brand Name</th>
<th>Result</th>
<th>Reason</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>SPORIDEX</td>
<td>Successful</td>
<td>Pro-activeness of brand</td>
</tr>
<tr>
<td>2</td>
<td>PHEXIN</td>
<td>Successful</td>
<td>Simple and easy to remember brand name</td>
</tr>
<tr>
<td>3</td>
<td>ALTHROCN</td>
<td>Successful</td>
<td>Positioning</td>
</tr>
<tr>
<td>4</td>
<td>TAXIM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>AMPOXIN</td>
<td>Successful</td>
<td>Brand experience</td>
</tr>
<tr>
<td>6</td>
<td>MOX</td>
<td>Successful</td>
<td>Simple and easy to remember brand name</td>
</tr>
<tr>
<td>7</td>
<td>SEPTRAN</td>
<td>Successful</td>
<td>Brand experience – Pen habit</td>
</tr>
<tr>
<td>8</td>
<td>NOVAMOX</td>
<td>Successful</td>
<td>Organizational strength-sustained promotional activity</td>
</tr>
<tr>
<td>9</td>
<td>ROXID</td>
<td>Successful</td>
<td>Pioneer advantage, simple brand name</td>
</tr>
<tr>
<td>10</td>
<td>CEFTUM</td>
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From the discussion, following the sub-hypotheses tested for the ten antibiotic brands the variables that led to the success of antibiotics can be
inferred. In two brands out of the ten brands examined the success of brands affected by simple brand name. Phexin (Simple and easy to remember brand name and Mox (Simple and easy to remember brand name). Thus, simple and easy to remember brand name emerges as the consistently recurring variable that contributes to success in the case of Antibiotics. Brand experience in the market is another variable that contributed to success of two brands in Antibiotics category. Ampoxin and Septran are successful because of brand experience in the market place. Both the brands are in the market place for more than 25 years. The experience of these brands in market place made these two brands formidable brands in antibiotics category. Sporidex brand is successful because of the brand pro-activeness in the market place. This has seen as one of the variable for success. Experts agreed that Sporidex was very proactive right from its launch July 1979 by Ranbaxy Laboratories. Initially the brand was launched in 250 mg and 500 mg strength, which was the most sought after strength by the experts. Later, they launched in SPORIDEX granules form, before the competitors launched. Then, when market is looking for dispersible kid tablets SPORIDEX DT tablets were launched in 125 mg and later 250 mg. That way, the brand is always proactive to fight competition. The positioning of the brand contributed to success in the case of Althrocin and Organizational strength and sustained promotional activity is as the reason behind the success of Novamox. Pioneer advantage contributed to the success of Roxid.
7.2. QUINOLONES

(Sub-hypotheses related to brand success in Quinolones are listed in Annexure X)

7.2.1. General Success

**SUB-HYPOTHESES 1:**

“A quinolone brand that has a prescription share of 4% from doctors and sustains its market share even in changing market conditions can be considered as successful”

More than fifty per cent of the experts DID NOT REJECT this sub-hypothesis.

**DISCUSSION:**

Experts are of the opinion with the plethora of new molecules entering into the market place, if a brand that gains 4% prescription share for quinolone brand and sustains its market share over period of time can be considered as successful. In the Indian context brands like Cifran (launched in 1989 by Ranbaxy), Ciplox (launched in 1989 by Cipla), Ciprobid (launched in 1989 by Cadila Health Care) and Norflox (launched in 1987 by Cipla) are some of the brands gained more than 4% prescription share and sustained its market share even in changing market conditions.
7.2.2 Brand success

SUB-HYPOTHESIS: 2

"CIFRAN is a successful brand because the brand has been positioned as first drug of choice"

More than fifty per cent of the experts DID NOT REJECT this sub-hypothesis

DISCUSSION:

Many of the experts of the opinion that Ranbaxy created the brand ‘CIFRAN’ with focused positioning strategy. As an early entrant into the market, CIFRAN developed the market by directing their positioning and marketing efforts to new markets. The launch strategy of CIFRAN was aimed at educating and continuing the market, initially created by Chloromycetin. CIFRAN focused its strategy on its better efficiency profile, addressing itself to typhoid cases. General Physicians accepted it as alternative to Chloromycetin, for typhoid. Many of the experts also recalled the how the brand ambassadors were successful by educating and sustaining the activity by positioning CIFRAN as a better efficiency profile in treating typhoid cases. Hence CIFRAN’s success can be attributed to its positioning.
SUB-HYPOTHESIS: 3

"CIPLOX is a successful brand because Database approach followed by the company"

More than fifty percent DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Experts are of the opinion that the database approach followed by CIPLA is the one of the main reasons for the success of their brands. The Direct Marketing campaign (see annexure XXIII) was launched by CIPLA in 1991. Expert still remember how the organization contacted and promoted their brands. The innovative marketing tool used by CIPLA in those days is still afresh in the doctors’ mind. That is why they associate CIPLOX success with database marketing.

SUB HYPOTHESIS: 4

"CIPROBID is a successful brand, as it enjoys pioneer advantage position"

More than fifty percent DID NOT REJECT this sub-hypothesis.

DISCUSSION

Experts are of the opinion that CIPROBID is having pioneer advantage position when compared to other brands of Ciprofloxacin. They feel that
because of this advantage the brand is successful. Some of the experts are also having opinion apart from the pioneer advantage it's the brand name that made this brand successful. They are of the opinion that Cipro (floxacin) BID is very easy to remember brand name.

SUB-HYPOTHESIS: 5

NORFLOX is a successful brand because of as the brand name associated with the molecule name

More than fifty percent of the experts DID NOT REJECT this sub-hypothesis.

DISCUSSION

When NORFLOX was launched in 1987 by CIPLA a plethora of companies launched various brands with the same molecule with different brand names. At that, time the brand name NORFLOX brand name is very easy to remember as it derives the brand name from the molecule name. Some of the experts are also of the opinion the aggressive promotion by CIPLA is also the one of the reason. By then, CIPLA started building its database for innovative marketing approach for the first time in the Indian pharmaceuticals.
SUB-HYPOTHESIS-6

"ALCIPRO is a successful brand because easy to remember brand name as ALKEM’s CIPROFLOXACIN"

More than fifty percent of experts DID NOT REJECT this hypothesis.

DISCUSSION:

Most experts agree that when Alkem launched their brand of Ciprofloxacin the brand ambassadors in field used to promote the brand, as Alkems’ Ciprofloxacin is “ALCIPRO”. That is the way they got the attention of medical fraternity and got their prescription support. Majority of experts agree that a simple brand name in a cluttered market place will reward the companies with prescriptions. Some of the experts agreed that the presentation of the brand during the detailing would generate prescriptions.

SUB-HYPOTHESIS-7

“CIPROLET is success because innovative pricing tactics backed with Dr. Reddy’s image”

More than fifty percent of experts DID NOT REJECT the above sub-hypothesis.
DISCUSSION:

At the time of launch of this molecule, only a couple of bulk drug manufacturers were there in the country. Dr. Reddy's laboratories used price a strategic tool to gain market share. Still experts feel that CIPROLET as one of the economical brands that are available in the market place. Most of them agreed that CIPROLET is success because of its innovative techniques followed by Dr. Reddy’s who are pioneers in research.

SUB-HYPOTHESIS-8

“QUINTOR is successful brand because; it has become a pen habit with doctors as they positioned as quinolone of Torrent”

More than fifty percent of the experts DID NOT REJECT with the sub-hypothesis.

