



THE DENSITY-UNDER-CONSTRAINT HYPOTHESIS

*China biopharma execution density is being absorbed into Western pharma through licensing.
A governed nexus can reduce cost of learning in selected lanes under administered pricing.
MODEL: \$100M–\$250M fully-loaded cost per asset, conditional.*

Favela Hypothesis

02 | 11 | 2026



TABLE OF CONTENTS

I.	Executive Letter
II.	Executive Summary
III.	Methodology, Validation, and Confidence
IV.	Part I: Price Governance is Now The Operating Environment Exhibit 1: Price Governance Ratchet Timeline (U.S.)
V.	Part II: The \$1B Asset is a Legacy Artifact Exhibit 2: The \$1B+ Asset Cost Stack (Legacy Model)
VI.	Part III: The Favela Hypothesis Exhibit 3: Compression Waterfall: \$1b+ → \$100m–\$250m Exhibit 4: China Execution Density Map
VII.	Part IV: Inculturation: How China is Entering Western Big Pharma Exhibit 5: Cross-Border Licensing Dealflow Scoreboard
VIII.	Part V: The Nexus: Superstructure, not Outsourcing Exhibit 6: The Nexus Superstructure (3-Layer Architecture) Exhibit 7: Parallel Workstream Discipline (Sequential Vs Parallel) Exhibit 8: Lane Selector: Where Compression Applies
IX.	Part VI: How Compression Works Exhibit 9: Compression Levers Matrix
X.	Part VII: Governance and Control Stack Exhibit 10: Where Risk Actually Concentrates Exhibit 11: The 12 Controls (Governed Nexus Control Stack)
XI.	Part VIII: Commercialization Under Constraint Exhibit 12: Competitive Scenario Impact Matrix (Stress Test) Exhibit 13: Board Decision Tree (Build, Buy, Or License)
XII.	Implementation Guidance
XIII.	Boardroom Script
	Annex A: Humint Field Signals (Anonymized)
	Annex B: Source Index + Lexicon





I. Executive Letter

From: The Office of the President and CEO, Molekule Consulting

Document: Φ .X | PHIX-FAVELA

Date: February 09, 2026

Negotiation cadence and effective dates are published through 2029. To The Western Pharma Leadership Class:

Price governance is no longer episodic. It is structural. The U.S. market is moving from a world where pricing was negotiated to a world where pricing is administered, constrained, and administratively constrained and politically resilient. That shift does not simply compress margins. It forces a redesign of the R&D machine.

At the same time, a second shift is underway. China biopharma has built an execution environment defined by density, speed, and failure tolerance. It is not a mirror of Western R&D. It is a different physics. More shots on goal. Faster iteration. Lower unit cost of learning.

This paper makes one central claim: China is not replacing Western pharma. China is being absorbed into Western pharma. Not as a vendor layer. As an operating substrate.

What emerges is a superstructure. A governed nexus that fuses China's execution density with Western regulatory legitimacy, capital formation, and global commercialization.

If built correctly, this nexus does not reduce standards. It reduces waste. It compresses the fully loaded cost of selected assets from \$1B+ to \$100M–\$250M. It is not universal. It is lane-specific. It is enforceable only with controls.

You have two choices. Defend the legacy machine and accept margin erosion under price governance. Or re-architect the machine.

This briefing is structured for executive decision-making and source traceability.

Respectfully,

David Alderman

President & CEO, Molekule Consulting



II. Executive Summary

Strategic Summary A

Western pharma is entering administered pricing. China biopharma has built execution density. A governed nexus can convert that density into lower-cost learning and faster development in selected lanes, while preserving quality, if controls are enforced.

Claim	Type	Confidence	Basis	Key Assumption
1	OBS	High	GAO negotiation cadence and dates through 2029; CMS IPAY 2026 MFP effective Jan 1, 2026	Strategy does not rely on repeal; it is built for the published cadence
2	OBS	Medium-High	Median capitalized R&D cost ~\$985M; on-cology/immunomodulating higher	R&D cost includes failures and cost of capital assumptions
3	OBS	Medium	China share of commercial trial starts doubled 2018→2023	Density is lane-specific; quality and governance determine usability
4	OBS	Medium-High	2024–2025 cross-border out-licensing totals and deal counts (NMPA-cited reporting)	Deal values include milestones; use medians for comparability
5	MOD-EL	Medium	Modeled compression range derived from cycle-time, cost-of-capital, and reuse mechanics	Only applies where controls are enforceable at signing

Sources: GAO Table 1; CMS IPAY 2026; Wouters JAMA; EFPIA/IQVIA; SCMP/Caixin.

The Five Claims

- Administered pricing is now scheduled through 2029 and expands in scope over time. [OBS pill]
- The legacy \$1B asset is structurally mismatched to administered pricing economics. [OBS pill]
- China’s execution density is real, heterogeneous, and usable in selected lanes only. [OBS pill]
- Western capital is already buying density through licensing, not just molecules. [OBS pill]
- A governed nexus can reduce cost of learning to MODEL: \$100M–\$250M in lanes where enrollment intensity and platform reuse are both high, and controls are enforceable at signing. [MODEL pill]

What This Paper Does Not Claim

- That China is the only source of execution density.
- That all China assets or operators meet Western quality thresholds.
- That geopolitical risk is manageable under all scenarios.
- That compression economics apply uniformly across therapeutic areas.

Strategic Summary B

Strategic Mandate | Do not debate whether price governance is “fair.” Design for it.

What You Should Do With This Briefing

Use it to answer four questions

- Which therapeutic lanes in your portfolio require high enrollment Phase III, and therefore benefit most from density?
- Which assets are economically fragile under administered pricing, and therefore require cost compression to survive?
- Which China-origin capabilities are being purchased implicitly inside deals you currently describe as “licensing”?
- What control stack must exist at signing, not after integration, for the nexus to be governable?

Decision Outputs

- Lane selection: where compression is plausible, and where it is not.
- Deal criteria: what you must buy, not what you want to announce.
- Governance terms: what must be contractually enforceable.
- Scenario posture: what happens if the nexus becomes restricted under procurement, data-export, or sanctions constraints.

