⚡ beghou

The biopharma commercialization research report

Trends and data from life sciences executives on what's working and where to go next

2026

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Contributors

The *Biopharma commercialization research report* is Beghou's flagship report distilling what's driving effective commercialization in life sciences. As such, it reflects the combined thought leadership of multiple contributors, researchers, subject matter experts, and others who shared insights in their focus areas, interpreted data, and shaped the content's direction.

Those include, but aren't limited to, the following list:

Jenny Herritz, Marc Iskowitz (lead writer), Rachel Klos, Maureen Loester, Melissa McDevitt, Marcos Mendell, Sravya Narayanaswamy, and Jamie Sheard.

Letter from the editor

Be foundational

During my years moderating roundtables, I enjoyed hearing a good many soliloquies related to change management in pharma companies and securing C-level buy-in for initiatives. Such topics, to me, seemed fuzzier than salesforce size, product forecasts, or media spend estimates — you know, the things you can measure.

Shortly after joining Beghou last year, the more I heard about organizational cohesion, the more I was reminded of those fuzzy topics. As I spoke with colleagues and life science executives, though, a couple of things came into focus.

First, I gained a greater appreciation for the role team cohesion, along with cross-functional alignment and operational readiness, plays in the grander commercialization scheme. After all, these were concepts our consultants had heard firsthand over the last three decades of helping biopharmaceutical clients succeed. Second, it occurred to me that these were areas screaming out to be assessed more systematically and clearly.

Enter this inaugural research report from *Beghou's Commercialization That Works* content series. Underpinned by nearly two dozen interviews, a 120-person survey, as well as audience polling at our virtual and in-person events, the report puts structure and clarity around what many commercial leaders already recognize but continue to struggle with as commercialization grows more complex and fragmented.

As the data confirms, cross-functional alignment is prioritized in theory but not in practice. Commercialization teams are doing the *right* activities, just not *together*.

Thus, over the following pages, we not only explain where cohesion breaks down across four dimensions: strategy, teams, tech, and data. We also share what we believe is a framework — "observe-design-activate" — best-suited to address cohesion challenges in each of those dimensions.

These findings may not be of the bombshell, news flash variety. They speak to a more nuanced insight. But it's a powerful one for biopharma companies, from emerging to large.

That's because foundational elements like operational excellence have a throughline to companies' ability to experiment with next-generation tools, like advanced analytics, AI, and personalized engagement.

Indeed, getting the fundamentals right sets companies up for success, and the results supported that belief. They're struggling with the basics, not because of any fault of their own, but purely because the options are increasing exponentially and knowing what's best for your situation is a daunting task.

So, here's a third epiphany: Ensuring that commercial activities are carried out in a coordinated way across a company's functions doesn't just enable big, bold things. Devoting time and resources to getting the foundation right *is* a big, bold move on its own.

Marc Iskowitz
Editorial director
Beghou

Vision

Enabling life sciences organizations to move in sync with the pace of modern launches, adapt as conditions change, and get the right treatments to patients faster.

Challenge

As it stands now, commercialization runs at different speeds, leading to siloed plans and "noisy" output.

Our POV

True operational harmony that's in sync with real-world conditions can be a differentiator — insights, decisions, and execution work in lockstep to shape a more coherent and valuable experience for patients, providers, and payers.

Solution

By streamlining the facets of commercialization — strategy, teams, tech, and data — in the spirit of patient experience, companies can reengineer their "sync" at a faster speed, until the parts swing like a smooth jazz ensemble.

Executive summary

Finding your new rhythm in life sciences commercialization

Executing a biopharma launch used to be like running a marathon. These days, it's more akin to an all-out sprint. Yet, many companies still haven't adjusted operationally to a shorter timeframe.

As a result, the various functions of the commercialization system each run at different speeds, and that misalignment leads to siloed plans for each function. To borrow an analogy from the music world, it's like handing sheet music to members of a band, letting each one practice in their basement, and playing the song together for the first time at the concert. That's a recipe for a lot of noise but little meaningful output.

🎵 **How to get all the "musicians" playing in sync and at a quicker tempo?**

By enabling organizations to move at the true pace of modern launches — not by sprinting harder, but by building a shared rhythm where insights, decisions, and execution move in lockstep, shaping a more coherent and valuable patient experience.

Executive summary

As things stand now, organizational challenges are testing the limits of systems in pace and complexity, according to the *Commercialization That Works* research, which included a survey of 120 biopharma leaders.

While teams are bringing a lot of experience to bear on biopharma launches, they haven't worked *together*.
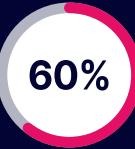
60% reported that they're launching alongside one or more new teammates.

// *We're definitely under-investing in team cohesiveness. One of the biggest gaps I see in industry is not embedding your analytics and data science function early enough in the launch phase or launch planning."*

— Jing Jin,
Director of Commercial Data Science and AI, AstraZeneca

In addition, teams are doing the right things but aren't necessarily integrated cross-functionally. For example, analytics and real-world-evidence (RWE) are making for better segmentation, but data confidence still lags because teams don't share one version of the truth. Insights stay stuck in silos.

And that ultimately impacts the ability to deliver patient value.

11% listed patient-centric programs and support as a top factor for commercialization success.