DISCUSSION:

Most experts agree that when Torrent launched their brand of Ciprofloxacin the brand ambassadors in field used to promote the brand, as Torrents’ Quinolone is “QUINTOR”. That is the way they got the attention of medical fraternity and got their prescription support. Over a period, this brand name has become pen habit to the many of the experts. Majority of experts agree that a simple brand name in a cluttered market place will
reward the companies with prescriptions. Some of the experts agreed that the presentation of the brand during the detailing would generate prescriptions.

**SUB-HYPOTHESIS: 9**

"ZANOCIN is a successful brand because of its positioning"

This sub hypothesis has been dropped because the responses were too few.

**SUB-HYPOTHESIS: 10**

"TARIVID is a successful brand because of pioneer advantage coupled with marketing strength of the company (MNC)"

More than fifty percent DID NOT REJECT with the sub hypothesis.

**DISCUSSION:**

Majority of the experts are of the opinion that TARIVID is successful because TARIVID enjoys pioneer advantage position. More so most of them agreed that MNC’ s marketing strength that made TARIVID a successful brand in its category. Some of the experts are of the opinion that it is because of the pioneer advantage the brand become as one of the economical brand in the market place.
SUB-HYPOTHESIS: 11

“CIPRODAC is a successful brand because of brand name backed with organization advantage”

This sub hypothesis has been dropped because the responses were too few.

SUB-HYPOTHESIS: 12

“The Key Success factor for a Quinolones is pioneer advantage with easy to remember brand name”

More than fifty percent DID NOT REJECT the sub-hypothesis.

DISCUSSION:

While many of the experts agreed that for quinolones, a simple brand name with clear pioneer advantage is the key success factor. At the same time, they considered this is not something exclusive to Quinolones. Some of the experts feel that the various strengths of the same brand should be able to gain substantial market share (4%) in that market and able retain the market share then that brand is successful.
7.2. 3 ANALYSIS – QUINOLONES:

General Success

Experts are of the opinion with the plethora of new molecules entering into the market place, if a brand that gains 4% prescription share for quinolone brand and sustains its market share over period of time can be considered as successful.

The key success factor for a Quinolone brand is a simple brand name coupled with pioneer advantage.

Brand Success:

The following table summarizes the ten successful quinolone brands and their key success factors.
From the discussion following the sub-hypothesis tested for the ten brands the variables that led to success of the quinolones can be inferred. In two out of the ten brands examined, the success of brands was affected by pioneer advantage. Ciprobid and Tarivid brands are successful because of the pioneer advantage. A simple and easy to remember brand name seems to
have contributed to the success of three brands. Norflox, Quintor and Alcipro are the brands that are successful because of the simple brand name. Marketing strength is contributed to the success of Ciplox and Ciprolet. Cifran is successful because of its positioning strategy.
7.3 COUGH AND COLD PREPARATIONS

(Sub-hypotheses related to brand success in cough and cold preparations are listed in Annexure XI)

7.3.1. General Success

SUB-HYPOTHESES 1

“A cough and cold brand that has a prescription share of 4% from doctors and sustains its market share even in changing market conditions can be considered as successful”

More than fifty percent of experts DID NOT REJECT this sub hypothesis.

DISCUSSION:

Experts are of the opinion if any cough and cold brand that has a prescription share of 4% and sustains its market share even in changing market conditions can be considered as successful. As allopathic market divided into cough sedatives and cough expellers, experts are of the opinion that a four percent prescription share is enough for brand to be called as successful. In initial years, experts are in favor of sedatives and later the market shifted to cough expellers. In such a conditions if any brand that retains a prescription share of 4% can be termed as successful.
7.3.2. Brand Success

SUB-HYPOTHESES 2

"COREX is a successful brand because the brand has become more of a pen habit (because its more than 30 year old brand)"

More than fifty percent of experts DID NOT REJECT this sub hypothesis.

DISCUSSION:

Most of the experts agree that whenever they think of cough preparation their first choice as COREX. As the brand is in the market place for more than 30 years, it has become more of pen habit to doctors. More so, many Pfizer's continuous thrust on the brand is another reason for the success. The efficacy of the brand has also proven beyond doubt in treatment of cough. The some of experts also pointed out the cough suppressing activity of COREX as a reason for success.

SUB-HYPOTHESIS: 3

"PHENSYDYL is a successful brand because organizational commitment in terms of promoting the brand"

More than fifty percent DID NOT REJECT this sub hypothesis.
DISCUSSION:

Even though PHENSYDYL a late entrant into the market, it is, the organizational commitment in terms of promoting the brand made it as a success. Composition wise both PHENSYDYL and CROCIN are the same. Multinational strength is also stated by some of the experts as reason for success. The experts also lauded the promotional thrust given during presentation.

SUB-HYPOTHESIS: 4

"BENADRYL is a successful brand, as it has become a pen habit"

More than fifty percent DID NOT REJECT this sub hypothesis.

DISCUSSION:

Experts agreed that Benadryl is not only the top of mind awareness brand but also it has become more of pen habit. In mature markets, Benadryl sold over the counter also. Although this particular strategy is not viable in many therapeutic areas, but it is giving a promising direction to brands in low health risk therapeutic groups. Most of the experts are of the opinion that they are aware about this brand right from their practice beginning. Some experts are also of the opinion the brand has become synonymous with cough that this brand is less prescribed but purchased repeatedly by patients. Some the experts are also true followers of prescription pattern of their gurus. This brand was launched in 1970; still it is able to retain its position because of its soothing taste.
SUB-HYPOTHESIS: 5

"ASCORIL is a successful brand because of its positioning"

More than fifty percent DID NOT REJECT this sub hypothesis.

DISCUSSION:

ASCORIL is a successful brand as is associated with acute and chronic bronchitis, asthmatic bronchitis. Most of the experts agreed that ASCORIL is successful because of its positioning. More so, ASCORIL enjoys early entry advantage with such a combination. Unlike other brands in cough medication ASCORIL is available in all dosage forms including a special dose for pediatric patients.

SUB-HYPOTHESIS: 6

"COSCOPIN is a successful brand because as it is positioned against productive cough"

Fifty percent of the experts rejected this sub-hypothesis at 6% significance level.

DISCUSSION:

Several experts felt that the basic reason for the performance of COSCOPIN is two fold. COSCOPIN constantly offered different variants with the
changed market conditions. Experts felt that this is the major reason for the brand success. Secondly, experts felt that rigorous promotional activities made the brand successful.

**SUB-HYPOTHESIS: 7**

"STREPSILS is success because innovative flavors in chewable form image"

More than fifty percent of experts DID NOT REJECT this sub hypothesis.

**DISCUSSION:**

Most of the experts are of the opinion the innovative chewable form with different flavors made the brand very successful. The experts are also suggesting patients to take STREPSILS as an adjuvant therapy along with other regular medicine. Later the OTC route taken by STREPSILS also created awareness in the patients. Like BENADRYL, this brand is also successful in taking OTC route and achieved success. More so, the strength of MNC' boots pharmaceuticals is added advantage for the brand in attacking market place in terms of coverage and making use of the ability of availability.
SUB-HYPOTHESIS: 8

"ZEET is successful brand because; it has become a pen habit with doctors"

More than fifty percent DID NOT REJECT this sub hypothesis.

DISCUSSION:

Experts are of the opinion that ZEET is a brand, which is in the market place for more than 33 years. Because of this ZEET has become a pen habit with doctors in treating cough and associated symptoms. More than this ZEET is available in tablets, syrup and liquid forms. This gives the experts a choice in prescribing the brand based on the patient. Some of the doctors are also of the opinion that ZEET is effective in treating productive cough and colds.

