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Global Pharma R&D Overview

MARKET INSIGHTS SERIES

Situation analysis & Perspectives

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The following examples of recent major drug innovations – amongst many others – illustrate their benefits in terms of clinical efficacy and quality of life

Impact of drug innovation on Healthcare (1/2)

Examples of recent major drug innovations

Chronic hepatitis C infection

- **Hepatitis C virus** causes inflammation which can lead to cirrhosis or cancer
- Direct-acting antivirals (DAAs) have shown to be effective for all **HCV** types, in combination with ribavirin or interferon
- Sovaldi, the first DAA launched, is a **definitive cure** with **few side effects**
- The treatment has proven to be effective in **>90% of patients** vs. 50 to 70% for the previous treatments
- The drug has paved the way for **global eradication** of the hepatitis C virus

Spinal Muscular Atrophy (SMA)

- SMA is a **rare neuromuscular disease**, extremely physically disabling or even fatal depending on the type
- Zolgensma, by a **single injection,** allows to overcome the deficiency of the gene responsible for the disease
- The therapy is indicated in **children under 2 years of age**, and **~4,000 patients** have received it worldwide
- Clinical trials demonstrated a **95% survival rate**
- Data in **pre-symptomatic patients** showed a **100% survival rate**

Covid-19 infection

- From 2020 to 2025, ~760 million of **Covid-19 infections** have been reported and >**7 million deaths**
- **mRNA vaccines** deliver a synthetic messenger RNA sequence that encodes a viral antigen which triggers both humoral (antibody) and cell-mediated (T-cell) immunity
- To date, >13 billion doses have been administered worldwide, **drastically reducing hospitalizations** and **severity of symptoms**
- Covid-19 **vaccination averted ~2.5 million deaths** and contributed to **~15 million life-years saved**

Sources: Hepatitis C treatment: a short history of Sofosbuvir and Sovaldi (2017) – AFM Telethon website – Novartis press releases – J. P. Loannidis et al. , JAMA Health Forum (2025) – Smart Pharma Consulting analyses

The following examples of recent major drug innovations – amongst many others – illustrate their benefits in terms of clinical efficacy and quality of life

Impact of drug innovation on Healthcare (2/2)

Examples of recent major drug innovations

Oncology

- **Yervoy** (ipilimumab)[1] was the **first checkpoint inhibitor** to enter the market in 2011, **followed by Keytruda**[2] (pembrolizumab) and **Opdivo**[2] (nivolumab) in 2014[3]
- **Checkpoint inhibitors** treat several cancers by **stimulating** the patient **anti-tumor immunity**
- High **benefits** vs. chemotherapies or targeted non-immunotherapies have been shown, **incl. overall survival** in:
  - Metastatic melanoma
  - Metastatic NSCLC[4]
  - Head & Neck cancer

HIV treatment & prophylaxis

- **~41 million people worldwide** were living with **HIV** at the end of 2024
- **Lenacapavir** is a first-in-class capsid inhibitor, administered **twice a year**
- In 2022, it was approved under **Sunlenca** name **for patients resistant** to **prior** HIV **treatments**
- When added to usual drugs, Sunlenca has shown a meaningful **decrease** in **viral load** for **87.5% of patients**
- In 2025, it was approved under **Yeztugo** name for pre-exposure prophylaxis (**PReP**), showing a **99.9% efficacy rate**

Hemophilia A

- **Hemophilia A** is a **rare genetic disorder** affecting ~400,000 people worldwide
- **Hemlibra** is a bispecific mAb[5] indicated for Hemophilia A (with or without factor VIII inhibitors) that was launched in 2017
- Compared with prior standard of care, **Hemlibra**:
  - Substantially **reduces bleeding risk**, incl. in **hard-to-treat patients** (those with factor VIII inhibitors)
  - Is approved from **newborns** to **adults**
  - Is more **patient-friendly** (e.g., SC injection[6], less frequent injections[7])

Sources: R Ferrara et al., Cochrane Database Sys. Rev. (2021) – E. De Clercq, Biochem Pharmacol. (2025) – EMA (2025) – P. E. Alcedo Andrade et al., Haematologica (2024) – Smart Pharma Consulting analyses

[1] CTLA-4 inhibitor – [2] PD-1 inhibitors – [3] Since then, other checkpoint inhibitors like the PD-L1 inhibitors Tecentriq (atezolizumab), Bavencio (avelumab) and Imfinzi (durvalumab) entered the market – [4] Non-Small Cell Lung Cancer – [5] Monoclonal Antibody that mimics the factor VIII function – [6] Subcutaneous vs. intravenous injection – [7] Once-weekly, every two weeks, or even once every four weeks, depending on patient needs

2024 top selling drugs include three metabolic diseases drugs, two oncology drugs and two inflammatory diseases drugs

Top 10 worldwide pharmaceutical drugs (2024)

#	Brand	Molecule	Therapeutic Class	Company	WW Product Sales (USD B)		
					2023	2024[1]	2023-2024 growth
1	**Keytruda**	Pembrolizumab	Oncology	**MSD + Ono Pharmaceutical**	25.0	**29.5**	**+17.9%**
2	**Eliquis**	Apixaban	Cardiovascular / Hematology	**BMS + Pfizer**	19.0	**20.7**	**+9.2%**
3	**Ozempic**	Semaglutide	Metabolic diseases	**Novo Nordisk**	13.9	**17.5**	**+25.8%**
4	**Dupixent**	Dupilumab	Inflammatory diseases	**Sanofi + Regeneron**	11.5	**14.1**	**+22.1%**
5	**Biktarvy**	Bictegravir + emtricitabine + tenofovir alafenamide	HIV[1] disease	**Gilead + Yuhan**	11.9	**13.5**	**+13.3%**
6	**Jardiance**	Empagliflozin	Metabolic / Cardiovascular	**Boehringer Ingelheim + Eli Lilly**	10.8	**12.4**	**+15.0%**
7	**Skyrizi**	Risankizumab	Inflammatory diseases	**AbbVie**	7.8	**11.7**	**+50.9%**
8	**Darzalex**	Daratumumab	Oncology	**J&J + Genmab**	9.8	**11.7**	**+19.8%**
9	**Mounjaro**	Tirzepatide	Metabolic diseases	**Eli Lilly**	5.1	**11.5**	**+123.5%**
10	**Stelara**	Ustekinumab	Immunology	**J&J**	10.9	**10.4**	**-4.6%**