Indeed, patient centricity sometimes takes a backseat due to the difficulty of making patient engagements feel connected at the point of interaction.

How to achieve the patient-centricity goal when the sprint leaves little time for group "rehearsals?" Commercialization must operate under relentless flux as well, which requires a shift from static planning to continuous adaptation.

// *We've really stopped viewing launch as just a milestone. It is really this continuous cycle where we're always pressure testing our playbook strategies… ensuring we have modular content, flexible review cycles… It's constant motion, new data, shifting priorities, evolving structures."*

— Audrey Carnevale,
Associate Director, Medical Communications, Averitas Pharma

✌ POV

These results speak to the critical importance of patient experience, speed, and operational harmony.

Today, these are the real differentiators in commercialization — the ability to respond to real-world conditions and turn signals into shared understanding, aligned decisions, and coordinated action.

When teams move in rhythm, value reaches farther, translating into stronger customer experiences and greater commercial impact.

The edge comes from getting strategy, teams, tech, and data to move in sync and to keep pace to achieve successful outcomes, all the while leveraging patient experience as a North Star.

To help you visualize how your team could come together in this way, think of four archetypes, each with various levels of agility and operational structure:

Archetypes

Operational structure and coordination

Chamber orchestra

Disciplined, precise, by-the-book — everyone's in tune, but no one's improvising.

Smooth jazz ensemble

Coordinated yet flexible — everyone's listening, adjusting, and riffing in sync.

Sound check mode

There's some noise but no clear signal yet.

Garage band

Fast, fluid, and opportunistic — momentum wins over method.

Agility and innovation

With the right balance of structure and agility, organizations can get all facets of their commercialization apparatus swinging like a smooth jazz ensemble.

❚❚*As a marketer, it's tough to say this: You need a good strategy, but it doesn't need to be absolutely gangbusters amazing. You [do] need amazing operational readiness. To me, launching successfully all comes down to that."*

— VP, commercial, next-gen oncology pharma company
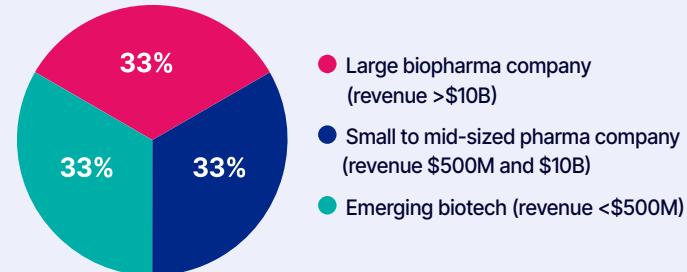
About our methodology*

This report distills findings from our survey and more than 20 interviews with launch veterans.* Throughout those conversations, we've heard that what drives successful commercialization is more than great clinical data. It's orchestrating operations for the new speed of launch and synchronizing execution through the lens of patient validation.

Webinar and panel audiences alike have indicated to us that many life sciences companies are still struggling to put these in place. Consider this report a data-backed roadmap for retooling commercialization to match these urgent priorities.

*See appendix for full methodology.

Who responded to our survey

Company size

33%
33%
33%

● Large biopharma company (revenue >$10B)

● Small to mid-sized pharma company (revenue $500M and $10B)

● Emerging biotech (revenue <$500M)