However, Majority of the experts ZEET is successful because of the pen habit.

SUB-HYPOTHESIS: 9

"SINAREST is a successful brand because of its availability in all the dosage forms"

Fifty percent of the experts rejected this sub-hypothesis at 6% significance level.
DISCUSSION:

Experts rejected this sub hypothesis stating that it is not only availability of the brand in different forms as a reason for success. They are of the opinion this brand is highly effective in sinusitis and associated symptoms. Some of the experts (especially chemists and stockists) are of the opinion aggressive promotion at all level made the brand to succeed in the market place.

Hence, the researcher unable to conclude about the one single reason that made this brand success. However, experts agreed that this is one of the successful brands in its category.

SUB-HYPOTHESIS: 10

"ACTIFED PLUS is a successful brand because of its positioning"

More than fifty percent DID NOT REJECT this sub hypothesis

DISCUSSION:

Most of the experts are of the opinion Burroughs Wellcome brought out decongestant with antipyretic combination. This combination and its uniqueness been communicated in an effective way. The soothing taste of the brand is also another reason. It is very natural for a person suffering with cough and cold will have the symptoms of fever. That way this combination with right positioning made the brand to succeed in the market place.
Actifed is available in the market place and positioned for nasal and upper respiratory congestion with out the benefit of paracetamol.

Even though experts are having various reasons for the brand success but more than fifty cent did not reject the hypothesis of ACTIFED PLUS is a successful brand because of its positioning

SUB-HYPOTHESIS-11

"PIRITON is a successful brand because of pen habit"

More than fifty percent DID NOT REJECT this sub hypothesis.

DISCUSSION:

PIRITON from GLAXO is associated with cough. The brand proven experience in the market place created pen habit among the experts. This trend is not only true with doctors, but the same with chemists also. This is because of the aggressive promotion at all level taken by the organization is also another reason. Some of the experts are of the opinion the palatability of the brand is one of the reason for PIRITON success.

Experts are having different reason but most of them agreed that its because of the pen habit the brand is generating prescription even after so many years of its launch.
SUB-HYPOTHESIS-12

"The Key Success factor for cough and cold preparation soothing taste with positioning"

More than fifty percent of the experts DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Barring old brands in the market place, if any new brand has to succeed in the cluttered market place soothing taste and an effective positioning will only succeed. Most of the experts agreed that the key success factor for a cough and cold preparation masking of the bitter taste and giving a soothing feeling would make the brand succeed in the market place.

7.3.3 ANALYSIS – COUGH AND COLD PREPARATIONS:

General Success

Experts are of the opinion if any cough and cold brand that has a prescription share of 4% and sustains its market share even in changing market conditions can be considered as successful. As allopathic market divided into cough sedatives and cough expellers’ experts are of the opinion that a four percent prescription share is enough for brand to be called as
successful. Incidences like cough and cold are common occurrences. Asthma is often chronic providing assured long-term demand for medication. Sedatives added to cough medication to relax the patient, prevent continued bouts of coughing, and help induce sleep. In initial years, experts are in favor of sedatives and later the market shifted to cough expellers. Expectorants increase bronchial secretion or reduce its viscosity so that expectoration (removal of cough) is easier. In changing market conditions, if any brand that retains a prescription share of 4% can be termed as successful. Other important ingredients for brand success are soothing activity, Cough suppressing activity and Taste.

**Brand Success:**

The following table summarizes the ten successful cough and cold preparation brands and their key success factors.
Table 14
Summary of variables – Cough and cold preparations

<table>
<thead>
<tr>
<th>Serial Number</th>
<th>Brand Name</th>
<th>Result</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>COREX</td>
<td>Successful</td>
<td>Pen habit</td>
</tr>
<tr>
<td>2</td>
<td>PHENSYDYL</td>
<td>Successful</td>
<td>Organizational commitment in promoting the brand</td>
</tr>
<tr>
<td>3</td>
<td>BENADRYL</td>
<td>Successful</td>
<td>Pen habit</td>
</tr>
<tr>
<td>4</td>
<td>ASCORIL</td>
<td>Successful</td>
<td>Positioning – acute and asthmatic bronchitis</td>
</tr>
<tr>
<td>5</td>
<td>COSCOPIN</td>
<td>Successful</td>
<td>Changing variants, constant promotional activity</td>
</tr>
<tr>
<td>6</td>
<td>STREPSILS</td>
<td>Successful</td>
<td>Chewable form with innovative flavors</td>
</tr>
<tr>
<td>7</td>
<td>ZEET</td>
<td>Successful</td>
<td>Pen habit</td>
</tr>
<tr>
<td>8</td>
<td>SYNAREST</td>
<td>Successful</td>
<td>Availability in all dosage forms</td>
</tr>
<tr>
<td>9</td>
<td>ACTIFED PLUS</td>
<td>Successful</td>
<td>Positioning – Decongestant with antipyretic</td>
</tr>
<tr>
<td>10</td>
<td>PIRITON</td>
<td>Successful</td>
<td>Pen habit</td>
</tr>
</tbody>
</table>
From the discussion following the sub-hypothesis tested for ten brands in cough and cold preparations therapeutic category the variables that led to the success of the brands can be inferred. In four out of the ten brands examined, the success was affected by brand experience in the market place or the pen habit (in pharmaceutical jargon). Corex, Benadryl, Zeet and Piriton brands become pen habit because of brands experience in the market place. Ascoril and Actifed plus brands are positioning success. Ascoril positioned in acute and asthmatic bronchitis and Actifed plus positioned as a decongestant with antipyretic effect. Phensydyl and Coscopin are successful because of organizational commitment towards the brands.

Product innovation is seen as the major reason for the success of Strepsils and availability of the brand in various dosage forms is seen as success in the case of Synarest.
7.4 HAEMATINICS

(Sub-hypotheses related to brand success in Haematinics are listed in Annexure XII)

7.4.1. General Success

SUB-HYPOTHESES 1

"An haematinic brand that has a prescription share of 5% from doctors and sustains its market share even in changing market conditions can be considered as successful"

More than 50% of experts DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Most of the experts are of the opinion that any haematinic brand that is able generate a prescription share of 5% then that brand can be called as success. A prescription generated for a haematinic is a prescription for about 15 months (pregnancy and lactation period). Iron deficiency anemia is very common in India. In some of the areas, it is promoted for all types of anemic conditions. Another important reason for a brand success in this therapeutic category is taste and flavor. During pregnancy patients complains about vomiting and dizziness. That is why most of the companies concentrate on palatability, flavor and masking of iron taste. Taking this into
consideration some regional brands launched haematinic preparations in mango flavor and put a check on national brands.

7.4.2. Brand success:

SUB-HYPOTHESIS: 2

"DEXORANGE PLUS is a successful brand because the brand has an excellent flavor and taste"

More than 50% experts did not reject this sub hypothesis.

DISCUSSION:

Most of the experts are of the opinion that DEXORANGE PLUS is successful because of its flavor and taste. Franco Indian is very clear about their product strength- flavor and taste, and won the majority of prescriptions share by highlighting the same. Some of the experts are also of the opinion, that it is the more than three decades sustained marketing activity at all levels made the brand to survive in spite of severe competition.

SUB-HYPOTHESIS: 3

"HAEMUP is a successful brand because it contains haemoglobin in powder form"

More than fifty percent of experts DID NOT REJECT this sub hypothesis.
DISCUSSION:

Most of the experts agreed that the communication about haemoglobin in powder form reached experts and made the brand success. Cadila brought about a change in the mindset of experts by using haemoglobin powder for the first time in its product haem-up. Previously all the haemoglobin preparations had the image of being a blood product. Thus, Cadila build a brand by changing one single ingredient with proper communication build a brand of Rs.23 crore.

