

THE PARAMETERS ANALYSIS STUDYING THE IMPACT OF CULTURE ON THE BRAND PRE-LAUNCH PROCESS IN THE BIOPHARMACEUTICAL COMPANIES

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Abstract

The brand pre-launch process is a crucial activity in a biopharmaceutical company. The pre-launch activities include the preparation of the brand launch needs before it gets available for the customers to use & consume. The intent of the top management, which spells the culture of an organization fuels the activities for a successful brand launch. These activities include - R&D, FDA approval, phase trials, toxicity studies, detailed product profile, users-usages-uses, test marketing, marketing research, customer insights gathering, and brand architecture design, the launch pre-requisites aligned to the mission of the organization, the launch sequence, and the final launch. ^{1. Alliance, I. P. (2016).}, ^{4. Austin, M. (2008).} All the above activities would be driven by intent of the top management showing keen interest in the whole process.

Keywords: Culture in Biopharmaceuticals, Pharmaceuticals, Brand Management Process, Product Management, Top Management Culture.

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The Process:

The parameters have been crafted with respect to the respondent questionnaires. These questionnaires have been designed and targeted to the top management employees of the organization in the biopharmaceutical industry. The parameters have been subjected to analysis. This analysis has been done through a percentage of responses that have been gathered from 65 respondents belonging to the biopharmaceutical companies. The respondents have the C-suite designations like the managing director, CEO, VP, president, executive director, general manager, functional heads etc. The reason in choosing these respondents is on account of nearness to the corporate strategy and brand strategy of the organization. The respondents have shared original opinion with respect to the brand management process and the correlation to the culture of the organization. ^{1. Alliance, I. P. (2016).} ^{2. (Armstrong, 2014), 4. Austin, M. (2008).}

The opinion of the respondents have been collated and presented in the tabular as well as graphical format.

The findings and conclusion has been drawn there-on.

The Parameters and the Data Presentation:

We will be taking into consideration the following parameters that help evaluate the culture that has an impact on the brand pre-launch process. ^{2. (Armstrong, 2014)}

Cultural Parameters Considered in View of the Present Objective:

Table-1: Parameters for culture

No.	Parameters
1	Keen on brand management

2	Policies & strategies sharing with employees
3	Process, System presence, criticality, documentation with comments
4	Organizations having strategic planning department
5	Top management time spent on the brand management processes

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

Pre-launch parameters considered:

Table-2: Parameters for Pre-Launch Process³. (Aryani & Widodo, 2020)

No.	Parameters
1	National Brand Standing
2	Market validation systems
3	Focus of organization-Value creation/Value addition
4	Process, system presence, documentation, comments
5	System of Strategic Planning
6	Department considered crucial for execution of the strategic marketing/brand plan
7	Role of a brand manager
8	Approvals needed for brand launch
9	Function that contribute to the brand revenues/market share/equity
10	Top mgt time spent on brand development/management/building
11	Success factors for brand/product launch process & product launch
12	Ideal ratios related to the brand

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

The following is the data analysis of the parameters mentioned as above with interpretation of the same.

Cultural Parameters in View of the Present Objective:

1. Keen on brand management

In view of the title of the current thesis, organization's culture, policies and strategy is understood from how keen the organization is for implementation of the BMP (Brand Management Process). This also shows how the organization's resources are allocated. In the brand pre-launch process, this parameter is of significance

- Interpretation: Out of 65 companies that were evaluated for keenness in brand management, 44 nos. (67.69%) of them were extremely keen on brand management processes in their organization. Whereas the others were in different levels of brand management depending on their company priorities and interests.

2. Policies & strategies sharing with employees

Sharing details about the policies and strategies with the employees makes an important part of the culture of an organization. This shows how transparent the organization is with the employees so that it instills belonging, ownership and responsibility to every employee³. (Aryani & Widodo, 2020)

- Interpretation: Companies with 45 nos. (69.23%) share policies with their employees, 17 nos. (26.15%) do not share policies with their employees, 3nos. (4.62%) can't be sure/cannot say about sharing the policies with their employees. Companies with 50 nos. (76.92%) share organization strategies with their employees, 4 nos. (6.15%) do not share organization strategies with their employees, 11 nos. (16.92%) can't be sure/cannot say about sharing organization strategies with their employees. It is observed that the strategies and policies are fairly shared with the employees

3. Process, System presence, criticality, documentation with comments

The documents that are prepared are used for the pre-launch preparation for the brand launches either as a check list or for following up another priorities for the brand launches⁴.Austin, M. (2008).

Data for the Above Parameter is as follows:

Table-3: Document of vision, mission, strategic intent, philosophy, values, objectives

	Yes	No	Total
Doc of Vision, Mission & Strategic Intent	65	0	65
Doc of Philosophy, values, objectives	65	0	65
Top mgt, middle mgt, staff knowledge about vision, mission, values, objectives	65	0	65
Brand & Product launch events	65	0	65
Brand/Product launch doc	65	0	65
P&L for brand launch	65	0	65

Source: Researcher's own study (Retrieved from Question-15)

Table-4: Criticality of the documentation of vision, mission, strategic intent, philosophy, values, objectives

	1	2	3	4	5	Total
Doc of Vision, Mission & Strategic Intent	0	0	0	64	1	65
Doc of Philosophy, values, objectives	0	0	0	4	61	65
Top mgt, middle mgt, staff knowledge about vision, mission, values, objectives	0	3	16	30	16	65
Brand & Product launch events	0	4	13	5	43	65
Brand/Product launch doc	0	0	16	0	49	
P&L for brand launch	0	0	18	4	43	65

Source: Researcher's own study (Retrieved from Question-15)

Table-5: Document of vision, mission & strategic intent with percentage and criticality

Criticality	Doc of Vision, Mission & Strategic Intent	
	No. of Companies	Percentage
1	0	0.00%
2	0	0.00%

3	0	0.00%
4	64	98.46%
5	1	1.54%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-15)

Table-6: Document present in the organization of philosophy, values, objectives with percentage and criticality

Criticality	Doc of Philosophy, values, objectives	
	No. of Companies	Percentage
1	0	0.00%
2	0	0.00%
3	0	0.00%
4	4	6.15%
5	61	93.85%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-15)

Table 7: Top management, middle management, staff knowledge about the vision, mission, values, objectives

Criticality	Top mgt, middle mgt, staff knowledge about vision, mission, values, objectives	
	No. of Companies	Percentage
1	0	0.00%
2	3	4.62%
3	16	24.62%
4	30	46.15%
5	16	24.62%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-15)

Table-8: Brand & launch events in the organization in percentage

Criticality	Brand & Product launch events	
	No. of Companies	Percentage
1	0	0.00%
2	4	6.15%
3	13	20.00%
4	5	7.69%
5	43	66.15%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-15)

Table-9: Brand/Product launch documentation in the organization

Criticality	Brand/Product launch doc	
	No. of Companies	Percentage
1	0	0.00%
2	0	0.00%
3	16	24.6%
4	0	0.00%
5	49	75.38%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-15)

Table-10: P&L for the brand launch system present in the organization

Criticality	P&L for brand launch	
	No. of Companies	Percentage
1	0	0.00%
2	0	0.00%
3	18	27.69%
4	4	6.15%
5	43	66.15%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-15)

