# Operational Wisdom in CAR T

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Chimeric antigen receptor (CAR) T cell therapy has rapidly evolved from clinical trials into routine clinical practice worldwide. This transition has demonstrated that clinical efficacy alone is insufficient to ensure optimal patient outcomes. Instead, operational excellence across the entire CAR T pathway, including patient selection, leukapheresis, manufacturing, logistics, regulatory compliance, and post-infusion follow-up, has become a critical determinant of success. Real-world evidence highlights that e.g. manufacturing failures and out-of-specification products remain a relevant operational risk, particularly in heavily pretreated populations and for certain product classes. Multicenter registry-based analyses show that these events, although infrequent, are consistently observed across platforms, underscoring the need for systematic identification of patient-, product-, and process-related risk factors and for robust real-world data collection beyond pivotal trials (Worel et al., 2025). Beyond manufacturing, a major global challenge is the fragmented implementation of largely similar regulatory and quality requirements across different CAR T products and regions. Product-specific onboarding procedures, training programs, electronic systems, audits, and data-reporting requirements create duplication, administrative burden, and operational inefficiencies at treatment centers. These challenges divert resources away from direct patient care and threaten the scalability and long-term sustainability of CAR T programs as indications and patient numbers expand. Coordinated, multi-stakeholder interactions are therefore essential to reduce fragmentation, streamline implementation, and enable sustainable global delivery of CAR T cell therapies (van Sinderen et al., 2025). Addressing these issues requires coordinated, multistakeholder collaboration and harmonized data strategies. International registry initiatives, exemplified by the EBMT Registry and the GoCART Coalition, a joint initiative of EHA and EBMT, aim to define best practices, with the EU-CAR T Handbook serving as key guidance. This framework supports the development of a CAR T Passport for healthcare professionals and aligns together with T2EVOLVE time points and parameters to enable consistent, comparable data collection across registries. Such alignment is essential to transform global real-world experience into shared operational wisdom and to support safe, efficient, and equitable access to CAR T cell therapy worldwide.

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