SUB-HYPOTHESIS: 4

"HEPATOGLOBIN is a successful brand, as it’s positioning"

More than fifty percent DID NOT REJECT this sub hypothesis.

DISCUSSION:

Most of the experts are of the opinion that hepatoglobin is successful because of its positioning. When the brand was launched in 1970, there was no competition. At that point of time, this is the only brand available with the benefit of lever extract for instant improvement in haemoglobin content in the blood. Besides this, some of the experts are also of the opinion the brand experience in the market place as another reason. All types of doctors are prescribing this brand in the category because the brand is economical. Some experts are also of the opinion the brand has become synonymous
with anemia that this brand is less prescribed but purchased repeatedly by patients.

Though most of the experts are having different reasons for brand success, but when it comes to one single factor they all are unanimous about the positioning.

SUB-HYPOTHESIS: 5

"RB TONE is a successful brand because of its unique positioning as a pure vegetarian product"

More than fifty percent DID NOT REJECT this sub hypothesis.

DISCUSSION:

Most of the experts are of the opinion that the positioning of RB tone as vegetarian preparation is the main reason for brand success. Especially where in some parts of the country that prefers to have only vegetarian preparations this positioning strategy worked. Ultimately, it is this that made the brand succeed in the market place. Some of the experts are also of the opinion that its taste (no after iron taste) and availability of the brand in different dosage forms are the reasons for success. However, majority of them accepted that the brand is successful because of its positioning strategy.
SUB-HYPOTHESIS: 6

"ZINCOFER is a successful brand because of organization commitment (known as single product company for a quite long time)"

Fifty percent of the experts rejected this sub-hypothesis at 6% significance level.

DISCUSSION:

Most experts disagreed with the sub hypothesis in light of the markets the brand operates in. Experts are of the opinion that this brand is a regional brand and success can attributed only at regional level. They are of the opinion this brand able put a check at least in some parts of the country. As the company operates only in certain areas, the thrust is visible only in those areas. Apart from these reasons, they are of the opinion the brand is successful because of its taste and flavor are the key success factors.

SUB-HYPOTHESIS: 7

"HEMFER is a success because IRON contents available in all forms for patients, so experts have a choice to prescribe."

More than fifty percent of experts DID NOT REJECT this sub-hypothesis.
DISCUSSION:

Most of the experts did not reject this sub-hypothesis. Hemfer brand is available in different forms (ferric ammonium citrate and ferrous glycine sulphate). Besides this, the brand is also available with haemoglobin and without haemoglobin. This offers doctors a choice. Based on patient compliance they will prescribe the brand. Some the experts are also of the opinion taste and flavor the reasons for brand success.

However, majority of them agreed that Hemfer is success because of its availability in different form is the major reason for success.

SUB-HYPOTHESIS: 8

"FEFOL Z is success because of its contents in SR form"

More than fifty percent DID NOT REJECT this sub-hypothesis.

DISCUSSION:

When SKF launched FEFOL Z, Fefol brand name is already in the doctors' mind as a haematinic preparation. When they launched with Zinc in a sustained release form the brand was an instantaneous hit in the market place. It was at that time doctors were looking for a haematinic in a sustained release form. In any given market, if marketers go by the need
identification the brands will be successful. That way the Fefol Z able to garner more mind share of the experts and the rest is history.

The experts unanimously agree that the brand is a success because of its SR form with Zinc advantage.

SUB-HYPOTHESIS: 9

"HEPP FORTE is a successful brand because of its positioning as a general tonic"

Fifty percent of the experts REJECTED this sub-hypothesis at 6% significance level

DISCUSSION:

Most of the experts rejected this sub-hypothesis; Hepp is successful because of its existence in the market place for more than 20 years. Later the brand was fortified with iron and other minerals and re-launched as Hepp forte with sustained marketing activity aggressively by Lupin laboratories. Most of the experts agreed that positioning, as a general tonic may be one of the reasons for the success of the brand but not only the reason.

SUB-HYPOTHESIS: 10

"RARICAP is a successful brand because of its high iron content"
Fifty percent of the experts REJECTED this sub-hypothesis at 6% significance level.

DISCUSSION:

Most of the experts are of the opinion that this brand is one of the oldest brands in haematinics category. No doubt its absorbable iron is more when compared to some of the other brands in the market place, however, they are of the opinion it is not only the reason for brand success. Probably brand experience coupled with iron content is the reason for success. Some of the experts are also of the opinion it is the sustained activity with the priority for the brand are also reasons for success.

SUB-HYPOTHESIS: 11

"GLOBAC is a successful brand because of easy to remember brand name"

More than fifty percent DID NOT REJECT this sub hypothesis.

DISCUSSION:

Most of the experts are of the opinion when the filed force detail this brand the way they emphasize (globin from alidac) the brand name made them remember the brand name. Experts are of the opinion that the brand name is very simple and easy to remember.
SUB-HYPOTHESIS: 12

"The Key Success factor a Haematinic is taste (odour, flavor) with simple Brand name"

More then fifty percent DID NOT REJECT this sub hypothesis.

DISCUSSION:

Most of the experts are of the opinion haematinic brand will be successful if the companies mask the after iron taste, haemoglobin odor and with a simple brand name. The brands like Globac, Raricap, Dexorange plus and Haemup brands are the best examples. All these brands are able to mask the iron taste, odour and with a simple brand name succeeded in the market place. When researcher checked up the market shares most of these brands are having a market share of 5% and above in the respective therapeutic categories.

7.4.3. ANALYSIS – HAEMATINICS:

General Success
Most of the experts are of the opinion that any haematinic brand that is able generate a prescription share of 5% then that brand can be called as success. A prescription generated for a haematinic is a prescription for about 15 months (pregnancy and lactation period). Iron deficiency anemia is very common in India. In some of the areas, it is promoted for all types of anemic conditions. Another important reason for a brand is success in this
therapeutic category is taste and flavor. During pregnancy patients complains about vomiting and dizziness. That is why most of the companies concentrate on palatability, flavor and masking of iron taste. Taking this into consideration some regional brands launched haematinic preparations in mango flavor and put a check on national brands.

Brand Success:

The following table summarizes the ten successful haematinics brands and their key success factors.
## Table 15

Summary of variables – Haematinics

<table>
<thead>
<tr>
<th>Serial Number</th>
<th>Brand Name</th>
<th>Result</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>DEXORANGE PLUS</td>
<td>Successful</td>
<td>Flavor and taste</td>
</tr>
<tr>
<td>2</td>
<td>HEAM UP</td>
<td>Successful</td>
<td>Haemoglobin powder form</td>
</tr>
<tr>
<td>3</td>
<td>HEPATOGLOBIN</td>
<td>Successful</td>
<td>Positioning</td>
</tr>
<tr>
<td>4</td>
<td>RB TONE</td>
<td>Successful</td>
<td>Positioning</td>
</tr>
<tr>
<td>5</td>
<td>ZINCOFER</td>
<td>Successful</td>
<td>Taste and flavor</td>
</tr>
<tr>
<td>6</td>
<td>HEMFER</td>
<td>Successful</td>
<td>Availability in different forms</td>
</tr>
<tr>
<td>7</td>
<td>FEFOL Z</td>
<td>Successful</td>
<td>SR form</td>
</tr>
<tr>
<td>8</td>
<td>HEPPFORTE</td>
<td>Successful</td>
<td>Fortified with minerals + Positioning,</td>
</tr>
<tr>
<td>9</td>
<td>RARICAP</td>
<td>Successful</td>
<td>Iron content, Brand experience</td>
</tr>
<tr>
<td>10</td>
<td>GLOBAC</td>
<td>Successful</td>
<td>Brand name</td>
</tr>
</tbody>
</table>
From the discussion, following the sub-hypotheses tested for ten brands the variables that led to the success of Haematinics can be inferred. In three of the above 10 Haematinics brands examined the success is affected by positioning. Two brands are successful because of the taste and flavor. Four brands are successful because of the superiority of the product. In the case of Haem up its is the Haemoglobin in powder form, in the case of Fefol -z it is the SR form and in the case of Raricap its iron content + Brand experience are seen as the reasons for success. In the case of Hemfer, the product availability in different forms is seen as the reason behind the success. The brand name is seen as the reason behind the success of Globac.
7.5 PAIN RELIEVERS