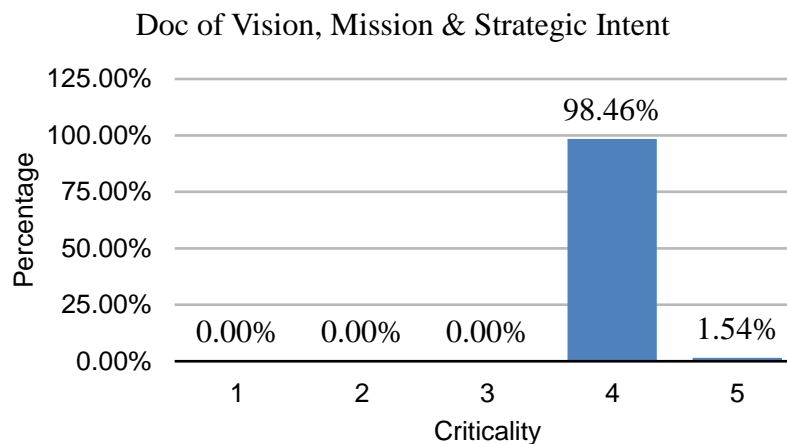


Figure-1: Documentation of vision, mission & strategic intent

Source: Researcher's own study (Data from Table-17)

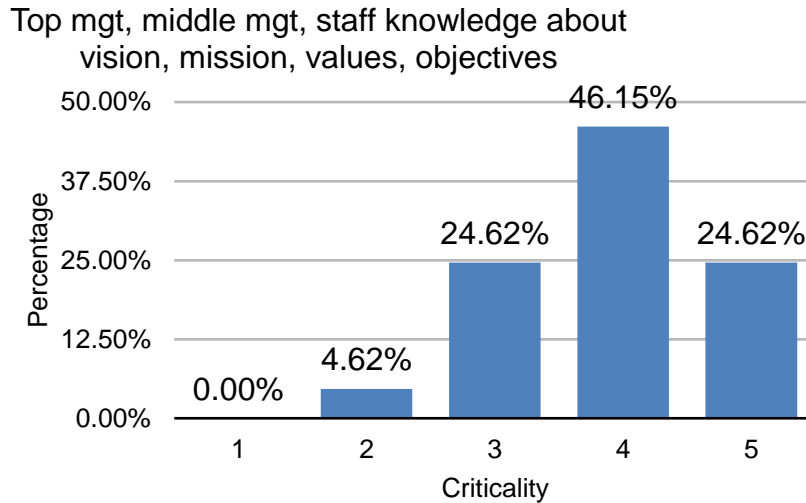


Figure-2: Top management, middle management, staff knowledge about vision, mission, values, objectives

Source: Researcher's own study (Data from Table-21)

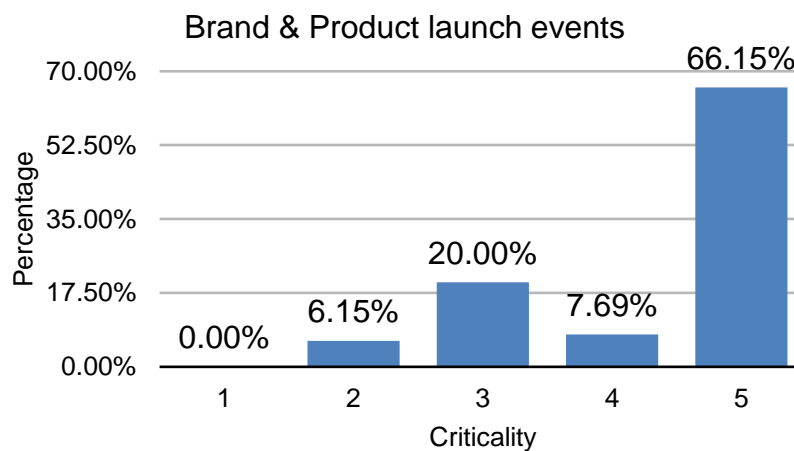


Figure-3: Brand and product launch events and its criticality

Source: Researcher's own study (Data from Table-22)

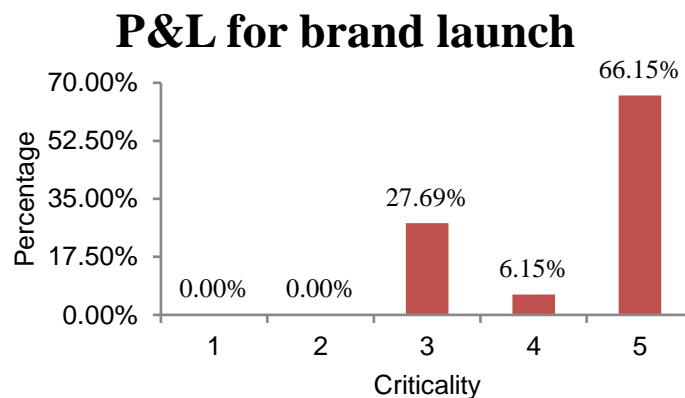


Figure-4: P&L for brand launch

Source: Researcher's own study (Data from Table-24)

- Interpretation: All the companies are observed to follow this system of documentation that will help a better brand launch preparation or post launch or strategy.

4. Organizations having strategic planning department

Having a strategic planning department in an organization means that the organization is focused on the vision and mission. The organization thus is serious about the long term achievement of its objectives. The organization is thus also focused on the brand management process pre and post launch.

Table-11: Organizations having strategic planning department

Strategic planning	No. of companies	Percentage
Yes	52	80.00%
No	13	20.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-16)



Figure-5: Organizations having strategic department

Source: Researcher's own study (Data from Table-25)

- Interpretation: All the organizations considered in the survey have a strategic planning department this means that the organizations are serious about its vision, mission and objectives.

5. Top management time spent on the brand management processes

The top management in an organization means the C-level employees in the organization like the General Manager, Vice-Presidents, CEO, COO. The board also comprises of the top management of the organization. The board consists of the promoters, the investors, private equity partners in the company in the board constitution. The top management's seriousness and involvement brings in the strict discipline that is required for the BMP (Brand Management Process). Therefore, this parameter is considered as important for the BMP.

Table-12: Top management time spent on the brand management process

Contribution %		10%	20%	30%	40%	Total
Board	No. of companies	1	64	0	0	65
	Percentage	1.54%	98.46%	0.00%	0.00%	100.00%
CEO	No. of companies	0	0	65	0	65
	Percentage	0.00%	0.00%	100.00%	0.00%	100.00%
VP	No. of companies	0	0	65	0	65
	Percentage	0.00%	0.00%	100.00%	0.00%	100.00%
GM	No. of companies	0	0	0	65	65
	Percentage	0.00%	0.00%	0.00%	100.00%	100.00%
Investor	No. of companies	64	0	0	1	65
	Percentage	98.5%	0.0%	0.0%	1.5%	100.0%

Source: Researcher's own study (Retrieved from question-30)

Top Mgt. spend in Brand Mgt.