Sources: Pharma 50 (Apr. 2025) – Smart Pharma Consulting analyses

[1] *Human Immunodeficiency Virus*

The top 10 selling products in 2030 should be dominated by metabolic diseases drugs, including anti-obesity drugs

Top 10 worldwide pharmaceutical drugs (2030 estimates)

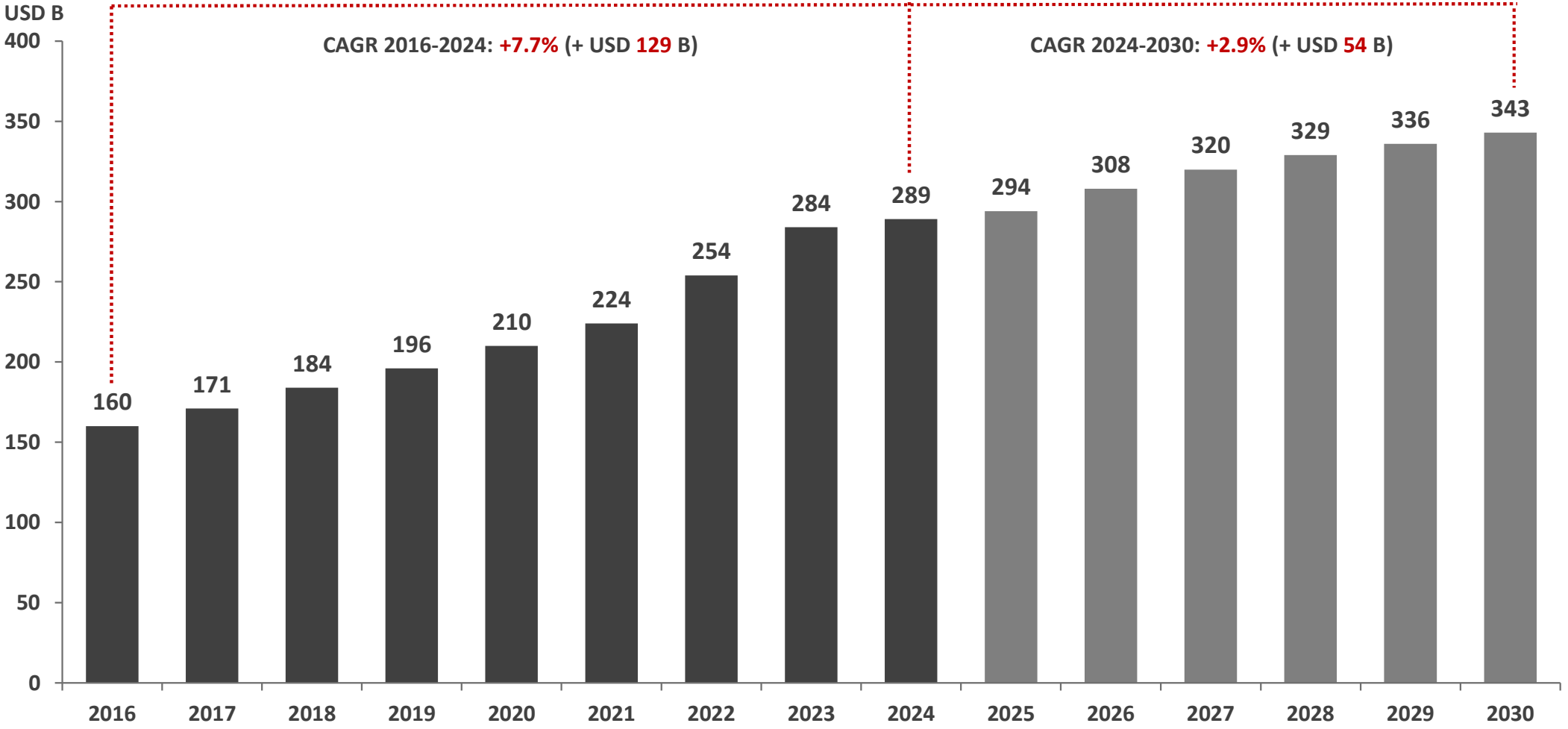
#	Brand	Molecule	Therapeutic Class	Company	WW Product Sales (USD B)			Market status in 2025
					2024	2030[2]	CAGR[3]	
1	**Mounjaro**	Tirzepatide	Metabolic diseases	**Eli Lilly**	11.5	**36.2**	**+21.1%**	Marketed
2	**Skyrizi**	Risankizumab	Inflammatory diseases	**AbbVie**	11.7	**26.6**	**+14.7%**	Marketed
3	**Zepbound**	Tirzepatide	Metabolic diseases	**Eli Lilly**	4.9	**25.5**	**+31.6%**	Marketed
4	**Dupixent**	Dupilumab	Inflammatory diseases	**Sanofi + Regeneron**	14.1	**25.1**	**+10.1%**	Marketed
5	**Ozempic**	Semaglutide	Metabolic diseases	**Novo Nordisk**	17.5	**24.4**	**+5.7%**	Marketed
6	**Wegovy**	Semaglutide	Metabolic diseases	**Novo Nordisk**	8.4	**18.1**	**+13.6%**	Marketed
7	**Keytruda**	Pembrolizumab	Oncology	**MSD + Ono Pharmaceutical**	29.5	**16.9**	**-8.9%**	Marketed
8	**Darzalex**	Daratumumab	Oncology	**J&J + Genmab**	11.7	**16.6**	**+6.0%**	Marketed
9	**Biktarvy**	Bictegravir + emtricitabine + tenofovir alafenamide	HIV[1] disease	**Gilead + Yuhan**	13.5	**15.7**	**+2.5%**	Marketed
10	**Cagrisema**	Cagrilintide + semaglutide	Metabolic diseases	**Novo Nordisk**	0.0	**15.2**	*N/A*	Not marketed

Sources: "World Preview", Evaluate (Jul. 2025) – Smart Pharma Consulting estimates

[1] Human Immunodeficiency Virus – [2] Estimates – [3] Compound annual growth rate

The R&D spending should increase until 2030 but at a slower pace (+2.9% CAGR[1]) than over the 2016 – 2024 period (+7.7% CAGR), reflecting the more focused strategy of pharma companies

Worldwide pharmaceutical R&D spending (2016 – 2030)

