



Unlocking pharma growth

Navigating the intricacies of emerging markets





Introduction

2. Rethinking the big pharma sales model: Thoughts from China

As the ranks of China's field forces continue to swell, pharma's traditional commercial model is showing signs of strain. It's time for multinationals to get smarter about how they sell. Bing Chen, Franck Le Deu, and Jin Wang

o. Winning in the emerging middle class: Findings from Brazil

Global pharma companies are missing a chance to serve Brazil's increasingly prosperous and growing middle class. Although wealthier segments spend more on drugs per capita, the scale of the underserved middle-class market is almost twice as big.

Sanjeev Agarwal, João d'Almeida, Tracy Francis, and Paula Ramos

14. Using behavioral segmentation to boost salesforce effectiveness

Many companies segment their customers by behavioral characteristics to increase sales, but segmenting the field force is a new approach. Early experience in India suggests that it could improve salesforce effectiveness in emerging markets.

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Most pharma companies operating in emerging markets gear their sales and marketing efforts to physicians and hospitals. It's time they widened their horizons: building retail muscle could help them address a large and neglected opportunity.

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Traditional approaches to PPPs have focused on their role in raising a company's profile or improving its corporate image. Now pharma companies are entering partnerships with governments and global organizations that deliver solid business benefits too.

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Sanjeev Agarwal, Andrew Cavey, and Ali Murad

Growth in Brazil's branded generics market: Perspectives from Maurizio Billi, president of Eurofarma

The leader of one of Brazil's most eminent pharma companies talks about building a platform for growth and how local players can capitalize on their market knowledge.

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The world's biggest and most dynamic social media market is talking about health care. But are companies really listening?





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Pharma companies pursuing growth in emerging markets will increasingly need to adapt their portfolio to address local requirements. The right R&D strategy will involve reducing costs so that they can develop innovative drugs tailored to emerging market needs and still make a profit. Sanjiv Talwar, Shail Thaker, and Matthew Wilson

Cutting through the complexity: Insights into the future of clinical trials in emerging markets

As investing in emerging market infrastructure becomes a pillar of pharma growth strategies, conducting clinical trials in these markets should be more attractive than ever. So why are such trials declining, and how should executives evaluate the opportunities in this increasingly complex environment?

Jackie Hua, Shail Thaker, and Matthew Wilson

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92. Helping Indian pharma reach its full potential

What will it take for India to join the world's leading pharma markets? As a period of flux brings proliferating opportunities, companies should quickly adapt their sales and marketing models, refocus their commercial investments, and collaborate within and beyond the industry. Vikas Bhadoria, Ankur Bhajanka, Kaustubh Chakraborty, and Palash Mitra

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Mexico's health care has improved thanks to recent public initiatives, but rising costs, capacity constraints, and growing disparities pose new challenges. To keep pace with these shifts, pharma companies need to raise their capabilities to global standard and preserve the flexibility to update their plans as often as every quarter.

Julio Dreszer, Pablo Ordorica, Lisa Ramon, Safa Sadeghpour, and Jorge Torres



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