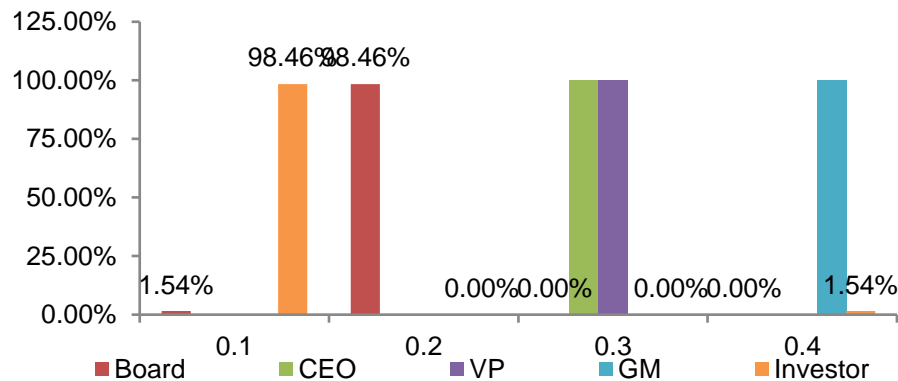


Figure-6: Top Management time spent in brand management process

Source: Researcher's own study (Data from Table-26)

- Interpretation: It is observed that the time preference by the board is 20% by 64 cos., CEOs prefer 30% as observed in 64 cos., VPs prefer spending 30% as observed in 64 cos., GM spends 40% time by all the 65 cos., investors prefer spending 10% time as observed by 64 cos. Therefore, depending on the time spent by the top mgt makes it an important parameter to be considered as an impact on the brand management

Pre-launch aspects considered

6. National brands standing

National brand standing is a parameter that implicates the performance orientation, leadership and pre-launch ready ness for their brands. Therefore, this parameter is crucial for the brand pre-launch evaluation.

7. Market validation systems

Market validation system makes it possible for the brands to be ready for launch. ^{6.} (Basile, 2019)

8. Focus of organization

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

9. Process, System presence, criticality, documentation with comments

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

10. System of strategic planning in an organization

Strategic planning spells a long term focus of the organization. Presence of a strategic planning means that the organization will have a long term focus and planning for their brands portfolio of the organization during the brands pre-launch processes.

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

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

The data for the above parameter is as follows:

Table-13: Marketing/PMT/Brand management criticality for execution of brand plan

Marketing/PMT/Brand mgt		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	0	0.00%
60	0	0.00%
80	4	6.15%
100	61	93.85%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-14: Sales management criticality for execution of brand plan

Sales		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	61	93.85%
60	1	1.54%
80	3	4.62%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-15: Strategic planning criticality for execution of brand plan

Strategic planning		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	0	0.00%
60	4	6.15%
80	61	93.85%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-16: Business development (BD) criticality for execution of brand plan⁶. (Basile, 2019)

BD		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	0	0.00%
60	4	6.15%
80	61	93.85%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-17: Human Resources development criticality for execution of brand plan

HRD		
Crucial %	No. of companies	Percentage
20	3	4.62%
40	61	93.85%
60	0	0.00%
80	1	1.54%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-18: Finance & accounts criticality for execution of brand plan

Fin & Accts		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	4	6.15%
60	0	0.00%
80	61	93.85%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-19: Procurement department criticality for execution of brand plan⁶. (Basile, 2019)

Procurement		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	4	6.15%
60	0	0.00%
80	61	93.85%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-20: Logistics & supply chain criticality for execution of brand plan

Logistics & Supply chain		
Crucial %	No. of companies	Percentage
20	3	4.62%
40	1	1.54%
60	61	93.85%
80	0	0.00%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-21: R&D criticalityfor execution of brand plan

R & D		
Crucial %	No. of companies	Percentage
20	3	4.62%
40	1	1.54%
60	61	93.85%
80	0	0.00%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-22: Production/Manufacturing department's criticality for execution of brand plan

Production/Mfg/Plant		
Crucial %	No. of companies	Percentage
20	3	4.62%
40	1	1.54%
60	0	0.00%
80	61	93.85%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-23: Quality assurance department's criticality for execution of brand plan

QA		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	4	6.15%
60	0	0.00%
80	61	93.85%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-24: Medical department's criticality for execution of brand plan

Medical		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	0	0.00%
60	0	0.00%
80	64	98.46%
100	1	1.54%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-25: Legal & regulatory department's criticality for execution of brand plan

Legal & Reg		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	0	0.00%
60	4	6.15%
80	60	92.31%
100	1	1.54%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-26: Administration department's criticality for execution of brand plan

Admin		
Crucial %	No. of companies	Percentage
20	4	6.15%
40	0	0.00%
60	0	0.00%
80	61	93.85%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-27: Senior management's criticality for execution of brand plan

Senior Mgt		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	0	0.00%
60	4	6.15%
80	61	93.85%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-28: Middle management's criticality for execution of brand plan

Middle mgt		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	0	0.00%
60	0	0.00%
80	4	6.15%
100	61	93.85%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

Table-29: Lower management staff's criticality for execution of brand plan

Lower mgt/Staff		
Crucial %	No. of companies	Percentage
20	0	0.00%
40	2	3.08%
60	2	3.08%
80	61	93.85%
100	0	0.00%
Total	65	100.00%

Source: Researcher's own study (Retrieved from Question-21)

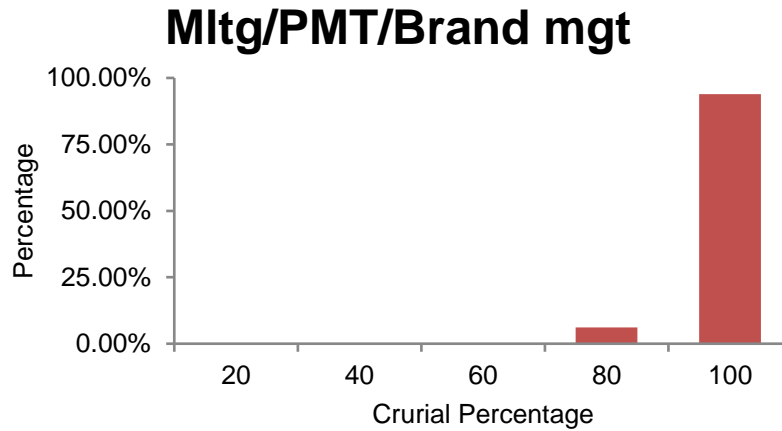


Figure-7: Marketing/Brand Management/(PMT)Product Management Team Criticality
Source: Researcher's own study (Data from Table-27)

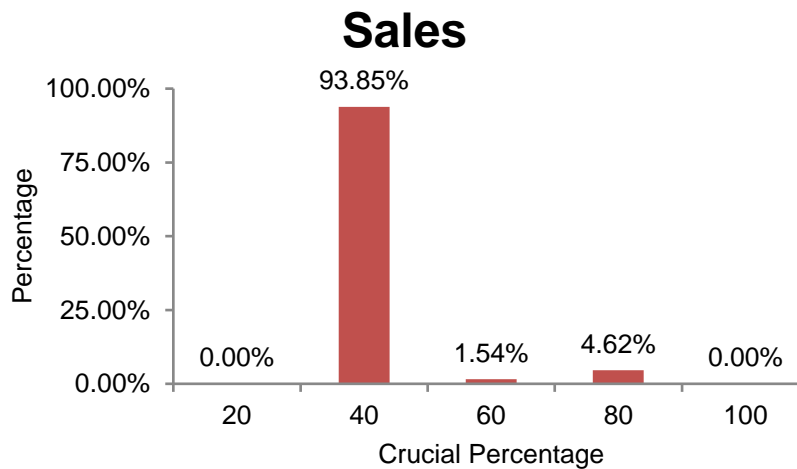


Figure-8: Sales Criticality
Source: Researcher's own study (Data from Table-28)