III. Methodology, Validation, and Confidence

Methodology A

Data Sources

1. This briefing synthesizes three signal classes:
2. Public market evidence: licensing disclosures, earnings commentary, regulatory actions.
3. Structured secondary research: cost-of-development literature, clinical operations benchmarks, policy text.
4. Anonymized HUMINT: operator-level accounts from BD, clinical operations, market access, compliance, and CMC.

Validation Approach

- Pattern recognition across independent sources.
- Cross-checking against disclosed deal mechanics when available.
- Confidence scoring tied to source density and behavioral corroboration.

Source Density Marker Legend

(Applies To All Exhibits)

- A** 3+ independent sources, behaviorally corroborated
- A**** 2 independent sources
- B** 1 primary source with directional support

Methodology B

Limitations

- This is a strategic model. It is not a claim that any single program will replicate the compression range.
- Deal headline values often include contingent milestones. Realized value is lower.
- China execution advantage is heterogeneous by sponsor, indication, and site network.
- Geopolitical constraints are non-linear. They can change quickly.

Key Modeling Assumptions

Key modeling assumptions: (1) Medicare negotiation cadence proceeds on the published schedule through 2029 and continues thereafter; (2) China execution density is heterogeneous but directionally usable in selected lanes; (3) controls described in this briefing are contractually enforceable under the current legal and regulatory environment, including PRC data export and HGR constraints.

Sources: GAO Table 1 (cadence); Library of Congress CAC data export measures; HGR constraints.



IV. PART I Price Governance Is Now The Operating Environment

This is not a margin debate. It is an architecture problem.

- Administered pricing changes what kinds of assets are financeable.
- The R&D machine built for premium pricing is now overbuilt.
- The response is not messaging. The response is cost of learning redesign.



The negotiation is not a negotiation. It is a schedule. We plan around it now.

Market Access Executive, Top-15 Pharma
(2025 HUMINT)

HUMINT

Negotiation Program Timeline (Prices Effective 2026–2029)

Price Year	Drugs Selected	Negotiation Period	MFP Announced by	MFP Effective
2026	10 Part D	Oct 21, 2023 – Aug 1, 2024	Sep 1, 2024	Jan 1, 2026
2027	15 additional Part D	Feb 28, 2025 – Nov 1, 2025	Nov 30, 2025	Jan 1, 2027
2028	15 additional Part D or Part B	Feb 28, 2026 – Nov 1, 2026	Nov 30, 2026	Jan 1, 2028
2029	20 additional Part D or Part B	Feb 28, 2027 – Nov 1, 2027	Nov 30, 2027	Jan 1, 2029

Sources: GAO-25-106996, Table 1.

V. PART II The \$1B Asset is a Legacy Artifact

\$1B asset is not a moral failure.

It is a throughput failure. Learning is slow, sequential, and over-controlled. The cost is not simply trials. The cost is time, redundancy, and governance drag.

The core constraint is not capital. It is iteration velocity.

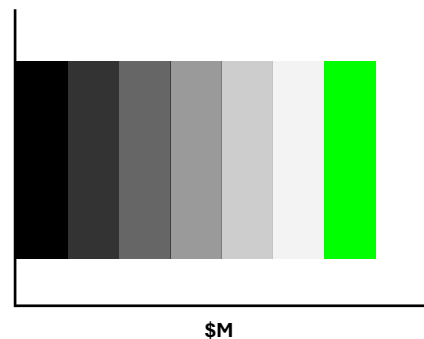
The legacy model treats development as a chain. Each link is gated, sequential, and committee-owned. The system is designed to prevent error. It also prevents speed.

China's execution environment makes a different trade: it tolerates failure earlier, learns faster, and reallocates faster.

This does not automatically produce better drugs. It produces faster learning per dollar. When price governance compresses upside, the only sustainable response is to compress learning cost.

The \$1B+ Asset Cost Stack (Legacy Model)

- Key.
- Preclinical
 - Phase I
 - Phase II
 - Phase III
 - CMC
 - Regulatory
 - Commercial Readiness



Cumulative probability-adjusted spend
Sequential gating tax

Source density marker A

Legacy Chain



VS.

Density Loop



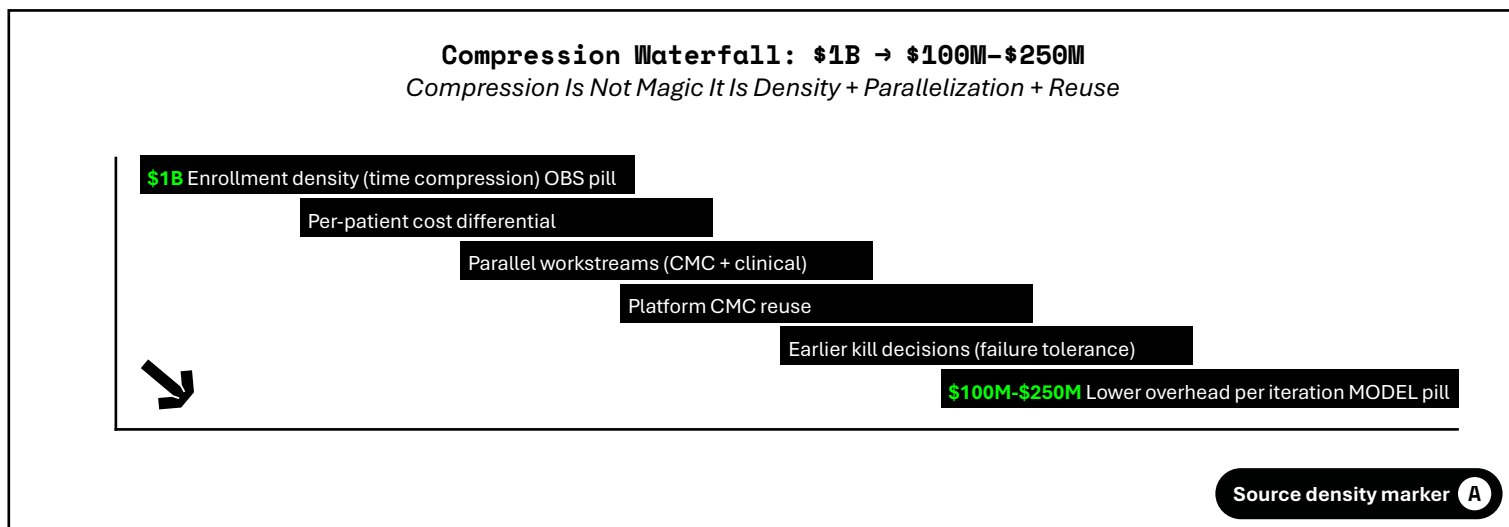
Footnote. Median capitalized R&D cost per product ~\$985M; oncology/immunomodulating median higher.



