



Technology Development: a Pharma View

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- Big pharma have gradually decreased size of their BA labs and outsource most regulated work to CROs
- In the past innovation often initiated in Pharma discovery environment and after maturation implemented in regulated studies
- In current business model implementation phase is shifted from Pharma to CRO
- Implementation in regulated environment often requires a lot of fine tuning, is resource intensive (labor and capital) and not without risk (will it ever work in regulated environment?)
- If experience that CRO gains during implementation could also be offered to other clients is CRO willing to pick up part of the bill for implementation ?
- Share the risk/cost of implementing novel technology between pharma/CRO?
- Could the new business model negatively impact the progress of innovation?

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