CHAPTER III
MARKETING STRATEGIES AND PROMOTIONAL TOOLS FOR PHARMACEUTICAL COMPANIES

This chapter defines different concepts and terminologies of different types of drugs, concepts of marketing strategies for prescription products, marketing mix, and promotional strategies which will act as theoretical background of the research study. Due to the change in business environment, pharmaceutical companies are changing their marketing strategies to meet the new competitive business environment. In the pharmaceutical industry, the changes taking place regarding to the product marketing and promotional tools are highly complex. The technologies leading to drug discovery and development are at the limits of human knowledge. The huge size of the companies and the complexities of their processes and technologies present many marketing challenges.

3.1 Introduction

Marketing is defined as satisfying needs and wants through an exchange process. Within this exchange transaction customers will only exchange what they value (money), if they feel that their needs are being fully satisfied; clearly the greater the benefit provided the higher transactional value an organization can charge. While developing marketing strategies the pharmaceutical companies need to understand the environment in which the strategy will be implemented.

Here are some definitions of marketing from famous organizations or marketing thinkers. Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives. (Bennett 1995); marketing is the management process responsible for anticipating and satisfying customer requirements profitably (The Graphered Institute of Marketing, 2009); marketing is a social and managerial process by which individuals and groups obtain what they need and want through
creating, offering, and exchanging products of value with others. (Kotler and Clarke, 1987); and marketing is the entirety of the business from the perspective of the customer (Drucker, 1993). Looking through these definitions, one concept stands out—satisfying customer needs. Most experts would agree that marketing is all about identifying customer needs and wants, and building products that will satisfy them. More precisely, marketing's scope is satisfying customer needs, thus retaining them, which leads to building long-term relationships and ultimately acquiring more customers.

Marketing management is the analysis, planning, implementation, and control of programs designed to bring about desired exchanges with target markets for the purpose of achieving organizational objectives. (Kotler and Armstrong 2001). The marketing management process has six distinct components. These include

1) analysis of the environment, competition, and the organization, which leads to the identification of marketing opportunities;
2) study of the market and identification of distinct market segments;
3) marketing strategies specifically designed for the chosen market segments;
4) detailed planning of marketing programs and activities created to achieve the previously set strategic objectives;
5) organization and implementation of a network of marketing activities;
6) evaluation and control of all marketing activities.

These marketing processes and activities are planned, executed, and evaluated by a variety of marketing managers, who hold different titles and stand at different hierarchical levels within the organization.

### 3.2 PHARMACEUTICAL MARKETING

Pharmaceutical marketing, sometimes called medico-marketing or pharma marketing in some countries is the business of advertising or otherwise promoting the sale of pharmaceuticals or drugs. Here are some definitions from various thinkers:
Smith (1991) Pharmaceutical marketing can be defined, “as a process by which market for pharma care is actualized. It encompasses all the activities carried out by various individuals or organisations to actualize markets for pharma care.” The actualization of markets for pharma care indicates that all activities involved in anticipating, enlarging, facilitating, and competing or removing gaps in pharma care are within the scope of the field of pharmaceutical marketing. In other words pharmaceutical marketing is not a static passive process but a dynamic active process.

Mahesh D. Burande (1999), “Pharmaceutical marketing is marketing of pharmaceutical formulations or fine chemicals into the market.” In other words pharmaceutical marketing is the branch dealing with marketing of pharmaceutical areas like manufacturing, sale, distribution, isolation, identification, action and reactions of drugs with analysis and development of new drugs.

Lam (2004) “Pharmaceutical marketing is about total brand communication all forms of promotional activity working together across disciplines to develop synergy for the brand.”

Pharmaceutical marketing is a vast panorama and has a unique style of functioning; however very few references are readily available on this topic. Hence it is necessary to study emerging trends in the pharmaceutical marketing in India from a critical point of view. A systematic analysis and evaluation of pharmaceutical marketing is also done in this section.

Dey, Chandra, & Rai (1999) has depicted various issues like marketing functions, R&D, Government Policies, etc in-terms of pharmaceutical market in India. The designed structure needs to be further updated in varying degree to examine various issues and growth perspective in Indian Pharmaceutical market.”
Gross and Patel (2002), further elaborated the Indian pharmaceutical industry in terms of regulatory environments, imports, and exports trends etc. from theoretical angle. Also it is very true that practical approach towards Indian Pharmaceutical marketing helps to draw concrete conclusions and suggest the measure to explore newer marketing opportunities and minimize the risk to sustain in highly competitive environment and preserve marketing ethics.

R.R.Srivastava (1995), “Product, price, place, promotion and physical distribution are the key components of pharmaceutical marketing mix. The study is summarized with relative reference but it has to be further described in-terms of various strategies related to it to achieve high customer satisfaction.

According to John Lidstone (1999), the aim of pharmaceutical marketing is to change from a non-usage of a product to usage or repeated usage. There are different buying stages of healthcare professionals in which the pharmaceutical companies have to make their product known.

(a) Unawareness to awareness
During this stage the product is not known at all by the doctor/pharmacist and in which the medicinal drug moves from no knowledge towards a situation where the healthcare professional knows about it. In this stage marketing has two purposes:

- Telling the doctor about existing products of the company
- Creating an association between the therapeutic area and the product

(b) Awareness to Interest
This is a movement from a passive stage to an active stage of attention. The healthcare Professional will have his curiosity motivated by the products newness, appearance, or concept. The marketing objectives in this stage are:

- Gaining his attention through promotion
• Creating interest or a motivation towards the product
• Providing a summary information of the product

(c) **Interest to Evaluation**

At this stage, the professional will consider the effect of the product upon his motivations i.e. lifestyle or image. The healthcare professional will analyse, rationalize, and look for advantages with the new product. Depending on what the healthcare professional needs, such as improved efficacy, more economy, the uniqueness of the drug and safety. Marketing at this stage attempts to:

• Encourages the physician to start his study of the drug
• Find the requirements of the physician
• Segment and target the doctors according to the requirements of the professional

(d) **Evaluation to Trial**

This is the key movement for the evaluation stage in which he/she is still considering the product to actually using it. Marketing from the company at this stage has to

• Identify usage opportunities
• Suggest the usage when the opportunities occur

(e) **Trial to Usage**

When the trial is successful, the professional will move to usage in prescribing the product. At this point, the pharmaceutical company has to:

• Provide reminders of key elements such as brand, therapy area and the advantages of usage
• Emphasize the success and the approval of prescribing the product
• Remind the prospective subscriber of usage prospects and present proof of other doctors’ usage and success.
(f) \textbf{Usage to Repeat Usage}\n
This is the final objective for marketing. When a healthcare professional moves from the occasional use to constant use, they move into a stage of automatically selecting the particular prescription drug. At this stage the company has to:

- Maintain the environment that has led to satisfaction
- Keep a satisfactory image
- Keep confirming and reminding the healthcare professional of the key qualities of the product

During these stages of marketing a drug, pharmaceutical companies in their pursuit of increased profits, can use unethical methods to push their products. From the first stage of introducing the product, right through the final stage of usage to repeated usage, the company will try to influence the physicians choice in choosing their particular product.

