

Patricio Rodriguez - CEO, Adium



We maintain a fundamental conviction that achieving sustainable success in Latin America requires local manufacturing presence. Proximity to markets is essential.

27.10.2025

Tags: [LatAm](#), [Brazil](#), [Adium](#), [Generics](#), [Partnership](#), [Distribution](#)

Adium is one of Latin America's most expansive pharmaceutical groups, operating across 18 countries with a workforce of 7,000 employees. The organisation has unified its brand identity across the region whilst establishing world-class infrastructure and capabilities spanning oncology, rare diseases, and speciality therapeutics. The company's strategic vision centres on positioning Adium as the partner of choice for multinational pharmaceutical companies seeking meaningful access to Latin American markets.

Adium, like other regional peers, has built its success on strategic alliances and licensing agreements. How would you describe Adium's model today, and what differentiates it from other Latin American partners?

Adium's competitive differentiation rests fundamentally on two pillars. First, our regional reach remains unparalleled – we maintain established operations across 18 Latin American countries, a footprint we have cultivated systematically over the past two decades. Very few pharmaceutical organisations can claim comprehensive coverage across the entire Latin American landscape with genuine local presence rather than mere distribution arrangements.

Second, and perhaps more significantly, we operate through two distinct business segments. Our general medicines division encompasses mainly branded generic products. However, it is our oncology and speciality segment where we have created substantial competitive distance. We

have long held the conviction that success in this domain requires alignment with innovation, and given that pharmaceutical innovation predominantly originates from biotechnology and innovative companies outside Latin America, we have invested more than 20 years in cultivating these relationships. This has enabled us to introduce therapies to Latin America that meaningfully improve patient outcomes – products that other local and regional organisations simply cannot access. This represents a fundamental point of differentiation.

With multinationals reassessing their Latin America operations, how is Adium positioning itself as a partner of choice? Why might firms prefer your model over direct presence?

We are witnessing a strategic recalibration amongst major pharmaceutical corporations, with many narrowing their Latin American footprint to focus exclusively on specific therapeutic areas such as oncology or rare diseases. Some organisations are withdrawing from certain markets entirely.

As a robust regional player, we have executed several significant partnerships that exemplify our value proposition. A good example is our strategic partnership with Eli Lilly for 11 markets in the region

The fundamental question becomes: why do organisations of this calibre select Adium? The answer lies in our infrastructure and capabilities, which we have systematically developed over two decades rather than assembled recently. Today, Adium maintains world-class standards across compliance, quality assurance, supply chain management, medical affairs, and market access. This comprehensive infrastructure positions us at a distinctly elevated level and makes us exceptionally well-suited for in-licensing arrangements and future distribution agreements with organisations navigating strategic portfolio decisions.

You have forged agreements with major global companies, including Moderna and Takeda, creating a highly diversified portfolio. What guides your selection of products and partners?

When evaluating potential partnerships, we apply rigorous selection criteria, though the paramount consideration remains impact. We are committed to introducing products that genuinely transform patient outcomes.

The marketplace presents countless opportunities and numerous products securing regulatory approval worldwide. However, the company undertakes exceptionally thorough and exhaustive due diligence to ensure that what we launch and bring to Latin America represents therapies that deliver meaningful clinical benefit, address significant unmet needs within the Latin American population, and present commercially viable opportunities appropriate for this region. Our selectivity ensures that every product added to our portfolio meets these exacting standards.

Following your acquisition of Takeda's gastroenterology and internal medicine portfolio in 2021, which therapeutic areas do you identify as future growth pillars, and what drives this prioritisation?

We maintain strategic focus on a deliberately limited number of therapeutic areas where we continue to concentrate investment and expansion efforts.

Oncology and rare diseases unquestionably represent key growth drivers for our future. Additionally, we are focused on diabetes, cardiovascular disease, and central nervous system disorders, particularly conditions related to mental health. These three therapeutic categories are experiencing substantial growth globally, which correlates directly with increasing life expectancy and the demographic transformation we are observing. The epidemiological burden in these areas reflects fundamental demographic shifts, making them strategically sound long-term investments.

