

## Focus on outsourcing

A shift from transactional outsourcing relationships to more strategic, relationship-based models for biologics, data-driven clinical innovation, and manufacturing capacity.

Outsourcing expertise in AI, robotic, and cognitive automation, and cloud computing.

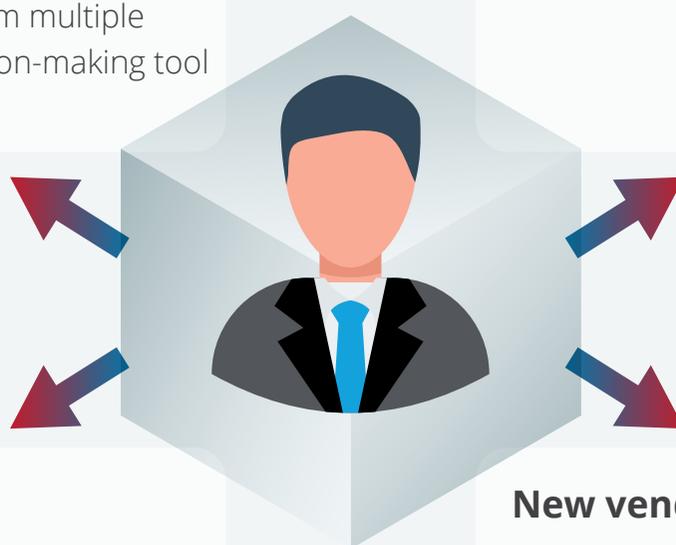


### Data-driven clinical innovation

- ⚙️ Influenced by patients' experiences with vendors and CROs
- ⚙️ Vendors that provide platforms to effectively integrate data from multiple systems into a central decision-making tool should be in demand

### Biologics

- ⚙️ Increasingly partnering with academia & CROs for R&D capabilities



### Manufacturing capacity

- ⚙️ Only 1/3 of manufacturing—whether in the development stages or after commercial launch—is estimated to be conducted in-house
- ⚙️ Need to building more strategic, long-term partnerships with CMOs and CDMOs to streamline the supply chain

### New vendor relationship

- ⚙️ Need a game plan / predetermined objectives for how new vendors can meet requirements

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