However, mostly concepts of marketing of other products are same to the marketing of the pharmaceutical marketing. As the companies would go same, about creating new product development plans, advertising campaigns, and unique selling points etc for the marketing of both the goods, but clearly, after talking to prescribers, regulators, and your own medical sales representatives, you would discover that pharmaceutical markets bear distinct differences from your prior battlefields.

\textbf{Pharmaceutical Products vs. Consumer Products}\n
Peculiarly enough, the patient consuming your product is neither the decision maker, nor the buyer. Additionally, ethical, regulatory, and liability considerations would be much higher in the case of antibiotics than other products. And finally, brand loyalty and price sensitivity would be less of a problem than the fierce competition seen in the computer or travel industries. There are some of the particular aspects of pharmaceutical marketing, which are as follows:
(a) More stringent regulation of the industry as opposed to consumer markets—a level of regulation matched by very few other sectors (for example, airline travel)
(b) The necessity for huge R&D investments, often surpassing 20 percent of annual revenues
(c) The sensitive issue of patient rights
(d) A variety of other ethical issues, such as animal welfare and environmental protection

An overview of the main differences between consumer and pharmaceutical markets is presented in Table 3.1.

**Table 3.1: Comparison of Pharmaceutical to Consumer Markets**

<table>
<thead>
<tr>
<th></th>
<th>Pharmaceutical market</th>
<th>Consumer market</th>
</tr>
</thead>
<tbody>
<tr>
<td>The consumer is the decision maker</td>
<td>Not true</td>
<td>True</td>
</tr>
<tr>
<td>The consumer pays directly for the product</td>
<td>Not true</td>
<td>True</td>
</tr>
<tr>
<td>Product brand loyalty</td>
<td>Higher</td>
<td>Lower</td>
</tr>
<tr>
<td>Importance of ethics</td>
<td>Higher</td>
<td>Lower</td>
</tr>
<tr>
<td>Degree of government regulation</td>
<td>Higher</td>
<td>Lower</td>
</tr>
<tr>
<td>Liability considerations</td>
<td>Higher</td>
<td>Lower</td>
</tr>
<tr>
<td>R&amp;D complexity</td>
<td>Higher</td>
<td>Lower</td>
</tr>
<tr>
<td>R&amp;D on humans are necessary</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>R&amp;D costs</td>
<td>Higher</td>
<td>Lower</td>
</tr>
<tr>
<td>Price sensitivity</td>
<td>Lower</td>
<td>Higher</td>
</tr>
</tbody>
</table>

Source: Pharmaceutical Marketing: A Practical Guide

### 3.3 MARKETING STRATEGY

The previous section described marketing management as the analysis, planning, implementation, and control of programs designed to bring about desired exchanges with
target markets for the purpose of achieving organizational objectives. One of the core elements of this process is planning, that is, setting the course toward a desired destination. The planning process has also been called "crafting a strategy". In the business world, strategy is a statement describing the general course of action; the company will follow to achieve its objectives. It helps companies to focus on a "strategic competitive advantage," avoiding wasted efforts and resources. A strategy is needed for these two reasons:

1. To proactively design the course of action
2. To align and coordinate every member of the organization.

Marketing strategy focuses explicitly to chase the long run competitive and consumer advantage. Marketing strategy's difference is that it serves a boundary role function between the firm and its customers, competitors and other stakeholders. Marketing is uniquely able to assess consumer needs and the firm's potential for gaining competitive advantage, which ultimately must guide the corporate mission.

Marketing develops strategy based on analysis of consumers, competitors and other environmental forces which then should be combined with other strategic inputs (such as Financial, Research and Development (R&D) and human resources) to arrive at an integrated business strategy. Sound business strategy should have a marketing perspective, i.e., marketing should provide inputs to strategy generation and the evolved strategies should be tested against the reaction of consumers, competitors and other stakeholders. In the quest for competitive advantage, the primary concern should be the market response to the proposed strategy. In order to be successful, the strategy whether driven by cost, technology, distribution, service or other competitive advantages of the firm—has to be consistent with consumer needs, perceptions and preferences.

(Peterson 1992), Each institution has a marketing strategy which is an overall plan for the attainment of institutional goals. Strategies should not be confused with goals. The goal of an organization is to satisfy customers and other public in exchange for a profit or acceptable revenue/cost ratio. The strategy, on the other hand, is a particular plan for achieving that goal. Two or more organisations might have identical goals but use
different strategies for reaching that goal. A strategy is relatively permanent in that it is
difficult and costly to change. Strategy formulation involves considering target
consumers to pursue; target-consumer desires to satisfy; and marketing-mix components
(i.e combination of product planning, pricing, physical distribution channels).

The Target consumer: Marketing efforts are more likely to be successful if they are
aimed at particular consumers, rather than at the public at large. Target consumers are
the individuals that the organisation attempts to satisfy. A naive marketer might feel that
the institution should try to satisfy all consumers, rather than only a subset of the total,
since then the potential market would be larger. Experience indicates, however, that, it is
virtually impossible to satisfy everyone. Often, the best approach is to select a target
group and to design a marketing mix that meets their desires. In fact, failure to specify
the target consumer can be very dangerous,

Determining Consumer Desires: Effective marketing strategy requires a knowledge of
consumer desires; the benefits that consumers seek.

Designing the Marketing Mix: Marketing Managers identifies target consumers and
discovers their desires in order to design an effective marketing mix.