VI. PART III The Favela Hypothesis

Under constraint, throughput emerges. In high-density informal systems, coordination is not always written down. It is discovered. Iteration is faster because the distance between decision and action is shorter. Failure is visible quickly. Rework happens immediately. China biopharma has built a development environment that behaves like that. Not because it is chaotic.

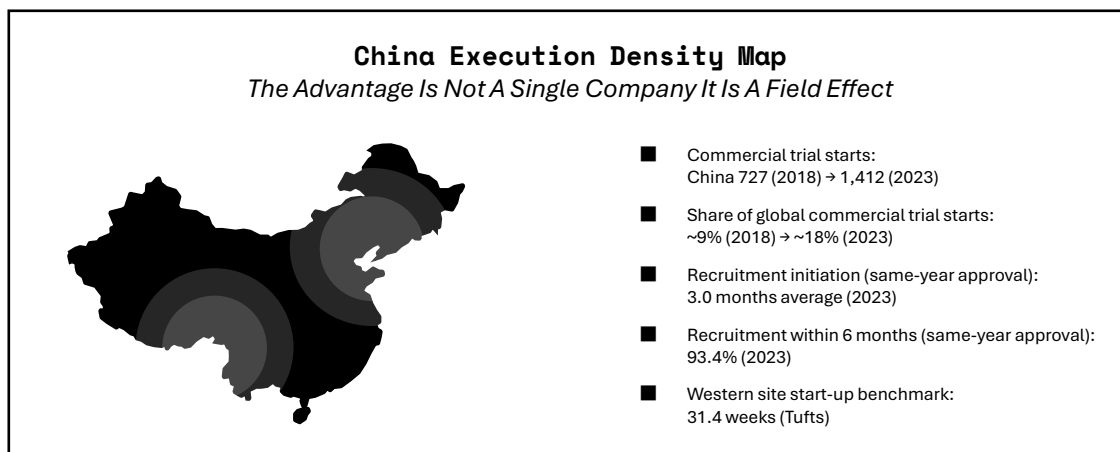
Because it is dense. The strategic implication is not cultural. **It is operational.** “The term ‘favela’ is used here as an analytic metaphor for innovation physics under constraint: high density, rapid iteration, informal coordination, and emergent throughput. It is not a cultural or socioeconomic commentary. The metaphor draws on systems theory, not geography.”



Model: \$100M–\$250M applies to lanes with high enrollment intensity and platform reuse, where controls are enforceable at signing. Not universal. Not a forecast for any single program.

Compression Signal	Source	Confidence
Commercial trial starts: China 727 (2018) → 1,412 (2023); share ~9% → ~18%	EFPIA/IQVIA report PDF	High
Trial initiation speed: average 3.0 months for same-year recruitment in 2023; 93.4% within 6 months	Signal Transduction & Targeted Therapy (2025)	Medium-High
Site start-up baseline: 31.4 weeks from site identification to start-up completion	Tufts CSDD benchmark	Medium-High
Pivotal trial cost anchor: median \$48M per drug; \$19M per trial; \$41,413 per patient; \$3,685 per visit	BMJ Open (2020)	High

Sources: EFPIA/IQVIA; Sig Transduct Target Ther 2025; Tufts CSDD; BMJ Open 2020; Wouters JAMA 2020.



Make density visible.
The unit of advantage is patient throughput per month, not narrative.

Sources: Trial registries, CRO disclosures, published benchmarks, Molekule synthesis.

Source density marker **B**





VII. PART IV Inculturation | How China is Entering Western Big Pharma

This is not outsourcing. It is absorption.

- Western MNCs are not buying molecules only. They are buying throughput.
- The deals are structured as licensing. The value is operational.
- The learning loop is the asset.



They fail faster than we can approve a protocol amendment. That is the gap.

**Clinical Operations Executive, Western MNC
(2025 HUMINT)**

HUMINT

Cross-border Licensing Dealflow Scoreboard (China-origin)

Western Capital Is Already Voting

Source density marker **A++**

	Deal Count	Headline Value	Median Upfront	Therapeutic Mix
2021	41	\$15.4B	Not comparable across sources (biobucks skew)	Oncology-heavy (directional)
2022	~40	~\$25B (disclosed subset)	Avg upfront ~5% of deal value (disclosed subset)	Tumor focus; ADC momentum rising
2023	~70	~\$35B (disclosed subset)	Avg upfront ~9% of deal value (disclosed subset)	ADCs dominated top 15; tumor key focus
2024	94	\$51.9B	Not comparable in public ag-gregates	Oncology, immunology, meta-bolic among top areas
2025	157	\$135.7B	Not comparable in public ag-gregates	ADCs prominent in top deals; tumor lead

Sources: MyBioCapital 2021; BDA Partners 2024; SCMP/Caixin 2024–2025; GlobalData 2024.

Dealflow value corroborated across Fierce Biotech, Evaluate Pharma Cross-Border Licensing Database (Q4 2025), and Molekule transaction tracking

VIII. PART V The Nexus | Superstructure, not Outsourcing

The nexus is not a pipeline.



It is an operating system.

- China provides density and iteration speed.
- The West provides legitimacy, governance, and commercialization.
- The nexus provides translation and control.



