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Printed in the U.S.A.

Volume Nine, Number Three

PharmaVOICE (ISSN: 1932961X) is published monthly except August and December, by PharmaLinx LLC, P.O. Box 327, Titusville, NJ 08560. **Periodicals postage paid** at Titusville, NJ 08560 and additional mailing offices.

Postmaster: Send address changes to PharmaVOICE, P.O. Box 292345, Kettering, OH 45429-0345.

PharmaVOICE Coverage and Distribution:

Domestic subscriptions are available at \$190 for one year (10 issues). Foreign subscriptions: 10 issues US\$360. Contact PharmaVOICE at P.O. Box 327, Titusville, NJ 08560. Call us at 609.730.0196 or FAX your order to 609.730.0197.

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A New World Order

Welcome to the first annual Going Global special issue. We recognize that spanning the globe like Jim McKay is no easy feat and impossible to do in one publication, but we hope to avoid the agony of defeat as we bring you a sampling of the trends and events that are

impacting the industry's business, development, regulatory, and marketing processes. We cover a lot of ground in the following pages and even more in our newly launched digital edition, where you can find exclusive content devoted to such topics as mergers, patient recruitment, mobile marketing, and much more. If you haven't had a chance to try this interactive version of the publication, I certainly encourage you to log on to www.pharmavoiced.com and see what's happening in the cyberworld (you can also download related podcasts directly from the digital pages).

In the following pages, you'll read the thoughts and insights from more than 100 industry experts who represent virtually every type of company, every size, and function within the life-sciences industry. We thank these individuals who volunteered to provide us with their thoughts on what's happening in their sectors on a global basis and put into context how current and anticipated events are expected to affect their business models and processes.

A couple of themes emerged from their insights. One is that there is no one definition that covers what global means to everyone across the industry.

A second, and more compelling, note is that by focusing on emerging markets, specialist-driven products, and discovering unmet medical needs in other countries, pharma and biotech companies can find growth opportunities. This is particularly relevant given the current economic and regulatory environments.

But succeeding in these tougher times will hinge on how effectively and how fast companies can adapt their business models to accommodate these new developments.

To weather the storms of a global credit crisis, blockbuster patent expirations from now until 2012, and government policies that limit profits, pharmaceutical companies need to transform themselves to survive. We've already witnessed some multinational companies doing just that, and more and more CEOs are making headlines with their plans for future growth and sustained profitability.

Some experts say by creating large global footprints, developing new markets, and enacting flexible resourcing and partnering models, companies will be able to find measured success. Others say only time will tell if the gigantic global entities of today will be able to nimbly steer their way into new markets and opportunities.

We look forward to hearing back from you as you span the globe in pursuit of victory ... (sorry Jim, a little poetic license).

Global is as global does