Current or recent title

Title	
Director or equivalent	**30%**
Senior Director or equivalent	**25%**
Vice President or equivalent	**20%**
Executive Director or equivalent	**13%**
Senior Vice President or equivalent	**8%**
Executive Vice President or equivalent	**4%**
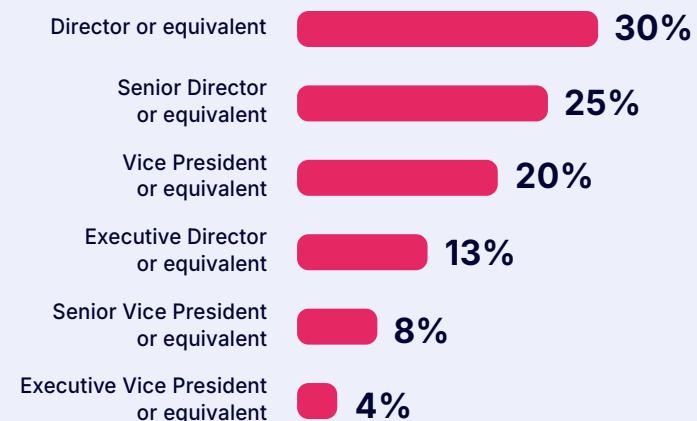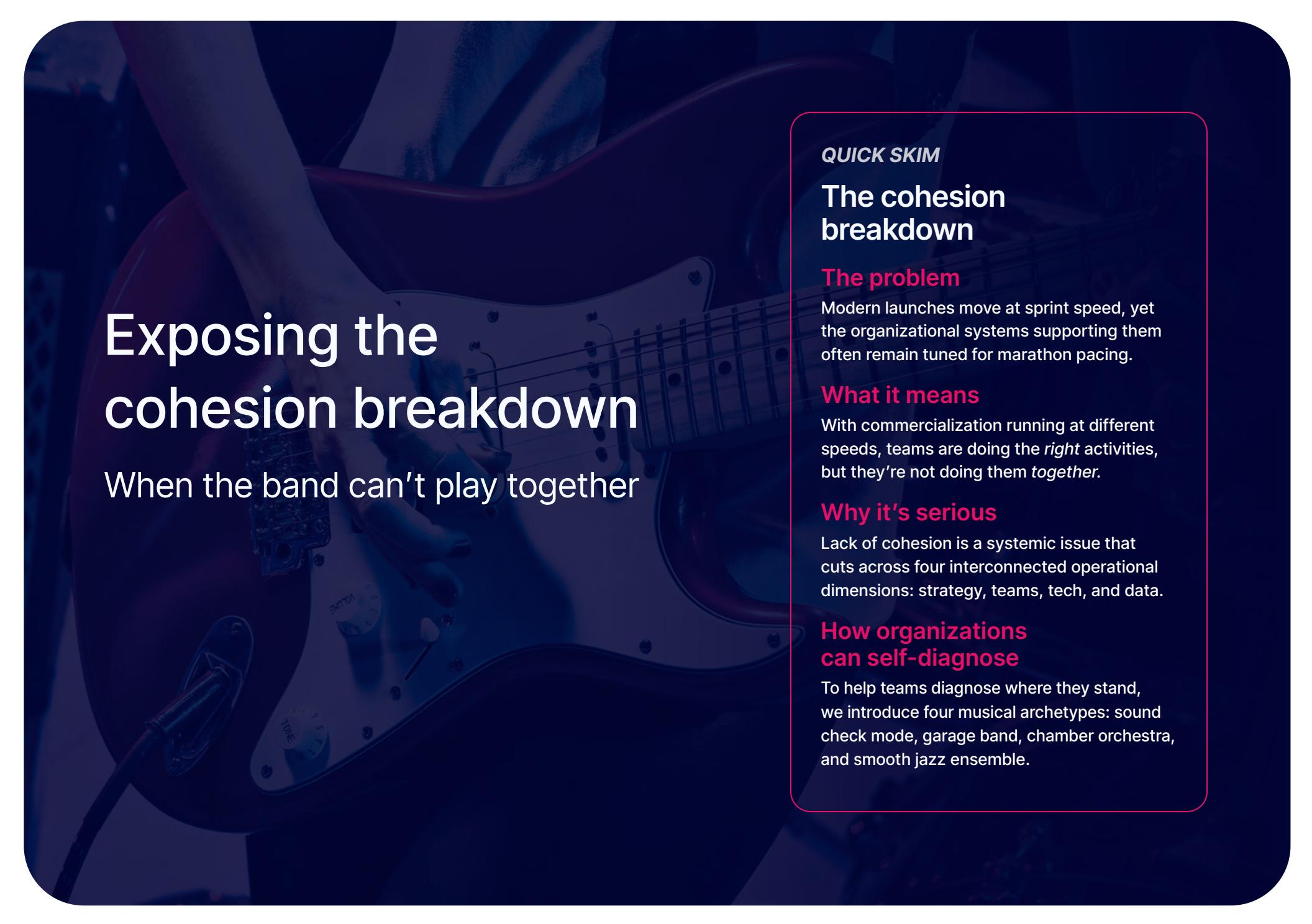
Exposing the cohesion breakdown

When the band can't play together

QUICK SKIM

The cohesion breakdown

The problem

Modern launches move at sprint speed, yet the organizational systems supporting them often remain tuned for marathon pacing.

What it means

With commercialization running at different speeds, teams are doing the *right* activities, but they're not doing them *together*.

Why it's serious

Lack of cohesion is a systemic issue that cuts across four interconnected operational dimensions: strategy, teams, tech, and data.

How organizations can self-diagnose

To help teams diagnose where they stand, we introduce four musical archetypes: sound check mode, garage band, chamber orchestra, and smooth jazz ensemble.

Cohesion — or rather, its absence — bubbled to the surface as the most important takeaway of our research. Commercialization teams are doing the *right* activities, but they're not doing them *together*.

This gap in organizational cohesion is a breakdown whose systemic roots can be traced to launch velocity: modern launches move at sprint speed, yet the organizational systems supporting them often remain tuned for marathon pacing. With the various commercialization functions each running at a different tempo, that misalignment causes fragmentation. Teams often carry strong individual experience but operate without shared rhythm, common foundations, or integrated decision-making.

Other factors compound the breakneck speed. One is the rising tide of complexity in today's business climate, with each new tech or AI rollout potentially straining organizational systems. Another is the tendency of vendors to excel within their niche yet fall short of full integration — the sentiment of "more vendors, less solutions" was one we heard in our research.
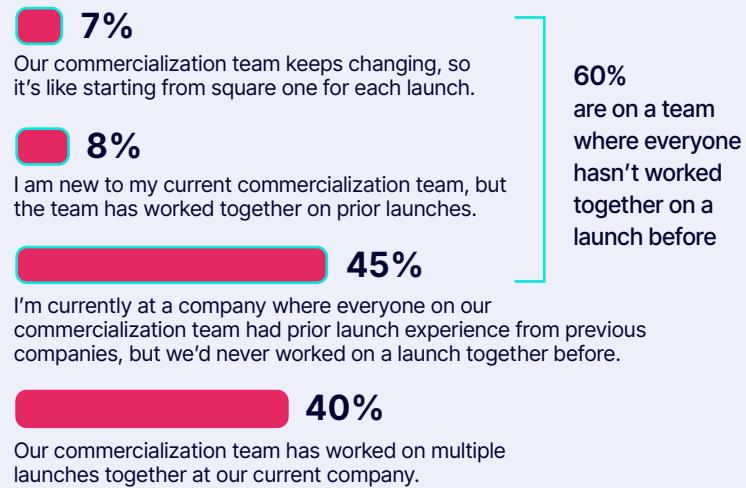
The survey and interview data showed that the problem isn't a lack of strategy, data, talent, or technology but rather one of cohesion. Teams are bringing a lot of experience to biopharma launches, but most told us their teams hadn't worked together as a *unit.*

Personal experience but not team experience

How long have you worked in the life sciences industry?