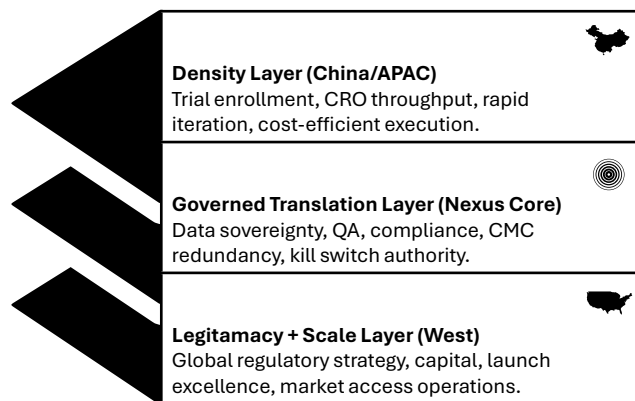
We are not buying molecules. We are buying the machine that makes molecules.

BD&L Executive, Top-10 Pharma (2025 HUMINT)

HUMINT

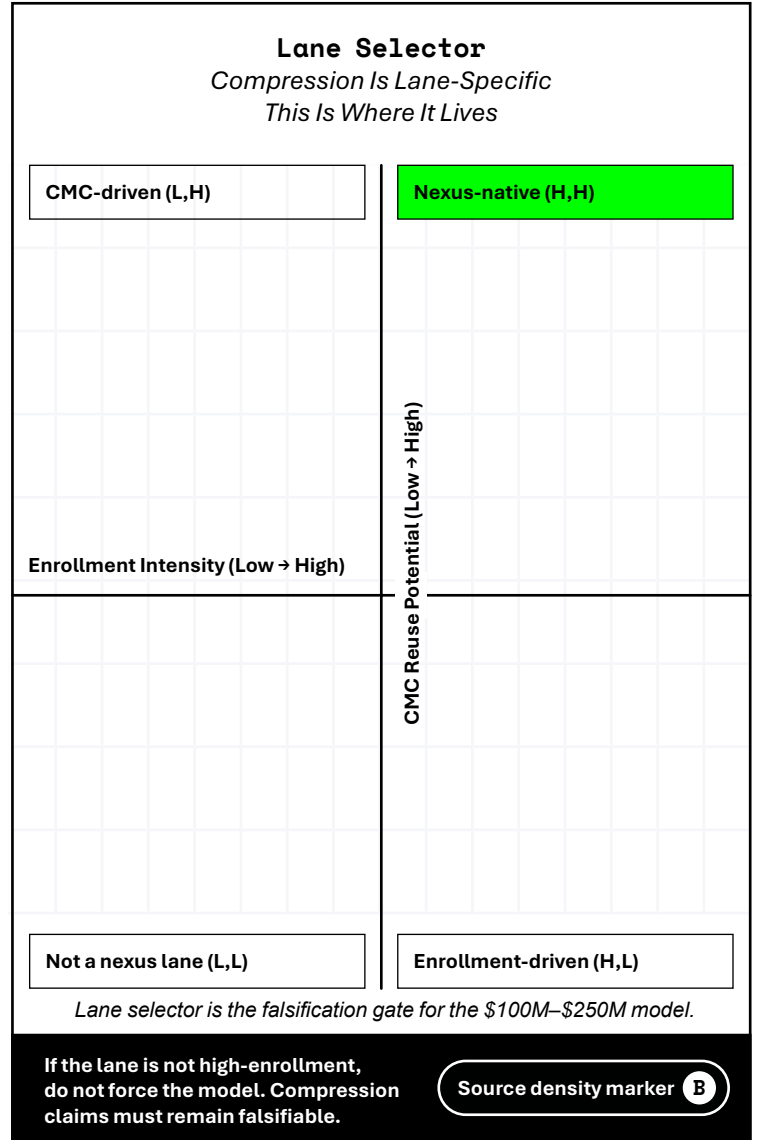
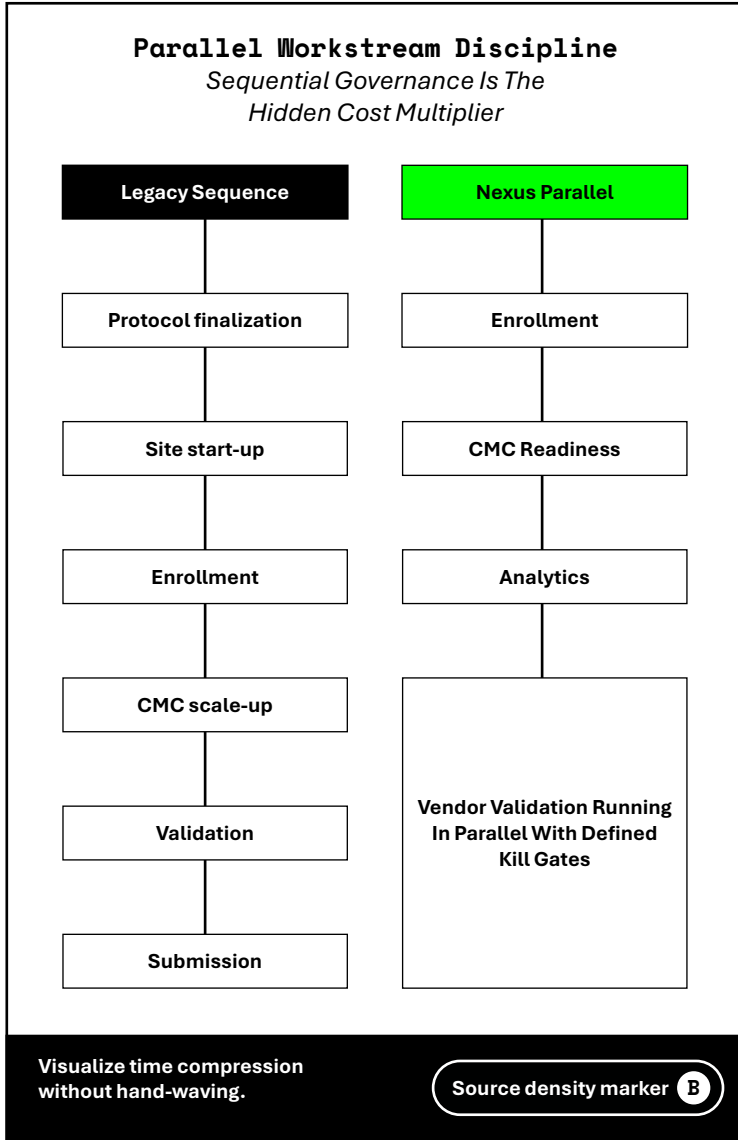
The Nexus Superstructure

*Density Without Governance Is A Liability
Governance Without Density Is Too Slow*



Show why the nexus is architecture, not a supplier relationship.