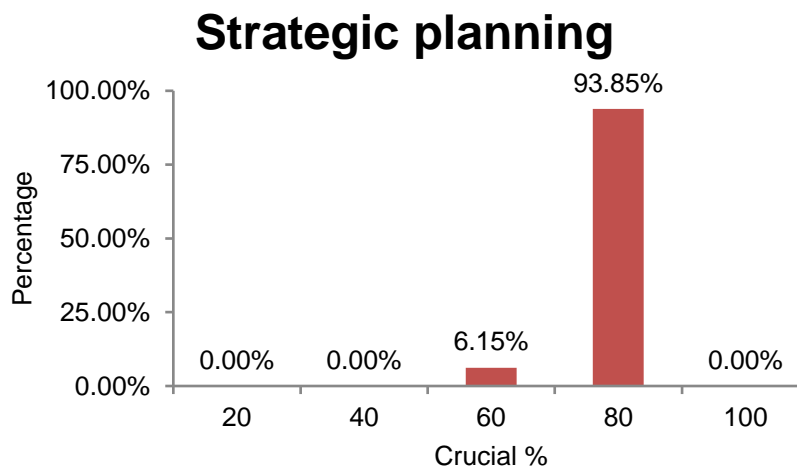


Figure-9: Strategic Planning Department Criticality
Source: Researcher's own study (Data from Table-29)

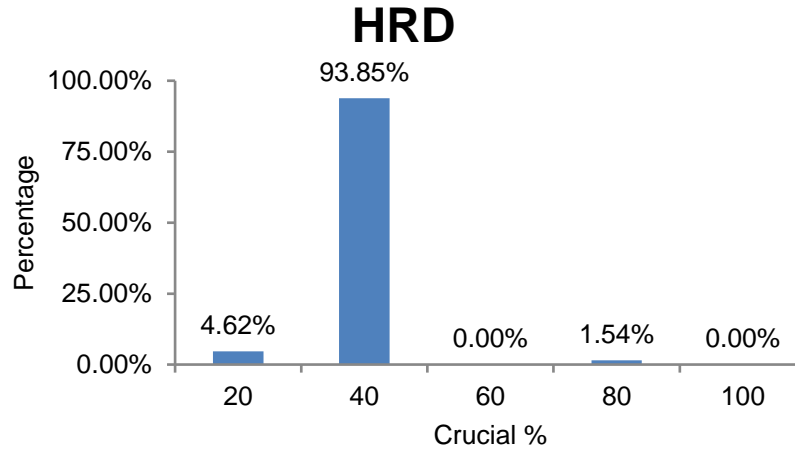


Figure-10: Human Resources Department Criticality
Source: Researcher's own study (Data from Table-31)

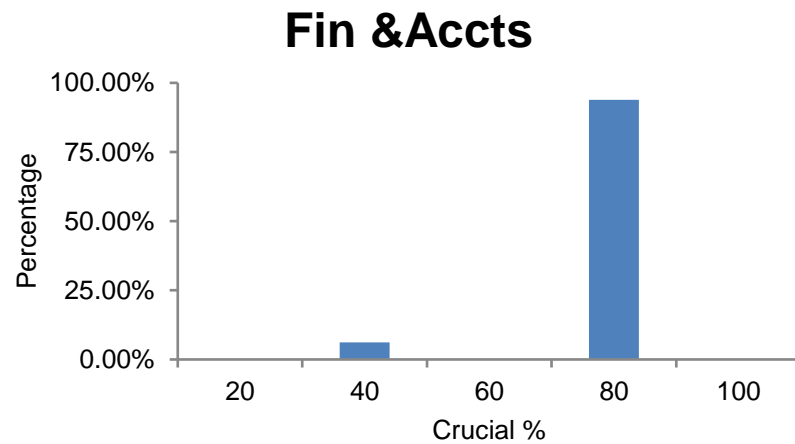


Figure-11: Finance & Accounts Criticality
Source: Researcher's own study (Data from Table-32)

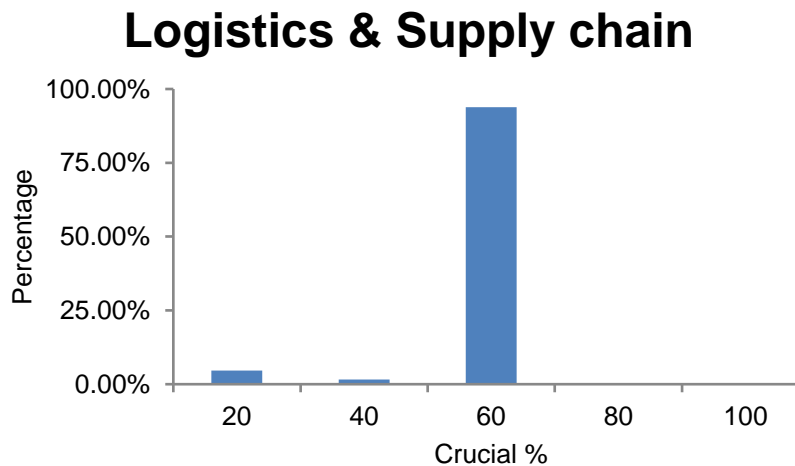


Figure-12: Logistics & Supply Chain Criticality
Source: Researcher's own study (Data from Table-34)

QA

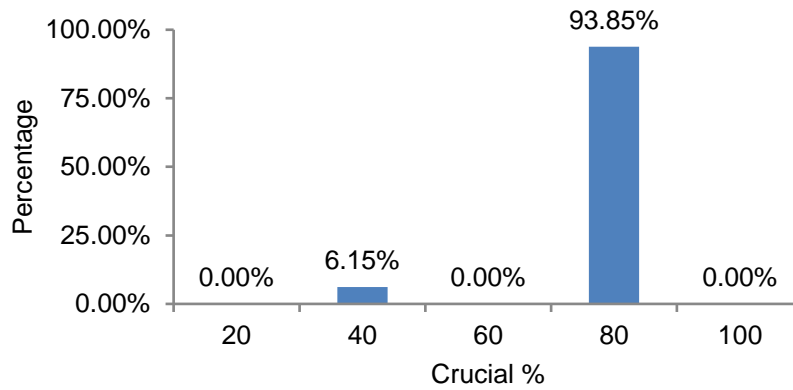


Figure-13: Quality Assurance Criticality

Source: Researcher's own study (Data from Table-37)

Medical

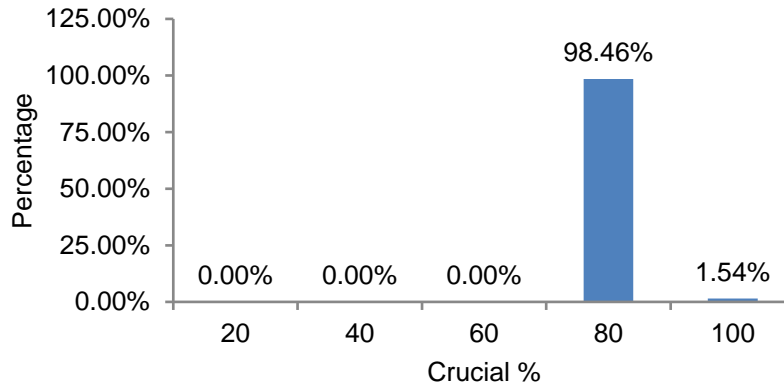


Figure-14: Medical Department Criticality

Source: Researcher's own study (Data from Table-38)