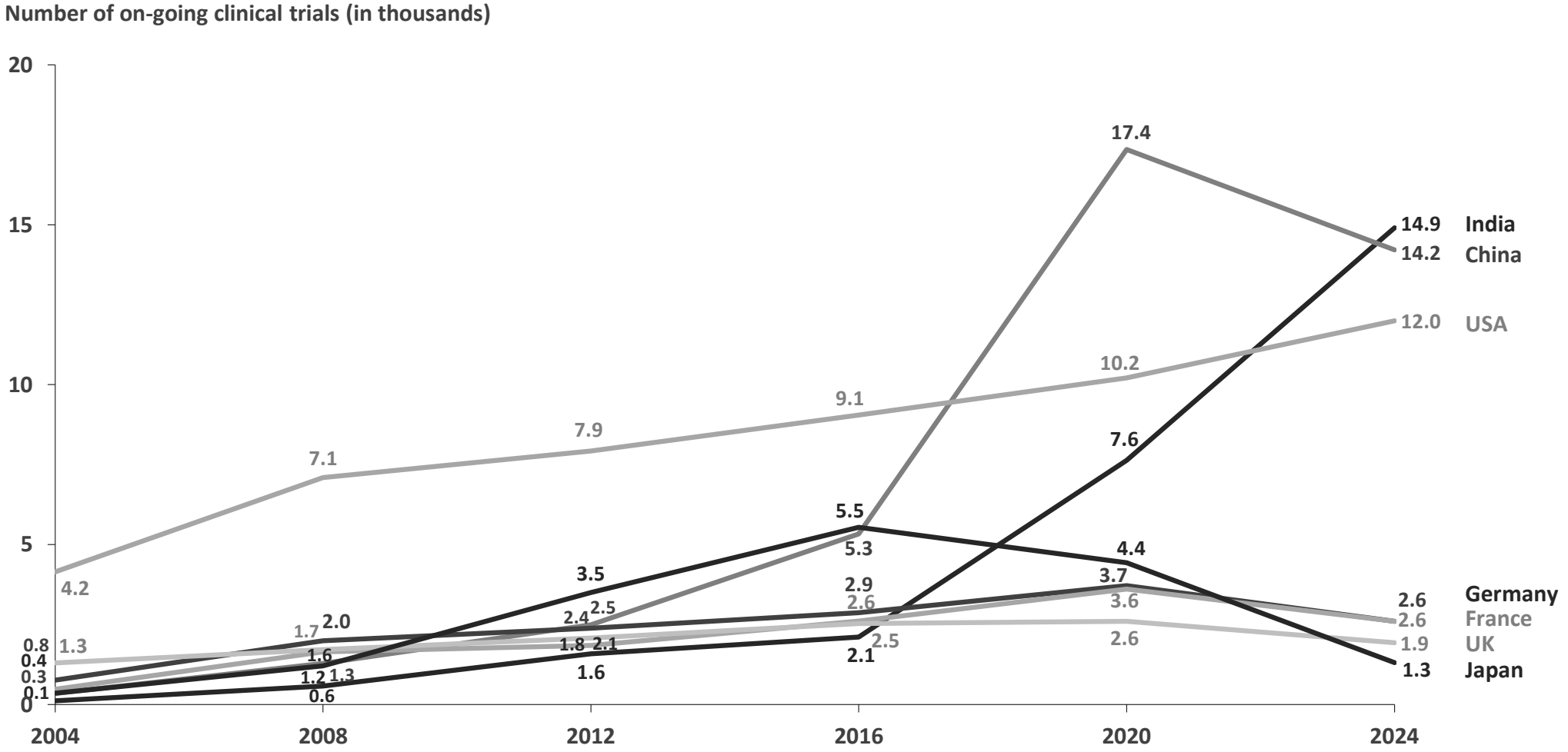


Sources: "World Preview", Evaluate (Jul. 2025) – Smart Pharma Consulting analyses

[1] *Compound annual growth rate*

The number of clinical trials in India and China has risen sharply since 2016, surpassing the USA and demonstrating their ambition to become major players in the R&D field

Evolution of the distribution of clinical trials by country (2004 – 2024[1])



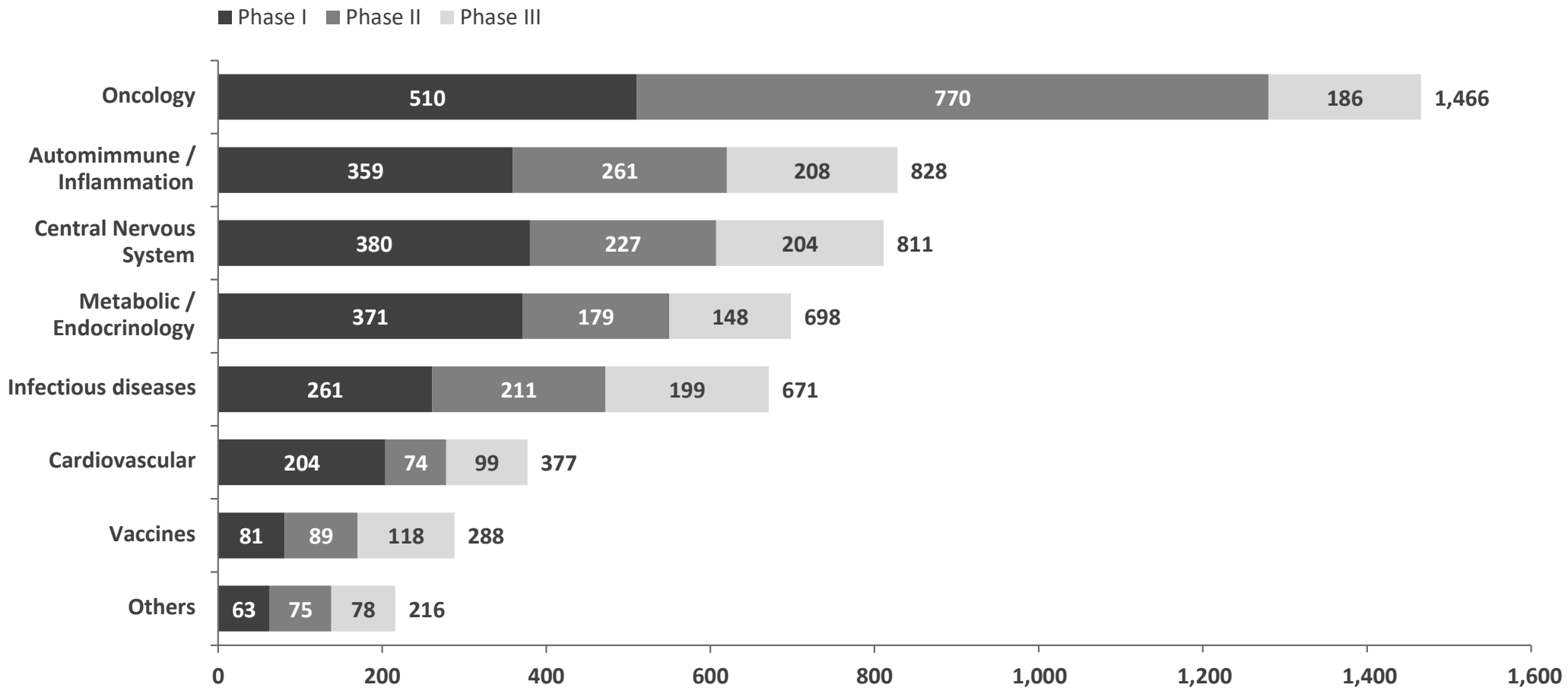
Sources: WHO observatory (Dec. 2024) – Smart Pharma Consulting analyses and estimates