0-5 years **0%**

6-10 years **11%**

11-15 years **25%**

>16 years **64%**
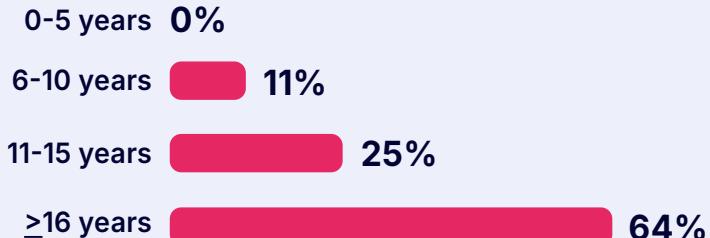
Regarding gaining internal alignment prior to launch, which of the following best describes your situation?

7%
Our commercialization team keeps changing, so it's like starting from square one for each launch.

8%
I am new to my current commercialization team, but the team has worked together on prior launches.

45%
I'm currently at a company where everyone on our commercialization team had prior launch experience from previous companies, but we'd never worked on a launch together before.

40%
Our commercialization team has worked on multiple launches together at our current company.

60% are on a team where everyone hasn't worked together on a launch before

n=120 (entire cohort)

The lack of cohesion is systemic, affects companies of all sizes (large, small-to-medium, and emerging biopharma companies), and cuts across four interconnected, operational dimensions: strategy, teams, tech, and data.

The four commercialization dimensions

Strategy
The unified set of choices defining value, audience, sequencing and execution priorities

Teams
The cross-functional human system that operationalizes the strategy through cohesive action

Customer experience and patient value

Tech
The integrated tools and platforms that enable engagement, insight, and commercial execution at scale

Data
The evidence ecosystem that drives targeting, forecasting, measurement, and real-time learning

Operational harmony

Customer experience and patient value are both an input to and an output of these dimensions, keeping the entire commercialization engine focused on patient value from start to finish. Likewise, issues in any dimension affect the overall operational harmony and therefore the experience and patient value.

When strategy, teams, tech, and data are aligned around customer experience and patient value, the result is not only better outcomes for patients and providers but also sustainable value creation for the business and its shareholders. Commercialization that is designed to deliver meaningful experiences and measurable outcomes creates the conditions for long-term growth and sustained enterprise value.

Strategy

Strategically, organizations struggle not from a lack of patient centricity but from its inconsistent interpretation and translation across functions. This lack of calibration can lead to a situation where the various functions orient around "the patient" differently, resulting in a variable patient-value strategy.

This might be why "misunderstanding the patient journey" was the second-ranked blind spot among HCP and patient marketers.

We underestimated how difficult and delayed the rare-disease diagnosis journey could be — not because of science, but because of real-world barriers: access to testing, system delays, and patient-provider disconnects. It wasn't just clinical; it was operational."

— Senior Director,
specialty channel operations, ultra-rare disease company

Trade-offs marketers need to make in their data sources (i.e., coverage, quality, depth) could be contributing to that blind spot, hampering their ability to get patient-level insights. As a result, 57% of HCP and patient marketers said their methods to identify the patient journey have shifted to patient-centric inputs from physician-centric ones.

Top three blind spots about HCPs and patients

1 **Prescribing inertia and HCP behavior:**
- Lack of urgency to treat
- Loyalty to existing therapies
- HCPs not aligned with guidelines or skeptical of novelty

2 **Patient journey misunderstanding:**
- Inconsistent journey by setting
- Drop-off post-approval
- Financial and lifestyle barriers

3 **Underestimating operational barriers:**
- Admin burdens for HCP offices
- Workflow misfit for new therapies
- Prior auth complexity

What are some blind spots you realized you had about HCPs, prescribing practices, patient population, or the patient journey after launch, and how did you overcome them? n=30 HCP and patient marketing respondents

Interviews reinforced that patient insights still struggle to translate consistently across channels, from patient support services to access to the field rep's message. The operational system needs to be wired to carry patients from awareness to actual treatment.

That's a gap signaling opportunity for prioritizing more tailored, context-driven engagement to inform the patient journey.

80% **of marketers told us they leverage patient journeys to identify moments for intervention and support. Yet, <50%** **of data and analytics leaders see non-traditional, real-world data (i.e.,EHR/EMR, patient-reported outcomes, or wearable data) as a necessary pre-launch investment.**

Strategy struggle

Marketers' strategy is led by the patient journey, but...

