DIGITAL MARKETING IN THE INDIAN PHARMACEUTICAL INDUSTRY: A STUDY TO ASSESS VIEWS OF PHARMACEUTICAL MARKETING PROFESSIONALS IN USING DIGITAL MARKETING AS A BRAND PROMOTIONAL LEVER

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ABSTRACT
Pharmaceutical companies operate in a regulated environment which poses constraints in the nature of promotional and marketing activities they can pursue. Thus, most pharmaceutical promotional initiatives consist of Below – the-Line (BTL) activities with an objective to engage their customer segment – the healthcare professionals with a positive brand experience. The world over, pharmaceutical companies are experimenting with the digital medium to capture the attention, create unique brand engagements and clock brand equity with health care professionals. A significant number of publications have documented and established the increased interest and usefulness of digital marketing in pharmaceutical promotion globally; however, data with regard to the readiness and attitudes of pharmaceutical marketing professionals in India to embrace digital marketing tools is rather scarce. Thus, this study attempts to tap the mindset of Indian marketing professionals in the pharmaceutical industry and assess the momentum digital marketing has as a promotional lever.

Researchers of this study jointly have 23 years of experience as practitioners of pharmaceutical marketing and promotions in both Indian and global markets. We believe that this study will serve as an important milestone that provides relevant and useful insights for pharmaceutical marketing professionals in India to help them gauge the usefulness of digital marketing as a promotional lever.
INTRODUCTION
With the rise of interactive communications and digital connectivity, various challenges have surfaced for the practice and theory of advertising and marketing. According to Kozinets et al., (2010) contrary to conventional media, the nature of digital media is communal, participatory and interactive, which warrants increasingly vibrant advertising content and novel forms of communication practices. According to Rokka (2013) in addition to affecting advertising in terms of measurement, investment, planning and strategy, the proliferating digital media in pharmaceutical broadly influences the overall branding and marketing as it necessitates the search for new ways by which marketers to reach their customers and engage them further. These reasons make it critical to understand the efficient and effective integration of digital media and marketing with other communication means within the industry.

Schultz and Peltier (2013) present anecdotal evidence regarding the constant efforts that are needed for the integration of social media and digital media into IMC framework. As digital media provides the opportunity for continuous interaction between customers and marketers as well as open participation, it gives rise to various challenges like the problems associated with measurement in addition to the coordination and control of content and messages on the broad range of media. Voorveld et al. (2011) contend that even though this is quite a new and tumultuous area of research, the focus of majority of the research work has been on the examination of the different effects and synergies amid online and off-line media hold in addition to the accentuation that the digital media provides to integrated marketing communications in terms of its effectiveness. In the case of India, digital media based marketing is a concept that is still at a nascent stage, but one that is growing at a significant pace. Therefore, more research in this area and how it will help the Indian pharmaceutical industry will highly useful.

Research Focus
According to UDA (2012) the pharmaceutical industry provides an appealing context to this study with its recent experience of quick growth (30.4%) in online marketing investments. Alkhateeb et al., (2010) contends that pharmaceutical companies are adopting new online media such as electronic detailing (e-detailing) appropriate for the promotion of medicines to physicians. Even though online medical marketing has a very low share, it permits the investigation of up-and-coming practices of digital marketing in large and established
markets. The Pew Research Internet and American Life Project (2011) noted that online health information is sought by eight of ten internet users. Subsequently, Fox (2011) observed that online health information is sought by approximately 60% of all American adults. Fox and Jones (2009) further reported that 41% of “patients” read the experiences of others on social media corresponding to their medical or health issues. This provides the players in the health industry an opportunity for digital media marketing. Even though the contemporary media has been used by various pharmaceutical companies, caution is being maintained by them since there is lack of guidance in terms of the use of digital marketing. Schwartz (2011) contends that a draft guidance is expected from the FDA, it has been delayed twice from its intended release in the first quarter of 2011.

