



Pharma Predictions 2022-2027

A view into the future from 10+ senior-level experts



Where will you take pharma in the next five years?

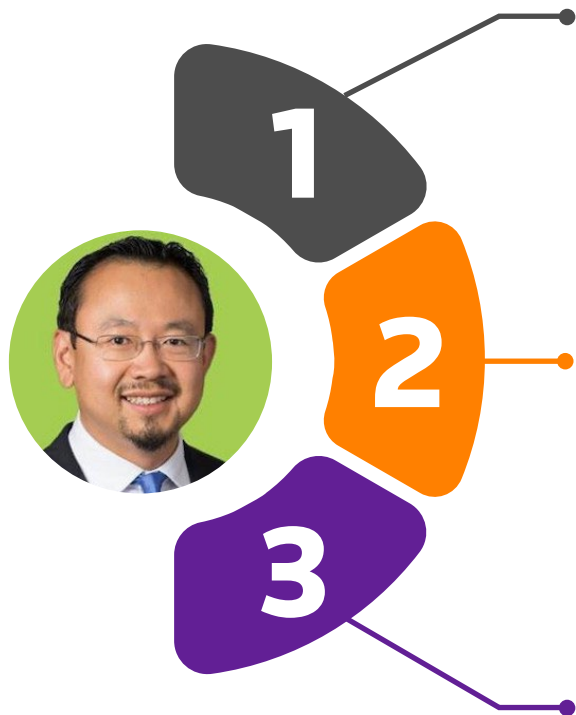
Here's a sentence we never thought we'd write: pharma has started to move, and – in some areas – it's even moving fast.

If the past five years has taught us anything, it's that you can no longer make assumptions about where the world will take us and how exquisitely we can rise to the occasion as an industry. But now there's no excuses; where we see need for change, we know we can realize the strategy that takes us there.

We've collated insights from across the industry to see where pharma's journey will go over the coming years. From tackling broken elements of our healthcare system to broadening the identities of the patient communities we engage with; the power is in our hands to pro-actively make the next five years as transformative as the last.

See what experts have to say and think on what your priorities are for 2022 and beyond – the future of pharma is truly in your hands.

Zhen Su, CEO, **Marengo Therapeutics**



More hybrid HCP engagement with the great return of in person face-to-face interactions

With recent successful in-person scientific conferences like SITC and ASH, we will see the great return of in person communication between pharma and HCPs. It would be important to build a new balanced customer engagement model with both virtual and in-person

“Pandemic sensitive” adaptive planning due to the resurgence on the new COVID variant

We need to continue to have Plan A and Plan B for both internal and external major events which are always the major investments for pharma marketing and sales team.

Omni-channel engagement for new product launch will become “must-have”

We will see longer launch ramp up curve vs standard 6 months during the delayed adaptation and learning curve for new products.

Oscar Segurado, Chief Medical Officer, **ASC Therapeutics**

Patient centricity

Patients will be considered pharma partners, not just ‘study subjects’ and will be actively engaged in pharma R&D, including study designs

Decentralization

Pharma R&D will collate input from several angles and perspectives, not just from ‘centers of excellence’. Any medical facility will be able to contribute to RWE

Universal and affordable healthcare

Nobody, no country left behind, following the European model for social care



Haider Alleg, Global Head of Digital, **Ferring**



COVID changed our commercial organizations, but we will not be fully remote or digital

We will somehow find a balance, calling it hybrid perhaps. What I can see is the world is becoming a bit more Asian in the way to interact with our customers. This means digital-first assisted by humans (compared to before human first, assisted by digital channels).

Startups are now invited to the party

This means we can't ignore them, we can't beat them and we should consider them now finally in our value proposition. That said, instead of chasing, we should find ways to make them come to us. Agility is something you need, and if you can't beat it, join it.

Non-drug services are required for our growth

More than ever, impacting the clinical practices or the patients or even the system will go through newly developed solutions, going beyond, before, above or after the pill. Drug combo with a digital health solution will become not a trend anymore, but something we can expect to add value-based healthcare to our propositions.

Victoria DiBiaso, Global Head, Patient Informed Development & Health Value Translation,
Sanofi



Patient Informed R&D

Research and Development priorities, strategies, study designs, methods for evidence generation and overall end to end decision making, will continue to be intentionally guided by the real-time integration of patients and patient stakeholder insights. Patient informed R&D models will re-define how patient stakeholders collaborate with the biopharma industry and unlock solutions that reduce barriers related to health care access (including clinical trials), further innovate and accelerate medicines development.

Real World Evidence and Patient Generated Health Data

Continued advancement of modeling and simulation capabilities using real world evidence and patient generated health data. These advancements will further enhance data driven science and translational medicine, establish innovative and adaptive clinical trial designs and help identify opportunities to improve health outcomes. It will also provide researchers with opportunities to better understand patient sub-populations, reach traditionally under-represented communities, identify social determinants of health and accelerate development timelines.