In a similar work, Baker (1992) isolates another three basic marketing strategies and
these are:
- Undifferentiated Strategy
- Differentiated Strategy
- Concentrated Strategy

An Undifferentiated Strategy: This exists when the supplier, offers the same product
to all persons/organizations, believed to have a demand for a product of that type.
Undifferentiated strategy suggests three sets of circumstances, being suited to the
marketer, which are as follows:
1. The introduction of an innovation
2. The mature/decay stage of the product life cycle
3. Commodity marketing where the conditions most closely approximate the economists’ model of perfect competition.

If a new product is recording a success and begins to grow rapidly, then an undifferentiated strategy may continue to prove the most suitable, for under these conditions, production and distribution problems tend to dominate, with an emphasis upon cashing-in on the rapidly expanding demand. However, as saturation begins to approach so suppliers will seek to differentiate their output from that of their competitors and adopt either a differentiated or concentrated strategy.

A Differentiated Strategy: This strategy exists, where the supplier seeks to supply a modified version of the basic product to each of the major sub-groups which comprise the basic market. In doing so, the marketer will develop a different marketing mix in terms of the product's characteristics, its price, promotion and distribution, although attempts will often be made to standardise on one or more of these factors in the interest of scale economics (usually distribution, e.g car dealerships, consumer durables, etc.). Such differentiation is only possible for very large firms, which can achieve a sufficient volume in each of the segments to remain competitive. For the smaller producer, a concentrated strategy may be the only realistic option.

A Concentrated Strategy: In this strategy, the producer selects one of the major market segments and concentrates all his efforts upon it. It should be noted that this is different from the user self-selection that we described earlier in connection with an undifferentiated strategy for an innovation. In the latter case the subsets of the market are not clear, the supplier does not possess profiles of different market groupings, and so he cannot devise a targeted or concentrated strategy for matching his output to the needs of one segment.

At this juncture, it must be noted that as demand begins to decline due to competition
from new or substitute goods, so the maintenance of a concentrated or differentiated strategy, may become uneconomic and suppliers may revert to an undifferentiated strategy.

Ganjre (2011), a pharmaceutical company focuses on the core areas of pharmaceutical marketing to achieve their sales objectives. Thus, strategies and policies made them a brand leader in its therapeutic category and these strategies are framed according the thrust areas. The three major focused thrust areas in pharmaceutical, which enable companies to achieve business goals, are as follows:

a) Thrust Area (T 1) Sales Force: Sales force includes:
   i. Medical Representative
   ii. Management Hierarchy
   iii. Product Management Team

As amongst above three, the decision maker is only Medical Representative who decides to whom to target the product and get the mileage in sales. Management Hierarchy and Product Management Team are the supportive functions and help to guide and train them in a proper way. But in the end Medical Representative is the only person that implement the given strategy to the right customer and provides the relative feedback.

b) Thrust areas (T-2) Stockists: Stockists include:
   i. Dealers
   ii. Chemists

   For effective distribution network and physical transfer of goods to the end user both dealer and chemist has an integral role.

c) Thrust Areas (T-3)-Medical Practitioners: Medical Practitioners include:
   (i) Consulting Physicians
   (ii) Dispensing doctors
(iii) Paramedical staff

According to this study, 90 percent of the total pharmaceutical sale is prescription based. Market is dominated only by consulting physicians; those can decide the prescription trend and overall trend of pharmaceutical marketing.

3.3 SEGMENTATION STRATEGIES

A single product is not likely to appeal to all customers; an effort is made to identify groups of customers that find different product variations to be attractive. Segmentation is the process of analyzing and breaking down the whole market into specific submarkets, each with their own characteristics and needs. Micromarketing is the process of creating and offering customized products combined with customized communications to each submarket customers.

There are several reasons for seeking effective market segmentation. First, the pharmaceutical markets (prescribers, patients, and other stakeholders) are not homogeneous in their needs and wants. Second, pharmaceutical companies working in the global environment are unable to target mass, undifferentiated markets in many countries. In addition to that, it is impossible to gain competitive advantage without effective market segmentation strategies—in any therapeutic category or geographical market of the world. Some of the important benefits of pharmaceutical market segmentation are:

1. Designing optimal product-market matches
2. Proper promotion strategies
3. Effective advertising media allocation
4. Identifying the most appropriate distribution channels, and exploiting neglected segments.

“Market segmentation consists of taking the total heterogeneous market for a product and dividing it into several sub-markets or segments each of which tends to be
homogeneous in all significant aspects." (Stanton, 1983)

The market can be divided into distinct groups of buyers by market segmentation, and it is a process to give direction to customer's servers, what kind of products and needs the customer will be satisfied (Kotler & Armstrong 2010). Divide the market into smaller segments that could be improved efficiently with products and services, it can match the company's unique wants and needs (Kotler & Keller 2009).

**Segmentation Methods**

There are two different, equally effective market segmentation methods, as shown in Figure 3.1. First, the Top-down approach presumes that buyer characteristics predict buying patterns, while the Bottom-up approach assumes that the buying patterns can indeed identify buyer characteristics.

**Figure 3.1: Pharmaceutical Market Segmentation Methods**

<table>
<thead>
<tr>
<th>Macro segmentation (Top-Down)</th>
<th>Micro segmentation (Bottom-Up)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Disaggregates a larger market</td>
<td></td>
</tr>
<tr>
<td>• Presumes that buyer characteristics predict buying patterns</td>
<td></td>
</tr>
<tr>
<td>• Focuses on geographic, demographic, and socioeconomic characteristics</td>
<td></td>
</tr>
<tr>
<td>• Studies buying behavior/decision-making</td>
<td></td>
</tr>
<tr>
<td>• Groups buyers into segments</td>
<td></td>
</tr>
<tr>
<td>• Focuses on behavioral, psychographic, and personal characteristics</td>
<td></td>
</tr>
<tr>
<td>• Presumes that buying patterns identify buyer characteristics</td>
<td></td>
</tr>
</tbody>
</table>

Source: Pharmaceutical Marketing: A Practical Guide

The segmentation criteria used by the pharmaceutical industry are similar to those fre-
quently used by other industries as shown in Table 3.2. Different criteria may apply to the multiple stakeholders of the pharmaceutical industry. For instance, demographic, socioeconomic, or consumption pattern criteria may be especially suitable toward patient segments, while psychographic and behavioral criteria may be equally important in segmenting prescriber groups. Furthermore, selected criteria may be applicable to other health personnel, government employees involved in pharmaceutical purchasing, the media, or the general public.