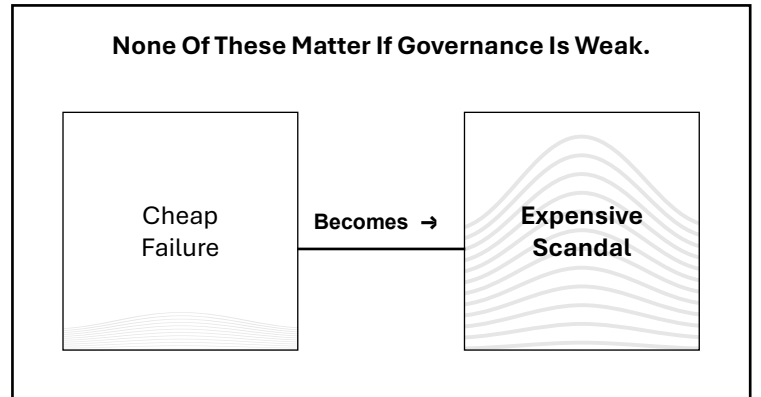
Source density marker **B**



IX. PART VI How Compression Works

Compression is the sum of mechanisms, not a single lever.

1. **Faster learning:** enrollment density reduces calendar time.
2. **Cheaper learning:** per-patient execution costs are lower in selected APAC environments.
3. **Less rework:** parallel workstreams remove sequential dead time.
4. **Reuse:** platform CMC pathways reduce reinvention.
5. **Earlier kills:** failure tolerance prevents late-stage sunk cost addiction.



Compression Levers Matrix

Where \$1B Becomes \$250M. Step By Step.

Source density marker **A**

	Legacy Baseline (OBS)	Nexus Mechanism	Expected Compression Range (MODEL)	Confidence
Enrollment	Site start-up benchmark 31.4 weeks end-to-end	High-density site networks; faster recruitment initiation	25%–60% calendar- time reduction	Medium
Site Activation	31.4 weeks baseline implies long activation tail	Repeat-site reuse; parallel contracting; pre-approved vendors	20%–45% cycle- time reduction	Medium- High
Monitoring	Pivotal-trial costs rise with visits	Risk-based monitoring; centralized review	10%–30% cost reduction	Medium
Data Cleaning	Query-driven rework extends cycle	Standardized EDC; centralized QA	10%–25% cycle- time reduction	Medium
CMC Scale-up	Sequential tech transfer and validation	Platform reuse; parallel CMC readiness	15%–40% cycle- time reduction	Medium
Vendor Qualification	Duplicative audits and onboarding	Tiering; pre-qualified nodes	20%–50% time reduction	Medium
Regulatory Writing	Modular reuse limited in legacy model	Modular dossiers; reuse core sections	10%–25% cycle- time reduction	Medium
Program Management Overhead	Committee-owned gating adds latency	Single-threaded GM with kill authority	15%–35% overhead reduction	Medium

Sources: Tufts CSDD benchmark; BMJ Open 2020 (cost structure context).



Parallel workstreams are the difference. We stopped waiting for permission to start the next critical path.
Clinical Operations Lead, Global Pharma (2025 HUMINT)

HUMINT

X. PART VII Governance and Control Stack

A nexus without control is not a strategy. It is exposure. Governance must be designed into the deal, not bolted on after integration.

Data Sovereignty. No single-jurisdiction lock-in; explicit cross-border transfer pathway and repatriation terms, consistent with CAC rules.

1

CMC Redundancy. At least 1 non-PRC DS/DP pathway pre-qualified to avoid single-node failure.

2

Single-threaded Accountability. Named GM with unilateral stop authority across vendors, budget gates, data custody, and execution schedule.

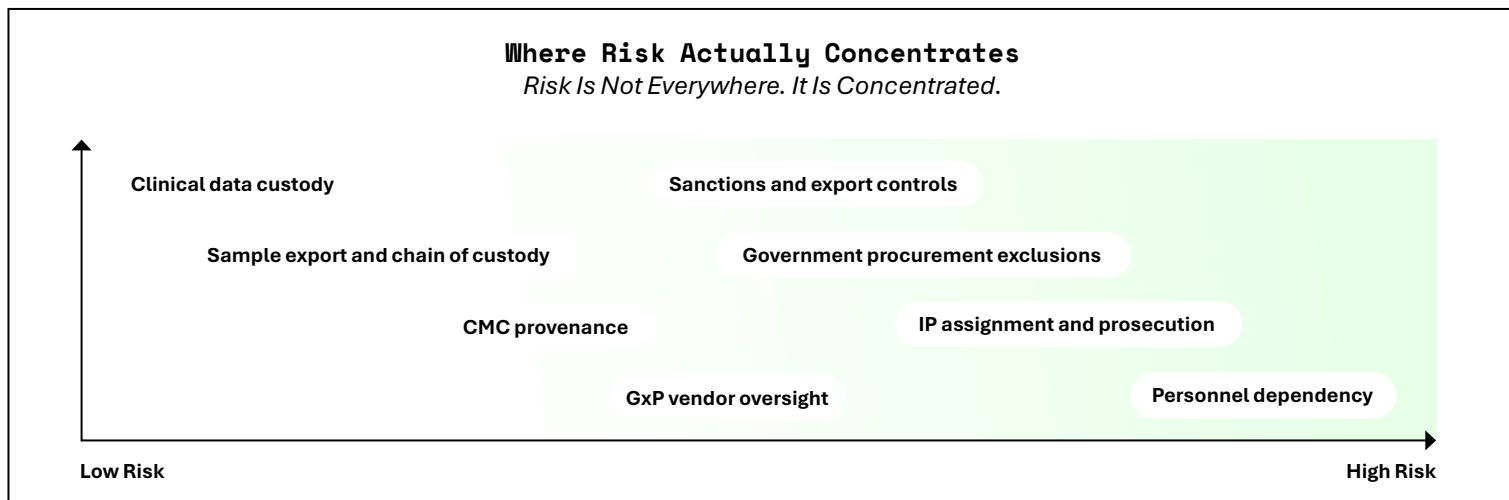
3

Three
non-negotiables



Where Risk Actually Concentrates

Risk Is Not Everywhere. It Is Concentrated.