As innovation increasingly comes from smaller biotech firms, how is Adium adapting its partnership approach to engage these players?

We systematically map and scan the entire innovation ecosystem – encompassing large corporations, mid-sized enterprises, and early-stage ventures. As you correctly noted, innovation emerges from diverse sources, which necessitates comprehensive vigilance and sophisticated intelligence regarding who is developing which therapies, where, and along what timeline.

This comprehensive approach has become critical because more than 50% of pharmaceutical innovation today originates from start-ups and biotechnology companies. Maintaining acute awareness of developments in this segment is therefore essential to our competitive positioning.

How do your regional manufacturing investments enhance your value proposition - and align with national agendas around local production?

Our manufacturing investment strategy extends considerably beyond the specific projects you mentioned. Between 2024 and 2026, we are deploying approximately 160 million USD across facilities in Argentina, Paraguay, Brazil, Mexico, and Uruguay.

We maintain a fundamental conviction that achieving sustainable success in Latin America requires local manufacturing presence. Proximity to markets is essential. Moreover, we believe in establishing what I would characterise as sanitary independence - the capability to manufacture virtually our entire product portfolio within Latin America, thereby mitigating geopolitical volatility and supply chain disruptions that characterise the current global environment.

Our manufacturing presence also generates substantial community impact that extends well beyond our financial statements. Consider our facility in San Juan province, Argentina, where we operate the sole pharmaceutical manufacturing site. There, we developed the entire supporting ecosystem - cultivating technical talent, collaborating with universities to develop relevant programmes, and fostering supplier networks to service the facility. Our economic and social footprint in the communities where we operate substantially exceeds what conventional metrics capture. We are replicating this approach in Paraguay.

Given your presence across 18 Latin American countries, what lessons have you learned about navigating such fragmented regulatory and market environments?

When international observers hear "Latin America," many erroneously conceptualise a unified market analogous to the European Union. The reality is starkly different. We operate across 18 distinct regulatory agencies, 18 separate currencies, and 18 different regulatory frameworks.

Our operational approach, therefore, emphasises robust local teams, enabling us to function as indigenous companies whilst maintaining corporate oversight. We establish corporate strategies and operate as an integrated corporation, yet we have learned that success requires boots on the ground - authentic local expertise and relationships. Our accumulated experience over more than 50 years in Latin America constitutes a significant competitive advantage

How do you determine which patient needs to be prioritised in markets characterised by constrained budgets and fragmented healthcare systems?

We endeavour to launch our products across all countries within our footprint. Certain markets naturally offer superior reimbursement coverage and market access, enabling deeper market penetration. Other environments present greater challenges, yet we maintain our commitment to product availability because we must collaborate with local regulatory agencies, governments, and private insurance entities to expand access.

This represents our fundamental purpose – our reason for operating in Latin America. We work systematically with all governments and agencies to identify pathways for patient access to our therapies across the region.

With rare diseases gaining traction in the region, how do you see policy evolving, and what role can Adium play in improving patient access?

Rare diseases represent an exceptionally compelling therapeutic area, primarily because countless patients seek answers for conditions that historically have had no accessible treatments.

When confronting a rare disease, patients typically endure three to five years before receiving an accurate diagnosis and understanding potential therapeutic options. Given the limited patient populations for these conditions, most products entering the market command pricing that presents formidable challenges for local governments and insurance systems.

Our role encompasses several dimensions. First, we assist in identifying patients and supporting their diagnostic journey. Second, we work to facilitate product access and reimbursement. Consider that today, more than 40% of products approved globally remain unavailable in Latin America, particularly high-cost speciality therapies. We therefore bear both significant opportunity and profound responsibility to introduce these products to Latin American markets and ensure patient access across the region.

What is your long-term vision for positioning Adium not just as a regional leader, but as a global benchmark for emerging markets?

We maintain absolute strategic clarity that Latin America represents our arena. We are committed to an exclusive regional focus because substantial work remains to be accomplished here.

We are not contemplating geographic expansion beyond Latin America. Rather, our aspiration centres on supporting other organisations that either lack a Latin American presence or seek to optimise their existing footprint. How can we facilitate their strategic objectives? How can we continue introducing innovation and differentiated products to this region? These questions drive our strategic agenda.