Table 3.2 : Segmentation Criteria used by the Pharmaceutical Industry

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demographic</td>
<td>Age, race, gender, migration, urbanization, income, family, composition, education</td>
</tr>
<tr>
<td>Socioeconomic</td>
<td>Political system, Gross National Product, Gross Domestic Product, Business cycle, Competition</td>
</tr>
<tr>
<td>Geographic</td>
<td>Continent, Climate region, geopolitical group of countries</td>
</tr>
<tr>
<td>Psychographic</td>
<td>Attitudes, interests, opinions</td>
</tr>
<tr>
<td>Behavioural</td>
<td>Lifestyle, social class, purchasing structure</td>
</tr>
<tr>
<td>Consumption patterns</td>
<td>Usage rate, loyalty</td>
</tr>
<tr>
<td>Consumer predispositions</td>
<td>Purchase disposition, purchase influence</td>
</tr>
</tbody>
</table>

Source: Pharmaceutical Marketing: A Practical Guide

Market segmentation involves several distinct steps, as shown in Figure 3.2. The market is first defined by using the criteria mentioned earlier. The proper selection of segmentation criteria then leads to the identification of distinct market segments with
homogeneous profiles. Those individual segments are then analyzed in detail, leading to the identification of the optimally suited segments to the product characteristics and unique advantages. Marketers will then construct marketing strategies toward these segments, and define the tactics and resources that will be used in achieving a competitive advantage within the selected segments.

**Figure 3.2: Market Segmentation Process**

![Market Segmentation Process Diagram]

Source: Pharmaceutical Marketing: A Practical Guide

### 3.4 TARGETING STRATEGIES

Targeting is the process of selecting specific market segments on which the marketing efforts have to concentrate. This follows studying market needs and tailoring the product toward them. It is about establishing priorities among the different market segments. The four segments market segment need to be analyzed: the market, the customer, the competition, and the company itself. After following the analysis of these four critical aspects, a segment attractiveness study is performed. Different market segments are compared to each other. Then, targeting should focus on segments of high importance.
and high chances of company success. Here are some definitions of targeting:

Cant, Strydom, Jooste, & Plessis (2009), “Market targeting means that a complete profile of the different segments has been developed for the market by a marketer. The role of market targeting is used to select target markets and then choose available methods for the organization.”

Kotler & Keller (2009) described that it is time for a company decide which target markets need to be focused after targeting the market. The first activity is to identify the market size, growth and segment attractiveness. In addition, helping the greatest segment may earn the less potential profit than helping the right target market with relative resources needed. The most attractive ones are not always the greatest.

3.5 POSITIONING

Positioning defines where your product (item or service) stands in relation to others offering similar products and services in the marketplace, as well as, in the mind of the consumer. In other words (BusinessDictionary.com), positioning is an effort to influence consumer perception of a brand or product relative to the perception of competing brands or products. Its objective is to occupy a clear, unique, and advantageous position in the consumer's mind. When introducing a new pharmaceutical product to the world, marketers have to present the product to customers across the whole healthcare spectrum, in market segments, where they believe this product holds the highest competitive advantage or is able to satisfy customer needs in best manner. It is necessary to evaluate both their product characteristics and the competitor's, as well as select the product attributes (positioning) that matter to the customers.

Some definitions of positioning are: the act of designing the company's offer so that it occupies a distinct and valued place in the target customer's mind (Kotler, 1980); the process of adjusting and presenting a product in a way so that it is the most attractive
option for the customer; making a product stand out from competition in the mind of the consumer; the sum of mental connections between the consumer and the (a) attributes and features, (b) feelings and emotions, (c) price and value, (d) problems products can solve, (e) use or application, and (f) competition promised with the offering.

(Boone and Kurtz, 2001), “The concept of positioning seeks to place a certain position in the minds of perspective buyers. Marketers use a positioning strategy to distinguish their firm’s offerings from those of competitors and to create promotions that communicate the desired positions.”

Kotler (2006) defines positioning as the act of designing the company affairs so, at it occupies distinct and valued position in the consumers relative to competition products.

Product positioning is obviously based on the inherent, core product attributes, as well as the augmented attributes that the company has decided to package with the product. Furthermore, product positioning is influenced by the official approval of the relevant local regulatory authorities. In most cases, however, the approved product indication allows use of the product by various medical specialties or by patients suffering from a variety of similar pathological states.

Products have not set the position, although market segmentations have been chosen. In customers' mind, the buying power is quite much affected by brands or product's position. The first thing that companies need is to explore whether the products are taking a place in customers' mind. Various products of different brands can easily confuse the customers of their best options. If a company wanted to make consumers feel comfortable when choosing their product, a successful positioning map is needed.

3.6 BRANDING

A brand is defined as any name, term, sign, symbol, or design, or a combination,
intended to identify goods or services of one seller and to differentiate them from those of the competition (Kotler, 1980). A brand is characterized by a unique name, visual mark, trademark, and copyright that are combined to confer a distinguished appearance and personality to a product. Furthermore, through a consistent, painstaking, and expensive branding effort, the brand is made to "contain" a distinct informational content that clearly identifies the product attributes, benefits, values, and users. The competitive strength of a brand is measured by its brand equity, a term that refers to awareness, acceptability, loyalty, preference, price premium, and unit volume.

As branding is the key to the consumer goods' positioning, it is equally applicable to pharmaceutical products and it can really provide added value to the consumer. A pharmaceutical branding policy can have direct benefits to the prescriber, patient, payer, and manufacturer of the product. The pharmaceutical branding benefits are shown in Figure 3.3.

![Figure 3.3: Benefits of branded Pharmaceuticals](image)

Source: Pharmaceutical Marketing: A Practical Guide
3.7 MARKETING MIX

The result of marketing activities is a mix of product characteristics and benefits, commonly called the marketing mix, a term first introduced by Borden in 1964. The basic elements of the marketing mix are the product, price, place, and promotion (collectively coined the four Ps of marketing).