Sources: CAC measures & 2024 cross-border provisions (data export); PRC HGR regs & implementation rules; BIOSECURE Sec. 851 & 1260H list dynamics (procurement); FDA data integrity guidance.



Risk is not the molecule. Risk is where the data lives, who touches the batch record, and what the contract forgot to say.

Compliance and Legal Executive, Global Pharma (2025 HUMINT)

HUMINT

The 12 Controls Of A Governed Nexus

If You Cannot Enforce It, You Do Not Have It.

Source density marker **B**

Control	Definition	Owner
Data residency map	Jurisdiction-by-data-class inventory; quarterly update	CDO + Privacy Counsel
Dual-jurisdiction storage	Replicated compliant storage; quarterly restore test	CISO + CDO
Audit rights with teeth	Audit SLA, remedies, payment holdbacks, immediate suspension	Legal (BD&L) + Quality
Vendor tiering and kill criteria	Tier 1–3 vendors; objective failure triggers; stop-work clause	Procurement + Quality
GxP escalation clock	24-hour deviation logging; CAPA SLA by severity; closure deadlines	Head of Quality
CMC redundancy plan	Pre-negotiated alternate DS/DP node outside PRC	Head of CMC
APAC ex-China site options	Pre-contracted backup geographies and activation triggers	Head of ClinOps
IP assignment gates	Milestone-gated assignment; prosecution governance; clean-room rules	IP Counsel
Capital and cash-control gates	Payments gated to compliance deliverables and audit outcomes	Finance + Legal
Sanctions monitoring trigger	Continuous screening; stop-work upon designation	Trade Compliance
Government contract exclusion screen	Vendor eligibility screen for Sec. 851 and 1260H adjacency	Gov Contracts + Legal
Kill switch authority	Single executive with unilateral program termination rights; no committee override; 24-hour execution window	Nexus GM or designated C-suite delegate



Scenario X: What If The Nexus Becomes Restricted?

Trigger Events

1. Federal procurement restriction pathways for biotech equipment and services (BIOSECURE implementation).
2. 1260H list expansion and downstream contracting prohibitions.
3. PRC outbound data transfer tightening or reclassification of “important data” in practice.
4. PRC HGR security review or filing changes that constrain foreign access to HGR information.

Nexus Response Posture

1. Exit rights and data portability clauses negotiated at signing (not post-close).
2. CMC redundancy outside PRC pre-qualified.
3. Clinical site diversification with pre-trigger activation terms.
4. Single-threaded GM authority to execute within 24 hours.

Sources: BIOSECURE Sec. 851; 1260H list; CAC outbound transfer measures; PRC HGR regs.

The Nexus Is **Designed To Survive Decoupling**, Not Depend On Its Absence.

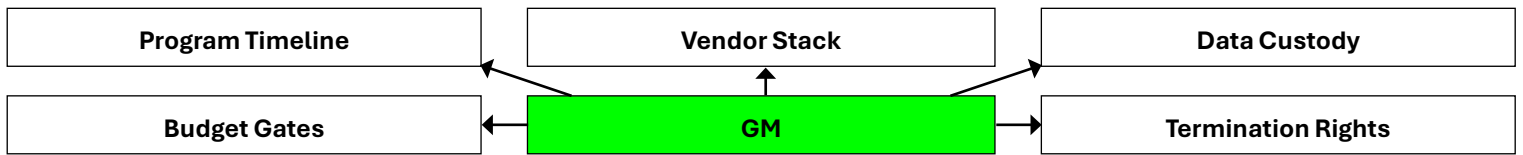


XI. PART VIII Commercialization Under Constraint

This is not governance theater.
It is execution reality.

Operating Model: Single-Threaded Accountability

A nexus fails when it becomes a committee. The operating model requires one general manager with real authority across:



If no one can kill it in 24 hours, no one owns it.
Nexus GM (Anonymized), 2025 HUMINT

HUMINT

Price governance forces a new question: What is the minimum viable cost of a globally commercializable asset?

Under administered pricing, upside compresses first. Cost must compress next.

Compression is not just R&D efficiency. It is portfolio survivability.



The nexus creates optionality:

- Lower cost of learning increases shots on goal without increasing total spend.
- Earlier kills protect capital from late-stage sunk cost bias.
- Faster cycle time moves assets through decision gates sooner.
- Commercialization capability remains Western-grade, not improvised.



