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The Road Ahead

As we head into 2020, closing out a decade punctuated by an ever-changing healthcare dynamic shaped by scientific discoveries, technological breakthroughs, innovation at every level, as well as global geopolitical forces, there is no doubt that the status quo is no longer a business mantra.

This month's cover story is a perfect example of the saying, to paraphrase Marshall Goldsmith, what got us here won't get us there, in terms of drug development. The dynamic between small biotech and pharmaceutical companies and their larger company peers is changing — smaller more agile operations buoyed by large R&D and commercial operations and deep pockets. As we report, visionary thought leaders such as Bernard Munos of InnoThink and the Milken Institute and Paul Stoffels, M.D., vice chairman of the executive committee and chief scientific officer, Johnson & Johnson, have been advocating for years that the blockbuster model is broken and unsustainable. They have been pushing for a change in the R&D model that will drive more transformational innovation. That day of transformation may be upon us, as small biotech and large pharma companies have started to work synergistically to create a faster, more cost-effective way to bring new treatments to market.

Companies, such as Novartis, as reported by Fabrice Chourauqui, former president of Novartis Pharmaceuticals US, in this month's issue are turning creative thinking into tangible output. He believes innovation is about changing the status quo to create meaningful value to customers. And that requires an innovative company culture built on purpose, resilience, and personal accountability.

Breakthrough science, such as what is happening in the RNAi field, is changing our understanding of how genes are regulated in cells. RNAi, which has the potential to change the landscape of medicine and represents a new approach to drug discovery and development, is just beginning to enter the golden age, according to Christopher Anzalone, Ph.D., president and CEO of Arrowhead Pharmaceuticals. (Arrowhead and its RNAi technology is just one of several companies covered in this issue.) He says after two decades of intensive study and development, this modality is increasingly being accepted as a reliable and powerful way to treat a variety of diseases.

As always, innovation without making an appreciable and positive significance to patients is just change for the sake of change. In this issue, we also cover the importance of communicating high science and how medical storytelling can improve the patient journey.

As we venture into the last year of this decade, we can expect more of ...well everything. Cheers to the ride ahead.



Their word...

DENISE MYSHKO
Managing Editor



RNA interference is a breakthrough in understanding how genes are regulated in cells. It also

represents a completely new approach to drug discovery and development.

ROBIN ROBINSON
Senior Editor



Small pharma and biotechs are driving innovation, accounting for 63% of new drug approvals

over the past five years.

KIM RIBBINK
Features Editor



The question of who owns patients' data is a complex one, and highlights the need for ethics and

reciprocity to advance goals around drug discovery, health interventions, and improving outcomes.

February 2020

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- ▶ R&D Influencers
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- ▶ Showcase: Rare Disease

Taren Grom
Editor