[1] 2024 data estimated based on data as of June 2024

Oncology is by far the therapeutic area with the most ongoing clinical trials, but the ones with the most advanced (Phase III) trials are the autoimmune and CNS areas

Distribution of clinical trials by therapeutic area and phase (2024)

Distribution of industry-sponsored clinical trials completed by therapeutic area and phase



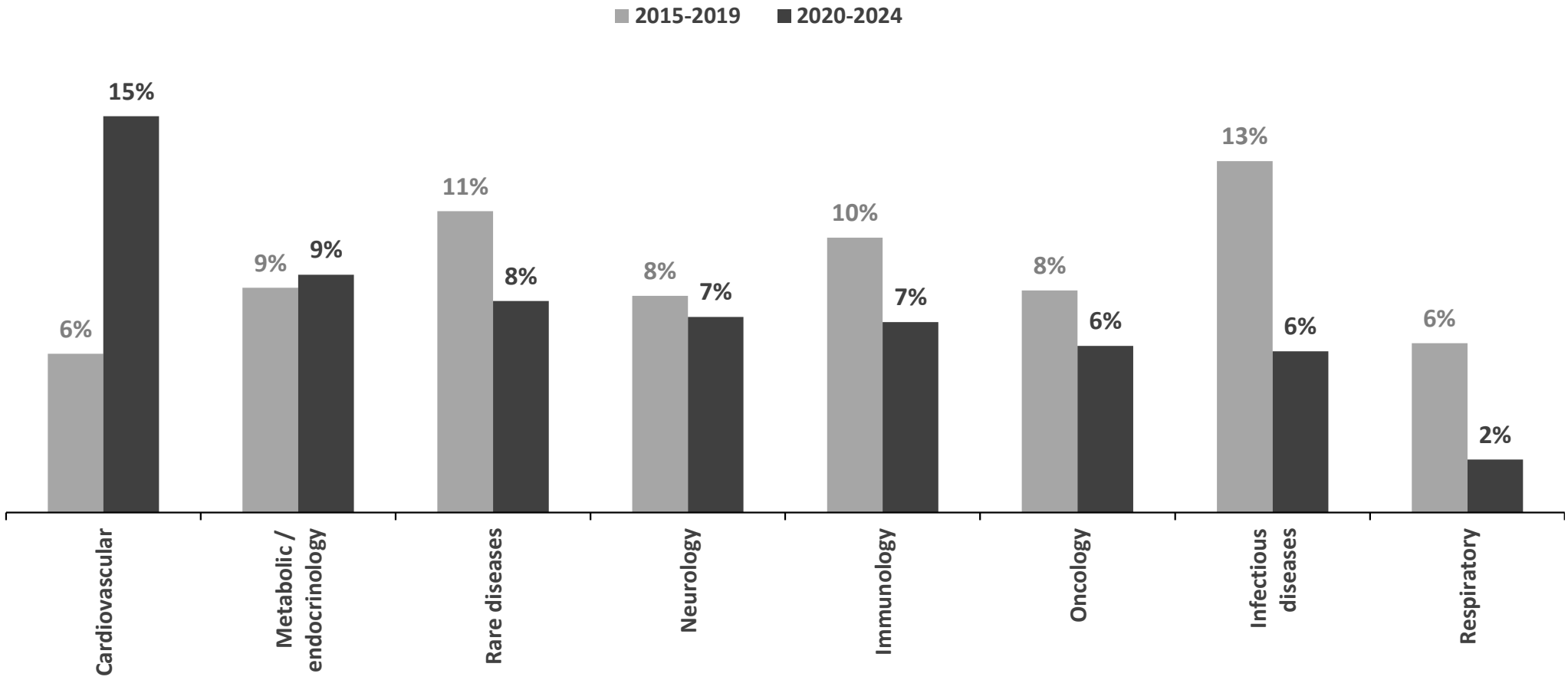
Sources: "Annual Completed Clinical Trials", Citeline Trialtrove (Feb. 2025) – Smart Pharma Consulting analyses

Note: Phase II includes Phase I/II and II, Phase III includes Phase II/III and III

Probability of success varies considerably across therapeutic areas with, over 2020-2024, cardiovascular that replaced infectious diseases as the most successful area

R&D success rate by therapeutic area (2015 – 2024)