Senior Mgt

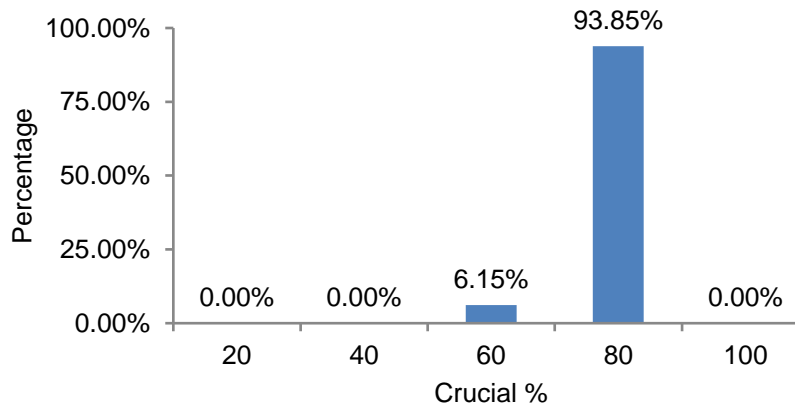


Figure-14: Senior Management Criticality

Source: Researcher's own study

Middle mgt

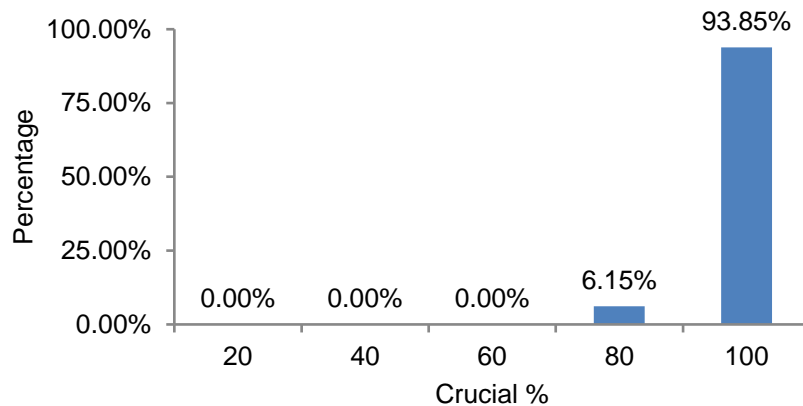


Figure-15: Middle Management Criticality

Source: Researcher's own study

- Interpretation: There were 17 departments which were asked to the respondents for mentioning their organizations' criticality for the brand management processes. In this it was observed that the following departments were mentioned of having 40 % criticality by majority of respondent organizations - Sales and HRD. 60% criticality was mentioned by majority respondents for these departments - BD (business development), Finance & Accounts,

12. Role of brand manager in the brand management process

The role of the brand manager is pivotal in the entire brand management processes (BMP) as this is the role which is fully accountable for the brand per-launch process to the brand sustenance and progression.

Data for the above parameter is as follows:

Table-13: Role of the brand manager in the organization

Influence %	Strategic Resource		Sales support		Brand resource		Connect with sales & line mgt		Major brand revenue influencer	
	No. of comp anies	%	No. of comp anies	%	No. of comp anies	%	No. of comp anies	%	No. of comp anies	%
20%	1	1.54	0	0.00	0	0.00	0	0.00	1	1.54%
40%	0	0.00	1	1.54	0	0.00	0	0.00	0	0.00
60%	0	0.00	0	0.00	65	100	1	1.54	64	98.46
80%	64	98.46	64	98.46	0	0.00	64	98.46	0	0.00
Total	65	100	65	100	65	100	65	100	65	100

Source: Researcher's own study (Retrieved from Question-27)

Role of Brand Manager

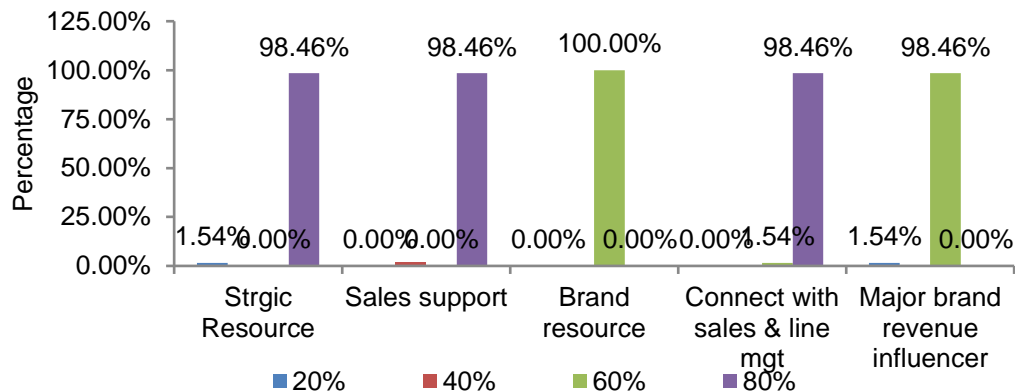


Figure-16: Role of brand manager in the organization ⁵. (AYDOGDU & ASIKGIL, 2011)

Source: Researcher's own study (Data from Table-44)

- Interpretation: It was observed from the data above that 80% preference is given by 64 (98.46%) companies for 'sales support', 60% preference is given by 65 (100%) of companies for 'brand resource', 80% preference is given by 64 (98.46%) companies for 'connect with sales and line management', 60% preference is given by 64 (98.46%) companies for 'majority brand revenue influencer'. The data given proves that the brand manager is an important strategic resource which indirectly contributes to the brand value through the above qualitative parameters.

13. Approvals needed for a brand launch

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

Data for the present parameter is as given below:

Table-14: Approvals needed for brand launch-comments by types of companies

	Type of companies	Types of comments
1	Proprietorship	All major traditional departments concerned. Various departments mentioned differently by different companies.
2	Public	All major traditional departments concerned. Commented on various departments.
3	Private Limited	Traditional departments and Senior management, medical, trade mark/legal, govt regulation approvals, opinion of the PMT (Product Management Team), Sales & marketing research
4	MNCs	1. Traditional departments and Senior management, medical, trade mark/legal, govt regulation approvals, opinion of the PMT (Product Management Team), Sales & marketing research

	2. With percentatges: 100% govt regulation approvals, opinion of the PMT (Product Management Team) -70%, Sales & marketing research-50%
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Source: Researcher’s own study (Retrieved from Question-28)

- Interpretation: Data is subjective and is observed that major companies especially from the public, private limited and proprietorship companies have commented that the approvals are ‘traditionally by all the relevant departments concerned ’as a general statement. The majority of the MNCs have specifically commented about the general distribution of the major departments that are concerned to have a systematic approval for a brand launch, the comments are falling into ‘Senior management, medical, trade mark/legal, 100% govt regulation approvals, opinion of the PMT (Product Management Team) -70%, Sales & marketing research-50%’. Therefore, it is observed that the MNCs are much more systematic in following a diligent system of approvals for the brand launches.

14. Function that contributes to the brand revenues/equity/market share in percentage - PMT (Product Management Team) or Sales force

Along with the brand pre-launch approvals taken, it is imperative for the organizations to study the function in organizations that directly contribute to the brand value- revenues/equity/market share.

