VISUALISING THE FUTURE IN ONCOLOGY
LEADING TO A DATA BUBBLE IN THE ONCOHEMATOLOGY PHARMA MARKET

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Ignacio is a senior executive with over 15 years' managerial and hands-on experience in onco-hematology pharmaceutical business around the world, e.g. Spain, France or US. Additionally, he lead regions such as Europe, Latam or Global. He has a proven ability in leading molecules to become medicines for helping patients - Venclexta, Tafinlar, Zykadia, Afinitor, Gleevec and Kymriah to name a few- across several hematology and solid tumor types. Ignacio is an aficionado of extreme sports, entrepreneur, keynote speaker, doctor of career, MBA alma mater, but most importantly a pharma commercial strategist, who enjoys creating motivated teams that persevere growing together towards a common vision. Ignacio is enthusiastic and confident that pharma's medicine leads to a profound transformation in people, patients and families' lives.

By 2050, there will be 2 Billion people that are 60 years or older globally. To meet the needs of this aging population, humans will continue to need larger quantities and more varieties of prescription drug treatments – an industry that is expected to skyrocket to **$1.2 Trillion in size by 2024**.

Firstly, the oncology therapy area – which makes drugs that are used to treat various forms of cancer– is by far the largest in the pharma world with approx. US $100 billion in sales in 2018. It's also projected to maintain its dominance going forward, growing at an impressive 12.3% CAGR (2018 - 2026) to surpass approx. **US $250 billion by 2024** (when supportive care is included), followed from Anti-Diabetics $59.5 Billion (+3.3% CAGR). Currently, there are more drugs used for treating cancer (breakthroughs such as, Imbruvica®, Revlimid®, Keytruda®, Herceptin®, Rituxan® or Avastin®) than for any other type of disease or condition.

Focusing on the future oncology development, **Four Trends** clearly excel. In fact, beyond challenges I believe these trends will ultimately lead to cancer becoming "*No longer a disease that will kill you: it's a disease that will require chronic treatment*", tailored for each patient to enable them to live with their disease rather than die from it.

1. Pharma industry has dramatically expanded (developed or bought) its oncology pipeline. It means that competition is sharply greater with a high overlapping in mechanism of actions, pathways and targets. More than half of new compounds in late stage trials are tested on one or more of the "big five" tumors (breast, colorectal, gastric, lung, and prostate).

2. Niche indications are fragmenting the oncology market. Biomarkers allow for increased efficacy but necessarily narrow the market and funnel compounds with similar action to the same smaller defined patients, which may limit payoffs. Moreover, multiple agents are now tested against even rare tumors, which has become increasingly crowded.

3. Oncology is saturating the market becoming itself a blockbuster machine. A couple of decades ago, only one oncology drug had more than $1 billion in revenue. Today, all the top 10 oncology drugs exceeded the billion. This brings with it, a dramatic net increase of sales forces over oncologists (3 to 10 in US). Thus, a limited access suggests over-investment.

4. Oncologists are no longer the unique decision makers on patient care. Non-oncologists (governments, payers…) exert ever-greater influence over oncology therapy choice, mandating coverage, controlling access, requiring appropriate dosage, intervals, cost-equivalence… which inexorably will redeploy customer-facing resources.

After transforming customer-facing functions in commercial operations, and colonizing every well-known multichannel, the big data is escalating its reach to every division of the pharmaceutical business. In research and development (R&D), for example, big data and analytics are being quickly adopted, optimizing innovation and improving efficiency in clinical trials.

This data opportunity is especially compelling in our complex business environments, who is **experiencing an explosion in the types and volumes of data**. Data growth is generated from several sources, including research, health care practitioners, retailers, patients, and caregivers. Effectively capturing, analyzing and utilizing data from this journey will help us better identify new potential medicines, accelerate approvals and reimbursements, optimize a better usage, and build effective tools for health care practitioners, insurers and regulators to meet more individualized approaches.

Today, to **Succeed in the OncoHematology Business,** keeping a data check and reassessing strategies is of high importance. This will help you to understand and identify the new trends and stay a step ahead of their competitors. However, many bio-pharmaceutical companies are wary about investing blindly in improving data analytical capabilities, partly because the road ahead is indeed challenging. But the opportunity is real, and the rewards will be great for companies that succeed.

More than a thousand oncology clinical trials were initiated last year, meant one third increase from two years ago. This escalate is driven from **700 companies across the globe with oncology drugs in mid-late-stage development.** Novel therapeutic technologies, besides the well-known **small molecules** or **cytotoxic agents,** are developed in combination to make a significant improvement in patients' longevity and in their quality of life. In the last decade we have seen the first approvals for technologies such as ***bispecific antibodies, viral therapies, immuno-oncology combinations and antibody-drug conjugates***, but recently there has been a proliferation with **RNA, gene and cell therapies**. Which makes obvious that the business of oncology is drastically transforming, increasing the data available and reveling alarming highly complex patterns. "*the oncology space is transforming in such a way that never-before-seen competition, and only a few companies are prepared to operate in the face of this intense competition*".

On top of that, an early success with partnership programs between health authorities and the industry is core into the rising data market. Including **accelerated approval programmes** such as the Real Time Oncology Review (RTOR) pilot in US – helped fuel 2018's record haul. "*It will help drive more efficient processes and bring life-changing therapies to patients faster*". The 2018 launch of 15 new active substances (NAS) bring the total 57 unique NAS launches since 2014, with **89 approved indications for 23 different cancer types**. "*I strongly think product approvals will also be speedier this 2019 year*". A continuing stream of Health Agencies (HA) approvals for more personalized therapies emerging out of a variety of novel therapeutic technologies, as we discussed above, will continue to be a priority with an increased emphasis on real-world data evidence.

Addressing the current challenging data bubble some pharmaceutical companies have made inroads in improving **internal and external collaboration**, nevertheless end-to-end integration aims to improve not only the linking of data elements. Maximizing internal collaboration among all stakeholders (from research to commercialization) requires improved linkages among different functions to flow insights across every step to be used to shape strategy. External collaborations outside our four walls (academy, providers, payors, CROs) can quickly not only add or scale up internal capabilities and provide access to expertise, but also put in place communications systems to enable appropriate and effective information exchange to address in real time regulatory and reimbursement process.

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