3.9.1 Pharmaceutical Marketing with respect to Product

The foremost element of the marketing mix is the product. This term encompasses the combined offerings of the seller to the customer, and may have a tangible or intangible nature. A variety of definitions have been given to describe the product, including the following two: (1) "Anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need" (Kotler, 1991); and (2) a good, service, or idea consisting of a collection of tangible and intangible attributes that satisfies consumers and is received in exchange for money or some other unit of value (Zikmund and D'Amico, 1996).

Generic product feature is a term describing the inherent product features, which, in the case of pharma products are product efficacy, safety, quality and so on. This term should not be confused with the "generic pharmaceutical" term. Expected features are those existing in the mind of the customer, which are not necessarily present in all products of the company. Augmented product features are an extremely critical term, used to describe all other features, like ease of use, safety of drugs, branding and so on in order to make it more appealing to the customer.

Due to the changing nature of pharmaceutical products, each product aimed at successfully competing in its therapeutic category, has to carry a set of product and economic components that are well defined and superior to the offerings of competitors. Together, these components make up a better perception of the product value in the eyes of stakeholders. Product components can be distinguished in core values (efficacy,
Table 3.3: Characteristics of Pharmaceutical Products

<table>
<thead>
<tr>
<th>Product components</th>
<th>Core values</th>
<th>Augmented values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficacy</td>
<td></td>
<td>Ease of use</td>
</tr>
<tr>
<td>Safety</td>
<td></td>
<td>Temperature stability</td>
</tr>
<tr>
<td>Tolerability</td>
<td></td>
<td>Shelf life</td>
</tr>
<tr>
<td>Speed of action</td>
<td></td>
<td>Patient education</td>
</tr>
<tr>
<td>Quality</td>
<td></td>
<td>Physician Information</td>
</tr>
<tr>
<td>Cost</td>
<td></td>
<td>Patient association support</td>
</tr>
</tbody>
</table>

Source: Pharmaceutical Marketing: A Practical Guide

Products similar in nature and aimed at the same customer segment are often grouped by organizations in product lines or sets of products with similar features and marketing needs. A company's product portfolio is characterized by product line width and depth, as shown in the example of a pharmaceutical portfolio in Figure 3.4. Thus, a product line width is the number of different product lines within the organization, while a product line depth is the number of individual products within the same product line.
Recent decades have seen a dramatic transformation of the characteristics and values of any pharmaceutical product. These shifts have come about from environmental changes such as the empowerment of patients, government measures around the globe to reduce healthcare costs, changing prescriber needs, or even the increased globalization and communication between healthcare stakeholders around the world. A decade ago, a concerned patient needed only a blood cholesterol-reducing pill. Today, the environmental forces surrounding the pharmaceutical industry are demanding a more efficacious, safe, and easy to use medication, accompanied by disease treatment guidelines, offered by a company that cares about the patient’s quality of life as well as the environment, at an affordable price in all parts of the world.

In pharmaceutical marketing, the product is identified as brand, when it passes through various stages that involve product and market life cycle, product policies and strategies, new product adoption process, product management and brand management.

**Product Life Cycle and Market Life Cycle**

Product life cycle in the pharmaceutical market is same as our life cycle, i.e. introduction (birth), growth, maturity and decline (death). In human life, we needs various types of
calories at different stages in the same way, product of pharmaceutical marketing needs various types of inputs to sustain or maintain longer life of the product. Various stages of product life cycle is shown in Figure 3.5.

Figure 3.5: Product Life Cycle

<table>
<thead>
<tr>
<th>Introductory Stage</th>
<th>Growth Stage</th>
<th>Maturity Stage</th>
<th>Decline Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Pharmaceutical Marketing: A Practical Guide

In introductory phase, product is introduced into the market and needs a lot of efforts to get a prescription from doctor. In this stage, sale is very low and covers only availability at chemist level. This phase demands lot of inputs like product detailing, physician’s sample and reference prints etc.

Growth phase involves actual sale of product and number of prescriptions should be increased. Here fear of competitors to enter and snatch the sale is more than that is not with introductory phase. To achieve maximum sale needs constant reminders to doctors and attractive gifts and arranging symposia, together helps to maintain top market position.

The maturity phase is the phase where the product achieves optimum sales in the market
place and future growth is extremely low. All potential customers are tapped and demand reaches a plateau. Maintaining maturity phase requires finer strategies that may leads to price war. Competitors are always keeping a watch on this and implement strategies like product differentiation, innovative packaging and modified communication strategy to capture some share from the market.

The decline phase is the terminal point of product life cycle. To avoid death of the product, marketer needs to prolong the process of maturity phase. In this phase, product innovation and changes in marketing strategies related to continuous hammering help to avoid this phase.

**Market life cycle**

Market growth and product growth is interdependent. Market potential increases with increasing the constraints like population, paying, urbanization etc. Therefore market life cycle show a growth phase due to the introduction of new products. Company can maintain growth phase by frequent new launch of new product in the market.

It is also true that market competitors maintain the growth rate of the market to survive. For extending product life cycle one needs to find out new usage and new indications under the same therapeutic class. Hence niche marketing concept i.e. entering in micro level marketing or geographically uncovered market, product modifications like oral to injectibles or oral to inhalation or changing pack size, also offering new flavours and colorful packaging.

An example of this is of Cipla. Cipla is a brand leader with the major brand like ‘Novamax’ (Amoxycillin) with product differentiation in strengths as 250&500 mg capsules, and 125&250 mg dispersable tablets. But in year 1996, they introduced ‘Novamax Pediatric drop’ in 30 ml and 60 ml pack. That had shown an excellent acceptance in the market. Such type of brand extensions to product, adds value to extends decline phase. But in year 2000, they again introduced ‘Novamax Residue’ in
125 ml and 250 ml pack with delicious pineapple flavor. And once again this new type of product innovation helps the company Cipla Ltd. to maintain its strong position in antibiotic market.

3.9.2 Pharmaceutical Marketing with respect to Pricing

Price is an important component of Indian Pharmaceutical marketing to recapture the market share. In brief, price is and exchange value of a product or a service. Price of a product depends on its subjective part like evaluation of price impact on market strategies and objective part like demand, supply, cost, competition, government regulation etc.

Indian pharmaceutical industry is very price sensitive industry with high government regulations on price. Currently there are ceiling price fixed for 199 formulations of bulk drugs listed in the National List of Essential Medicines (Ghosh, 2013).