In the year 2013, the Indian pharmaceutical industry was valued at $ 12 billion. The Indian pharmaceutical industry is driven by exports to the semi-regulated and regulated markets. The pharmaceutical industries in India export their drugs to over 200 nations across the world and exports vaccines and biopharmaceutical products to around 151 countries. When observed from an international perspective, the Indian pharmaceutical industry ranks as the 3rd largest in terms of volume and the 14th largest in terms of value. However, the Pharma sector in India is highly fragmented as the top 10 companies contribute to over 41% of the total sales. Furthermore, the next 10 companies contribute to about 22% of the overall sales. The sales demographics show that a majority of the pharma products are sold in urban centres (60%), while the remaining amount is sold in rural regions. According to the statistics, the market for pharmaceutical products in tier 1 cities in urban centres are growing at an annual rate of 10%, whereas the rural areas are growing at 14.5% every year. The main factors that are contributing to this growth is the increase in access to healthcare, better infrastructure and the greater efforts by the pharma industry to penetrate and access markets that have not been accessed yet. However, despite their efforts, the pharmaceutical industry in India is facing a number of challenges that are continuing to slow the growth of sales for the pharma companies. In order for the pharmaceutical companies to succeed in such a complex environment, it is necessary for the companies to take a customer centric view to re-look at the value proposition for each major customer segments. The pharma companies have to look towards developing and forming unique forms of connecting with the consumers using advanced mechanisms like sales force engagements, consolidation of field force, strengthening marketing channels with adoption of digital marketing, and organise patient
education programs. The use of digital marketing by Indian pharmaceutical companies is further unclear.

The digital health of the Indian pharma industry was published in a report by the ‘Indian Pharma Digital Health Report 2015’. According to this report, the digital map was done to help determine the loopholes, design a plan to resolve these loopholes and help implementing these plans as part of the decision making process. The report also made a significant observation which was that although the major pharmaceutical companies do maintain a presence in the social media platforms, their level of active engagement with consumers remains quite low.

Only nine out of 40 companies managed a score above 50 out of 100
- Only eight companies have India-specific Facebook page
- Google+ has high presence of 87 per cent, but only one company is active
- Twitter showcases 52 per cent active management (India and global handles)
- LinkedIn, most popular social media platform, but only 14 are active

Therefore, it can be argued that though there has been an increase in use of different channels of marketing, the acceptance of the digital platform for marketing purposes has been rather high in other industries, in comparison to Pharma industry. This can be assumed as the reason why the pharma industry is being cautious in its use, in addition to the uncertainties of the regulatory framework that did not supported the industry while other industries used it aggressively (PWC, 2013). However, aggressive use can be seen in only those companies that have integrated digital marketing into their corporate strategy. In order to understand the usage a primary step can be the understanding of the models of other companies. Pitfalls can be avoided if compliance can be learnt from companies that have already started usage in this area. Internal buy-ins and better compliance can be ensured significantly by integrated effort throughout various divisions.

Considering a global view of how this sectors is affected by different media, the current paper aims at digital marketing and its role in the Indian pharmaceutical sector. The study, in particular, examines the way the confidence of prescription medicine doctors or physicians regarding laboratory and drug brands is influenced by digital marketing efforts.
Study Context
Pharmaceutical companies operate in a regulated environment which poses constraints in the nature of promotional and marketing activities they can pursue. Thus, most pharmaceutical promotional initiatives consist of Below – the-Line (BTL) activities with an objective to engage their customer segment – the healthcare professionals with a positive brand experience. The world over, pharmaceutical companies are experimenting with the digital medium to capture the attention, create unique brand engagements and clock brand equity with health care professionals.

A significant number of publications have documented and established the increased interest and usefulness of digital marketing in pharmaceutical promotion globally; however, data with regard to the readiness and attitudes of pharmaceutical marketing professionals in India to embrace digital marketing tools is rather scarce. Thus, this study attempts to tap the mindset of Indian marketing professionals in the pharmaceutical industry and assess the momentum digital marketing has as a promotional lever.

Research Aim
The current study’s aims are as follows:
- To gather insights on the perception of Digital Marketing as a promotional lever
- To understand the scope and context in which digital marketing is currently being deployed
- To gauge the motives and challenges for marketing professionals in adopting pharmaceutical brand building.

Review of Literature
Competencies of Digital Marketing: Do we have the skills?
Akar and Topcu (2011) contend that with the research into social media, the need for further study has surfaced with specific focus on the use of social media for the purpose of marketing. Reibstein et al., (2009) further add that research is also required to address the needs of the industry so that the apparent gap between academia and industry, in terms of marketing, can be bridged.

