

SYNOPSIS

Submitted to



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in

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by

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Under the Supervision and Guidance of

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Synopsis for Dissertation

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Title:

Strategic and Competitive Analysis of Torrent Pharmaceuticals in the Indian Market

Background:

The Indian pharmaceutical industry is one of the largest and most competitive in the world, with domestic players and multinational corporations vying for market share across therapeutic segments. Torrent Pharmaceuticals Limited, headquartered in Ahmedabad, Gujarat, is among India's leading pharmaceutical companies with a significant presence in both domestic and international markets. The company's brand portfolio spans cardiology, central nervous system (CNS), gastroenterology, and other segments, with flagship brands such as Shelcal competing in high-stakes therapeutic categories. India's pharmaceutical landscape is characterised by intense price competition, evolving regulatory frameworks, physician prescription patterns, and the growing influence of branded generics. In this context, understanding Torrent's strategic positioning, brand equity, and competitive standing relative to players such as Sun Pharma, Abbott India, Cipla, Mankind Pharma, Alkem Laboratories, Zydus Lifesciences, and Lupin is critical for assessing its long-term market viability and growth trajectory.

Problem Statement:

Despite Torrent Pharmaceuticals' established presence in the Indian market, there exists a gap in systematic, framework-driven competitive intelligence regarding its strategic positioning. The company faces mounting competitive pressures from both domestic generic manufacturers and multinational corporations, alongside regulatory pricing controls under the National Pharmaceutical Pricing Authority (NPPA). A structured evaluation of Torrent's competitive advantages, brand strength, and strategic

vulnerabilities is essential to identify opportunities for sustainable growth and market leadership in India's evolving healthcare environment.

Research Questions:

H1: Torrent Pharmaceuticals holds a strong and differentiated competitive position relative to its key rivals in the Indian pharmaceutical market.

H2: Torrent's brand equity and resource-based capabilities constitute a sustainable source of competitive advantage in its core therapeutic segments.

Objectives:

1. To analyse the strategic positioning and competitive landscape of Torrent Pharmaceuticals in the Indian pharmaceutical market.
2. To evaluate the brand strength and market performance of Torrent's key brands (with focus on Shelcal) relative to leading competitors.
3. To assess Torrent's internal resources and capabilities using established strategic frameworks (VRIO, SWOT, Porter's Five Forces, BCG Matrix).
4. To recommend strategies for enhancing Torrent's competitive advantage and brand equity in the Indian healthcare market.

Methodology:

- **Study Design:** Descriptive and analytical research combining primary and secondary data sources.
- **Data Sources:** Industry reports (IQVIA, AIOCD AWACS), company annual reports, regulatory filings, academic databases (PubMed, Google Scholar), government publications (MoHFW, NPPA), and structured interviews/surveys with medical representatives, pharmacists, and healthcare professionals.
- **Analytical Frameworks:** Porter's Five Forces, SWOT Analysis, VRIO Framework, BCG Growth-Share Matrix, and perceptual brand mapping.
- **Competitive Benchmarking:** Comparative analysis of Torrent against Sun Pharma, Abbott India, Cipla, Mankind Pharma, Alkem Laboratories, Zydus Lifesciences, and Lupin across key performance indicators.
- **Inclusion Criteria:** Studies, reports, and data from 2015 onwards relevant to the Indian pharmaceutical industry, brand strategy, and competitive dynamics.
- **Data Analysis:** Thematic and quantitative analysis of competitive positioning, market share, brand recall, and strategic resource assessment.

Implications of Study:

This study will provide Torrent Pharmaceuticals and stakeholders in the Indian pharmaceutical sector with actionable strategic insights into competitive positioning, brand management, and resource optimisation. The findings will contribute to academic literature on pharmaceutical brand strategy in emerging markets and offer a replicable framework for competitive intelligence applicable to other mid-to-large Indian pharma players. The study is also relevant in the context of India's ambition to strengthen its position as the 'Pharmacy of the World' under initiatives such as the Production Linked Incentive (PLI) scheme and the National Pharmaceutical Policy.

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