To make strategic decisions regarding price, it is obvious to explain the various factors such as pricing objectives, pricing decisions, bases of pricing, and economy of scale etc. Understanding of these factors helps the company to make effective and realistic pricing strategies.

Therefore, pricing objectives define as maximization of profits and returns on investment to attain overall and sustainable growth for a long period, capture market leadership position and lastly minimize the overall risk.

There are two pricing decision situations: first, when the company is launching the new product and second when the company comes with an existed product into the market. In this, the first price decision is broader as there is no government price restriction and for second, price decision depends on market price as competitors slash it.
**Basis of pricing**

There are four major basis of pricing in pharmaceutical marketing, which are as follows:

(a) Cost Based Pricing: The name itself indicated that, the total cost of production of the product, overheads and surpluses related to product and profit margin. The summation gives selling price of the product. It suggests minimum level of price. But in some cases this cost based pricing fails due to fluctuations in unit cost of production, competitors, move towards to price, and D.P.C.O. guidelines regarding price.

(b) Demand based pricing: Demand based pricing fluctuated with respect changes in demand. It is based on market realities and is successful in price sensitive and demand elastic market. This method is rarely used because of its own limitations as price sensitivity and demand elasticity has been rarely fallen in same places.

(c) Market Based Pricing: Market based pricing is an analytical method based on performance quality of service rendering into the market. Under pricing or over pricing of products depends on market information gathered and decision made to achieve company objectives.

(d) Competition Based Pricing: This is widely used method by all pharmaceutical companies in India. Either, the price is low, high, or at par with others, depending on the market situation.

**Pricing strategies**

Pricing strategies are set as per company objective, market sensitivity, product category, competition etc. There are selective successful pricing strategies in pharmaceutical marketing, which are as follows:
(a) Marginal Cost Pricing: In simple terms, “marginal cost pricing” is the cost of producing one more unit as fixed cost already been covered with existing sales volume.” It means company utilizes its capacity for additional production where profit on small sales remains same, but chances of additional margin may increase. Marginal cost pricing is helpful, when company gets a bulk order from any institution, tender, or hospital supply, where quoting lowest price is more productive.

(b) Penetration Strategy: Penetration strategy aims at deeper end of market pricing strategy. At high sales volume this strategy is profitable and helpful in growth and maturity phase of product life cycle. In this case, customer base is very high and profitability is marginal or very low. In long run, if life span of a product is very short then chances of loss are very high.

(c) Skimming Pricing Strategy: The name itself indicates, skimming the cream of strategy i.e. capitalizing the pricing advantages at the introduction of the product itself. This method is successful at the introductory stage of product life cycle and helps to recover the cost of R&D investment on the new product. The major disadvantage of this strategy is that it increases the vulnerability of competition and high pricing may lead to low per unit sale, furthermore, that may affects per unit resource utilization capacity.

3.9.3 Pharmaceutical Marketing With Respect To Place

In modern terminology, the word means a distribution activity related with placing goods and services with respect to needs and wants i.e. transfer of goods manufacturer to consumer.

In India, even today, end-customer, lies in rural area . Therefore, modern medicines could not able to reach up to them because of unavailability of distribution network. On
the other hand, ever increasing competition encourages manufactures to shift their plants to such areas where land and labour is cheaper. To break the stagnancy of market and have prospective growth needs to adopt innovative and niche marketing strategy for such an undiscovered market.

Channels of pharmaceutical marketing

Pharmaceutical marketing channel is a typical channel of distribution, where the prescriber i.e. physician is indirectly involved in the distribution channel. So it is bind for the manufacturer to sell the product as per prescription of doctor’s through chain and not directly to the consumer.

The pharmaceutical distribution channel is indirect with usually three channel members i.e. depot /C&F, stockiest and chemist. Pharmaceutical companies appoint one company depot or C&F agent usually in each state and authorized stockist(s) in each district across the country. Company depot/C&F sends stocks to authorized stockists as per the requirement. Retail chemists buy medicines on daily or weekly basis from authorized stockiest as per demand. Patients visit chemists for buying medicines either prescribed by a doctor or advertised in the media. Here patient is end customer and doctor is direct customer for any pharmaceutical company. But for doctor customer is more important so he wants an effective supply chain management from prescribed company. And for pharmaceutical companies their customer that is doctor is more important that’s why they emphasize more or supply chain management. Ultimately the end-customer is benefited.

Indian pharmaceutical industry runs in the framework of certain laws, laid by Indian Government. So, manufacturer has to possess all required documents, licenses for manufacturing the drugs. On the other hand, for retail chemist should bind to have a sufficient qualification and license to sell the pharmaceutical products.
(i) **The manufacturer of pharmaceutical industry**

Pharmaceutical manufacturing involves three main classes as:

a. Biological products industry  
b. Ayurvedic medicinal and botanical drug industry  
c. Pharmaceutical preparation industry

In Indian pharmaceutical preparation industry more than 90% share dominated by allopathic drugs and remaining 10% that are contributed by all other indigenous drug industries like Ayurvedic, Homeopathic, Unani etc.

(ii) **Wholesaler:**

Wholesaler is a key player for distribution of pharmaceutical preparation from manufacturer to sub-stockist, retail, chemist, dispensing doctors, hospitals, and nursing homes etc. In Indian Pharmaceutical Industry these wholesalers are mainly classified as follows:

a. Distributor or super stockiest  
b. Authorized dealer or stockists  
c. Sub-stockists  
d. Clearing and forwarding agents.

**Distributor or super stockiest:** Distributor or super stockiest or super distributor is authorized firm appointed by the company under terms of understanding and is responsible for a large geographical area generally a state, or two states depending on various parameters like size of market, product mix, intensity of market penetration etc. Besides this, he is a major contributor for generating sales through hospitals, nursing homes etc and he is an authorized person to redistribute the product to an authorized dealer or stockiest as per the criteria laid by the company.

The various functions of super distributor in pharmaceutical marketing are as follows:

1. Maintenance of sufficient stock position as per market demand.
2. Maintenance of stock as per storage condition as per protocol laid by drug authority of India.
3. Resale of the company’s product to other appointed company stockists.
4. Providing a database with respect to various aspects of redistribution like sale and stock position in terms of value, unit and product to the company.
5. Reimbursement of credit note regarding expiry and stock return.
6. To provide market information related to company strategy as well as competitors.