According to Reibstein et al. (2009) the collaboration between managers and scholars has produced some of the best work in terms of the development of ‘theories-in-use’ which, in addition to succeeding in practical application are also academically rigorous. However,
Reibstein further identifies the need for collaboration between industry and academia. Crush (2011) acknowledges the existence of significant trade comment that confirms training needs with emphasis on the ‘digital skills gap’ within the marketing field. Reibstein et al., (2009) argues that marketing has been in constant demand of research so that the existing issues and challenges in the field can be addressed along with practitioner concerns; while Valos et al., (2010) stress its need to handle skills shortage. Digitisation has brought about several changes in the field. For instance, Brynjolfsson and Schrage (2009) contend that, in comparison to undertaking focus groups, it is rather easier for marketers to use Facebook for experimenting new ideas and garnering swift feedback in greater numbers; while Mulhern (2009) contends it to be a better option than other traditional research approaches. Wymbs (2011) argues that it has taken academia relatively longer to integrate technological developments and marketing skills into the curriculum. In order to address these gaps in skills and training, it is recommended that the courses provided by professional marketing bodies be attended.

According to Day (2011) the development of Web 2.0 technologies resulted in a big change in the form of the development of a ‘river’ of information where individuals and businesses have the opportunity to promote their blogs, reviews, opinions, services and products, which in turn generates immense information. This implies that the marketing experts in future will be required to have the skill of extracting useful information from all the information available online.

According to Micu et al., (2011) marketing research is mainly conducted to tackle 80% of the current issues; however, in the future, technology and people will have been developed by the most advanced companies to ‘fish the river’ of existing information. Valos et al., (2010) contend that instead of gut-feel, opinion and conjecture, majority of the decisions will be rather based on statistical heuristics and data-driven extrapolations. The current study explores this ‘statistical’ – ‘experimental’ continuum. According to Micu et al., (2011), in the new world, even before business questions are formed, knowledge regarding it will already be available. Mulhern (2009) thus conclude that it will be crucial to have effective performance metrics, technical skills and, analytical skills. A major way through which companies are conducting marketing research is through the aid of digital marketing platforms. Thus, it is important to determine how pharmaceutical companies can use digital media to market their products.
Meeting the needs of Digitally Empowered Consumers

The recent surge in online social networks is a major change in human interaction. With the speedy growth of Web-based platforms assisting online social behaviour, there has been significant modification in the nature of interactions habitats and activities of humans. According to Budden et al., (2011) this shift towards digital dimension enables communication between different cultures, individuals to entertain one another and share knowledge. The question ‘if people are signing in’ is outdated now; the question today is ‘what they are signing in to’ and ‘why specific applications are being used to do the same’.

According to Bayo-Moriones and Lera-López (2007) if the perspective of consumer is taken into consideration, numerous benefits are offered by the use of information communication technologies, such as product diversity, cost reduction, competitive pricing, wide product selection, richer and participative information, convenience and efficiency. These benefits are further enhanced by online social networking as proactive communication by consumers is possible. For instance, individuals can use online social networking to seek out others’ opinions regarding particular products. Berthon et al., (2012) further add that, in this process peer judgements are valued more by consumers in comparison to firm promotions, which indicate that there is a shift in the locus of persuasive power. India is a country that is seeing a rapid growth in the number of individuals adopting the internet and using it to better their lives. The urban centres in India has seen a sharp increase in the consumption of digital media. The rural areas are not too far behind when compared to their urban counterparts.

The speed and rate at which internet penetration will happen in India will depend on a number of factors. However, it is widely expected that the number of internet users in India will double from 190 million in 2014 to 400 million in 2018. Therefore, this growth rate is quite high and a majority of users who will be adopting the internet will be from the rural regions. It is expected that the internet user base in the rural areas would increase by 40% every year - from 60 million in 2014 to 280 million in 2018. According to a survey conducted by BCG’s Centre for Consumer and Customer Insight, more than 50% of the individuals who have access to the internet have a tendency to use the internet to make an informed decision before making a purchase. Thus, the consumers are quickly getting used to taking advantage of the benefits that internet based technology can give. As they get more comfortable with digital capabilities, their usage patterns exhibit growth that belies age and other demographic
variables (BCG, 2014). Pharmaceutical companies can directly interact with consumers on social media and garner attention towards some of their new products and the benefits of it.

**Digital Revolutions and Business Models**

The current business models are being threatened by the digital revolution. According to Day (2011) business models elucidate how value is created by businesses by providing to customers, and in turn capturing economic profits. Sorescu et al., (2011), in particular, define business models as well-defined system of correlated process, activities and structures that act as the organising logic of a firm for value appropriation (for itself and its partners) and the creation of values (for its customers).