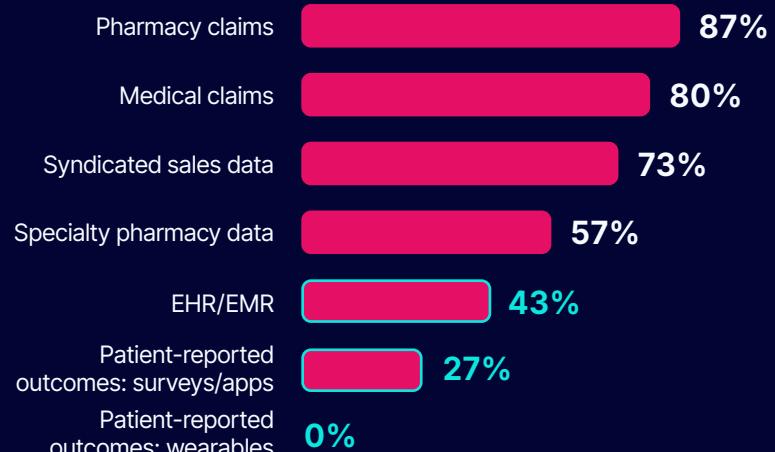*How does the patient journey inform your customer (HCP and patient) engagement? n=30 HCP and patient marketing respondents*

Category	Percentage
Identifies moments for intervention and support	80%
Guides stakeholder targeting and messaging based on where patients are in their journey	67%
Informs engagement priorities	60%
Drives segmentation and personalization	50%
Aligns cross-functional planning	20%

...data investment may not have caught up.

Where has investment for each of the following data types typically fallen for you and your teams? n=30 data and analytics respondents

Percentage considering the data type a "Necessary pre-launch investment"

Data type	Percentage
Pharmacy claims	87%
Medical claims	80%
Syndicated sales data	73%
Specialty pharmacy data	57%
EHR/EMR	43%
Patient-reported outcomes: surveys/apps	27%
Patient-reported outcomes: wearables	0%

Teams

The velocity issue — not adjusting operationally to a shorter launch timeframe — exposes gaps in team readiness. Sixty percent of leaders reported working on a launch team whose members hadn't all launched together before.

For many emerging companies launching their inaugural product, it's likely that their launch team has not launched together before (at least in totality) despite a potential wealth of individual experience from other companies.

When I joined, we were sort of in pre-launch mode, even though the product had gone to market. A lot of critical things had not occurred that needed to occur — consistency in roster, consistency in data. A lot of what I would call foundations were not done."
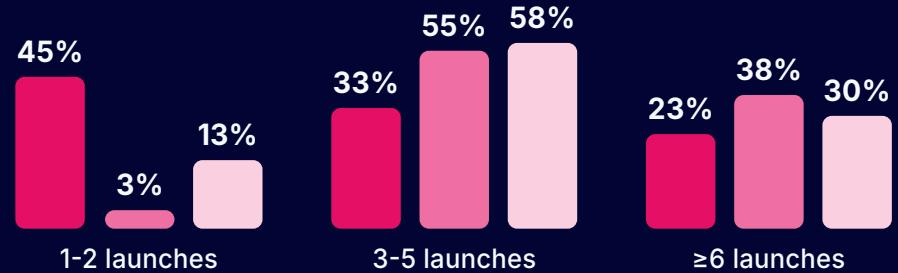
— Director,
field operations and advanced analytics, emerging biopharma company

Personal launch experience is not the same as launching together

How many product launches have you been involved with?

● Emerging biopharma ● Small to mid-sized pharma ● Large pharma

n=40 each company size

1-2 launches: 45% · 3% · 13%
3-5 launches: 33% · 55% · 58%
≥6 launches: 23% · 38% · 30%

Nevertheless, interviewees echoed that launches falter when foundational elements such as roster consistency, territory alignment, or cross-functional planning are still being stitched together after a drug is already in market.

This highlights that, even though the product was technically launched, the commercialization team was still in early formation. The lack of foundational readiness — a result of inexperience or being newly formed — impacted their ability to execute effectively post-launch.

Respondents also reported that team experience contributed to feeling more comfortable with their planning horizon. For example, when asked what drove confidence in their planning horizon for launch, survey respondents with high confidence in their planning reported:

- **Experience and repeatable frameworks:** teams with multiple prior launches, established frameworks, strong scenario planning, and a robust process for continuous improvement and monitoring

- **Strong cross-functional alignment:** early and frequent alignment among commercial, medical, regulatory, and market access functions

Breakout topic
Partnering challenges

Vendor ecosystems have ballooned, yet leaders voiced increasing frustration: External partners often excel within their niche but fail to integrate with broader launch operations. "Frictionless experiences" were rare; missed handoffs between agencies, data providers, and tech integrators frequently delayed execution or muddied insights.
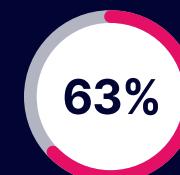
63% cited overly complex, inflexible vendor solutions.

50% cited fragmented vendor handoffs.

50% cited lack of commercialization or therapeutic depth.

