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10 Decisions Every Life Sciences CEO Must Make Before Q4 Planning Closes

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BioSpectrum Asia releases a new executive whitepaper examining the critical calls on tariffs, regulation, out-licensing, AI, capacity, capital and talent that could define APAC life sciences performance in 2027.

Every planning season produces the same quiet moment. The forecasts are built, the templates have gone around twice, and what remains on the table is a short list of questions that no model can answer, because they are not questions of arithmetic. They are questions of judgement, and they belong to one office.

This year that list is heavier than it has been in a decade, and BioSpectrum Asia has now put it in writing. **Before the Books Close: Ten Decisions Every Chief Executive Faces Before Q4 Planning Closes** is a new executive whitepaper drawn from a year of reporting across the region's boardrooms, released as Asia-Pacific's life sciences industry heads into its most consequential planning quarter in memory.

The timing is not incidental. Between a tariff deadline that lands on 29 September, a 2027 regulatory calendar that was written into law years ago and is now simply arriving, an out-licensing market that has repriced what Asian science is worth, and a capital environment that rewards preparation and punishes hesitation, the decisions made before Q4 planning closes will shape 2027 performance more than anything actually done in 2027.

The paper covers ten of them: the tariff ledger, the 2027 compliance bill, the out-licensing question, capacity commitments, the AI budget line, scheduled price erosion, programme kill criteria, the 2027 talent bench, the financing trigger, and the geography of risk. Each runs a single page, with the argument, a framework graphic, and one closing line to settle before the books do.

"What struck us in a year of boardroom conversations was not the difficulty of these decisions. It was their availability," says Ankit Kankar, Chief Operating Officer, BioSpectrum Asia. "Nothing in this paper requires information a leadership team does not already hold. My ask of every chief executive reading it is simple: put the ten lines in front of your team before planning closes, and leave the room with dates against each."

Written for chief executives, commercial directors and leadership teams across biopharma, biotech and medtech, the whitepaper is free to download.

Complete the short form at www.biospectrumasia.com/q4planning-whitepaper and the PDF is yours immediately.