Sorescu et al., (2011) further add that with business model changes, both value appropriation and value creation along with its basic strategies are affected, for instance, customer efficiency in terms of value creation and operational excellence in terms of value appropriation. The field of retailing has rather had frequent discussions pertaining to the effect of digitisation on business models. Rigby (2011) further elucidated the future of shopping in a digital era. The business models of companies require re-specification if the companies want to enable their customers to search and buy online. it was observed from a convenience sample that, even though less than 5% of sales are generated online by companies, digital marketing has proved to be an unruly force that has the ability to profoundly impact the transformation of business models. The most significant strategies that can address the challenges occurring with the frequency of technologies and digital tools that threaten the current business models include the adaptation of the existing business models to novel and/or disruptive technologies in addition to the integration of technology and digital tools into the existing business models.

**Digital Marketing and Brand Health**

In social networks, people can affect each other through intricate interpersonal/social influences. According to Eck van at al., (2011) these influences can be normative or informative, active or passive, and conscious or unconscious. This social influence is partly reflected by word of mouth (WoM). Previously it was very difficult to measure the strong effects of social influence. Chen et al., (2013) contend that various opportunities have been offered by social media since its introduction for stimulating and measuring social interrelations between customers. Kaplan and Haenlein (2010) define social media as a collection of Internet-based applications through which user-generated content can be created.
and exchanged. Chen et al., (2011) further add that an incomparable platform is provided by social media to the customers for publicising their personal evaluations of the products purchased which further assists in word-of-mouth communication. de Vries et al., (2012) argue that there is a general difference between firm-initiated social media such as brand communities, and customer-initiated social media such as blogs and reviews. According to Nielsen (2007) since most forms of advertising are not trusted by customers, social media makes it possible to make contact with a large audience at low cost, which in turn enables the creation of trust. Yoganarasimhan (2012) determined and confirmed the effects that social networks have on adoption and retention of customers. Risselada et al., (2014) argue that since the effects of social media are dependent on variable types of contact with customers, the complexity of effects goes beyond linear effects. In the case of India, statistics show that an average social media user spends about 2 hours and 25 minutes per day using social networks and micro blog. This represents a significant time that an individual spends on social media. Time and opportunity that pharmaceutical companies can make use of to get to the potential customers.

Research Methodology
This is an observational study and involves a survey of 37 pharmaceutical marketing professionals working across various therapy areas. The respondents for the study have been chosen randomly and represent 8 different organizations and include employees from both multinational and domestic pharmaceutical companies. The selection criteria included a minimum 3 years of active marketing experience.

Survey was conducted using a well-structured questionnaire. he questionnaire was an MS Excel based one, allowing respondents to objectively tickmark their response, while allowing for additional comments as well. The administration of the questionnaire was done under no supervision and thus captured only the “top of mind” and “spontaneous” responses. Random sampling technique was used to gather data from 37 pharmaceutical marketing professionals who work in 8 different companies. They belong to the age group of 36-45 years. A primary survey was also performed to test the questionnaire and to understand the level of understanding among the respondents. The study has been designed to capture the following attributes of digital marketing: - purpose, objectives, usage, understanding, future strategy, target audience, resource utilization, impact and sustainability.
Study Results
Table 1 presents the characteristics of the respondents who took part in the survey. It was observed that majority of the respondents belonged to the age group of 36-45 (89.1%) and they had about 7-10 years of experience (75.7%) in the brand management field. It was clearly seen that the majority of the professionals (83.7%) managed about 3-5 product lines in branding.

Table 1: Sample group demographics.