(Sub-hypotheses related to brand success in Pain relievers are listed in Annexure XIII)

7.5.1. General Success

SUB-HYPOTHESES: 1

"A Pain reliever brand that has a prescription share of 5% from doctors and sustains its market share even in changing market conditions can be considered as successful"

More than fifty per cent of experts DID NOT REJECT this sub-hypothesis.

DISCUSSION:

They are of the opinion if any doctor prescribes 5% of the prescriptions, the brand would be considered a success. Voveran is having a market share of Rs.58.52 crores and retained its market share even in changed market conditions. Similarly, Combiflam from Roussels is enjoying a market share of Rs.42.31 crores. Then, brands like Brufen, Dolonex and Esgipyrin are enjoying good amount of market share in spite of changes in the market conditions. Some of the experts are also having an opinion that if a brand initially gains 3% prescription share and improves it to 5% over a period can also be called a success.
But more than fifty percent did not reject the sub hypothesis of a Pain reliever brand that has a prescription share of 5% from doctors and sustains its market share even in changing market conditions can be considered successful.

7.5.2. BRAND SUCCESS

SUB-HYPOTHESES: 2

"VOVERAN is a successful brand because of positioning"

More than fifty per cent DID NOT REJECT this sub hypothesis.

DISCUSSION:

Most of the experts are of the opinion that VOVERAN is successful because of its positioning strategy. Experts recalled the positioning strategy followed by Voveran at the time of launch. For any new product to be successful pharmaceutical marketer has to position their brand on product attributes, end user related, competition related or on marketing mix related. In pharmaceutical industry positioning based on specific attributes is the most frequently used approach. Voveran – an arthritis therapy from Ciba Giegy (now, Novartis) positioned on two attributes: gastrointestinal side effects of lower intensity, and convenient dosage regimen. Initially field force had to convince prescribers about the therapeutic value of inhibition of prostaglandin.
SUB-HYPOTHESIS: 3

"COMBIFLAM is a successful brand because it has the pioneer advantage"

More than fifty percent DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Most of the experts are of the opinion COMBIFLAM was successful because of its pioneer advantage. COMBIFLAM was introduced by Roussel pharmaceutical in late 1980’s based on market feedback. In those days, the medical profession in India has encouraged newer combination. During 1970’s, the number of physicians were also small and maximum coverage was done by companies. At the time of launch, the brand was perceived to be better than Brufen. Most of the experts are of the opinion that it is because of the pioneer advantage the brand was successful.

SUB-HYPOTHESIS: 4

"NISE is a successful brand as the brand name is simple"

More than fifty percent of experts DID NOT REJECT this sub-hypothesis.
DISCUSSION:

Though, NISE was a late entrant into market place, the brand was successful because of its simple brand name backed by Dr. Reddy’s Laboratories. By the time, Reddy Laboratories entered into to marketplace with NIMSULIDE the concept has been already sold by Panacea Bio tech (pioneers) to the medical profession. However, some of the experts are of the opinion it was Dr. Reddy’s Laboratories promotional mix was the reason for success. Nevertheless, more than fifty percent of experts agreed that the brand was successful because of simple name.

SUB-HYPOTHESIS: 5

“BRUFEN is a successful brand because of the pen habit”

More than fifty percent of experts DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Most of the experts are of the opinion that Brufen brand is synonymous with pain and antipyretic. Experts believe Brufen is successful because it has become more of pen habits to experts. More over Brufen has been shielding its market share by continuously shifting its positioning from anti-rheumatic to anti-inflammatory to analgesic, and even focused on antipyretic action, as it progressed in its life cycle. Some experts also attributed Brufen developed new markets by launching the same brands with higher strength of ingredient, thus widening its scope.
However, more than fifty percent of experts are of the opinion that the brand is successful because of the pen habit.

**SUB-HYPOTHESIS: 6**

“DOLONEX is a successful brand because of positioning as anti-rheumatic”

More than fifty percent of experts DID NOT REJECT this sub-hypothesis.

**DISCUSSION:**

Most of the experts are of the opinion that DOLONEX is successful because of its positioning against rheumatoid arthritis and osteo-arthritis. Many of the other brands positioned only as painkillers. However, DOLONEX is indicated for rheumatoid arthritis. Besides the multinational advantage PFIZER is having also instrumental for the brand success.

More than fifty percent of experts are of the opinion that the brand is successful because of its positioning.

**SUB-HYPOTHESIS: 7**

“NIMULID is success because of pioneer advantage”

More than fifty percent of experts DID NOT REJECT this sub-hypothesis.
DISCUSSION:
Majority of the experts are of the opinion Nimulid is successful because of pioneer advantage. When market is looking for alternative medicine for ibuprofen Nimsulide was entered. The action is also different from NSAID’s action. This made experts to shift from ibuprofen to Nimsulide. Panacea Biotech optimally used the pioneer advantage with appropriate marketing mix strategies. Some of the experts are also of the opinion the high level advertising in all pharmaceutical magazines is also one of the reasons for the brand success.

However, majority of the experts are of the opinion the brand is successful because of its pioneer advantage.

SUB-HYOTHESIS: 8

“OXALGIN is a success because of its ideal combination at the time of launch”

Fifty percent of the experts REJECTED this sub-hypothesis at 6% significance level

DISCUSSION:

Most of the experts rejected this sub-hypothesis. They are of the opinion the brand is successful because the brand is available in plain form and as well as it is available in sustained release form. Later, paracetamol benefit was
added to it, to have antipyretic effect. Therefore, majority of the experts rejected the sub-hypothesis at the significance level of 6%.

Nevertheless, all of them agreed that the brand was successful.

**SUB-HYOTHESIS: 9**

“ESGIPYRIN is a successful brand because of PEN HABIT”

More than fifty percent of experts DID NOT REJECT this sub-hypothesis.

**DISCUSSION:**

Majority of the experts are of the opinion the brand proven experience in the market place made this brand as a pen habit to the experts whenever they think about pain relievers. The brand experience in the market place is of around 20 years and is almost synonymous with pain relievers. The brand is able to sustain in market place in spite of change in the top management. The thrust given to the brand is highlighted by some of the experts.

Majority of the experts did not reject the sub-hypothesis that the brand is successful because of the pen habit.
SUB-HYPOTHESIS: 10

“NIMEGESIC is a successful brand because of its availability and affordability”

More than fifty per cent of experts DID NOT REJECT the sub hypothesis.

DISCUSSION:

Most of the experts believe that the affordability and availability of the brand is the main reason for success. Experts are of the opinion the brand is one of the most economical brand. The aggressiveness in making the product available in majority of the retail outlets is the reason for success. Some of the experts felt that the aggressive promotion made during the launch and post launch are reasons for success.