% of composite success[1] by therapeutic area



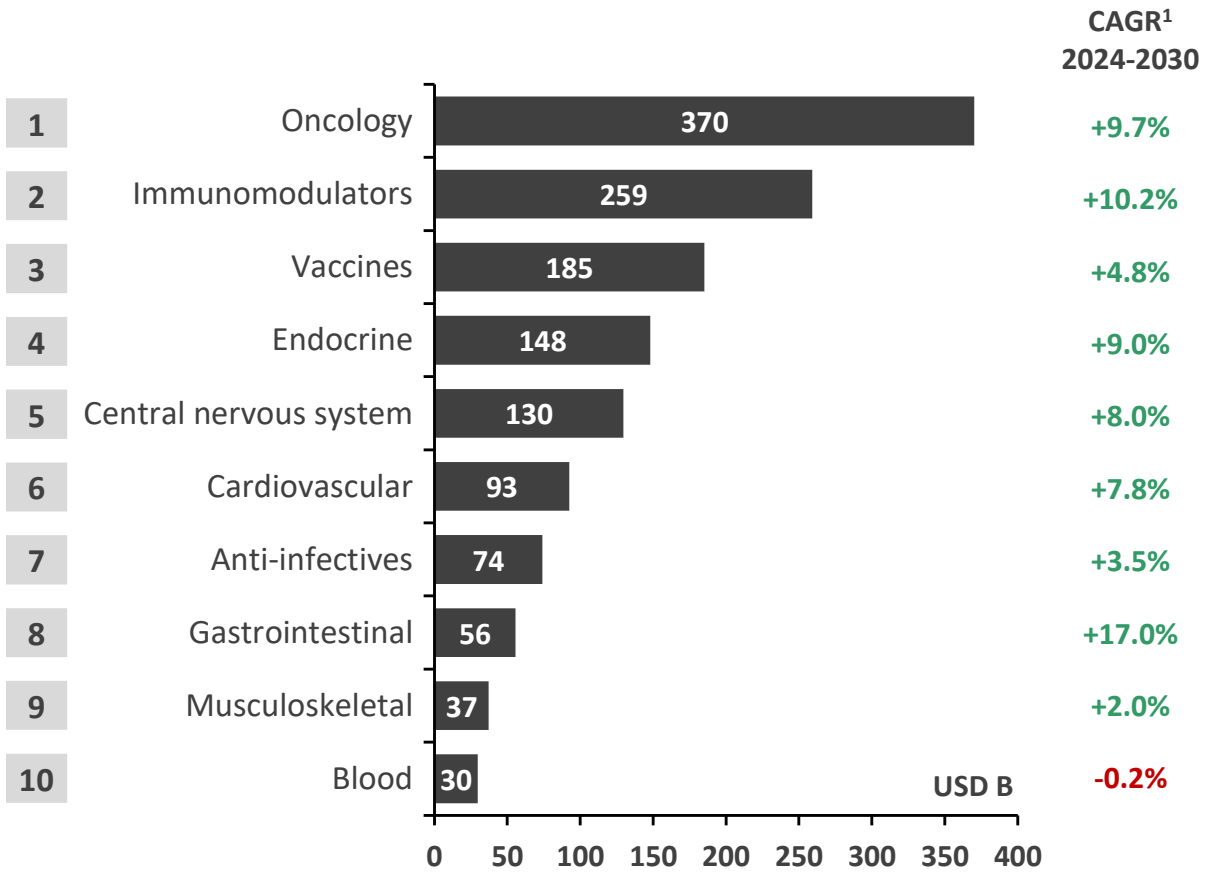
Sources: "Global trends in R&D", IQVIA Institute (Mar. 2025) – Smart Pharma Consulting analyses

[1] Composite success = Phase I x Phase II x Phase III x Regulatory submission successes

Gastrointestinal, oncology and endocrine drugs should grow strongly until 2030, driven by advances in personalized medicines, anti-obesity and anti-diabetes drugs

Top 10 therapeutic areas (2024 – 2030)

Estimated 2030 sales per therapeutic area (USD B)



- The 2030 therapeutic area forecasts confirm the trend foreseeing the steadily increasing weight of **specialty products**, and the recent rise of **obesity drugs**
- **Oncology** prevails as the leading therapeutic area and will be notably driven by the growth of **targeted therapies, precision medicine** and **CAR-T cell therapy**
- **Gastrointestinal drugs**, including **obesity** drugs, will have the market highest 2024-2030 CAGR, driven by the increasing global prevalence of obesity, the multiple products already commercialized and in development, and the rising awareness of authorities, healthcare professionals and patients about the disease and its related risks
- Similarly, **diabetes** prevalence is rising and the increasing number of diabetes drugs at affordable prices should favor the market growth, and thus the endocrine market

Sources: "World Preview", Evaluate (Jul. 2025) – Smart Pharma Consulting analyses

[1] Compound annual growth rate
Note: Obesity drugs are included in "Gastrointestinal" and diabetes drugs in "Endocrine"

Among the 10 highest potential drugs expected in 2025, six are already FDA-approved for the US market and two should be marketed by small biopharmaceutical companies

Biggest potential drugs expected in 2025 (2030 sales estimates)

#	Brand name	Molecule	Indication	Company	FDA approval (US market)	2030 sales estimates (USD B)
1	**Alyftrek**	Vanzacaftor tezacaftor + deutivacaftor	Cystic fibrosis	**Vertex Pharmaceuticals**	FDA-approved (Dec. 2024)	**8.3**
2	**Datroway**	Datopotamab deruxtecan (Dato-DXd)	Breast and lung cancers	**Daiichi Sankyo + AstraZeneca**	FDA-approved (Jan. 2025[1])	**5.9**
3	**Journavx**	Suzetrigine	Acute and neuropathic pain	**Vertex Pharmaceuticals**	FDA-approved (Jan. 2025)	**2.9**
4	*(no brand name yet)*	Aficamten	Hypertrophic cardiomyopathy	**Cytokinetics**	*Under review (target: Dec. 2025)*	**2.8**
5	**Brinsupri**	Brensocatib	Non-cystic fibrosis bronchiectasis	**Insmed**	FDA-approved (Aug. 2025)	**2.8**
6	*(no brand name yet)*	Tolebrutinib	Multiple sclerosis	**Sanofi**	*Under review (target: Dec. 2025)*	**1.4**
7	*(no brand name yet)*	Mazdutide	Type II Diabetes and obesity	**Lilly + Innovent**	*Under review*	**1.3**
8	*(no brand name yet)*	Depemokimab	Severe allergic asthma	**GSK**	*Under review*	**1.2**
9	**MenABCWY**	Meningococcal A, B, C, W-135 and Y bacteria	Meningococcal A, B, C, W-135 and Y vaccine	**GSK**	FDA-approved (Feb. 2025)	**1.2**
10	**IMAAVY**	Nipocalimab-aahu	Myasthenia gravis and other autoimmune diseases	**Johnson & Johnson**	FDA-approved (Apr. 2025)	**1.2**