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<tr>
<th>Criteria</th>
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<th>Percentage</th>
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<tr>
<td>Age</td>
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<tr>
<td>25-35</td>
<td>2</td>
<td>5.5%</td>
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<tr>
<td>36-45</td>
<td>33</td>
<td>89.1%</td>
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<tr>
<td>46-60</td>
<td>2</td>
<td>5.5%</td>
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<td>Years of experience in brand management</td>
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<tr>
<td>0-1 years</td>
<td>3</td>
<td>8.1%</td>
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<tr>
<td>1-6 years</td>
<td>6</td>
<td>16.2%</td>
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<tr>
<td>7-10 years</td>
<td>28</td>
<td>75.7%</td>
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<tr>
<td>Above 10 years</td>
<td>3</td>
<td>8.1%</td>
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<tr>
<td>Product lines managed</td>
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<td></td>
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<tr>
<td>1-2</td>
<td>5</td>
<td>13.5%</td>
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<tr>
<td>3-5</td>
<td>31</td>
<td>83.7%</td>
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<tr>
<td>More than 5</td>
<td>1</td>
<td>2.7%</td>
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From Figure 1, it is evident that 57% of the brands managed by the sample population branded generics. Figure 2 and Figure 3 demonstrate the meaning of digital marketing and perception on digital maturity. It is seen that for most of the respondents digital marketing is about capturing customer insights. 32% of the respondents look at digital marketing as a tool to design applications and about one-fourth of them feel it can be used to design customer
engagement platforms. On the other hand, in figure 3, majority (72.97%) acknowledge to be beginners or have just considered their first steps towards digital marketing (DM) ideas. However the curious finding is that 13.51% of the population reports a well-defined digital marketing strategy in their organisation. Analysis states that organizations with ‘a strong DM strategy’ are mostly MNCs that manage a mixed brand basket.

![Figure 2: What is digital marketing (DM)?](image1)

![Figure 3: Digital Maturity.](image2)
Figure 4, identifies the most popular digital touch points used in DM. Majority of respondents (70.27%) use web conferencing, followed by about 56% who use product websites for promotion and finally 43% of people who used email marketing and web banners for digital marketing. On the other hand, figure 5 shows the least used digital touch points. It is observed that more than 50% of the respondents feel that SEM is not preferred for digital marketing and 43% feel online medical education is not used often.

Figure 6 given demonstrates the comparison between social media and mobile marketing and it is seen that for most organisations, mobile marketing, social media and online medical education are still in the elementary stages. Although social media is popular across organisations, it shall take more time to develop as an active engagement channel.

The three major motives behind adoption of digital marketing are the ability to track the promotional effort by medical representatives, increases the effectiveness of detailing products and finally better focus on ROI with respect to promotional spending. The motives and their respective percentages are given in the figure 7 below.

The major advantages of
using digital marketing according to the most of the respondents about 86.48% is the reinforcement of leadership identity of the brand and easy accessibility for updating knowledge. Another 72.9% of them felt that it was beneficial due to its novel formatting.

Figure 9 identifies people who use digital marketing for their benefits. It is observed that equal percentages of people (35.14%) are patients, caregivers and specialists, whereas, about 29.7% are general practitioners or HCPs. General practitioners are being observed to be a less critical an audience for DM knowing the referral pattern and the type of therapies catered to by them. Figure 10 demonstrates the various methods of deploying digital marketing initiatives and it is clearly seen that the most preferred mode of deployment is based totally on rep based engagement although there is some percentage of divide between the mobile and web based formats. However, vendor based initiatives are not preferred completely.

Figures 11 and 12, depict the present marketing budget and projected marketing budget of digital marketing. In the figure 11, it is clearly seen majority of the respondents feel that the current marketing budget of digital marketing is less than 5 % (56.76%), followed by the least (13.51%) who feel that the marketing spend ranges from 5-20%. Conversely, equal percentage of respondents (43.24%) feel that they are not sure of the budget and the other group feels that the projected markets spend for 2015-2016 will definitely increase in the coming years.

<table>
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<th>Social Media Vs Mobile marketing</th>
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<tr>
<td><strong>Mobile Marketing</strong></td>
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<tr>
<td>Do not Know</td>
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<tr>
<td>Never</td>
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<td>Pilot Ongoing</td>
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**Figure 6: Comparison of social media and Mobile media as touch points.**
Figure 7: Major motives of adopting DM.

Figure 8: Major advantages of DM.

Figure 9: Audience for DM.
DISCUSSION

Adoption of digital marketing continues to be in its infancy among all industries, including that of Indian pharmaceutical organisations. Product branding and leadership teams now realize the need to have a digital strategy in place as a part of their larger marketing strategy.

The current study throws light on a number of interesting aspects relating to digital marketing in the Indian pharmaceutical marketing context. At present, majority of digital marketing efforts are being made by brand managers dealing with branded generics, clearly pointing
towards using the digital channel as a differentiating brand lever. Hence, the most obviously perceived advantage for using digital marketing according to most of the respondents is to reinforce leadership identity of the brand and to benefit from novelty in the format for delivery of marketing messages.

