

# Creating a healthy vaccines market

NVAC MEETING

Discussion document

9 September 2015

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# Objectives of this discussion

- Introduce McKinsey's current **vaccine research effort**
- Share **in-going content topics for the report** for high-level comments and reactions
- Discuss **specific asks** of NVAC members



# McKinsey is beginning an effort to develop a rigorous and objective perspective on the challenges and opportunities in the vaccines market

## Problem statement:

What should leading players across the vaccine ecosystem (manufacturers, biotechs, governments, non-profits) do individually and collectively to balance business and public health imperatives over the next 10-20 years?

## Initial questions to answer

- What are the **unmet needs** in infectious diseases?
- How has the **pipeline for vaccines progressed** over the last few years (pace, success rate)?
- How **robust is the current pipeline** against unmet needs?
- How well is the pipeline **directly addressing unmet needs** progressing compared to rest of the pipeline?
- Where and **why has innovation failed** over the last 10 years? What were the key drivers to success?
- To what extent are vaccines' **business economics impeding innovation**? What are the key differences with the pharma industry (e.g., pricing pressure, cost structure) that make those economics challenging?
- What are the **potential solutions** to address unmet needs while also creating sustainable business economics?

# The fact base and insights will be published as an independent McKinsey report



**The report will emphasize the facts, anchor on the U.S. market, and offer diagnostic and initial solutions**

## Several inputs will inform the insights

### Desk analysis

- Analysis of available evidence e.g. on unmet needs, pipelines
- Analysis and blinded synthesis of confidential information e.g. pricing, ROI (to be performed by McK clean team)

### Interviews

- NVAC members
- Industry members via BIO
- Other vaccines experts

### Workshops, consults, syndication

- NVAC members
- Industry members via BIO

# The intent is to develop the report in Q4, and publish in early 2016

Activity	Sep	Oct	Nov	Dec
Initial desk research				
Interviews				
Confidential data collection and analysis				
Workshop 1: Initial read out of facts and insights				
Further analysis and refinement				
Workshop 2: Final read out				
Finalization				
Publication				

# We have two practical asks of NVAC members

## Interviews

- 60-min **structured discussions** with you
- Sample questions:
  - What do you perceive as the most promising and feasible **breakthrough technology(ies)** for vaccine innovation?
  - What are the reasons for terminating vaccine programs after Ph1/Ph 2?
  - How is consolidation in the industry impacting innovation and economics? What are the risks and opportunities associated with consolidation?
  - What are feasible solutions to create **sustainable business economics for industry**?

## 1-2 workshops

- **Review findings** and **refine perspectives**, identify additional hypotheses and analyses; refine and shape **solutions**
- First workshop in Q4 (November), second likely in December