Which of the following vendor-related challenges make it harder for your team to execute commercialization effectively? n=120 (entire cohort)
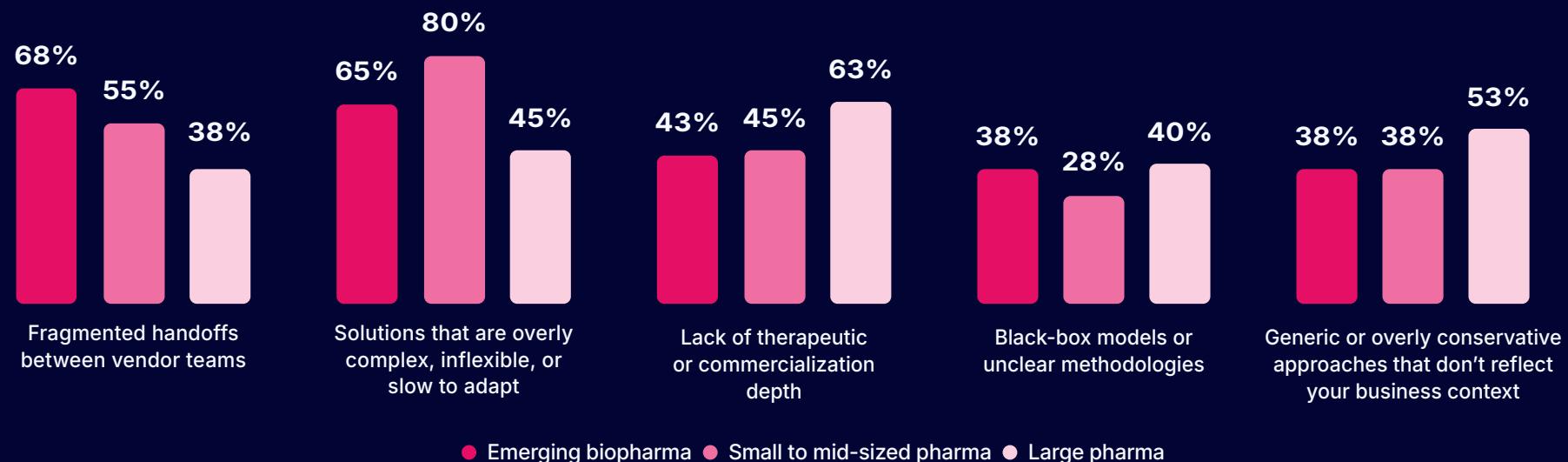
Breakout topic
Where partnering problems are most pronounced

Because emerging biopharma companies depend heavily on partners, vendor misalignment among them can be an even more serious barrier. In the survey, respondents working at an emerging biopharma company reported fragmented handoffs between vendor teams as the top vendor-related challenge for commercialization.

The best vendors act as orchestration partners, integrating data, operations, and engagement, especially with the rise of generative AI.

Partnering gaps shift from coordination to strategic depth as companies grow

Bar chart data:

Fragmented handoffs between vendor teams
- Emerging biopharma: 68%
- Small to mid-sized pharma: 55%
- Large pharma: 38%

Solutions that are overly complex, inflexible, or slow to adapt
- Emerging biopharma: 65%
- Small to mid-sized pharma: 80%
- Large pharma: 45%

Lack of therapeutic or commercialization depth
- Emerging biopharma: 43%
- Small to mid-sized pharma: 45%
- Large pharma: 63%

Black-box models or unclear methodologies
- Emerging biopharma: 38%
- Small to mid-sized pharma: 28%
- Large pharma: 40%

Generic or overly conservative approaches that don't reflect your business context
- Emerging biopharma: 38%
- Small to mid-sized pharma: 38%
- Large pharma: 53%

● Emerging biopharma ● Small to mid-sized pharma ● Large pharma

Which of the following vendor-related challenges make it harder for your team to execute commercialization effectively? n=40 each company size
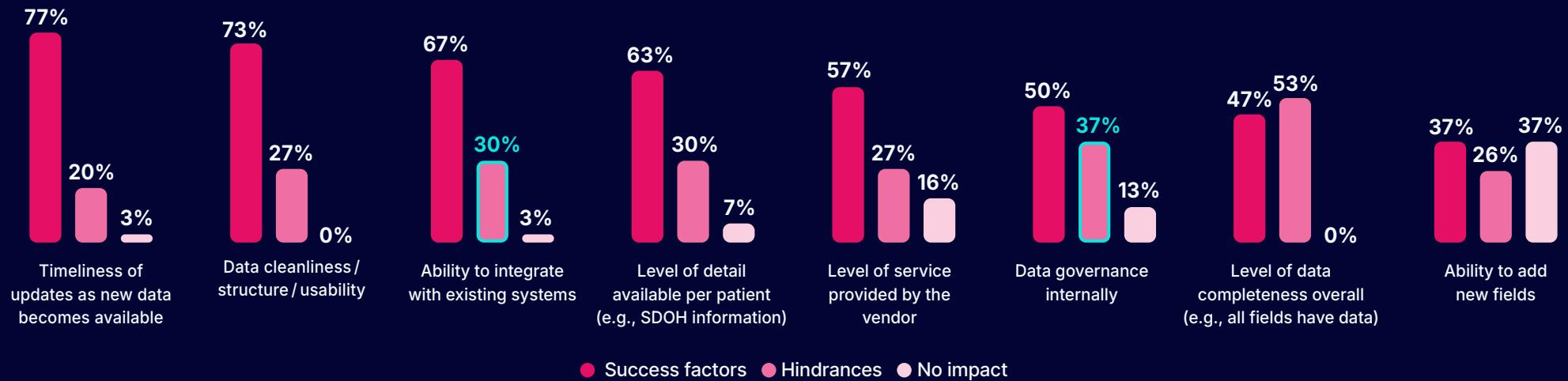
🖥 Tech

Many organizations have accumulated platforms faster than they have integrated them. Technology is rarely the limiting factor; interoperability is.