Digital marketing is being proposed by a majority of brand managers as means to capture customer insights by creating a robust engagement platform; however, there are a significant number of practitioners who believe digital marketing is merely about designing interactive applications. It is interesting to however note that despite the abovesaid, digital marketing is actually being used on ground zero primarily to track promotional effort by medical representatives besides increasing the effectiveness of detailing products and finally to have a better focus on ROI with respect to promotional spending. These divergent observations suggest a deviation between the goals and outcomes for which digital marketing programs are currently being run in pharmaceutical organisations. Thus, while at the initiation of the digital marketing program, the goals seem to be customer-centric, the outcomes seem more drawn towards automating metrics of internal marketing efficiency.

This aspect is congruent with the study finding that medical representative based engagement is most popular for digital marketing initiatives, when compared to stand alone (web and mobile based formats) or that of vendor-based deployment.

International speaker programs are popular offline pharmaceutical marketing touch points in India. Hence, it is not surprising to see that web conferencing, which is delivering the same across an online channel emerges as the most popular digital touch point. It is however interesting to note that product websites despite the large number of branded generics that is currently a market reality in India is the second most popular digital initiative among pharmaceutical organisations. Email marketing and web banners seem to be popular as a digital channel specifically to announce and deliver scientific services to physicians. We believe that with state medical councils mandating continued medical education credits, online medical education initiatives will perhaps out number other digital marketing channels as the primary touch point. It is also noted that there are very few patient support communities in India, besides a few NGOs working more from a financial support stand point. Pharmaceutical companies will find SEM a useful way to connect with these patient support groups meaningfully once they become a reality in India, especially with regard to management of chronic disease conditions.
The study finding that mobile marketing is still in its elementary stage among pharmaceutical marketing endeavours is puzzling since it has been noted that mobile phones continue to be the most often engaged personal screen by any physician. Hence, every effort must be done by brands to be there, tactfully without sounding intrusive. One opportunity to be explored could be to create social networking communities exclusively for patient-physician, physician-physician, patient-patient interactions latently by pharmaceutical brands. It may be critical to not push brand centric messages through this channel, but to actively listen and respond with value-added messages relating to health and physician practice aspects. Currently modest attempts are being made in this direction by technology companies engaged in development of Apps.

Most digital marketing efforts focus on the specialists and patients and caregiver rather than the general practitioners, indicating funnelling phenomena, wherein brand managers look at high value prescribers and end users as more suitable for digital marketing inputs rather than the mass prescribers.

Majority of the study population acknowledge that digital marketing in their respective organisations has made small beginnings; it surely has the potential to evolve to be a marketing force giving them competitive edge in a cluttered market place and mind space. While there is univocal stand on the importance of digital marketing in the future marketing plans, currently the budgets stand at less than five percent with little visibility on the future budgetary directions. This makes a strong case for digital marketing needs to be viewed as an organisational level strategic initiative rather than a brand-centric tactical activity.

Managerial implications
The World Wide Web has proved to be an immensely significant tool for marketers in the creation of strong brands and garner competitive advantage. This paper has attempted to shed light on the most basic questions on Indian pharmaceutical professionals’ perspective of what is digital marketing, why is it considered currently, where is it most significantly deployed, who are the key beneficiaries, why is it considered useful, besides the aspect of how it is currently being executed.

An attempt to find answers to these basic questions has revealed the most obvious gap in the way digital marketing initiatives are being conceived and delivered. We believe this will pave the way to the conceptualisation of more meaningful digital marketing programs that goes
beyond digital gimmicks and will inspire higher leadership support to digital marketing initiatives in the pharmaceutical context.

**Limitations and ideas for future research**

An exploratory approach has been adopted in the current research, to understand the use of digital marketing in the Indian pharmaceutical sector. A qualitative survey might be carried out in future research so that strength of these findings can be probed across a broad portion of the pharmaceutical industry. The Digital Marketer Model should be tested in future research with employees from other healthcare associated organisations. This will help in determining if the model fairly represents a rounded digital marketing community. Conservatism has been observed in the pharmaceutical industry at some instances in the form of comments relating to the new technical developments and costs related with the investment and experimentation of new technology. Risk aversion may be explored in future research as an attribute of the skills deficit in digital marketing.

**REFERENCES**