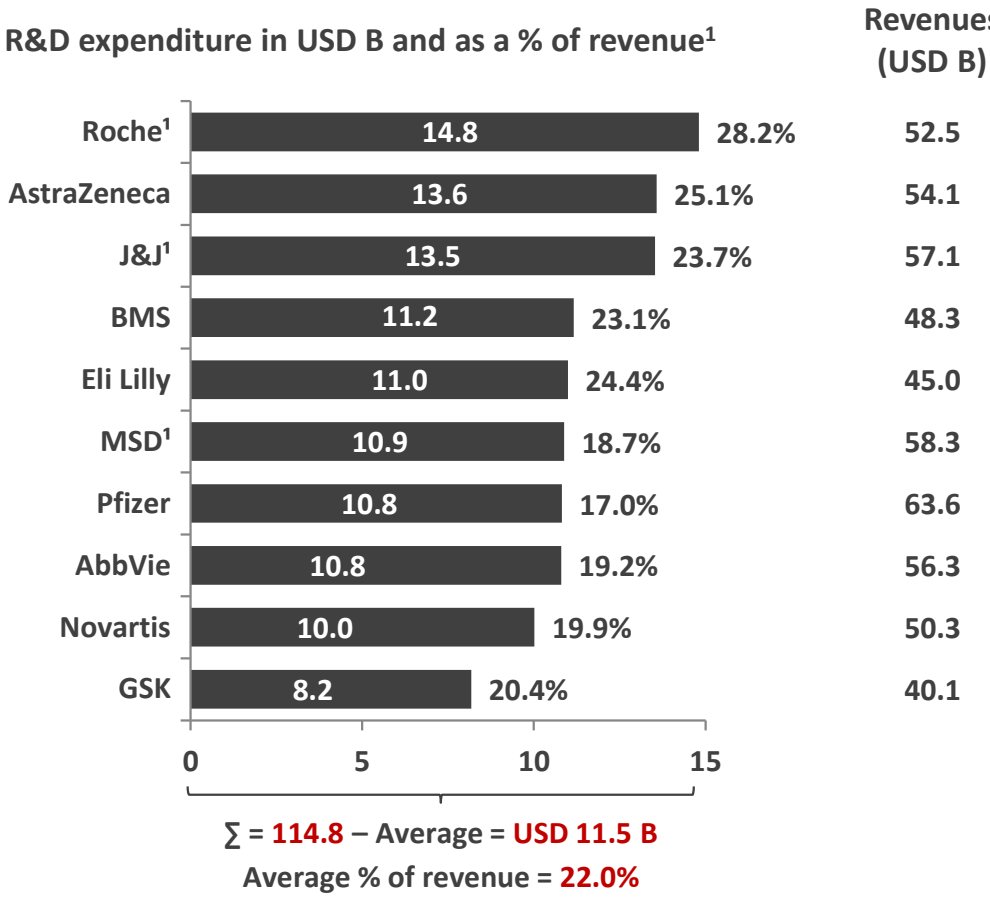
Sources: Fierce Pharma & Evaluate (Jan. 2025) – FDA (Dec. 2025) – Companies' press releases (Dec. 2025) – Smart Pharma Consulting analyses

[1] *Approved for breast cancer and under review for lung cancer*

Tier-one pharma companies have spent 2.4 times more for R&D in absolute value than tier-two pharma companies, and 3.8 points more as a percentage of their revenues

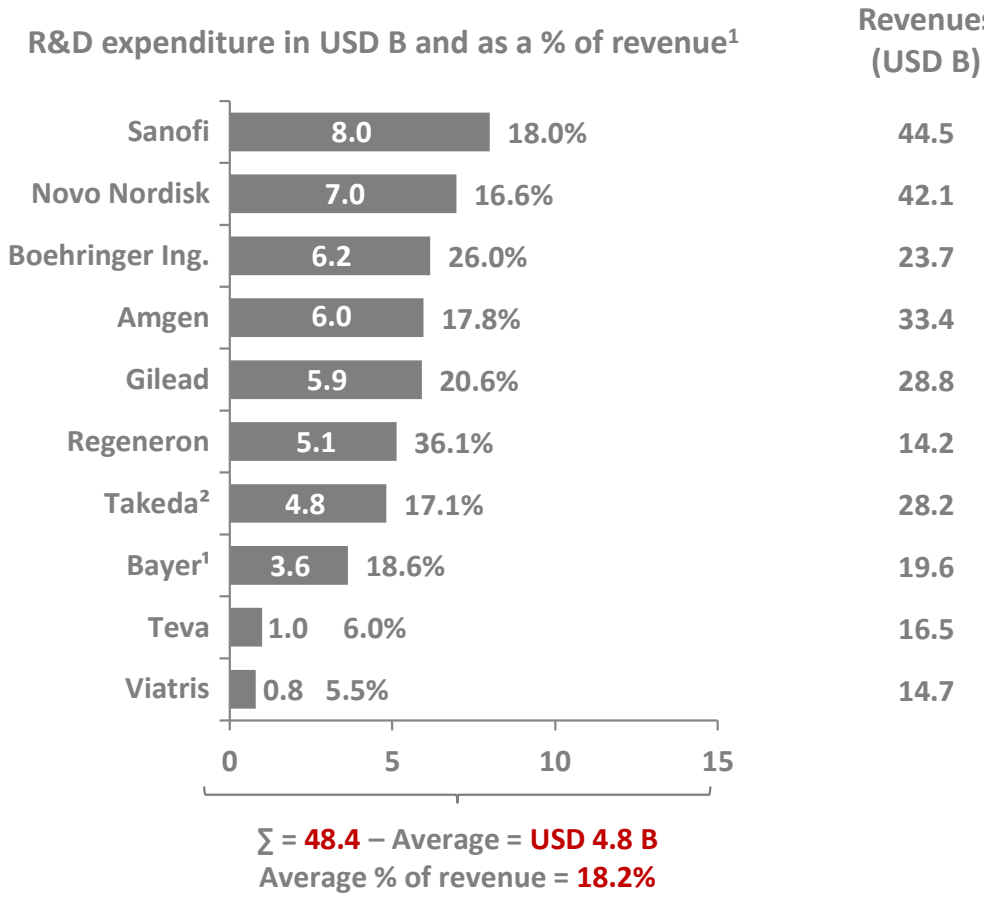
Top 20 pharma companies – R&D expenditure (2024)

Tier-one



∑ = **114.8** – Average = **USD 11.5 B**
Average % of revenue = **22.0%**

Tier-two



∑ = **48.4** – Average = **USD 4.8 B**
Average % of revenue = **18.2%**

Sources: Pharma companies' 2024 annual reports – Smart Pharma Consulting analyses

[1] Pharmaceutical division only – [2] Fiscal year 2024 (April 1, 2024 – March 31, 2025)

Almost all top pharma companies investing in R&D have candidates in oncology and immunology, and to a lesser extent in CNS, endocrinology, anti-infectives, cardiovascular and vaccines

Pharma companies' R&D priorities by therapeutic area (2025) – (1/2)