Clinical trials will be more accessible and considered frontline healthcare options

Clinical trials will continue to evolve as a frontline healthcare consideration and be integrated more easily into the daily lives of individuals. Technological and AI advancements will make it easier for healthcare professionals to identify and match patients with clinical trials. Patient informed study designs, continued evolution of decentralized study capabilities and the use of digital biomarkers will make it easier for patients to participate and enable clinical research to be more inclusive, notably for diverse and traditionally under-represented populations.

Mark Montgomery, Head, Business Insights & Execution, Commercial Acceleration,
Novartis



Artificial intelligence

Becomes the foundation for all aspects of the pharma model.

Customer experience focusing on value-based relationships

With patients, healthcare professions, and payers will become the standard.

Patient-centric healthcare continues to grow

With the expansion of remote care, personalized medicine, and holistic approaches to care.

“With the advancements in the connected digital ecosystem, data integration and applied AI/ML, the pharmaceutical industry will continue to become more agile in its approach to patient-centric collaboration to accelerate positive outcomes.”

Trellis Usher, Founder & CEO, **Nova Health Labs**



Artificial intelligence

We will continue to see an increase in the use of AI to create more efficiency and patient engagement in care management, coordination, and communication all of which are negatively impacted by an increasing shortage of healthcare professionals.

Medical debt and patient data

Approximately 50% of Americans have medical debt. This new reality has many patients exploring ways to own and financially leverage their health information as a means to offset the high cost of care.

Equity and inclusion in health care

Improving equity and inclusion in health care will continue to be important areas of focus as the population becomes more diverse (people of color accounting for over 50% of the population by 2050). Pharmaceutical and healthcare organizations that will deliver the best outcomes for marginalized and underserved communities will be those that (1) improve diversity, equity, and inclusion inside their own organizations as evidenced by defined metrics, (2) continue to make financial investments to address social determinants of health for priority populations, and (3) partner with and learn from diverse patient advisory groups on trial design and technology innovations.

Eddie Power, Vice President, North America Medical Affairs, **Pfizer**

Expansion/increased use of Artificial Intelligence beyond drug development

Identifying new patient populations, identifying misdiagnosed populations with area diseases, measuring impact of medicines/medical interventions through images (e.g. increasing function, mobility, and derived from photos, selfies, videos etc.)

Prevention and early detection

With increasing digital tools and resources pharma is poised to have a significant impact on prevention and or early diagnosis and become a valued partner with healthcare systems and the medical and patient communities to positively impact disease courses and potentially eliminate the need for some treatments

Digital technologies for disease monitoring

An expansion beyond wearables to harness the internet of things to monitor disease progression. Technologies embedded in everyday household objects that can monitor signs and symptoms of disease and alert/recommend timely and appropriate interventions



Kinshuk Saxena, Lead – Commercialization Strategy, **Novartis**



Omnichannel communication

Omnichannel communication is going to become more of a reality in a hybrid healthcare delivery environment.

Thinking beyond the physician

Pharma will need to think beyond the traditional physician stakeholder to get its message across and stay relevant.

Sustainable pricing for breakthrough innovation

Breakthrough innovation supported by a sustainable pricing model will be the key to market capture in the future.

Keri Yale, Head, Patient Affairs & Engagement, **Boehringer Ingelheim**

Patient focused drug development (PFDD)

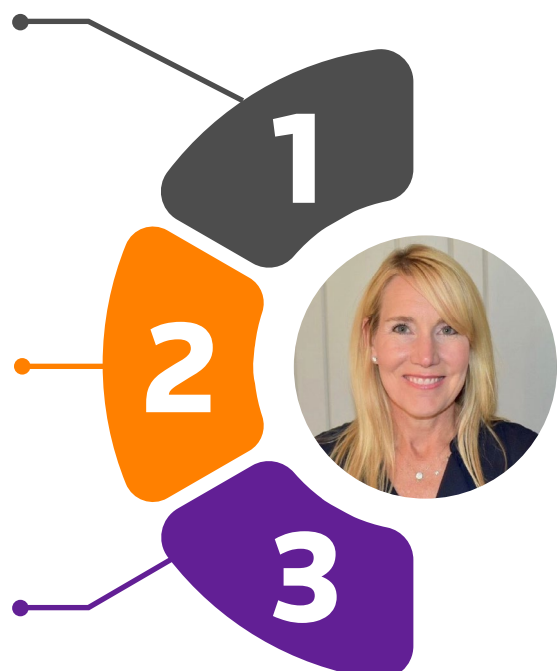
Regulators requiring patient experience data such that industry recognizes patient engagement is not a “nice to have”, but instead a must.

Representativeness

That we don’t just conduct patient engagement, but we ensure that the voices we seek align with the subsets that are most heavily impacted.