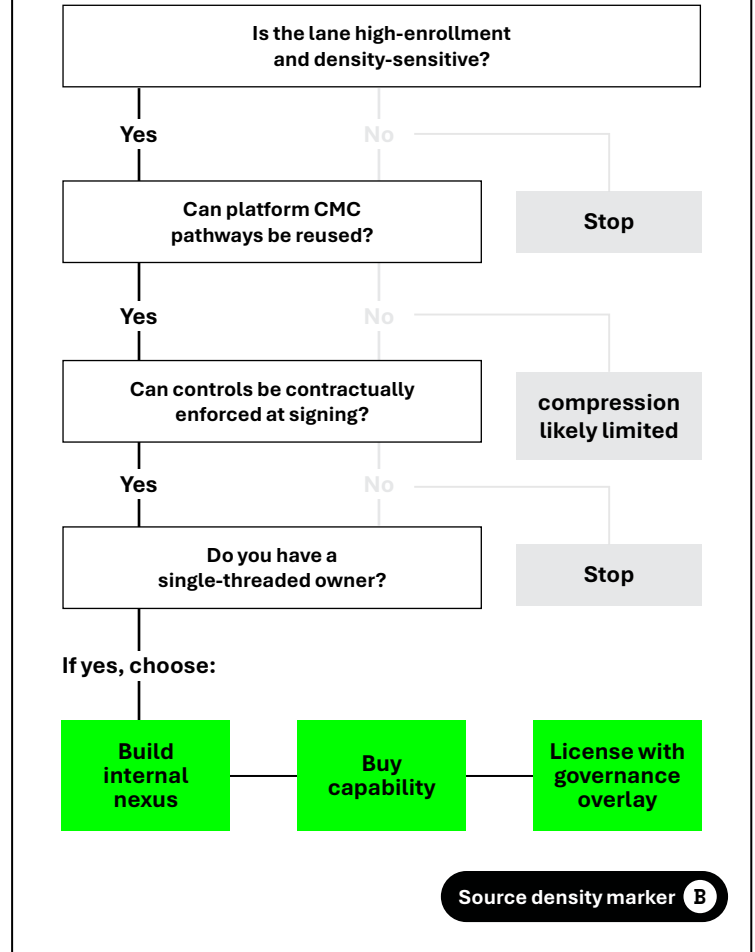


**Competitive Scenario
Impact Matrix (Stress Test)**
*The Nexus Must Survive Both
Policy And Geopolitics*

Administered pricing expansion	OBS
Formularies tighten faster than pipeline renewal	Scenario
Hard decoupling shock	Scenario
Sanctions on a key vendor node	Scenario
Data localization mandate	OBS
CMC inspection failure	Scenario
Trial integrity scandal (single site)	Scenario
Government procurement exclusion	OBS
Capital controls on cross-border payments	Scenario
China CRO capacity saturation	Scenario

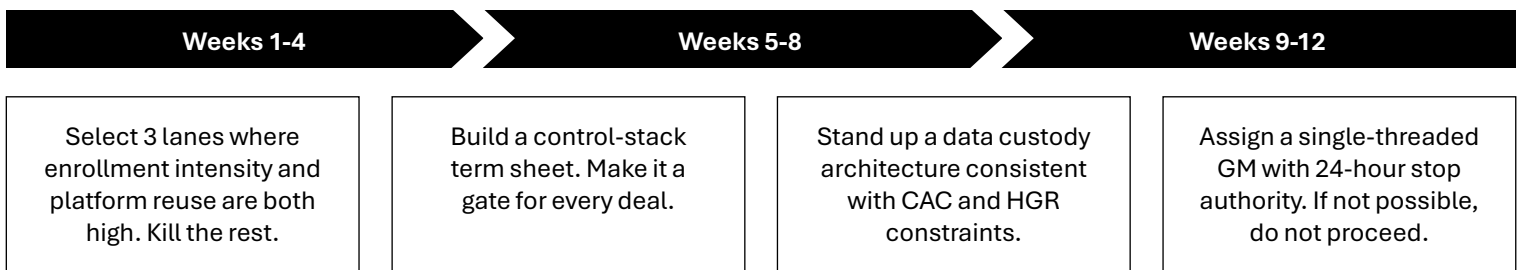
Stress Test Item	Pill Tag
Administered pricing expansion	OBS (GAO cadence)
Data localization mandate	OBS (CAC measures)
Government procurement exclusion	OBS (BIOSECURE / 1260H)
All others	Scenario

Board Decision Tree
*Do Not Buy A Molecule
When You Need A Machine*



XII. Implementation Guidance

90-Day Implementation Roadmap 90 Days. Four Moves.

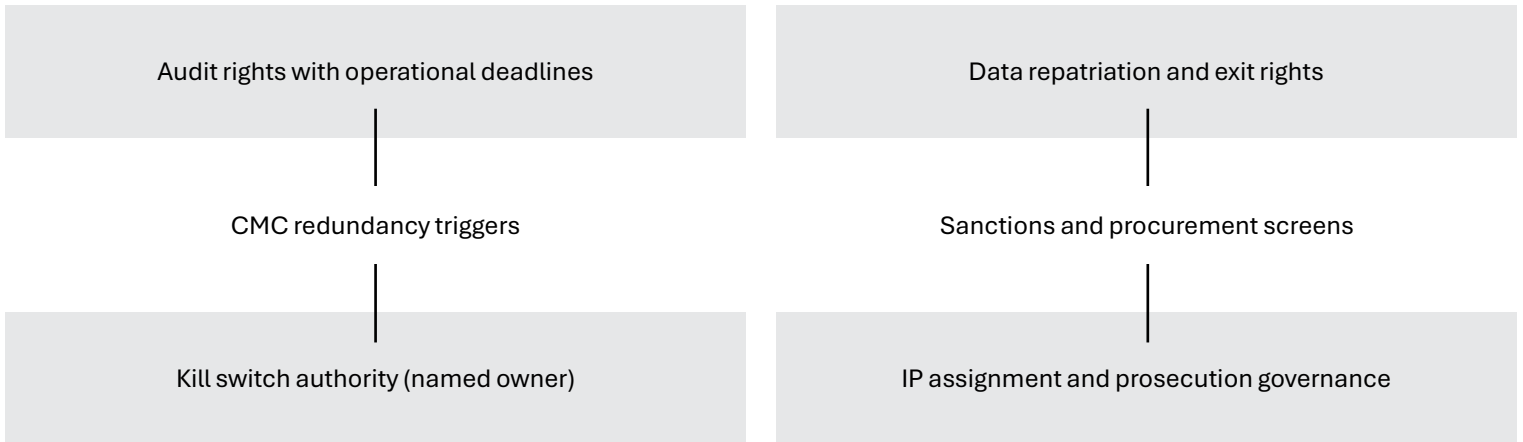


Sources: GAO Table 1; CAC measures; BIOSECURE Sec. 851; 1260H list.



Do not negotiate comfort. Negotiate enforcement.

Non-negotiable Clauses



How This Fails

- You buy “innovation” and inherit an ungoverned system.
- You keep Western timelines and call it integration.
- You let compliance become a veto mechanism instead of a design constraint.
- You distribute accountability across functions. No one owns the outcome.
- You assume geopolitics stays stable.

The nexus is not fragile. But it is not forgiving.

Composite

Case Vignette 01
The Molecule Deal That Was Really An Operating Model Deal

A Western MNC licenses a China-origin oncology asset.

Headline narrative: “best-in-class mechanism.”