How does Adium remain indispensable to partners once products gain commercial traction and avoid disintermediation?

In any partnership arrangement, particularly successful ones, risk exists that partners may elect to establish direct presence, especially in key territories.

However, we accept this as inherent to the competitive landscape. Partnership agreements have defined terms, and upon expiration, the product owner retains complete strategic freedom. Nevertheless, we have sustained long-standing relationships – renewing agreements for 20 years or longer in numerous instances.

Adium has unified its brand across 18 countries and grown to 7,000 employees. What cultural and operational shifts were key to transforming a group of local affiliates into one integrated, pan-regional organisation?

The transformative change we completed in June 2025 was brand unification – adopting the Adium identity across all of Latin America to present a coherent identity to the external world.

However, internally, we have operated as an integrated corporation for considerably longer. For three decades, we have maintained common strategies, standardised processes, and unified decisions regarding product launches. The corporation has functioned cohesively throughout this period. The recent transformation primarily concerns external presentation – ensuring we are recognised and identified as a genuinely regional player rather than a federation of local entities.

How do you attract and retain top talent across such diverse markets, and what makes Adium stand out as an employer?

Operating across numerous countries with distinct cultures requires continuous attention.

Adium has emerged as an employer of choice for several reasons. First, we are a high-growth organisation executing numerous projects simultaneously. Many professionals are attracted to this energy, this momentum of creating new ventures, establishing new businesses, and launching numerous products annually. For individuals drawn to growth, challenge, and opportunity, Adium provides an ideal environment.

Second, our culture represents a significant differentiator and arguably our most valuable competitive asset. We have cultivated a culture of entrepreneurship – an organisation characterised by agility, calculated risk-taking, and hands-on execution. We are action-oriented, deeply respectful of our people, and exceptionally transparent regarding our thinking and operations. We maintain consistency between our stated values and operational reality.

This cultural authenticity constitutes the primary attraction cited by new employees. Over the past decade, we have essentially doubled our headcount, and the overwhelming majority of new team members identify company culture, drive, and operational passion as decisive factors in joining Adium.

Looking toward 2030, what does “partner of choice for Latin America” mean for Adium, and how do you envision the company evolving beyond its current footprint?

Through 2030 and the coming five years, we anticipate continued growth in the key markets where we maintain an established presence. We are advancing a robust portfolio of product launches encompassing both proprietary products and in-licensed therapies.

We intend to maintain exclusive focus on Latin America – this is our strategic arena. We identify a tremendous opportunity to continue introducing medicines and therapies that meaningfully transform patient lives throughout Latin America.

This year exemplifies our impact. We are launching tirzepatide – developed by Lilly – which represents a transformative therapy for patients confronting obesity and diabetes. In Latin America, particularly, these conditions constitute enormous public health challenges. This exemplifies the calibre of impact we are committed to sustaining throughout the region.

What advice would you offer executives considering market entry into Latin America, given its volatility and complexity?

Latin America is an inherently unpredictable and volatile market environment. For organisations contemplating product launches or establishing operations here, the paramount success factor is securing a capable local partner.

Success requires thinking locally and deploying strong indigenous teams with deep market knowledge. Strategies must be adapted specifically for Latin America. Decision-making velocity must be exceptional because variables shift rapidly – currencies devalue, inflation accelerates dramatically year-over-year, and regulatory frameworks evolve. Without robust local teams possessing a sophisticated understanding of dynamics within each country, success becomes exceedingly difficult.

Finally, what would you like global readers, especially those less familiar with Adium, to understand about your value proposition?

My message is straightforward. Adium is an organisation uniquely positioned to assist international partners and corporations in establishing or optimising their Latin American footprint. We maintain partnerships with organisations including Lilly, Bristol Myers Squibb, Pfizer, Astellas, and Amgen, amongst others.

These relationships validate Adium's capabilities – the world-class infrastructure we have systematically developed over decades and our organisational culture oriented toward international partnership. This combination of capabilities and collaborative culture is genuinely rare and difficult to replicate. We stand prepared to support organisations seeking meaningful Latin American market access.

[See more interviews](#)