Therefore, super distributor is like a C&F agent also with a few differences like super distributor purchases goods from the company i.e. having paid inventory where as C&F agent is only responsible for providing a facility like warehousing, redistribution network and office assistance.

**Authorized Dealer or Stockist:** In distribution channels, market penetration of the company’s product at chemist level depends mainly on his appointed dealer or stockistes. So its functions are same as with super stockists or super distributor like maintaining stock position, maintenance of storage condition as per criteria laid by the drug authority, providing details related to sales, settlement of credit notes against expiry, breakage and goods return to retailers etc. And resale the product amongst retail chemist, dispensing doctors, and nursing homes etc. , but the major difference between super distributor and stockiest are as follows:

1. Super distributor is assigned for geographically large territory and his order quantity of product is significantly large where as stockiest is at district level and he is catering only local retail chemist, dispensing doctors, and nursing homes.
2. In supply chain generally transfer of goods is from manufacturers to super distributor to stockiest to retail chemist.

**Sub-stockist:** Sub-stockist is also known as ‘under cutter’. Sub stockiest is mainly responsible to cater small territory but the company does not directly appoint him as a stockists. Sub-stockists rarely get the facility directly from the company, and he has to
depend on stock supply from stockists only.

**Clearing and Forwarding Agents:** C&F agent is life super distributor only with a difference of ownership of goods as with super distributor. It is also true that C&F agent is a body, virtually operated by the company itself like its own depot. A fixed amount of receivable or in simple term service charge or percentage of sale is given to C&F agent as an operational charge, varies with a company policy and sales ratio. Its core functional areas involve:

1. Providing storage facility as per guidelines described by the company and drugs and cosmetic act.
2. Execution of supply order and maintain to receivables from the stockiest.
3. Providing details related to sales record and sales tax to respective departments.
4. Providing feedback related to market information to the company etc.

**Pharmacist or Retail Chemist:** Retail chemist is defined to be as an establishment primarily involved in selling drugs or health care products and services to the ultimate consumer i.e. end-user (patient). In Indian pharmaceutical marketing, retailers are important mediator from the point of view of sales as well as distribution. Retailer is a key mediator for honoring prescribed drug by the Medical Practitioner to the patient. So availability of the prescribed drug at retail level is crucial factor for the company, so that prescription of the physician should not get be bounced or dishonored or substituted by the Chemist for long term. Besides this Chemist is the good source of market information related to the prescription of company’s product and competitors’ product, competitor’s move, stock position analysis etc.

### 3.10 Pharmaceutical Marketing With Respect To Promotion

Once marketers have created a product that is appealing to customers, identified a fair price, and made it physically available to the final consumers, they must then present
their products by marketing them to consumers. This important task is achieved through promotion, which includes advertising, public relations, sales promotion, and personal selling. Therefore the product with right product with right pricing strategy in right place is well communicated through proper promotion that definitely gets the positive results.

The word promotion is derived from Latin word ‘Promovere’, ‘pro’ means forward and ‘movere’ means ‘move’, so promotion means the process of marketing of communication that attempts to inform and remind the individual and persuade to accept, recommend or use the product. In today’s pharmaceutical marketing scenario companies are adapting ‘me too’ strategies with the product that results in high noise level. In such situation, company wants to create its own identity via competitive and innovative strategies to promote their product and capture the market. Pharmaceutical marketing is mainly based on personal communication in comparison to non personal communication like advertising, publicity etc. There are four major marketing communicators in pharmaceutical marketing, which are as follows:

1. Company
2. Medical representative
3. Media
4. Trade channels

These four marketing communicators give rise to a synergistic effect to communicate the product to its ultimate user and gain a competitive advantage over it.

As company is not a single identity, it is a group of people having its own created credibility, reliability, honesty etc. that remembers it by its name that results in company’s positive image and good will into the market.

Medical representatives are the best communicator of product to end-user. Furthermore, it has also seen that a competitive medical representative of unknown company get less response as compare to a well known company’s less competitive medical representative. So image and goodwill of a company help them in long run especially
for a new product launch.

Media is another source of marketing communication. Company’s outsource media like newsletters, national and international medical journals, magazines etc are focused to communicate the message to its customers.

Trade channels also reinforce the company image by giving quality and prompt service to its customer in pharmaceutical marketing.

**Pharmaceutical Marketing with Respect to Promotional Mix**

The elements of promotional mix as discussed by many researcher in marketing management also has a significant use in pharmaceutical marketing segment and needs a modern approach towards the elements in promotional mix. Furthermore, they are categorized as:

1. Personal Selling
2. Advertising
3. Sales Promotion
4. Public Relation

**Personal Selling**

Personal selling has significant role in promotional mix in pharmaceutical marketing. It can influence all steps of buying process both in terms of individual doctor or groups of doctors. Personal selling increases awareness of the product, create interest, leads the doctor to evaluate it, encourage them for trial and use the finally score over all elements like advertising, publicity, and sales promotion helps the marketer for good feedback from market.

Personal selling or medical detailing is one of the basic elements of the promotional mix. It
refers to the direct communication between a seller and the prospective customer. 
Medical detailing is an approved, regulated, and widely accepted means of pharmaceutical marketing communications found in every major national market. The personal selling of pharmaceutical products (via medical detailing) has its own importance to the pharmaceutical marketing. Some of the reasons for its importance include: (1) optimal customer targeting; (2) optimal message adjustment; (3) maximum informational content; (4) mutual flow of information; (5) optimal evaluation of customer perceptions and needs; (6) marketing research; and (7) competitive intelligence gathering.

The medical detailing is like personal selling in every other industrial sector, it is all about providing sales support. Thus, a medical sales representative is involved in supporting the prescribing decision of the physician, managing the implementation, dealing with prescriber or organizational buyer dissatisfaction, and constantly enhancing the relationship through post purchase customer service, asking for referrals, and so on.