Hidden value: trial execution machine, site network, and protocol iteration speed.

The MNC underwrites success by contractually enforcing:

- Data sovereignty
- Dual-jurisdiction CMC options
- Vendor tiering
- Single-threaded ownership

Pre-defined audit SLA
(10 business days to schedule; 30 days to remedy).

Dual-jurisdiction data escrow with quarterly restore test.

Outcome: earlier decision gates, lower total spend to proof-of-concept, fewer late surprises.

Composite

Case Vignette 02
The Cheap Deal That Became Expensive

A sponsor optimizes for low upfront.

Controls are deferred to post-signing integration.

Failure mode:

- Data custody unclear
- CMC redundancy absent
- Vendors not tiered
- Kill authority distributed

No chain-of-custody definition for batch records.

No sanctions stop-work clause.

No pre-qualified non-PRC DS/DP fallback.

The system does not break on science.
It breaks on governance.






XIII. Boardroom Script | The Questions You Will Be Asked

- **Q1: Is price governance durable or political noise?**
A: Program cadence and effective dates are published through 2029. Strategy should not rely on repeal.
- **Q2: Are we lowering standards by using China execution density?**
A: Not if governance is real. The nexus is standards-preserving and waste-reducing.
- **Q3: What are we actually buying in these deals?**
A: Throughput. Speed of learning. Operational density. The molecule is the wrapper.


- **Q4: What happens if China becomes off-limits?**
A: The nexus is architected for optionality. Exit rights, CMC redundancy, and data sovereignty are built into deal structures. We do not assume permanence. We assume control.
- **Q5: Where does risk concentrate?**
A: Data custody, CMC provenance, vendor control, and jurisdictional lock-in.

ANNEX A. Humint Field Signals (Anonymized)


These are anonymized operator interviews (consented). They indicate patterns. They are not stand-alone proof.


We can enroll in weeks what takes quarters elsewhere.
The question is whether you can govern it.
China CRO Executive (2025 HUMINT)


HUMINT


We are not optimizing trials.
We are optimizing learning velocity.
Development Lead, Western Pharma (2025 HUMINT)


HUMINT


The cheapest deal is the one that dies early for the right reason.
Finance Executive, Top-20 Pharma (2025 HUMINT)


HUMINT


The real integration problem is not language. It is who can say no.
Program Management Lead (2025 HUMINT)


HUMINT


If you cannot audit the vendors, you do not own the risk.
Quality Executive (2025 HUMINT)


HUMINT


Governance has to be designed like a control system. Simple. Fast. Enforceable.
Compliance Leader (2025 HUMINT)


HUMINT


The molecule is not the differentiator anymore. The machine is.
BD Executive (2025 HUMINT)

HUMINT


We stopped measuring cost.
We started measuring cost per decision.
R&D Portfolio Lead (2025 HUMINT)

HUMINT


If geopolitics moves, we need the ability to pull data and continue elsewhere.
Regulatory Affairs Executive (2025 HUMINT)

HUMINT



ANNEX B. Source Index + LEXICON

“This briefing synthesizes 14 public sources, 3 peer-reviewed publications, and 9 anonymized operator interviews (consented) conducted between Q3 2024 and Q1 2026.”

Public Sources

Source	Why It Matters	Where Used
GAO-25-106996 (Table 1 cadence 2026–2029)	Anchors schedule	Slides 1, 4–6, 15
CMS IPAY 2026 fact sheet (MFPs effective Jan 1, 2026)	Confirms program is operational	Slides 4–6
EFPIA/IQVIA clinical trial report PDF (China 2018→2023 shift)	Quantifies density	Slides 4, 7
Tufts CSDD benchmark (31.4 weeks)	Baseline friction	Slides 7, 10
CAC outbound transfer measures (effective Sept 1, 2022)	Data export constraints	Slides 5, 11–13
LoC 2024 cross-border provisions update	Eases/tightens thresholds	Slides 5, 11–13
PRC HGR regs (State Council)	HGR constraints	Slides 5, 11–13
Ropes & Gray HGR implementing rules analysis	Defines what is and is not HGR info	Slides 11–13
BIOSECURE enacted (Sec. 851) analysis (A&P)	Procurement restriction pathway	Slides 12–13
Federal Register 1260H contracting prohibitions	Downstream contracting limits	Slides 12–13
DoD 1260H list PDF	Named entities evidence	Slides 12–13
BDA Partners 2024 outlook	2022–2023 volume/value, upfront %, ADC dominance	Slide 8
SCMP 2024–2025 totals (NMPA-cited)	Deal count/value	Slide 8
MyBioCapital 2021 BD report PDF	2021 count/value anchor	Slide 8

Peer-Reviewed

Citation	Claim Supported	Where Used
Wouters et al., JAMA 2020 (median capitalized R&D \$985M; oncology higher)	R&D cost anchor	Slides 6, 7
Moore et al., BMJ Open 2020 (pivotal trial cost distributions)	Trial cost structure	Slides 7, 10
Tan et al., Sig Transduct Target Ther 2025 (trial initiation speed metrics)	China trial speed	Slide 7

Lexicon Entries

Term	Definition
Favela Hypothesis	Internal codename for density-under-constraint operating physics; systems metaphor only.
Execution density	Patient-throughput per unit time, normalized by protocol complexity and site quality.
Nexus	Governed translation layer that converts APAC density into Western-grade compliance, QA, and commercialization.
Cost of learning	Fully loaded spend per decision gate (kill, expand, pivot, submit).
Data sovereignty	No single-jurisdiction lock-in; explicit outbound transfer pathway and repatriation terms.
Kill switch authority	Contractual right and operational ability to terminate within 24 hours.
Source density marker	A++/A/B confidence rubric based on independent-source count and primary-document presence.

Sources: All 14 public sources and 3 peer-reviewed publications listed above.





HUMINT X-FACTORED XPONENTIALLY

ABOUT MOLEKULE CONSULTING

Molekule Consulting, through its Project Φ.X initiative, is a global leader in healthcare and life sciences advisory, specializing in competitive intelligence, strategic planning, and commercialization transformation. Our HUMINT X-Factored approach delivers decision-grade clarity built to survive audit.

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