Human Rx-bound drugs & Vaccines strategic segment

Pharma company	2024 R&D (USD B)	# of R&D candidates	Oncology	Immunology	CNS	Endocrinology / Metabolic	Cardio-vascular	Anti-infectives	Vaccines	Others
Roche	14.8	109	+ + +	+	+					
AstraZeneca	13.6	198	+ + +	+			+			
Johnson&Johnson	13.5	103	+ + +	+ +	+					
Bristol Myers Squibb	11.2	89	+ +	+	+					+ Hematology
Lilly	11.0	86	+ +	+	+	+ +				
MSD	10.9	50	+ +					+	+	
Pfizer	10.8	101	+ + +	+ +					+	+ Internal medicine
abbvie	10.8	58	+ +	+	+ +					+ Esthetic medicine
NOVARTIS	10.0	102	+ +	+ +	+		+			
GSK	8.2	79	+ +	+ +				+ +		

Legend: + + +: ≥ 50% of candidates in the pipeline // + +: 20%-49% of candidates // +: 10%-19% of candidates

Sources: R&D portfolios and Corporate communication of pharma companies (as of Nov. 2025) – Smart Pharma Consulting analyses

Tier-two pharma companies align their R&D investment with their specific areas of expertise (e.g., endocrinology for Novo Nordisk, inflammatory for Amgen or Takeda)

Pharma companies' R&D priorities by therapeutic area (2025) – (2/2)

Human Rx-bound drugs & Vaccines strategic segment

Pharma company	2024 R&D (USD B)	# of R&D candidates	Oncology	Immunology	CNS	Endocrinology / Metabolic	Cardio-vascular	Anti-infectives	Vaccines	Others
sanofi	8.0	93	+	+ +	+				+	+ Rare diseases
novo nordisk	7.0	38				+ + +	+			+ Hematology
Boehringer Ingelheim	6.2	49	+ +	+	+		+ +			
AMGEN	6.0	50	+ +				+			+ + Inflammatory
GILEAD	5.9	55	+ +					+ +		+ Inflammatory
REGENERON	5.1	53	+ +	+		+ +				+ + Hematology
Takeda	4.8	49	+		+					+ + + Inflammatory Plasma
BAYER	3.6	31	+ +		+		+ +			
teva	1.0	9[1]	+	+	+ +		+			+ Inflammatory
VIATRIS	0.8	0[1]								+ + +[2]

Legend: + + +: ≥ 50% of candidates in the pipeline // + +: 20%-49% of candidates // +: 10%-19% of candidates

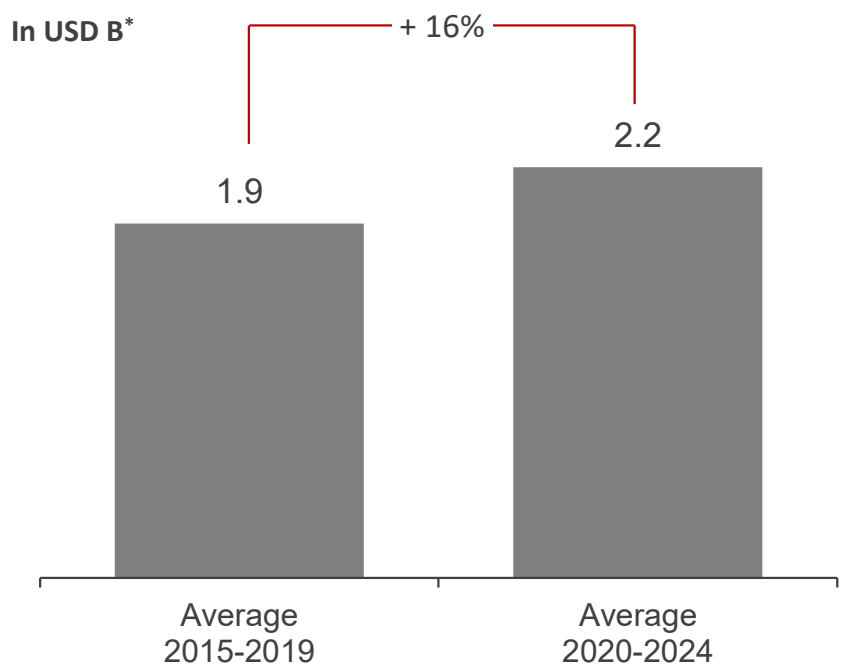
Sources: R&D portfolios and Corporate communication of pharma companies (as of Nov. 2025) – Smart Pharma Consulting analyses

[1] Innovative medicines only (i.e., excluding biosimilars and generics) – [2] Biosimilars and/or generics

Drug development costs an average USD 2.2 B per asset, driven by complex science, costly trials, high failure rates and new technology investments, despite efforts to improve R&D efficiency

Evolution of drug R&D costs

Average R&D cost from discovery to launch



** Data based on the analysis of a panel of 20 companies*

- Despite **yearly fluctuations**, the average annual R&D cost from the 2015-2019 period to the 2020-2024 period **increased** by **16%**, driven by:
  - **Research complexity** for drugs indicated in diseases like Alzheimer's, cancers or rheumatoid arthritis
  - Increasingly rigorous **clinical trials** required by health authorities to demonstrate efficacy and safety…
  - … inducing a high **failure rate**
  - Significant upfront investment in **new technologies** such as AI and gene therapies
- In addition, broader **economic pressures** (incl. inflation and taxes) push overall costs higher
- If R&D cost control **efficiency** is improving with the deployment of AI and GenAI from drug discovery to drug filing, it remains a **high-risk** and **capital-intensive** endeavor

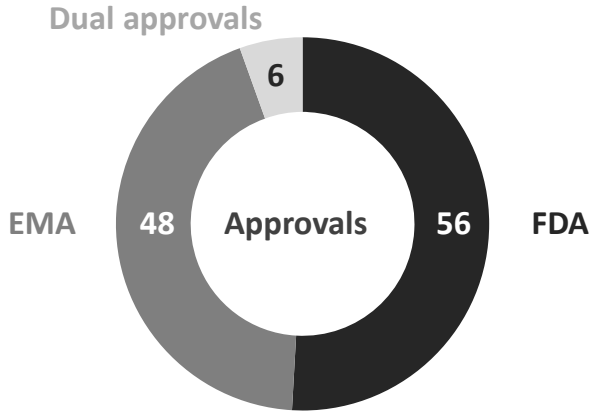
Sources: Deloitte (March 2025) – Smart Pharma Consulting analyses

The EMA generally approves therapies after FDA authorization, particularly for extending indications of previously approved treatments

Market access of new drugs (Jan. - Sep. 2025)

New drugs approvals in the USA and Europe (2025)

Number of approvals in **Europe** (by the **EMA**[1]) and/or the **USA** (by the **FDA**[2]) between January and September **2025**:



Drugs approved by both the EMA and the FDA on this period include:

- **New agents** (e.g., Datroway – Daiichi Sankyo for the treatment of breast cancer)
- **Indications extensions** (e.g., Nubeqa – Bayer for the treatment of prostate cancer[3])

New drugs market access

- The fact that all newly approved drugs are **not introduced everywhere** depends on **several factors**:
  - Different **regulatory systems** and authorities require **distinct applications**, with different requirements and procedures
  - Even when there is a centralized approval procedure like in the EU, the approved drug is not necessarily introduced in all countries, as **local pricing** and **reimbursement policies** can make the launch unattractive
  - **Market potential** and **attractiveness** (e.g., **epidemiology**, **pricing policy**) are key factors in the decision of introducing a drug in a new country by the pharma company
  - New drugs are usually more expensive, which makes their introduction more difficult in **lower income countries**, where the budget for pharmaceutical products is lower

Sources: FDA and EMA websites (as of Nov. 2025) – Smart Pharma Consulting analyses

[1] European Medicines Agency – [2] Food & Drug Administration – [3] Now approved in combination with docetaxel and androgen deprivation therapy for adults with metastatic hormone-sensitive prostate cancer

Pharma companies' strategy to enhance R&D efficiency is based on a reduced number of programs, increased external collaborations and accelerated acquisitions of biotech start-ups

Key strategic drivers to enhance pharma companies' R&D efficiency

Portfolio Optimization

- **Focus** resources **on** a **limited** number of **programs** in predefined strategic therapeutic areas considering:
  - The **market potential**
  - The level of **unmet needs** as valued by health authorities
  - **The probability of success**

  to **improve** "**value per invested dollar**"

Open Innovation & Partnerships

- **Collaborating** with **biotech start-ups** and/or **academic institutions** has shown **higher productivity** by:
  - Giving access to **multiple cutting-edge** R&D **programs**
  - **Avoiding investment** in infrastructures for **early phases**
  - **Sharing** development **costs** and **risks**
  - **Reducing time to market**

Acquisitions

- **Acquiring** biotech **start-ups** has become a strategic lever:
  - **Accelerating access** to **innovative platforms**[1]
  - **Diversifying pipelines** without bearing the full cost and risk of early-stage research
  - **Shortening development timelines**
  - Bringing operational **synergies** (e.g., scale for clinical trials)
- **Acquisitions** have **accelerated** with deals in **oncology, immunology, rare diseases** or **innovative platforms**

  Examples of biotech start-ups acquisitions in 2025
  - **J&J** acquired **Halda Therapeutics** (oncology)
  - **Vertex** acquired **Alpine Immune** (immunology)
  - **Sanofi** acquired **Blueprint Medicines** (rare diseases)
  - **Novartis** acquired **Avidity Biosciences** (RNA-based drugs)

Sources: Pharma Companies corporate communication (2025) – Smart Pharma Consulting analyses

[1] Examples: gene therapy, ADCs (Antibody–Drug Conjugates), radiopharmaceuticals

Pharma companies that integrate digital technologies, agile processes, and closely monitor their R&D activities, will lead in developing breakthrough therapies faster and more cost-effectively

Key operational drivers to enhance pharma companies' R&D efficiency

Artificial Intelligence (AI) & Machine Learning (ML) enablers

- AI-native platforms and cloud infrastructure can dramatically **shorten cycle times**, **improve data quality** and **success rates** by:
  - **Accelerating** molecule **discovery** (target-drug interaction prediction, lead compounds optimization, drug repurpose)
  - **Optimizing trial design** (predictive modeling enhancement and **data integration** with digital twins, *in silico* clinical trials and cloud platforms)
  - Using patient recruitment platforms, digital biomarkers, wearable devices and digital endpoints to **gather real-time data**, reducing trial costs and patient burden
- Companies like Pfizer, Novartis or Sanofi demonstrate that AI-driven drug design and predictive analytics can compress timelines by up to 80%

Agile Organization

- Reducing bureaucratic layers by adopting centralized decision hubs and integrating scientific enables **faster portfolio prioritization** and **resource allocation**
- Applying a rigorous and early Go/No-Go decision-making process, based on robust data, **saves time and cost**

"AstraZeneca and Roche streamlined governance by consolidating committees and empowering cross-functional teams"

R&D efficiency monitoring

- To **optimize** the execution of R&D activities, its is essential to introduce **qualitative** and **quantitative KEIs**[1] such as[2]:
  - Cycle time from discovery to market launch
  - Overall success rate / attrition rate
  - R&D expenditure per approved NME[3]
- Key Performance Indicators (**KPIs**) measure the outcome:
  - Number of NMEs approved per period
  - Return on R&D investment (e.g., rNPV[4])

Sources: Pharma Companies corporate communication (2025) – Unleash AI's potential, Deloitte (April 2024) – A. Schuhmacher, Drug Discovery Today (2025) – Smart Pharma Consulting analyses

[1] Key Execution Indicators which will enable to identify possible gaps and then address them, if required, are essential to enhance R&D productivity – [2] Examples of indicators for illustrative purpose – [3] New Molecular Entities – [4] Risk-adjusted Net Present Value

Pharma companies face the dual challenge of containing the weight of their R&D cost while striving to accelerate the launch of drugs valued by health authorities and payers

Key takeaways

1. Pharma R&D has shown to play a major role to save life and improve quality of life of people who can access to innovations

2. Oncology, immunology, CNS[1] and endocrinology are the therapeutic areas concentrating the larger number of R&D projects

3. France and Germany are tied for 4th re. the number of clinical trials in 2024, far behind India, China and the USA

4. Over the 2020-2024 period, the cardiovascular area showed the highest clinical trial success rate

5. The top 20 pharma companies have spent an average of USD 8.2 B in R&D in 2024 (i.e., ~21% of their revenues)

6. Top pharma companies focus R&D investment in 2 or 3 therapeutic areas, mainly in oncology and immunology

7. To enhance R&D efficiency, pharma companies tend to focus their resources on fewer programs, increase external collaborations and/or start-ups acquisitions, while implementing an agile organization and increasingly using AI[2] & ML[3]

Source: Smart Pharma Consulting

[1] Central Nervous System – [2] Artificial Intelligence – [3] Machine Learning

Smart Pharma
CONSULTING

Consulting firm dedicated to the pharmaceutical sector operating
in the complementary domains of strategy, management and organization

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- This series provides practical tools and recommendations to enhance the efficacy and efficiency of the most important activities or processes in place within pharma companies
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Situation analysis & Perspectives

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Best regards

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