Social determinants of health (SDoH)

Focusing on the social, behavioral, and cognitive components of health in addition to the biological and genetic components of disease; viewing patients as the individuals they are, and treating them in their ecosystem, with personalized approaches tailored to them.



Brian Wilson, Global Marketing Director, Fasenra, [AstraZeneca](#)



Pricing Pressure

Pharma will continue to face pricing pressure, especially in light of the impact that Covid has had on resources that are available at both the Federal and the State level. In the US, drug prices are a major point of contention and there will be an election that will happen in 2024 that will likely have drug prices as one of the main talking points. Everyone will be looking for ways to recover from the financial impact that the pandemic has had and drug prices are low hanging fruit..

Disruption of Traditional Healthcare Delivery

The world is changing every day and Covid has accelerated the shift in how healthcare is being delivered. Amazon Pharmacy has the potential to change how people receive their drugs. Telehealth has changed how some people interact with their HCPs. While in-person is still preferred, there is a segment of the population that is now more open to telehealth. This is just the tip of the iceberg for how quickly the landscape can evolve. 10 years ago nobody would ever think to catch a ride with a stranger, but now people use apps to have strangers drive them to their destinations every single day.

Pharma Companies must Embrace Change

Our world is changing around us, but pharma, especially Big Pharma tends to be the last one to the party. Big Pharma has to start moving away from traditional mediums and focusing on being part of the change. The companies that are best able to not only adapt to the environment, but actually become trailblazers in leading the change are the ones that will have the most success in 5 years. Spending millions of dollars on traditional TV ad placement cannot be the main focus for successful brands. Instead of waiting for Amazon or a tech start-up to disrupt healthcare delivery, one of the big pharma companies should be looking to do this. The pandemic has shown us what is possible when major pharma companies become creative and work together to break the traditional way of developing and distributing a medicine. This mindset has to continue and companies will need to be comfortable with a certain level of risk.

Insights from Reuters Events

1000s of hours of research with senior industry leaders go into creating our events and its through this that we've made our predictions on the future trends shaping pharma.

Great customer experience becomes the basis for commercial success

Dan Baker, Global Project Director, Pharma, [Reuters Events](#)



For a decade or two, pharma spoke about the importance of digital marketing, but it was the pandemic that finally served as the accelerant to see the strategy take center stage in your customer engagement strategy. But as in-person engagement returns, there are larger questions to answer as to how hybrid engagement within an omnichannel strategy can serve a better customer experience.

Those leading the way will understand customer pain points, align initiatives with business goals and growth strategies, and collaborate with across customer facing functions. A customer experience isn't complete if only one function is looking to upgrade it. And if you are a senior leader reading this - it starts with you to set the tone. Those on the front lines know the importance, it's time you buy in also.

Social media becomes the leading tool to empower MSLS

Kana Hutton, Global Project Director, Pharma, [Reuters Events](#)



It goes without saying that Medical Affairs has achieved so much in recent years, and the consensus seems to be that it will only ever increase in importance and credibility. But how? With online interactions being what everyone says is "here to stay," it's safe to predict that there will be advances in the Medical Affairs function in relation to digital environments.

Currently, an untapped opportunity still seems to surround the utilization of social media. With predictions being made that the next generation of physicians – as well as patients – will be more active on social media, this channel will become a leading tool to use to empower MSLS. Whether it's to extract insights on how HCPs want scientific information, to educate patients or to interact with DOLs, this platform must be embraced to keep up with the ever-evolving landscape of healthcare.

Health equity and community wellness strategies are deepened and broadened

Hannah Brady, Head of North America, Pharma, [Reuters Events](#)



We've already started to see the growth of health equity and community wellness as a critical focus in Patient Engagement and Medical functions via new workstreams and roles dedicated to this area. Yet while inroads are being made to address racial inequities – from clinical diversity to community trust-building and health literacy - pharma needs to say, “yes, and...” to going further.

Pharma must continue to invest in Black, Latinx and minority community outreach, and it needs to address significant inequities in the LGBTQ+ community beyond the existing focus on HIV. From enabling intersex and trans inclusion in trials to tackling historic stigma and medical distrust, this work is not only critical to saving lives, but also to making sure pharma retains relevance as societal gender and sexual norms become increasingly fluid.

Traditional Market Access strategies are re-tooled and AI makes a splash

Matt Atkinson, Global Project Director, Pharma, [Reuters Events](#)



OK. So, I wanted to write strategies are thrown out the window, but in reality, that's unlikely to happen. However, as out of pocket costs increase, health inequity perseveres, and rebates intensify there is certainly a need to change the strategy to ensure patients are reaping the benefits of medical innovation.

You'll need to take a hard look at your payer and communication strategy to better articulate value and increase the use of AI in pricing, reimbursement, and market access to succeed. Agreements may become more complicated, but better business results will follow, and patients will be far better off for it. Finally, don't be afraid to take a leaf out of commercial's book – they're going through a major change in engagement strategy. I'd bet they have something to offer.



Thanks to our contributors



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