However, majority of the experts believe that the brand is successful because of the affordability and availability of the brand.

SUB-HYPOTHESIS: 11

“BIDANGEN FORTE is a successful brand because of pioneer advantage”

More than fifty percent of experts DID NOT REJECT this sub-hypothesis.
DISCUSSION:

Most of the experts are of the opinion the company Biddle sawyer known as BIDANGEN FORTE Company. Biddle sawyer in our country first launched Serratio Peptidase. Apart from the marketing mix reasons, the brand success is attributed to its pioneer advantage.

SUB-HYPOTHESIS: 12

“The Key Success factor for a pain reliever is simple brand name with ideal positioning”

More than fifty percent DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Most of the experts are of the opinion for a pain reliever brand will be successful if the companies gives them a simple brand name (easy to remember, ideally can be associated with the molecule name) with a good positioning strategy to occupy a position in the experts mind. The brands like Nise, Nimulid, Brufen, Combiflam and Voveran are the best examples. All these brands are successful in the market place as they positioned their brands in the experts minds for a specific indication with a simple brand name. When researcher checked up the market shares most of these brands are having a market share of 5% and above in the respective therapeutic categories.
7.5.3. ANALYSIS – PAIN RELIEVERS:

General Success

From the above discussion, one can conclude that “A Pain reliever brand that has a prescription share of 5% from doctors and sustains its market share even in changing market conditions can be considered as successful”.

Brand Success:

The following table summarizes the ten successful pain reliever brands and their key success factors.
Table 16  
Summary of variables – Pain relievers

<table>
<thead>
<tr>
<th>Serial Number</th>
<th>Brand Name</th>
<th>Result</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Voveran</td>
<td>Successful</td>
<td>Positioning</td>
</tr>
<tr>
<td>2</td>
<td>Combiflam</td>
<td>Successful</td>
<td>Pioneer advantage</td>
</tr>
<tr>
<td>3</td>
<td>Nise</td>
<td>Successful</td>
<td>Simple brand name</td>
</tr>
<tr>
<td>4</td>
<td>Brufen</td>
<td>Successful</td>
<td>Penhabit</td>
</tr>
<tr>
<td>5</td>
<td>Dolonex</td>
<td>Successful</td>
<td>Positioning</td>
</tr>
<tr>
<td>6</td>
<td>Nimulid</td>
<td>Successful</td>
<td>Pioneer advantage</td>
</tr>
<tr>
<td>7</td>
<td>Oxalgin</td>
<td>Successful</td>
<td>Availability in all forms</td>
</tr>
<tr>
<td>8</td>
<td>Esgipyrin</td>
<td>Successful</td>
<td>Penhabit</td>
</tr>
<tr>
<td>9</td>
<td>Nimegesic</td>
<td>Successful</td>
<td>Availability &amp; affordability</td>
</tr>
<tr>
<td>10</td>
<td>Bidangenforte</td>
<td>Successful</td>
<td>Pioneer advantage</td>
</tr>
</tbody>
</table>
From the discussion, following the sub-hypotheses tested for the ten pain reliever brands the variables that led to the success of pain relievers can be inferred. In one brand out of the ten brands examined, the success of one brand—Nise is affected by a simple brand name. In the case of another three brands, the success of brands is affected by the pioneer advantage (Nimulid, Combiflam and Bidangenforte). Two brands are successful because of the positioning (Dolonex and Voveran). One brand (Oxalgin) is successful because of availability in all forms and another brand (Nimgesic) is successful because of the affordability.
7.6 COLD RUBS AND INHALERS

(Sub-hypotheses related to brand success in Cold rubs and inhalers are listed in Annexure XIV)

7.6.1. General Success

SUB-HYPOTHESES: 1

“A cold rub and inhalers brand that has a market share of 7% and sustains its market share even in changing market conditions can be considered as successful”

More than fifty percent DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Most of the experts agreed that the prescription support for these brands would be very less. Normally experts will not prescribe these brands. They will orally informing the patients to apply these cold rubs or use inhalers in case of severe decongestion as an adjuvant therapy. Experts are of the opinion if any brand gains a market share of 7% can be termed as successful brand. Experts are of the opinion for gaining market share the companies need to spend huge amounts on advertising and other promotional inputs to create high awareness among public.
7.6.2. **Brand Success:**

**Sub-Hypothesis: 2**

"IODEX is a successful brand because of its positioning"

More than fifty per cent DID NOT REJECT this sub-hypothesis.

**DISCUSSION:**

Majority of the experts are of the opinion Iodex is successful because of its positioning. Right from the launch, Iodex positioned for sports injuries. Where as, Amrutanjan positioned for headaches. The mass communication also communicated to the target audience effectively. Some of the experts are also of the opinion the color (white) of Iodex balm is different from Amrutanjan (yellow) is also seen as perceived difference. However, majority of the experts are of the opinion that Iodex is successful because of its positioning.

**SUB-HYPOTHESIS: 3**

"VICKS VAPORUB is a successful brand because it is believed as only adjuvant therapy for kids (effective for their tender skin-positioning)"

More than fifty per cent of experts DID NOT REJECT this sub-hypothesis.
DISCUSSION:

Majority of the experts believe that VICKS VAPORUB is successful because the brand is for kids and it is more effective for their tender skin. Some of the experts are of the opinion, the brand communication is very clear that it is good for children. Several experts are also of the opinion that there is no other brand available at national level. Though positioning was fundamentally the reason for Vick vaporub, some experts felt that the uniqueness of the product, packaging, deep blue color container and product delivery should not be ignored. However, majority of the experts agreed that Vicks vaporub is successful because its effective for kids.

SUB-HYPOTHESIS: 4

"ZANDU BALM is a successful because the brand is distinctive"

More than fifty per cent of experts DID NOT REJECT this sub hypothesis.

DISCUSSION:

Most experts agreed that ZANDU BALM is successful because as brand it is unique. Either in packed or unpacked (white color-black lid) condition it cannot be mistaken for any other brand. The only other competitor in this category is Amrutanjan balm – yellow color. Its packaging, color, shape, fragrance and even the soothing effect after applying are distinct. This contributes strongly to its success. Some were of the opinion the advertising
jingle is also one of the reason for brand success (zandu balm... zandu balm...). In sum, the opinion that ZANDU BALM is successful because it is a distinct product has been endorsed.

**SUB-HYPOTHESIS: 5**

"AMRUTANJAN is a successful brand because of pioneer advantage coupled with family habit"

More than fifty per cent of experts DID NOT REJECT this sub-hypothesis.

**DISCUSSION:**

Experts feel that pioneer advantage and family habit put together make AMRUTANJAN a formidable brand. More so, its yellow color and burning sensation after applying the brand are associated with pain reliving. Majority of the experts believe that it is the burning sensation that gives the feeling to patients that the balm is working. Amrutanjan brand also has significant presence in the rural areas.

In other words, experts agreed that AMRUTANJAN is a success because it has pioneer advantage besides being a family habit.
SUB-HYPOTHESIS: 6

“VICKS INHALER is a successful brand because it is convenient therapy for decongested nose”

More than fifty per cent DID NOT REJECT this sub-hypothesis.

DISCUSSION:

While many experts agreed, that VICKS INHALER is a successful brand because of its convenience. In addition, experts think that time tested ayurvedic benefit was sold rightly to the customers. Some experts are also of the opinion launch of VICKS INHALER as a key chain is another reason for the market expansion. Some experts are of the opinion sustained promotional activity as the main reason for success.

Overall, experts agreed that VICKS INHALER was a successful brand as it is a convenient therapy for decongested nose.

