INTERNSHIP REPORT

Organisation name: B- Black Belt Brand Builders

IIHMR UNIVERSITY, JAIPUR

For the partial fulfillment the award of the degree of Master of Business Administration (MBA) in Pharmaceutical Management

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Title: Lifecycle Management Strategies for Off-Patent Brands: Maximizing Market Share Post Loss of Exclusivity
Submitted by: Abhishek Tyagi
Enrollment No.: IIHMR-U/02/2023-25/0471
Organization: B-Black Belt Brand Builders
Internship Duration: March 10 – May 31, 2025
Guide: Dr. Saurabh Kumar Banerjee
Mentor: Mr. Vivek Hattangadi

1. INTRODUCTION

This report documents the learning and practical exposure gained during my internship at B-Black Belt Brand Builders (B-BBBB). The internship was aligned with my dissertation topic, which investigates lifecycle management (LCM) strategies employed by pharmaceutical companies to retain market share following Loss of Exclusivity (LOE) of branded drugs.

The primary focus was to understand how pharmaceutical brands defend their position in the market through strategic interventions such as branded generics, digital campaigns, field force optimization, and formulation modifications. My role enabled me to bridge theoretical knowledge with real-world insights, especially in the context of Indian pharmaceutical practices.

2. OBJECTIVES OF THE INTERNSHIP

- To observe real-life implementation of post-LOE strategies in pharma marketing.
- To understand the process and planning behind lifecycle interventions such as line extensions and brand repositioning.
- To evaluate case examples where strategic responses influenced market retention post-LOE.
- To correlate theoretical frameworks (Product Lifecycle, Brand Equity) with execution.
- To contribute to simulated data modeling for LCM research.

3. ORGANIZATION PROFILE

B-Black Belt Brand Builders is a specialized consultancy firm focused on strategic brand management in the pharmaceutical industry. Led by Mr. Vivek Hattangadi, B-BBBB assists pharma companies in:

- Post-LOE brand repositioning
- Strategic lifecycle consulting
- Omnichannel campaign design
- Marketing team training and engagement
- Scientific storytelling and competitive intelligence

4. WORK UNDERTAKEN

4.1 Market Analysis and Brand Strategy Mapping

- Studied the erosion patterns of top-selling brands post-LOE using secondary data sources like AIOCD and IQVIA.
- Analyzed strategic responses from companies like Sun Pharma, Cipla, Abbott, and GSK.
- Mapped 6 real case studies (Lipitor, Olmesar, Thyronorm, Razo, Augmentin, Foracort) against the strategic themes used (price adjustment, branded generics, physician loyalty programs, etc.).

4.2 Lifecycle Simulation Design

- Contributed to developing simulated brand manager profiles for use in the dissertation.
- Helped draft a structured questionnaire to assess perceived sales erosion, strategy effectiveness, and stakeholder response.
- Used McKinsey, EY, and IQVIA whitepapers to guide assumptions in data modeling.

4.3 Strategic Workshops

- Participated in internal workshops on “Managing the Patent Cliff” and “Building a Post-LOE Playbook.”
- Engaged with brand consultants to understand localized strategy development in India vs. MNC-driven models.

4.4 Prescriber and Patient Engagement Analysis

- Reviewed branded generic tactics and patient support initiatives.

- Analyzed how companies used field force messaging, CME programs, and adherence kits to drive retention.
- Supported the creation of brand differentiation matrices for selected therapy areas (e.g., cardio, respiratory).

5. KEY LEARNINGS

- **Early planning (12–24 months before LOE) is critical for market retention.**
- **Branded generics and fixed-dose combinations offer strategic cushioning.**
- **Physician loyalty programs and digital campaigns (e-detailing, webinars) improve recall.**
- **Therapy-specific dynamics must guide LCM strategy—acute vs. chronic.**
- **Data-driven simulations can support strategic decisions where real data is inaccessible.**

6. OUTCOMES AND INSIGHTS

Area	Key Observations
Strategic Planning	Firms with proactive planning retained 60%+ share.
Brand Equity	Post-LOE survival is strongly tied to brand differentiation and prescriber trust.
Execution Challenges	Smaller firms often lack integrated LCM playbooks.
Data Simulation	Helpful for mapping realistic market conditions and professional insights.

7. CHALLENGES FACED

- Access to confidential strategy data was restricted.
- Interpretation of therapeutic segment-specific erosion data required expert validation.
- Simulating real-world brand manager responses demanded alignment with existing market trends.
- Balancing field immersion with academic documentation was demanding.

8. STRATEGIC RECOMMENDATIONS

- Initiate lifecycle planning at least 18 months prior to LOE.
- Invest in line extensions and digital outreach simultaneously.
- Use therapy-specific insights to tailor post-LOE approaches.
- Encourage field force to reinforce trust through KOL education and patient engagement.
- Develop branded generics as a strategic option, not just a fallback.

9. CONCLUSION

This internship provided vital exposure to the strategic imperatives of pharmaceutical lifecycle management in a generic-dominated and price-sensitive market like India. The experience validated that post-LOE success is not accidental but requires deliberate, early, and multi-layered planning.

My engagement at B-Black Belt Brand Builders helped refine my understanding of brand erosion dynamics, reinforced the role of cross-functional alignment, and gave me first-hand insight into building resilient pharmaceutical brands.