Fragmented systems impede the "one version of the truth" required for speed. After years of systems integrations, 30% said system integrations, and 37% said internal data governance hinder launch decisions.

❝*Even with automation, quality checks often break down. The tech stack might be there, but if systems can't talk to each other or surface answers fast, you lose agility when it matters most."*

— Director, field operations and advanced analytics, emerging biopharma company

Systems integration and governance failures hinder launch readiness

	Timeliness of updates as new data becomes available	Data cleanliness / structure / usability	Ability to integrate with existing systems	Level of detail available per patient (e.g., SDOH information)	Level of service provided by the vendor	Data governance internally	Level of data completeness overall (e.g., all fields have data)	Ability to add new fields
Success factors	77%	73%	67%	63%	57%	50%	47%	37%
Hindrances	20%	27%	30%	30%	27%	37%	53%	26%
No impact	3%	0%	3%	7%	16%	13%	0%	37%

● Success factors ● Hindrances ● No impact

Which of the following features of your data sets worked well for you (drove success), and which hindered your ability to make good launch conditions? n=30 data and analytics respondents

Leaders also cautioned against "AI for AI's sake," noting that teams frequently divert resources to emerging tools before establishing foundational data hygiene, workflows, and governance. In addition, competing AI priorities between functions can contribute to a lack of a unified strategy around AI, which in turn could lead to fragmented efforts and missed opportunities for scale.

Although all functions rated AI/genAI as a top make-or-break factor for their jobs, their goals for AI differed by work function:

- **Commercial operations:** automating compliance and enabling strategic decisions*
- **Market access and payer marketing:** understanding shifting incentives as payer ecosystem evolves as well as global policy changes (e.g., MFN pricing)**
- **HCP and patient marketing:** connecting and cleaning data across systems, personalizing engagement***
- **Data and analytics:** forecasting, embedding AI into workflows, real-time insights****

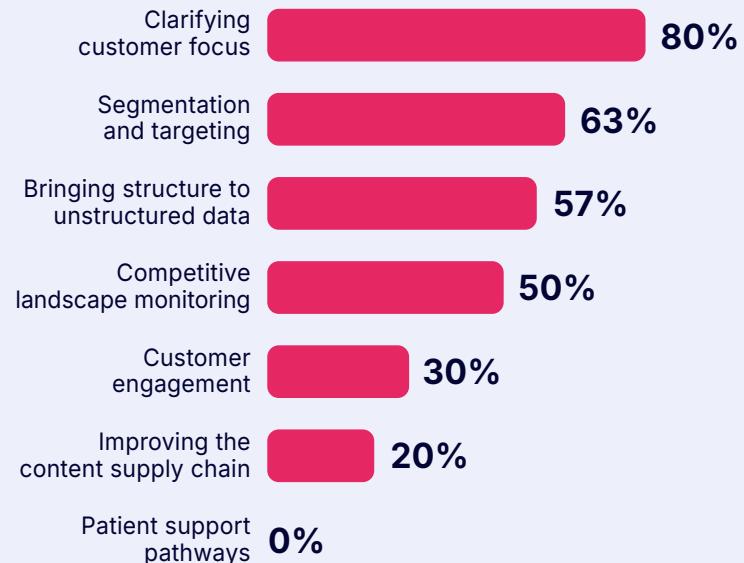*What will make or break a company's ability to achieve operational excellence in the next 12-18 months? (n=30)*

**Over the next 12-18 months, what's the #1 thing that will make or break a company's ability to fully understand market access? (n=30)*

***Over the next 12–18 months, what's the #1 thing that will make or break a company's ability to meaningfully understand and engage customers? (n=30)*

****Over the next 12-18 months, what's the #1 thing that will make or break a company's ability to get the most from their data and analytics functions? (n=30)*

AI ranked higher for insights than execution, with 80% of data/ analytics respondents reporting the greatest impact of AI in clarifying who may benefit and where to focus, but only 30% considered it impactful for customer engagement.

AI ranks higher for insights than execution

| Area	Percentage
Clarifying customer focus	80%
Segmentation and targeting	63%
Bringing structure to unstructured data	57%
Competitive landscape monitoring	50%
Customer engagement	30%
Improving the content supply chain	20%
Patient support pathways	0%

What are the top three areas in which AI has been the most impactful for launch and commercialization within your organization? n=30 data and analytics respondents

Data

Companies are investing in analytics, RWE, and increasingly sophisticated modeling, but insights often fail to reach decision-makers in time to influence action. Multiple leaders described early launch periods where teams were "blind" for weeks because dashboards were not ready at day one.