SUB-HYPOTHESIS: 7

“AMRUTANJAN DRAGON LIQUID is a failure because ineffective advertising to beat an MNC”

Fifty per cent of experts rejected this sub-hypothesis at 6% significance level.
DISCUSSION:

Many experts felt that problem with Amrutanjan Dragon Liquid is unable to generate the required awareness. In fact, some of the experts had not even heard of the brand. It was also felt that the initial advertising and communication efforts were not adequate. Some of the experts are of the opinion as a concept of liquid balm is not acceptable for those who are accustomed to ordinary balms.

To sum up, experts felt that Amrutanjan Dragon Liquid poor performance was not due to advertising, but it is because of product concept failure.

SUB-HYPOTHESIS: 8

"AMRUTANJAN INHALER is a failure lack of organization support"

More than fifty per cent of experts DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Majority of experts felt that the problem with Amrutanjan Inhaler was the inability of the organization to try hard enough to beat the multinational in this category. Some speculated that the reason for its relative inaction on Amrutanjan inhaler was more concentration given to pain balm and Amrutanjan Strong. It was also felt that advertising and promotional support was also inadequate.
To sum up experts felt that AMRUTANJAN INHALER’s poor performance reasons are lack of organization support and poor promotions.

SUB-HYPOTHESIS: 9

“TIGER BALM is a successful brand because of it is different in all respects and aspects”

Majority of the experts DID NOT REJECT this sub-hypothesis.

DISCUSSION:

While the experts agreed with the sub-hypothesis they felt that as the brand is imported, the craziness for the imported goods is also the reason for success. The packaging consisting of official looking, imitation paper-seal as the cover over the small hexagonal jars and color of the balm is different from the rest in the marketplace. Experts felt that these reasons made the product so unique that it stands out easily from other competitors.

However, majority of the experts are of the opinion the brand is successful because of it is different in all respects and aspects.

SUB-HYPOTHESIS: 10

“EMAMI METHO PLUS is a FAILURE brand because of its perceived as a cosmetics company”
More than fifty per cent DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Most of the experts are of the opinion EMAMI MENTHO PLUS is a failure as the company is perceived as a cosmetics company. Some of the experts are not even aware of the brand. Some of the experts recalled the positioning strategy as DUM FORMULA (double unified medicine), did not work in the market place.

However, majority of the experts agreed that the brand is a failure and the main reason they attributed to it is the company was known in the market place only as a cosmetics company not as a pharmaceutical company.

SUB-HYPOTHESIS: 11

"COLD RUB & INHALER will be successful with an effective brand communication campaign with perceived brand benefit"

Majority of the experts DID NOT REJECT the sub hypothesis.

Experts are of the opinion that a cold rub or inhaler will be successful only with an effective communication with perceived brand benefit. In fact, the examples mentioned at this point of time are Iodex (sports injuries), Zandu balm (ek balm, teen kam-along with jingle), Amrutanjan (perceived brand benefit) etc.
7.6.3. ANALYSIS – COLD RUBS AND INHALERS:

General Success

From the above discussion, one can conclude that “A cold rub and inhaler brand that has a market share of 7% and sustains its market share even in changing market conditions can be considered as successful”.

Brand Success:

The following table summarizes the nine brands under the study in cold rubs and inhalers and their key success factors.

Table 17

Summary of variables – Cold rubs and Inhalers

<table>
<thead>
<tr>
<th>Serial Number</th>
<th>Brand Name</th>
<th>Result</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Iodex</td>
<td>Successful</td>
<td>Positioning</td>
</tr>
<tr>
<td>2</td>
<td>Vicks vaporub</td>
<td>Successful</td>
<td>Positioning</td>
</tr>
<tr>
<td>3</td>
<td>Zandu balm</td>
<td>Successful</td>
<td>Distinct product + jingle</td>
</tr>
<tr>
<td>4</td>
<td>Amrutanjan</td>
<td>Successful</td>
<td>Family habit + pioneer advantage</td>
</tr>
<tr>
<td>5</td>
<td>Vicks inhaler</td>
<td>Successful</td>
<td>Convenient therapy</td>
</tr>
<tr>
<td>6</td>
<td>Amrutanjan Dragon liquid</td>
<td>Failure</td>
<td>Product form</td>
</tr>
<tr>
<td>7</td>
<td>Amrutanjan inhaler</td>
<td>Failure</td>
<td>Organization support</td>
</tr>
<tr>
<td>8</td>
<td>Tiger Balm</td>
<td>Successful</td>
<td>Distinctive</td>
</tr>
<tr>
<td>9</td>
<td>Emami Mentho Plus</td>
<td>Failure</td>
<td>Organization perception in market place</td>
</tr>
</tbody>
</table>
From the discussion, following the sub-hypotheses tested for the nine cold rubs and inhaler brands the variables that led to the success and failure of the cold rubs and inhalers can be inferred. In two out of the nine brands examined, the success of the brand was affected by positioning. Iodex is successful because of its positioning for sports injuries. Vicks vaporub is successful because its positioning for kids. Success of two brands is affected by product uniqueness. Zandu balm is successful because of its advertising and the product's uniqueness. Similarly, Tiger balm is successful because of its uniqueness (see annexure XXIV). Amrutanjan is successful because of the family habit and the pioneer advantage. Vicks inhaler is successful because of the convenience in therapy. Where as Amrutanjan Dragon liquid is a failure because of the product form. Amrutanjan inhaler is a failure because of lack of organization support consistently. Emami methoplus is failure because of the organizations' perception in the market place.
7.7 AYURVEDIC PRODUCTS
(Sub-hypotheses related to brand success in Ayurvedic products are listed in Annexure XV)

7.7.1. General Success

SUB-HYPOTHESES: 1

"An ayurvedic brand that has a market share of 2% in that therapeutic category and sustains its market share even in changing market conditions can be considered as successful"

More than fifty per cent DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Experts are of the opinion that an ayurvedic brand able to gain a market share of 2% then that brand can be called as successful. There is no specific information available on the ayurvedic product market, but majority of experts (chemists) agreed that 10% of the sale is coming from the ayurvedic brands and they are also agreed that the market is growing more than the pharmaceutical industry growth. Due to the government’s recent regulations, market is affected. After the recent ruling, experts in the allopathic medicine are not prescribing the ayurvedic brands. They are communicating patients to take a particular brand along with allopathic medicine to safeguard their interest.
In a nutshell majority of the experts agreed that an ayurvedic brand able to gain 2% market share in the therapeutic group can be termed as a successful brand.

7.7.2. Brand Success

SUB-HYPOTHESES: 2

"LIV 52 is a successful brand because the EXPERIENCE of the BRAND in market place"

More than fifty per cent DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Majority of the experts are of the opinion the brand proven experience in the market place made this brand a successful one. The brand experience in the market place is of around 30 years and is almost synonymous with lever disorders. Some of the experts are also of the opinion as there is no effective and safe alternative medicine is available is the reason for the brand success. The promotional thrust given to the brand is highlighted by some of the experts.

Majority of the experts did not reject the sub-hypothesis that the brand is successful because of proven experience of the brand in the market place.
SUB-HYPOTHESIS: 3

"BONNISAN is a successful brand because the experience of the brand in the market place (time tested)"

More than fifty per cent of experts DID NOT REJECT this sub hypothesis.

DISCUSSION:

Bonnisan’s experience in the market place for colicky disorders in infants is proven safe and effective. This is the only reason make the experts to prescribe for this brand. Some of the experts are also of the opinion as there is no safe alternative brand is available for treating colicky disorders in infants the brand is success.

