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The Anatomy of Today's AI C-Suite

(Source: An article by Anthony Lopopolo for Quartz News)

As artificial intelligence reshapes virtually every aspect of business, companies are responding in a familiar way: creating more executive positions. Chief information officers (CIOs), chief technology officers (CTOs), chief information security officers (CISOs) and chief data and analytics officers are increasingly being joined by chief AI officers, chief digital officers and other specialized technology leaders. But a growing body of evidence suggests that simply adding more expertise to the executive suite does not necessarily make organizations better—or faster—at deploying AI.

According to Deloitte's *2026 Global Technology Leadership Study*, 71% of organizations now have at least five technology leaders in the C-suite. The study, which surveyed 662 senior technology leaders across the Americas, Europe, the Middle East, Africa and Asia-Pacific, included executives from major industries such as life sciences and health care, financial services, technology and consumer products.

The challenge is increasingly one of coordination rather than capability. Technology leaders are expected to simultaneously maintain existing systems, modernize legacy infrastructure, manage cybersecurity and regulatory risks, build data capabilities and scale AI—all while demonstrating measurable business value. Yet 41% are viewed by their CEOs and boards as unable to keep pace with the speed of technological change. It could be argued that expanding the number of technology chiefs has, in some cases, created decision-making bottlenecks rather than solving them.

The disconnect between AI ambition and organizational readiness is particularly striking. While 79% of technology leaders say delivering measurable business outcomes is their top priority and 81% are confident they can scale AI, 75% acknowledge that their operating model must change before AI can generate greater value. Meanwhile, 42% report seeing low or no return on their AI investments.

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In Brief...

- **McKesson Corporation** announced that it signed a definitive agreement to acquire **Precision Medicine Group LLC**, a global provider of clinical research and biopharma commercialization services. McKesson will acquire Precision for approximately US$2.25 billion. Following completion of the transaction, Precision will report within McKesson's Oncology & Multispecialty segment. The transaction is subject to customary closing conditions, including regulatory clearances. "This acquisition represents another meaningful step in advancing our oncology and multispecialty strategy and reflects our continued commitment to providing patients with access to the highest quality of care," said *Brian Tyler*, McKesson's chair and CEO.
- In the first Phase III win for **Moderna's** messenger RNA (mRNA) platform beyond respiratory diseases, its experimental melanoma combination with **Merck & Co** has extended recurrence-free survival during an interim analysis. During a pre-specified interim analysis of the Phase III I*NTerpath-001* trial, the companies' experimental therapy, *intismeran autogene*, combined with Merck's *Keytruda (pembrolizumab)* showed statistically significant improvements in recurrence-free survival and distant metastasis-free survival in patients with completely resected Stage IIB-IV melanoma compared to

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South Korea's Celltrion Gains Market in United States and Europe

(Source: An article by Dean Rudge for Scrip Generics Bulletin)

Celltrion's expanding portfolio of biosimilars is beginning to translate into significant market gains across Europe and the United States, illustrating how success in today's increasingly competitive biosimilars market depends on more than simply launching a lower-cost alternative. The Korean company is combining tender wins, differentiated product presentations, direct commercial infrastructure and expanding reimbursement access to build market share while improving profitability.

In Europe, Celltrion has recorded particularly strong early results for its newer products. Its *omalizumab* biosimilar, *Omlyclo*, captured an estimated 90% or more of the Spanish market by June after winning regional government tenders and increasing uptake through individual hospitals. Its *tocilizumab* biosimilar, *Avtozma*, approached a 50% share of the Spanish market during the second quarter. Additional tender wins in Portugal and Italy have expanded opportunities for several products, including *Remsima, Yuflyma, Steqeyma* and *Eydenzelt*.

A key element of Celltrion's strategy is product differentiation. *Omlyclo* is available in a 150mg autoinjector presentation not offered by the reference product, while the company has also emphasized its longer shelf life and

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Anatomy of *(cont'd.)...*

Deloitte describes the missing capability as "orchestration." In practical terms, that means creating a way for technology, data, security, legal, compliance and business leaders to make decisions together—even when none has formal authority over the others. A CTO focused on speed and innovation, for example, may be working against a CISO focused on security and risk. A data leader may have different priorities from an AI leader. Without clearly defined decision rights and an agreed process for resolving trade-offs, projects can stall while competing executives protect different mandates.

This issue may be especially relevant for life sciences, health care and pharmaceutical companies, where AI initiatives often intersect with highly sensitive data, cybersecurity requirements, regulatory obligations and complex legacy systems. The challenge is not simply determining who is responsible for AI, but establishing who can make decisions when innovation, risk and compliance priorities collide.

