

THE NUMEROF 2024 GLOBAL PHARMA OUTLOOK

Key Action Steps

- Reevaluate investments, R&D priorities, launch sequencing.
- Redesign commercial models, targeting/segmentation.
- Align R&D, Medical Affairs, Commercial functions.
- Craft compelling databased economic & clinical value narratives that resonate with key stakeholders.
- Elevate business acumen, diagnostic, and influence skills.
- Structure more strategic collaborations with providers/payers.
- Develop portfolio investment and pricing strategies that reflect lifetime value.

Device

Explosion in AI and predictive analytics. More product development collaborations, **combining drugs, devices, and diagnostics**.

Retail

Retail clinics continue to expand, and pharmacies increase primary care role. Growing disruption from **new distribution models**. Focus on chronic disease management, medication adherence.

Physician
/KOL

Physicians guided by institutional formularies, care paths, less influential in decision making. Engagement requires **new omnichannel approaches**.

Healthcare
Delivery

Product decisions made **by corporate committees**. Adherence to care paths limits adoption. Access restrictions continue. Increased focus on **chronic disease management, SDOH, less intensive settings, including home**.

Global
Pharma

Employer

Strong support for **restricted formularies**, pushback on high price specialty drugs and **high cost therapeutic areas**. Increased interest in reducing total cost of care/improving outcomes.

Consumer

More **pushback on pricing**. **Higher self pay** due to deductibles, copays. **Adherence** remains a big target, new consumer apps. More interest in **clinical trial** participation, outcomes.

Regulator
(FDA, DOJ,
EMA, etc.)

IRA and EU initiatives challenge **launch sequencing, evidentiary requirements, and risk**. Strategic rethinking of **global supply chains and reshoring**. **Tougher enforcement** of rules.

Public
Payer/
Benefit
Evaluator

Price controls, reference/risk-based pricing, access limits, harmonization. More EU direct **drug pricing agreements**. **More RWE, CER**. National pricing impacting **global pricing**. In the US, **political and legislative action** creates greater risk and opportunity.

Private
Payer/
PBM

Strong pushback on **drug prices**. More **access restrictions**. Evidence requirements increasing, including RWE. **Restricted formularies**. Exploring risk and indication-based pricing. **Increased partnerships** with delivery. Narrow networks continue.