SUB-HYPOTHESIS: 4

"GASEX is a successful brand, as it enjoys organizational support"

More than fifty per cent of experts DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Many experts felt that GASEX is successful because the organization support given to the brand right from its launch is the main reason for the brand success. Some of the experts are also of the opinion, the medicines
that have to be taken regularly for a long term are resorting to ayurvedic brands as they believe that they are safe medicines.

It was also felt that the initial promotions and communication efforts by the organization were excellent.

To sum up, experts felt that GASEX is successful brand because of the continuous organization support right from the launch.

SUB-HYPOTHESIS: 5

"THIRTY PLUS is a successful brand because of its aggressive advertising"

Majority of the experts DID NOT REJECT this sub hypothesis.

DISCUSSION:

Experts feel that though many brands are available in this therapeutic group, the aggressive advertising campaign taken up by the AJANTA pharmaceuticals is the main reason for the brand success. Stress and strain are the two reasons that are draining the current business executive. This was effectively communicated by the organization thru' mass media and created high awareness level among public and the brand was built. Some the experts are also of the opinion the aggressive promotion at retail level is also one of the reasons for success.
SUB-HYPOTHESIS: 6

“CHAWAN PRASH (DABUR) is a successful brand because its from DABUR (organization strength)”

More than fifty per cent DID NOT REJECT this sub-hypothesis.

DISCUSSION:

Majority of the experts are of the opinion chawan prash (Dabur) is a successful brand it is because of the organization strength. The strong heritage that company is having in the minds of the public, perceived ayurvedic benefit, healthy, nurturing and dependable are the main reasons for the success. All these qualities of the company are transferred effectively and efficiently to Dabur chawan prash.

Experts did not reject the above sub hypothesis, that chawan prash from Dabur is successful because of the organization strength.

SUB-HYPOTHESIS: 7

“HAJMOLA is success because innovative dosage form”

More than fifty per cent DID NOT REJECT this sub-hypothesis.
DISCUSSION:

Majority of the experts are of the opinion that the dosage convenience is the main reason for the success of HAJMOLA. As most of the Indians are having the habit of chewing after heavy lunch either pan / betal nuts, this was effectively utilized by Dabur with the launch of HAJMOLA candy with the health benefit. Some of the experts are also of the opinion due to the heavy advertising and promotion the brand was successful.

However, majority of the experts are of the opinion its chewable candy form is the major reason for success.

SUB-HYPOTHESIS: 8

REVITAL is successful brand because; it has positioned as adjunct therapy in convalescence

More than fifty per cent of the experts DID NOT REJECT this sub-hypothesis.

DISCUSSION:

When Ranbaxy laboratories launched REVITAL initially, they started promoting the brand as an adjunct therapy in convalescence, especially in postoperative convalescence period. The goodness of Ginseng, with right positioning the brand reaped the benefits. This was also one of the few brands in the market place with allopathic and ayurvedic combination.
Experts were convinced that it is a traditional medicine (Ginseng) used for the prophylaxis against ageing and disease. It has recently gained acceptance all over the world and used for various indications. However, most of the experts agreed that REVITAL is a successful brand because it has positioned as adjunct therapy in convalescence.

**SUB-HYPOTHESIS: 9**

"WOODWARDS GRIPE WATER is a successful brand because efficacy of the brand proven over a period of time"

More than fifty per cent of the experts DID NOT REJECT this sub-hypothesis.

**DISCUSSION:**

The experts are of the opinion the proven experience of the brand in the market place is the only reason for the brand success. Some experts are also of the opinion the effective mass media communication is also one of the reason for the brand success.

However, majority of the opinion the brand’s proven experience in the market place is the reason for success.

**SUB-HYPOTHESIS: 10**

"PUDIN HARA is a successful brand because of dosage convenience"
This sub-hypothesis has been dropped because the responses were too few.

SUB-HYPOTHESIS: 11

"SAMHAN is a successful brand because of the experience of the brand"

More than fifty per cent DID NOT REJECT this sub-hypothesis.

DISCUSSION:

This brand is successful because of the experience of the brand in the market place. The experts are of the opinion the brand is successful because the product is good. Some of the experts of the opinion it is successful because of the dosage convenience.

Majority of the experts are of the opinion that the brand’s proven experience in treatment sneezing and running nose are the main reasons for success.

SUB-HYPOTHESIS: 12

"An AYURVEDIC brand will successful only based on the experience of the BRAND in the market place"

More than fifty per cent DID NOT REJECT this sub-hypothesis.
DISCUSSION:

The regulations are preventing the experts to prescribe ayurvedic brands. Under this pre text majority of the experts is of the opinion only the brand experience in the market place will make the brands successful. Some of the experts are also of the opinion in low health risk therapeutic groups ayurvedic products are having better advantage than allopathic brands.

7.7.3. ANALYSIS – AYURVEDIC BRANDS:

General Success

Experts are of the opinion that an ayurvedic brand able to gain a market share of 2% then that brand can be called as successful. There is no specific information available on the ayurvedic product market, but majority of experts (chemists) agreed that 10% of the sale is coming from the ayurvedic brands and they are also agreed the market is also growing more than the pharmaceutical industry growth. Due to the government recent regulations, market affected. After the recent ruling, experts in the allopathic medicine are not prescribing ayurvedic brands. They are communicating to patients to take a particular brand along with allopathic medicine to safeguard their interest.

In a nutshell majority of the experts agreed that an ayurvedic brand able to gain 2% market share in the therapeutic group can be termed as a successful brand.
In general, experts agreed that for an ayurvedic brand to be successful it has to prove itself in the marketplace its’ efficacy and safety profile.

**Brand Success:**

The following table summarizes the ten brands under the study in Ayurvedic products and their key success factors.

Table 18

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Brand Name</th>
<th>Result</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Liv – 52</td>
<td>Successful</td>
<td>Brand experience</td>
</tr>
<tr>
<td>2</td>
<td>Bonnisan</td>
<td>Successful</td>
<td>Brand experience</td>
</tr>
<tr>
<td>3</td>
<td>Gasex</td>
<td>Successful</td>
<td>Organization support</td>
</tr>
<tr>
<td>4</td>
<td>Thirty plus</td>
<td>Successful</td>
<td>Aggressive advertising+ Positioning</td>
</tr>
<tr>
<td>5</td>
<td>Chawanprash</td>
<td>Successful</td>
<td>Organization strength</td>
</tr>
<tr>
<td>6</td>
<td>Hajmola</td>
<td>Successful</td>
<td>Dosage convenience</td>
</tr>
<tr>
<td>7</td>
<td>Revital</td>
<td>Successful</td>
<td>Positioning</td>
</tr>
<tr>
<td>8</td>
<td>Woodwards gripe water</td>
<td>Successful</td>
<td>Brand experience</td>
</tr>
<tr>
<td>9</td>
<td>Pudina Hara</td>
<td>-----------</td>
<td>------------------------</td>
</tr>
<tr>
<td>10</td>
<td>Samhan</td>
<td>Successful</td>
<td>Brand experience</td>
</tr>
</tbody>
</table>
From the discussion following the sub-hypotheses tested for ten ayurvedic brands the variables that led to the success of ayurvedic products can be inferred. In four out of the above ten brands examined the success was affected by the brand experience in the market place. Live-52, Bonnisan, Woodward's Gripe Water and Samhan are successful because of their experience in the market place. Positioning emerges as the reason for the success of Revital and Thirty Plus (advertising is also seen as a reason in the case of Thirty Plus). Dabur Chawanprash is successful because of organizational strength and Hajmola is successful because of its convenient form.