Internship Report

Submitted to

The IIHMR University, Jaipur

Master of Business Administration
(MBA) in
Pharmaceutical Management

By

Vaibhavi Anant Manore

Under the Supervision and Guidance of

Dr. Saurabh Kumar Banerjee
Dean of School of Pharmaceutical Management
IIHMR University,
Jaipur

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B – Black Belt Brand Builders

Founded by **Mr. Vivek Hattangadi**, this initiative is a unique "gym" for aspiring pharma brand managers — guiding them from beginner (white belt) to expert (black belt) level in pharma brand management.

Vision : To be the most dependable, trusted and respected pharma-brand consulting firm across Asia and Africa.

Mission : B-Black Belt Brand Builders' exists to mentor pharma brand teams and sales teams to build, healthy, robust and resilient brands through Good Branding Practices.

We extend heartfelt gratitude to Mr. Vivek Hattangadi Sir for his invaluable guidance, unwavering support, and insightful suggestions.
With his dedicated guidance and mentorship, we are confident that we will evolve into impactful brand builders, ready to serve and uplift the healthcare industry with purpose and excellence."

Certainly, Vaibhavi! Here's a brief professional overview of B. Black Belt Brand Builders, which you can include in your acknowledgement section or mentor profile of your dissertation:

About B. Black Belt Brand Builders

B. Black Belt Brand Builders is a strategic healthcare branding and marketing consultancy founded by Mr. Vivek Hattangadi, a highly respected name in Indian pharmaceutical brand management. The firm specializes in mentoring, training, and capacity building for pharmaceutical marketing professionals and aspiring brand managers across India.

Key Focus Areas:

Brand building strategy for ethical pharmaceutical products

Training modules for PMT (Product Management Team) professionals

Development of value propositions, brand positioning, and integrated communication strategies

Mentorship in pharma marketing dissertations and academic projects

Unique Approach:

B. Black Belt stands out for combining academic rigor with real-world pharma marketing experience, helping students and professionals bridge the gap between classroom theory and market dynamics. The firm also regularly publishes newsletters, case studies, and strategic insights through platforms like The Rx Factor.

About the Mentor:

Mr. Vivek Hattangadi, the founder, is a veteran in pharma branding with over 40 years of experience. He is also an author, columnist, and a widely sought-after mentor for pharmacy and MBA students across India.

Introduction:

Biopharmaceuticals have revolutionized the treatment of chronic, rare, and life-threatening diseases, offering improved outcomes and targeted therapies. However, their high cost has made access a persistent challenge, particularly in low- and middle-income countries (LMICs) like India, where the healthcare system is heavily dependent on out-of-pocket spending and limited public reimbursement structures.

Traditional pricing models — such as cost-plus pricing, reference pricing, and price caps — often fail to reflect the true therapeutic value of drugs, leading to inefficiencies in both access and resource allocation. In contrast, Value-Based Pricing (VBP) is an emerging pricing framework that seeks to align the cost of a drug with the actual health outcomes it delivers in the real world. This model not only supports affordability and access but also incentivizes innovation and accountability within the pharmaceutical industry.

India, with its strong capabilities in biosimilar manufacturing, digital health expansion, and policy reform, is well-positioned to explore the applicability of value-based pricing models. However, structural barriers such as weak Health Technology Assessment (HTA) systems, fragmented health data, and lack of real-world outcome measurement need to be addressed.

This study aims to evaluate the feasibility and stakeholder readiness for adopting VBP models in the Indian biopharmaceutical ecosystem. It further proposes a strategic roadmap tailored to India's healthcare realities, considering the perspectives of patients, caregivers, providers, policymakers, and pharmaceutical professionals.

Objective:

- To gain practical exposure to pharmaceutical brand management through active involvement in real-world projects related to strategic planning, market research, and competitive analysis.
- To understand the structure and operations of a healthcare-focused organization, including its marketing, product development, and sales functions.
- To contribute meaningfully to marketing and research initiatives, including development of value-based pricing models for biopharmaceutical products.
- To develop professional competencies such as communication, stakeholder engagement, data interpretation, and strategic thinking.

- To bridge the gap between academic knowledge and industry practice, especially in the areas of healthcare marketing, pricing, and access strategies.
- To receive mentorship from industry experts, including structured guidance from B. Black Belt Brand Builders, in shaping a dissertation aligned with real-time market challenges.

Methodology of Dissertation Work

- **Study Design:** Mixed-method (Primary and Secondary research)
- **Primary Research:** Structured survey of 57 respondents including healthcare providers, policy experts, and pharma professionals.
- **Secondary Research:** Review of global and national policies, research papers, and HEOR literature.
- **Tools:** Google Forms, Microsoft Excel, Literature Review Framework
- **Analysis:** Descriptive statistics, thematic insights

5. Key Activities Under Dissertation Work

- Developed a comprehensive questionnaire to assess VBP awareness and feasibility.
- Collected and analyzed primary data from 57 respondents across the healthcare ecosystem.
- Conducted a literature review of value-based pricing models, biosimilars, HEOR studies, and implementation barriers.
- Proposed a context-specific, stakeholder-informed VBP framework for the Indian setting.
- Designed recommendation slides and policy strategies for future implementation.

6. Key Learnings from Dissertation

- Developed a strong understanding of healthcare pricing dynamics and policy gaps.
- Gained exposure to value-based reimbursement frameworks and HEOR methodology.
- Strengthened skills in primary research, analysis, and evidence-based policymaking.
- Learned the importance of digital infrastructure, stakeholder alignment, and caregiver outcomes in shaping pricing policy.
- Discovered the scope for biosimilars and digital innovation to advance equitable healthcare access