Data for the current parameter is as follows:

Table-15: The functions contributing to the brand revenues/equity/market share in percentage - PMT (Product Management Team) Vs Sales Management

Contribution %	PMT		Sales force		Both	
	No. of companies	Percentage	No. of companies	Percentage	No. of companies	Percentage
20%	1	1.54%	0	0.00%	0	0.00%
30%	9	13.85%	0	0.00%	0	0.00%
35%	8	12.31%	0	0.00%	0	0.00%
40%	43	66.15%	0	0.00%	0	0.00%
50%	4	6.15%	3	4.62%	0	0.00%
60%	0	0.00%	43	66.15%	0	0.00%
65%	0	0.00%	8	12.31%	0	0.00%
70%	0	0.00%	10	15.38%	62	95.38%
80%	0	0.00%	1	1.54%	3	4.62%
Total	65	100.00%	65	100.00%	65	100.00%

Source: Researcher’s own study (Retrieved from Question-29)

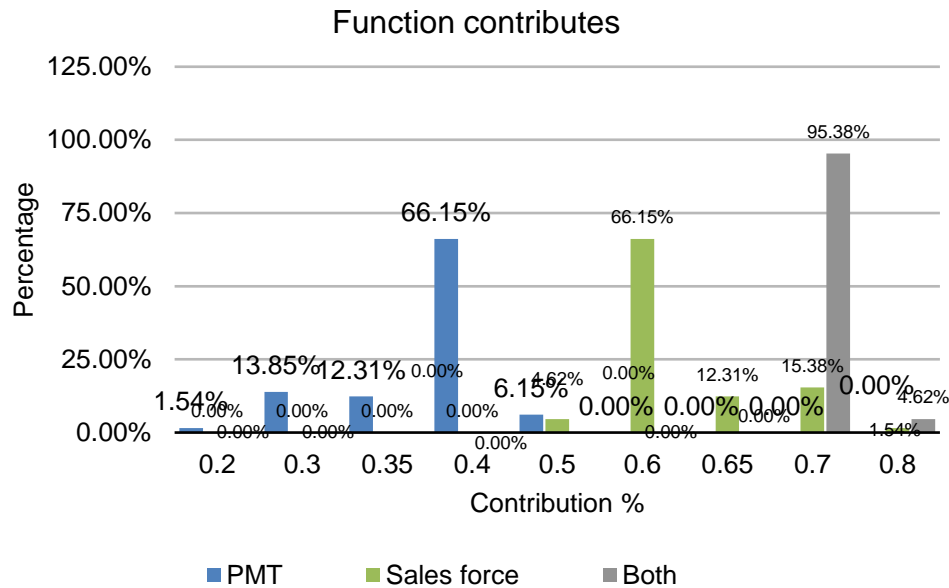


Figure-17: Contribution of PMT (Product Management Team) & Sales Force
Source: Researcher's own study (Data from Table-46)

- Interpretation: It is observed that PMT contributes to 40% of the brand revenues/equity market share for 43(66.15%) companies, sales force contributes to 60% for 43(66.16) and both these contribute to 70% for 62(95.38%) companies. It is observed that majority of the companies do have a contribution of both PMT as well as the sales force for the brand revenues/brand equity/brand market share.

15. Top management time spent on the brand management processes

This parameter indicates discipline in implementing the BMP (Brand Management Process) in an organization. That includes the ore launch process of the brand.

16. Success factors for the brand launch process

The brand pre-launch/launch process, must consider these success factors for a successful launch

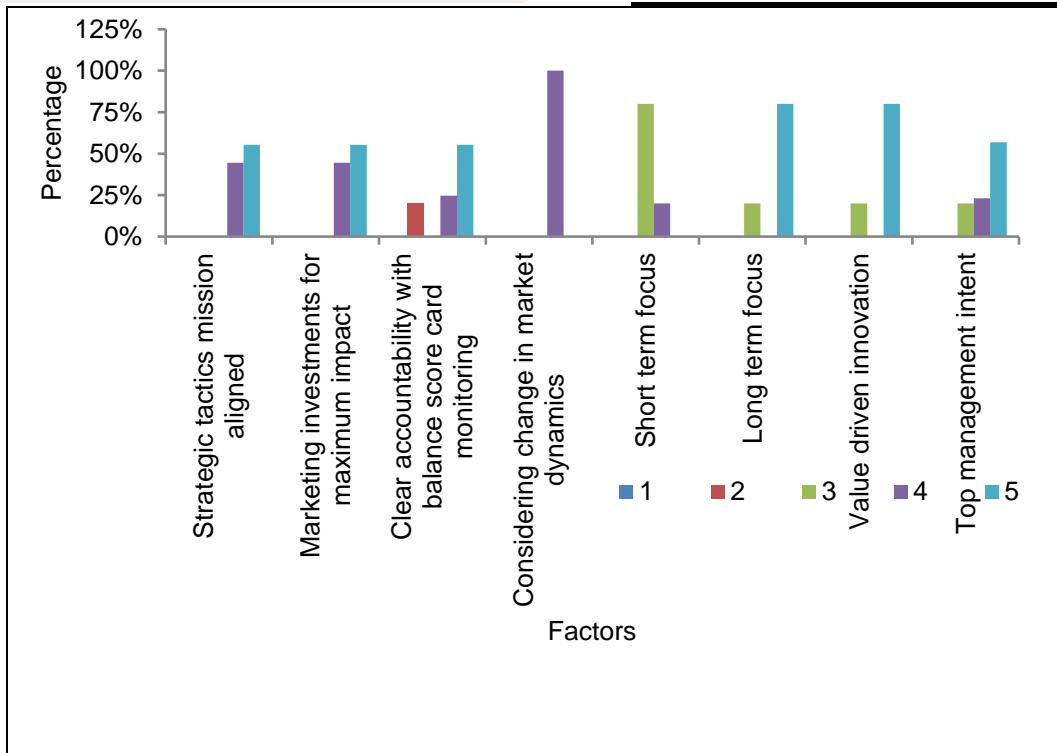


Figure-18: Success Factors-Brand Management Process

Source: Researcher's own study (Retrieved from Question-47)

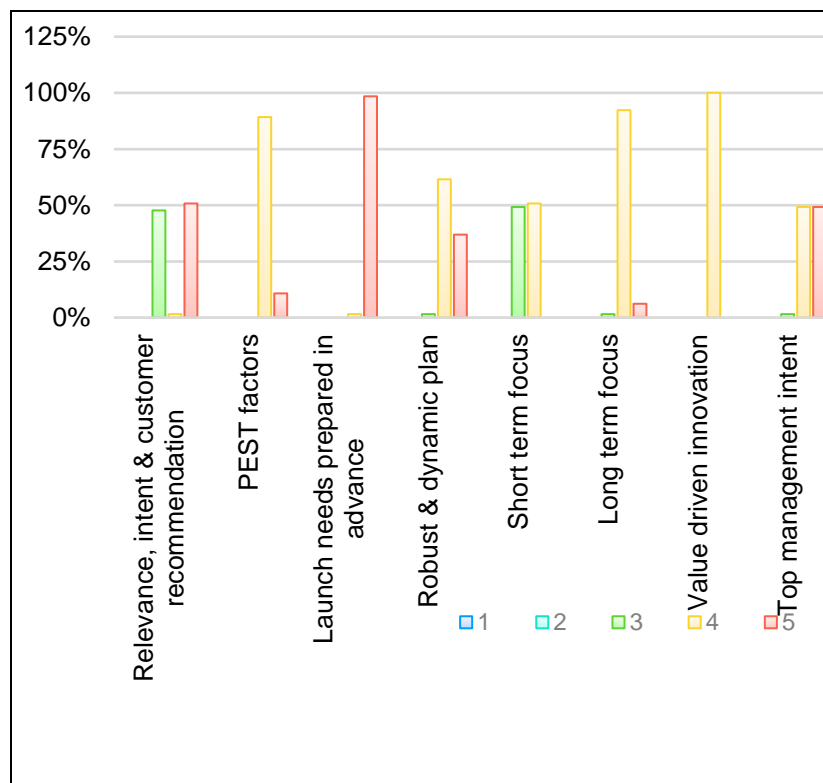


Figure-34: Success Factors-Brand Launch Process

Source: Researcher's own study (Retrieved from Table-48)