Deloitte's broader research suggests that the technology leader of the future will need to be more than a technical expert. Increasingly, successful leaders will be expected to translate technology investments into business strategy, make difficult trade-offs, manage emerging risks without unnecessarily slowing innovation and co-lead across the enterprise.

The implication for corporate boards and CEOs may be straightforward: adding another "chief" is not, by itself, an AI strategy. As organizations continue investing in AI, competitive advantage may depend less on how many technology experts sit around the executive table and more on whether the company has designed a clear system for those leaders to make decisions, resolve conflicts and pursue common business outcomes.

As AI moves beyond experimentation and into core business operations, companies may find that their greatest technology challenge is not the technology at all. It may be learning how to govern—and orchestrate—the people responsible for it.

For more information on the underlying research, Deloitte's *2026 Global Technology Leadership Study* provides additional detail on the changing role of CIOs, CTOs, CISOs and data leaders.

Celltrion *(cont'd.)...*

room-temperature stability. Similarly, *Avtozma* offers a 400mg presentation that is not available for the reference medicine. These features demonstrate how biosimilar manufacturers are increasingly competing not only on price, but also on convenience, formulation and supply-chain advantages.

Celltrion is also strengthening its direct commercial presence. Since beginning to build an overseas direct-sales network in 2019, the company has expanded its relationships with hospitals, physicians, pharmacies, insurers and public procurement bodies. As more biosimilars become available in subcutaneous and autoinjector formats, Celltrion sees pharmacies as an increasingly important route to market alongside traditional hospital channels.

In the United States, broader formulary access is supporting the company's growth strategy. *Avtozma* has secured preferred status with Express Scripts, CVS Caremark and Optum, giving it reimbursement coverage across more than half of the US insured market. Celltrion's *denosumab* biosimilars, *Stoboclo* and *Osenvelt*, have likewise gained substantial access across major pharmacy benefit manager formularies.

The commercial momentum is already reflected in Celltrion's financial performance. Second-quarter revenue increased 45% year over year, while operating profit rose 86.3% and operating margin reached 32.4%. Sales of newer products grew 76% and represented 65% of total biologics sales.

With additional European contracts moving toward implementation, expanding US reimbursement and a pipeline targeting 18 biosimilars by 2030, Celltrion's progress highlights the evolving nature of biosimilar competition: market access, product differentiation and commercial execution are becoming just as important as the biosimilar itself.

In Brief (cont.)

Keytruda alone.

- **Eli Lilly** reported sales growth FOR the second quarter with a slightly disappointing rollout of *Foundayo (orforglipron)*, its oral GLP-1 receptor agonist for obesity. In a quarter when Lilly continued to build its overall incretin market share edge over Novo Nordisk, the rival's oral GLP-1 product, *Wegovy* pill *(semaglutide*), maintained a sizeable lead in oral drug sales. Overall, Lilly reported 48% year-over-year net revenue growth to more than US$22.9 billion, and Lilly again raised its full-year sales guidance, to US$85 billion -US$87 billion from the US$82 billion-US$85 billion estimate it presented earlier this year.
- **GSK** unveiled an ambitious three-year plan to divert resources to its late-stage R&D programs and shift its research headquarters. The strategy will focus on generating annual savings of US$2.5 billion by 2029, set against a one-time cost of US$3.2 billion. Approximately 45% of the required savings will come from "better procurement". This would focus on "areas that are not on the frontline of our labs," CEO *Luke Miels* stated. Another 40% of the savings would come from the evolving portfolio, namely reallocating resources from the company's mature portfolio of mature products to specialty, novel products.
- **Merck** announced early components of a multi-faceted strategy to provide rapid, broad and sustainable access in low- and middle-income countries *alimatravir (MK-8527)*, an investigational, novel once-monthly oral pill as pre-exposure prophylaxis for the prevention of HIV-1, following regulatory approval. Initial plans include establishing early generic licensing covering 129 LMICs; supporting targeted, regional manufacturing capabilities in Africa and Latin America; and investing early in product manufacturing to enable timely access and availability in regions of high unmet need.
- After more than 10 years in development, **Regeneron** secured a landmark approval for its monoclonal antibody, *garetosmab (Pasatru)*. The drug has become the second one cleared by the FDA to treat fibrodysplasia ossificans progressive and the first to reduce clinician-assessed flare-ups in adults with the disease.

Sources: (Company Press Releases, Drug Store News, FiercePharma and Scrip Intelligence)