The main activities of personal selling associated with the different types of sales supporting efforts are listed in Table 3.4:

### Table 3.4: Elements of Sales Support

<table>
<thead>
<tr>
<th>S.No</th>
<th>Element</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Support buying decision</td>
<td>Reduce buyer anxiety. Make a follow-up call. Ask for feedback</td>
</tr>
<tr>
<td>2</td>
<td>Manage the implementation</td>
<td>Assist with approval process. Introduce support resources. Montiar and report progress</td>
</tr>
<tr>
<td>3</td>
<td>Deal with Dissatisfaction</td>
<td>Empathize with buyer. Respond to problems. Anticipate buyer concerns and expectations</td>
</tr>
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Source: Pharmaceutical Marketing: A Practical Guide
Advertisings

Advertising is a non-personal paid form of communication by identified sponsored. So in case of pharmaceutical marketing, advertising increases awareness, interest, evaluation, and encourages customer for repeat usage. A creative and innovative advertising at clinical level has always support to achieving sale objectives.

Pharmaceutical advertising has similarities and differences both from the advertising of consumer goods. The characteristic idiosyncrasies of pharmaceutical marketing are as follows:

a) Pharmaceutical advertising is directed to the prescriber, not to the final consumer
b) Pharmaceutical advertising is highly regulated.

c) The target audience is identifiable; the company image is important
d) Scientific journal reputation is key
e) Rational appeals dominate primary prescribing decision, while non-rational appeals dominate secondary prescribing decision
f) Medical advertisement readership is higher than for consumer products
g) The summary of product characteristics (including weaknesses) must be attached
h) There is a medical pyramid of influence.

Understanding these differentiating factors is important for pharmaceutical marketers because it significantly influences their advertising strategy choices. Pharmaceutical advertising uses two different approaches to reach its target audiences:

**Push Strategies:** In the push strategy, pharmaceutical company marketers design a variety of marketing items (product brochures, congress stands, medical journal advertisements, multimedia CD-ROMs) that are carefully aimed at their target prescriber segment to increase product awareness and liking. These activities may, in turn, lead to prescribers' convictions and preferences. This leads to prescribing the company's products to their patients.

**Pull Strategies:** In the pull approach, marketers target the patient audience directly by using a set of different promotional activities. The pull approach (where the prescriber is
"pulled" by the patient, instead of being "pushed" by an advertisement) is used increasingly in the marketing of both innovative and generic products. This approach is called Direct to customer advertising (DTC). This type of approach is not used in Indian Market for prescription medicines. For example, they may insert lay newspaper advertisements or use radio and TV advertising, or use magazine coupons and shopping mall signs. In the case of OTCs, the customer is free to visit the chemist shop or grocery store and can purchase the advertised brand. In the case of prescription medicines, a patient will visit a physician and discuss the disease treatment requirements, thus influencing the prescriber to prescribe it. In other words, the patient is acting as a company's sales representative, reminding the physician of a product's benefits and asking for its prescription.

Sales Promotion

Sales promotion is an organized, preplanned component of the overall promotional mix and should be used with the strategic promotional objectives. Sales promotion can be utilized by a manufacturer to distribution chain intermediaries or organizational buyers or retailers, or by a retailer to customers. The main objectives behind the different sales promotion strategies are as follows:

a) To encourage trials through samples
b) To encourage physicians to increase usage
c) To encourage competitor switch
d) To encourage switch to bigger size
e) To encourage physicians to switch to new formulations
f) To encourage seasonality of demand
g) To Improve company image
h) To Build loyalty
i) To satisfies physicians’ price consciousness

Some of the most common pharmaceutical sales promotion methods are: sample
distribution, premium incentives, point of purchase displays, couponing, advertising specialties, promotional licensing, sponsored events, specialty printing, promotion fulfillment, interactive or tele promotions, refunds or rebates, customer contests or sweepstakes, product demonstrations (physicians, nurses, patients), and product sampling. Finally, a pharmaceutical sales promotion campaign needs to follow the overall promotional strategy—by satisfying the corporate objectives.

**Public Relation**

Public relation is essentially a function of an organisation, where it tends to develop and manage its goodwill in the market. The primary aim is to create a suitable environment for the firm. Public relation helps the organizations create a positive opinion about the firm in the market through appropriate communications. An organisation can develop its public relations with several member groups such as suppliers, customers, employees, the government, stakeholders, distributors, members of the public etc. In the current scenario, customers look forward to having business dealings with companies that are good citizens. Therefore companies should not neglect public relations because though it does not induce any immediate customer action, it persuades positive results for an organisation in the long run. Some definitions of public relations are as follows:

**Kotler (1996)** A variety of programs designed to promote and/or protect a company’s image or its individual products.

**Public Relation Society of America (2012)** Public Relation is a strategic communication process that builds mutually beneficial relationship between organisation and their publics. As a management function, public relations also encompass the following:

- Anticipating, analyzing and interpreting public opinion, attitudes and issues that might impact, for good or ill, the operations and plans of the organization.
• Counseling management at all levels in the organization with regard to policy decisions, courses of action and communication, taking into account their public ramifications and the organization’s social or citizenship responsibilities.

• Researching, conducting and evaluating, on a continuing basis, programs of action and communication to achieve the informed public understanding necessary to the success of an organization’s aims. These may include marketing; financial; fund raising; employee, community or government relations; and other programs.

• Planning and implementing the organization’s efforts to influence or change public policy. Setting objectives, planning, budgeting, recruiting and training staff, developing facilities — in short, managing the resources needed to perform all of the above.

Public Relation Tools

There are a variety of PR tools that can be used by pharmaceutical PR professionals. Some of the most common public relation tools are as follows:

1. Written material: Annual reports, corporate magazines, corporate brochures, and planted article.

2. Audiovisual material: Corporate video and corporate multimedia CD ROM.

3. Press relations: Press release; press kit; press conference; press briefing; and press reception. Press relations are among the most important corporate PR activities. Industry marketers should always look for newsworthy stories. For example, a press release could announce the following: the discontinuation of animal testing; the sale of the vitamins division to another company; an international company campaign to eradicate malaria; the registration of a breakthrough anticancer agent; a new protein sequencing methodology; enabling new R&D possibilities; an infertile couple having a baby after hormonal treatment.
4. Events: Seminars, conferences, symposia, new subsidiary inaugural gala; new facility inauguration; community open house day; or a community service day (tree planting, road cleaning).

5. Exhibitions: trade exhibition; international commercial expos; ethical manufacturers’ innovation” exhibition; generics manufacturer shows; or foreign lobby exhibitions

6. Philanthropy: financial support to patient association, financial support to medical practitioners’ association
REFERENCES


International Book House.


