

Defining **GLOBAL**

AJIT BAID • *The Research Partnership*

If global teams can effectively communicate their overarching positioning strategy, but allow country teams the freedom to execute the strategy appropriately, with tactical implementation at a local level, then both parties should feel they bring their expertise to the table in the right way at the right time.



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Being truly global means making a paradigm shift in the way pharma companies think about the world. When the United States accounted for more than 60% of the global healthcare market, companies could afford to primarily focus on this market, but with EU and U.S. markets now being squeezed and the growth in China, Latin America, India, and Eastern Europe, we can no longer define global as just the United States, Japan, and five EU countries. Being global requires a re-evaluation of the U.S.-centric business model and redefining the priorities and practices of big pharma.