INTERNSHIP REPORT

On

Revolutionizing Patient Access: Development of Value-Based Pricing Models for Biopharmaceuticals in Emerging Markets

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B- BLACK BELT BRAND BUILDERS
INTERNSHIP REPORT

Introduction

This report outlines my internship experience at B-Blackbelt Brand Builders, a consultancy and brand-building firm specializing in healthcare and pharmaceutical domains. The internship lasted two months and offered valuable exposure to healthcare marketing, strategic insights, and pricing models for enhancing patient access in emerging markets. The central focus of my internship was the project titled “Revolutionizing Patient Access: Development of Value-Based Pricing Models for Biopharmaceuticals in Emerging Markets.”

Through this internship, I gained a deeper understanding of pricing frameworks, stakeholder mapping, market access barriers, and strategies to improve the affordability and availability of innovative pharmaceutical therapies.

Objective

- To analyze the key challenges in patient access to innovative biopharmaceutical products in emerging markets.
- To study the global and Indian pharmaceutical pricing landscape, including traditional and value-based models.
- To develop actionable recommendations for implementing value-based pricing (VBP) tailored for low- and middle-income countries.
- To identify key stakeholders and align value propositions across healthcare providers, payers, and regulatory bodies.
- To understand how VBP can improve affordability, incentivize innovation, and ensure equitable access to high-cost treatments.

Organizational Profile

B-Blackbelt Brand Builders is a healthcare branding and strategic consultancy that works with clients across pharmaceuticals, medical devices, and digital health startups. The firm offers solutions in market access strategy, digital branding, pricing models, and go-to-market campaigns. With a multidisciplinary team of strategists, analysts, and marketers, the organization bridges the gap between scientific innovation and market execution.

Their projects focus on solving real-world commercial and access challenges in healthcare, helping clients launch and sustain healthcare innovations in competitive and regulated environments.

History of B–Blackbelt Brand Builders

B–Blackbelt Brand Builders was founded in 2004 in Ahmedabad, Gujarat, originally under the name *The Enablers*, by Vivek Hattangadi—a seasoned mentor and thought leader in pharmaceutical brand management. The consultancy began with a clear mission: to build resilient and ethically strong pharmaceutical brands while nurturing leadership within brand and sales teams. Drawing inspiration from the concept of Six Sigma and martial arts, the firm later rebranded itself as *B–Blackbelt Brand Builders* to reflect its goal of helping professionals attain "black belt" level expertise in brand strategy and execution. Over the years, it evolved into a specialized boutique consultancy offering mentorship in brand building, market strategy, and organizational development, particularly for the pharmaceutical industry. Unlike conventional marketing agencies focused on incentives or one-time events, the firm emphasizes long-term capability building and sustainable brand growth. Today, B–Blackbelt operates with a small, focused team and continues to mentor pharmaceutical leaders across India, with a vision to extend its influence across Asia and Africa.

Services Provided by the Organization

- Brand Strategy and Positioning
- Healthcare Market Research
- Patient-Centric Campaigns
- Digital Healthcare Solutions
- Pricing Strategy and Market Access
- Stakeholder Engagement and KOL Mapping

Key Activities and Projects Undertaken

1.Literature Review and Secondary Research

Conducted an extensive literature review on value-based pricing models implemented globally (e.g., outcomes-based agreements, risk-sharing models, tiered pricing).
Reviewed WHO, OECD, and Indian policy documents to understand health technology assessment (HTA) frameworks and pricing regulations.

2. Stakeholder Mapping

Identified and categorized key stakeholders influencing pricing and access decision-making: regulators, payers, pharma companies, physicians, and patients.
Mapped their influence and incentives in adopting VBP models.

3. Gap Analysis in Emerging Markets

Assessed the limitations of cost-based and external reference pricing models in India and similar markets.
Identified barriers such as lack of data infrastructure, fragmented insurance systems, and limited outcome-tracking mechanisms.

4. Development of a Conceptual VBP Model

Proposed a hybrid model combining clinical outcomes, affordability tiers, and pay-for-performance metrics.

Tailored the model for emerging markets with scalable parameters for chronic and high-cost diseases like oncology, rare diseases, and biologics.

5. Data Visualization and Reporting

Created dashboards and reports using Excel and PowerPoint to present key findings and recommendations to senior mentors.

Presented case studies of successful VBP models (e.g., Novartis Kymriah, GSK's malaria vaccine) and their applicability in India.

Key Learnings from the Internship

Deep Understanding of Value-Based Pricing:

Understood how VBP aligns price with clinical value and promotes efficient resource allocation in healthcare.

Market Access Strategy:

Learned how pharma companies tailor pricing, reimbursement, and patient assistance programs to maximize access.

Policy and Regulatory Insight:

Gained knowledge of the Indian pharmaceutical pricing framework, including NPPA, DPCO guidelines, and HTA initiatives.

Data Analysis and Interpretation:

Enhanced skills in gathering, cleaning, and analyzing secondary data from industry reports, publications, and public databases.

Communication and Consulting Skills:

Improved business communication through structured presentation of research and strategic recommendations to mentors.

Conclusion

This internship offered an invaluable opportunity to explore the intersection of economics, strategy, and healthcare equity. Working on value-based pricing models not only strengthened my analytical and research capabilities but also deepened my appreciation of patient-centric innovation. The insights gained from this internship have prepared me for future roles in healthcare consulting and policy strategy.