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Healthcare & Life Sciences

From Scale to Capability

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India Healthcare & Life Sciences

From Scale to Capability — A Leadership Intelligence Brief

India pharmaceuticals and healthcare is moving from a scale story to a capability story. The most important shift this quarter is not simply growth in demand — it is the premium now being placed on businesses that can combine regulatory depth, manufacturing resilience, clinical credibility, and digital execution.

THE POLICY BACKDROP

Policy support is reinforcing a clear direction. The Union Budget 2026–27 introduced Biopharma SHAKTI with a ₹10,000 crore outlay, additional NIPER capacity, and over 1,000 accredited clinical trial sites — a deliberate push toward biologics, biosimilars, and higher-value innovation. India's export momentum remains strong, with the India–UK trade agreement opening additional tariff advantages for pharmaceutical exports.

PHARMACEUTICALS: THREE DEFINING SHIFTS

01

Biopharma to Centre Stage

Government policy signals are explicitly aimed at reducing import dependence and improving India's global biologics competitiveness. Complex products — from biosimilars to specialty platforms — are now at the heart of strategic planning across the sector.

02

The Semaglutide Moment

After patent expiry in India, multiple domestic players moved swiftly to launch lower-cost versions — accelerating competition in chronic disease and obesity-adjacent categories. The reward goes to companies that can scale brand, medical affairs, supply, and patient-support models fast.

03

CRDMO & Global Capability Pull

Global customers are looking harder at India for CRDMO and capability-led partnerships. Supply-chain resilience and cost competitiveness continue to be the primary strategic drivers reshaping how international pharma companies source and co-develop.

HEALTHCARE DELIVERY

Specialisation · Consolidation · Digital Infrastructure

Investor capital continues to flow toward platforms built for scale and specialisation. The story in healthcare delivery this quarter is about three converging forces: specialised care formats attracting sustained PE interest, institutional consolidation creating larger multi-site platforms, and India's digital health backbone reaching genuine operational scale.

72
Deals in Q3 2025
India Pharma & Healthcare

$3.5B
Total Deal Value
Q3 2025 · India sector

860M+
ABDM Health IDs
March 2026 · India

Grant Thornton data highlights strong investor interest in IVF, oncology, women and child care, digital health, and preventive care. Across the prior 12 months, the sector attracted an estimated $10 billion across private equity, IPOs, venture, and strategic investments. With 860 million ABDM health IDs, digital health is no longer a pilot theme — it is a structural enabler for care delivery, patient engagement, and data-led operating models.

LEADERSHIP SIGNAL

Leadership requirements are changing faster than organisation charts. Companies now need executives who can simultaneously manage regulatory complexity, portfolio shifts toward specialty or biologics, partnerships and licensing, digital transformation, and investor-grade execution.

In hospitals, the premium is rising on leaders who can scale multi-site platforms while preserving clinical quality, unit economics, and physician engagement.

In pharmaceuticals, the market is rewarding leaders who understand both scientific differentiation and commercial speed — simultaneously.

The market is seeing heightened demand for CEOs, business heads, plant and quality leaders, medical affairs talent, digital leaders, and board members who have seen inflection before. The real premium today is on those operating at the intersection of science, strategy, and execution.

MY LEADERSHIP-SEARCH LENS

India pharmaceuticals and healthcare has entered a quarter where capability depth matters more than broad ambition.

The sector is still growing, but value is concentrating around businesses that can move up the value chain, professionalise leadership, and execute with far greater precision. The real question for clients is no longer 'Do we have the right structure?' but 'Do we have leaders built for the next version of this sector?'

The organisations that will outperform over the next 12–24 months are the ones that upgrade leadership ahead of strategy execution — not after it.



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