- Interpretation: The success factors importance (from 1 to 5 in the level of importance, 1-low & 5 being high) as observed by the respondents of their organizations in terms of percentage - the 'Strategic factors mission aligned 'had a value of 4 & 5 by 45% to 55% of respondents. The 'Marketing investment for maximum impact 'again had the same level of values as the previous factor. The 'Clear accountability with balance score card implementation 'had 20%, 25%, 55% indicating 2, 4, 5 level of value respectively. The 'Consideration of the change in market dynamics 'had all the respondents choosing a value of 4. The 'Short term focus 'had 80%, 20% respondents choosing a value of 3& 4 respectively. The 'Long term focus had 20% & 80% respondents choosing a value of 3 & 5. The 'Value driven innovation 'had the same as the 'Long term focus 'observation. The 'Top management intent 'had 20%, 23%, 57% respondents choosing the values as 3, 4, and 5 respectively. The 'Relevance, intent & customer recommendation had 48%, 2%, 5% respondents choosing values as 3, 4, 5 respectively. The 'PEST (Politics, Environment, Socio-economical and Technological) factors 'had 89%, 11% respondents choosing a value of 4, 5 respectively. The 'Launch needs preparation in advance 'had 98% respondents choosing a value of 5. The 'Robust & dynamic plan 'had 62%, 37% respondents choosing 4, 5 importance values respectively. These values speak about the overall pre-launch process needs that an organization has before the launch of a brand/product into the market. These success factors with the level of importance by the companies usually indicate the level of success of a brand launch.

17. Ideal ratios of the organizational attributes - Brand equity Vs Brand effort, Organization image Vs Brand image, Credibility Vs Brand communication, Brand intent Vs Revenues, Brand building/development Vs Sales development ^{7. (Bayeh Tedla, 2016)}

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

Data Analysis of the Present Parameter is given below:

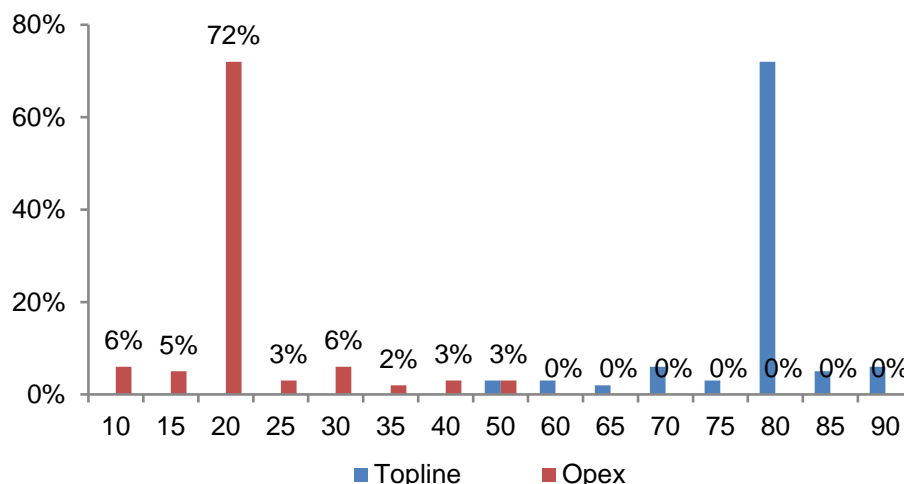


Figure-35: Topline & Opex ^{7. (Bayeh Tedla, 2016)}

Source: Researcher's own study (Data from Table-49)

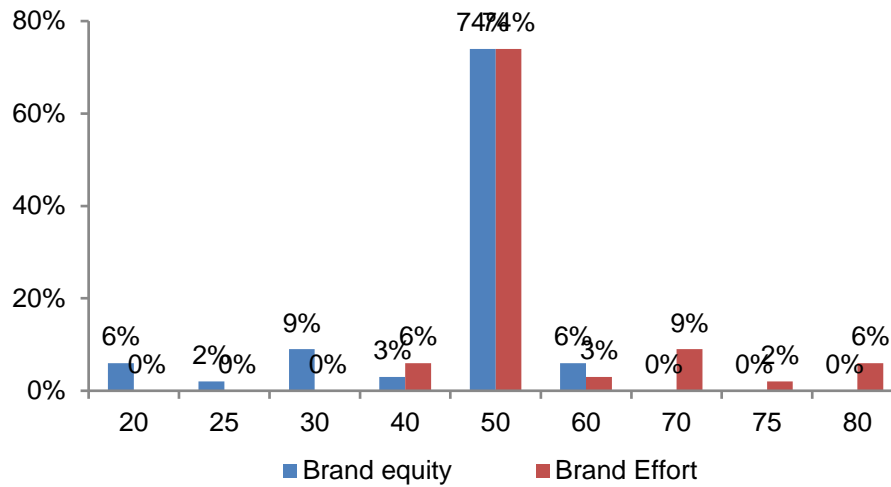


Figure-36: Brand Equity & Brand Effort

Source: Researcher's own study (Data from Table-50)

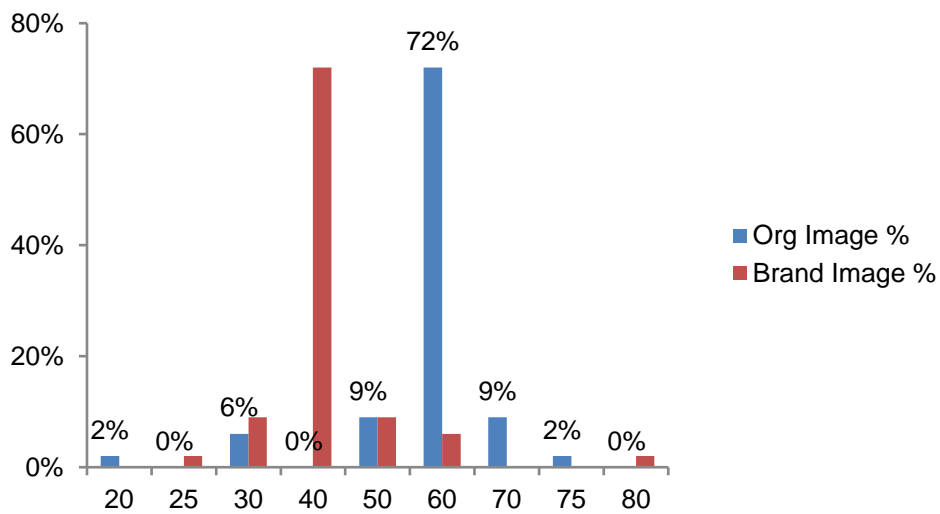


Figure-37: Organizational Image & Brand Image⁷. (Bayeh Tedla, 2016)

Source: Researcher's own study (Data from Table-51)

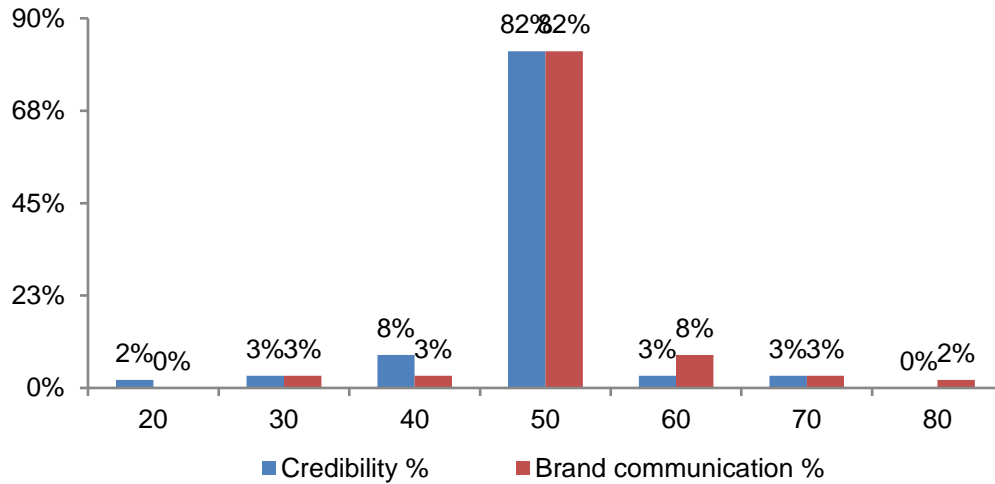


Figure-38: Credibility & Brand Communication ⁷. (Bayeh Tedla, 2016)

Source: Researcher's own study (Data from Table-52)

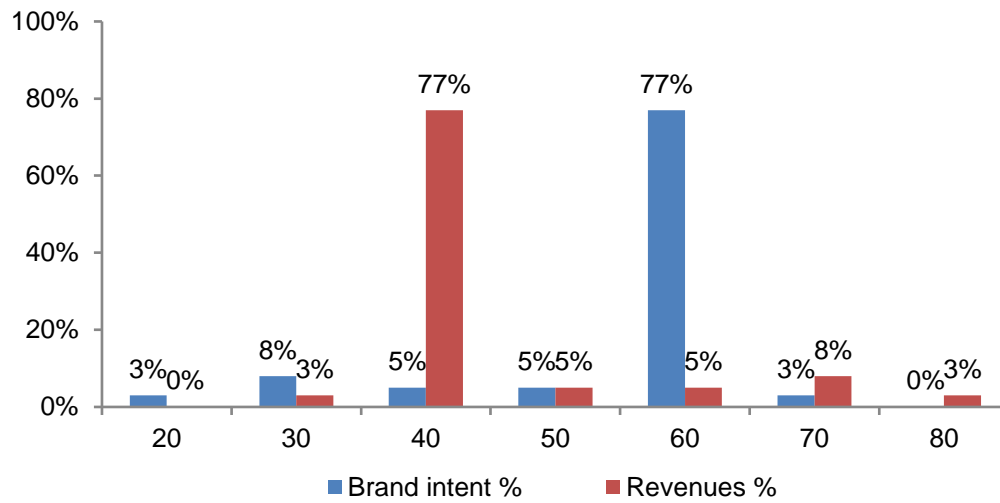


Figure-39: Brand Intent & Brand revenues

Source: Researcher's own study (Data from Table-53)

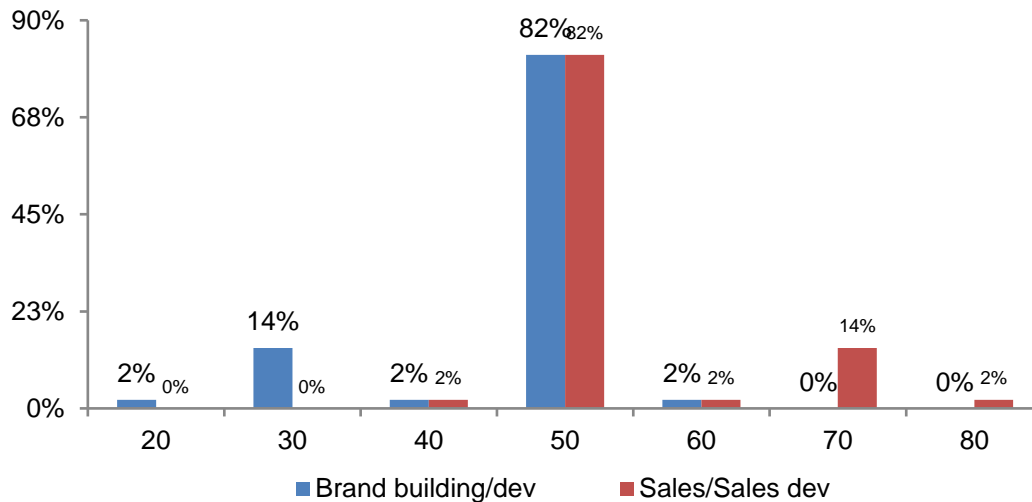


Figure-40: Brand Building/Development & Sales Development

Source: Researcher's own study (Data from Table-54)

- Interpretation: 70 respondents revealed 80:20 for 'Topline:Opex', 48% revealed 50:50 for 'Brand equity:Brand effort', 72% revealed 60:40 for 'Organizational image:Brand image', 53% revealed 50:50 for 'Credibility:Brand image', 50% revealed 50:50 for 'Brand intent:Brand revenues', 53% revealed 50:50 for 'Brand development:Sales development'. These ratios reveal the current situation in the pharmaceutical and biopharmaceutical companies. The companies are definitely skewed towards brand development and building.

Discussion, Findings & Conclusion:

1. 67.69% of the organizations were found to be keen in implementing the brand management process in their organizations
2. the transparency that is evaluated from the questionnaire where the respondents are leaders of the organization. It is observed through the data that Companies with 45 nos. (69.23%) share policies with their employees, 17 nos. (26.15%) do not share policies with their employees, 3 nos. (4.62%) can't be sure/cannot say about sharing the policies with their employees. It is found that maximum numbers of companies share policies with their employees
3. Among 65 companies surveyed for the above parameter it is observed that among top 20 national brands, 17 cos. (26.15%) had 0, 16 cos. (24.62%) had 1, 22 cos (33.85%) had 2, 4 cos. (6.15%) had 3, 7 cos. (10.71%) had 4 brands. Being in top is a significant achievement for any organizational brands and it speaks of the total organization in achieving this feat. Only 7 cos. (10.71%) of the total of 65 companies had 4 brands in the top 20. It found that organizations with their brands previously on the top of charts show excellence & aggression to be on the top in brand management process
4. It is found that maximum companies have a preference for an external good experienced candidates for joining their product management team
5. Leadership of the big brands in the markets have prompted organizations to adopt brand management processes in the biopharmaceutical organizations, It is found that the brand leadership is certainly the outcome of the culture, policies and strategies of the organizations
6. A relationship occurs naturally for the organization keen on PMT (Product Management Team) or Brand Management Process (BMP) against the efforts showing the keen-ness towards the same.

The organizations tend to believe in revenues/quantitative aspects of marketing rather than a long-term qualitative aspects of the brand management process

7. Training is an important part of the brand management process and it is found that 82% organizations practice it as indicated from the respondents and tabulated, presented above

8. It I observed that the top management culture is percolated among the employees. The top management intention is also percolated with respect to the investment and the intention of implementing the pre-launch brand strategy of the organization

9. It is concluded that the culture of an organization is influenced on the implementation of the pre-launch brand management strategy of the organization

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