That said, data and insight speed may become less of an issue as these systems improve. Perhaps a larger one is trust.
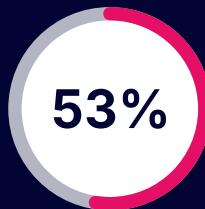
53%

of data and analytics respondents cited data completeness as a hindrance to good launch decisions

Which of the following features of your data sets worked well for you (drove success), and which hindered your ability to make good launch conditions? n=30 data and analytics respondents

"Inaccurate or static forecasts caused by poor data quality"— a top factor having a negative impact on commercialization success*

Quality, integration, and trust in the data foundation — #1 make-or-break factor to maximize data and analytics functions**

*Looking back, what were the top 3 actions you or your team took that had a negative impact on commercialization outcomes or put commercialization success at risk? n=120 entire cohort
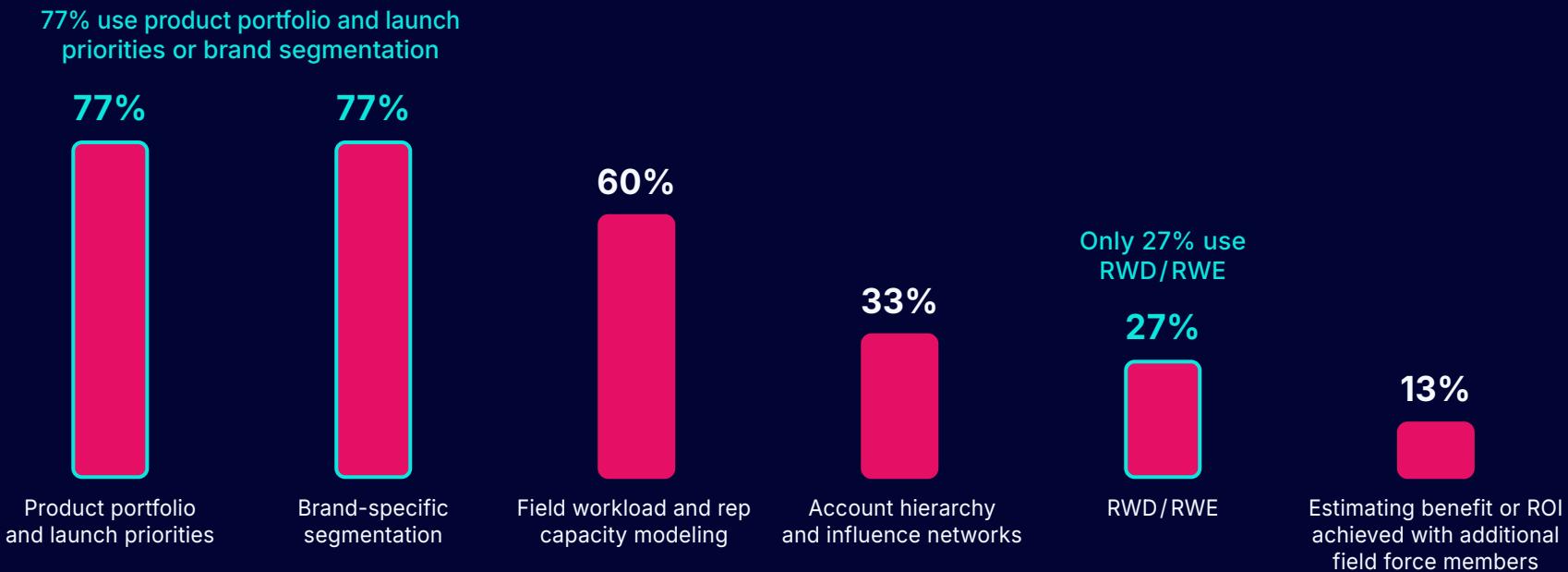
**Over the next 12-18 months, what's the #1 thing that will make or break a company's ability to get the most from their data and analytics functions? n=30 data and analytics respondents

❚❚Omnichannel marketing uses data to trigger actions like a rep visit or an e-blast, often powered by AI. We tested it, but the data wasn't strong or trustworthy enough to drive meaningful results. In specialty areas, engagement is about quality, and the data just isn't there yet to support that kind of targeting."

— VP, commercial,
next-gen oncology company

Others noted a lack of real-world insights, including for field force design. Instead, decisions rely on static rather than dynamic data. This gap weakens the ability to engage physicians with precision. For example, field force design uses portfolio and brand priorities rather than real-world data. Commercial operations respondents told us they use the following to define and structure their field force.

Traditional inputs outweigh real-world data in field planning

77% use product portfolio and launch priorities or brand segmentation

77% Product portfolio and launch priorities

77% Brand-specific segmentation

60% Field workload and rep capacity modeling

33% Account hierarchy and influence networks

Only 27% use RWD / RWE

27% RWD / RWE

13% Estimating benefit or ROI achieved with additional field force members

What information do you use to define and structure your field force? n=30 commercial operations respondents

QUICK RECAP

Where teams struggle

⏭ Strategy

Priorities are not consistently calibrated toward the North Star (patient value).

👥 Teams

Faster launches result in a lack of cross-functional coordination. Vendors who fail to integrate contribute to more partners but fewer "solutions."

🖥 Tech

Sprawling systems generate silos.

Data

Blind spots occur, leading to questions like, "Is what matters being seen?"

When organizations move at different tempos, even strong strategies can't translate into impact. Leaders repeatedly described launches that underperformed not because of flawed science, but because the organization couldn't operate as a synchronized system — turning signals into aligned decisions and coordinated action.

The opportunity ahead is clear: Commercial success increasingly depends on operating in rhythm and at pace — strategy, teams, data, technology, and vendors moving as a coordinated whole, with patient experience both informing and shaping the output.
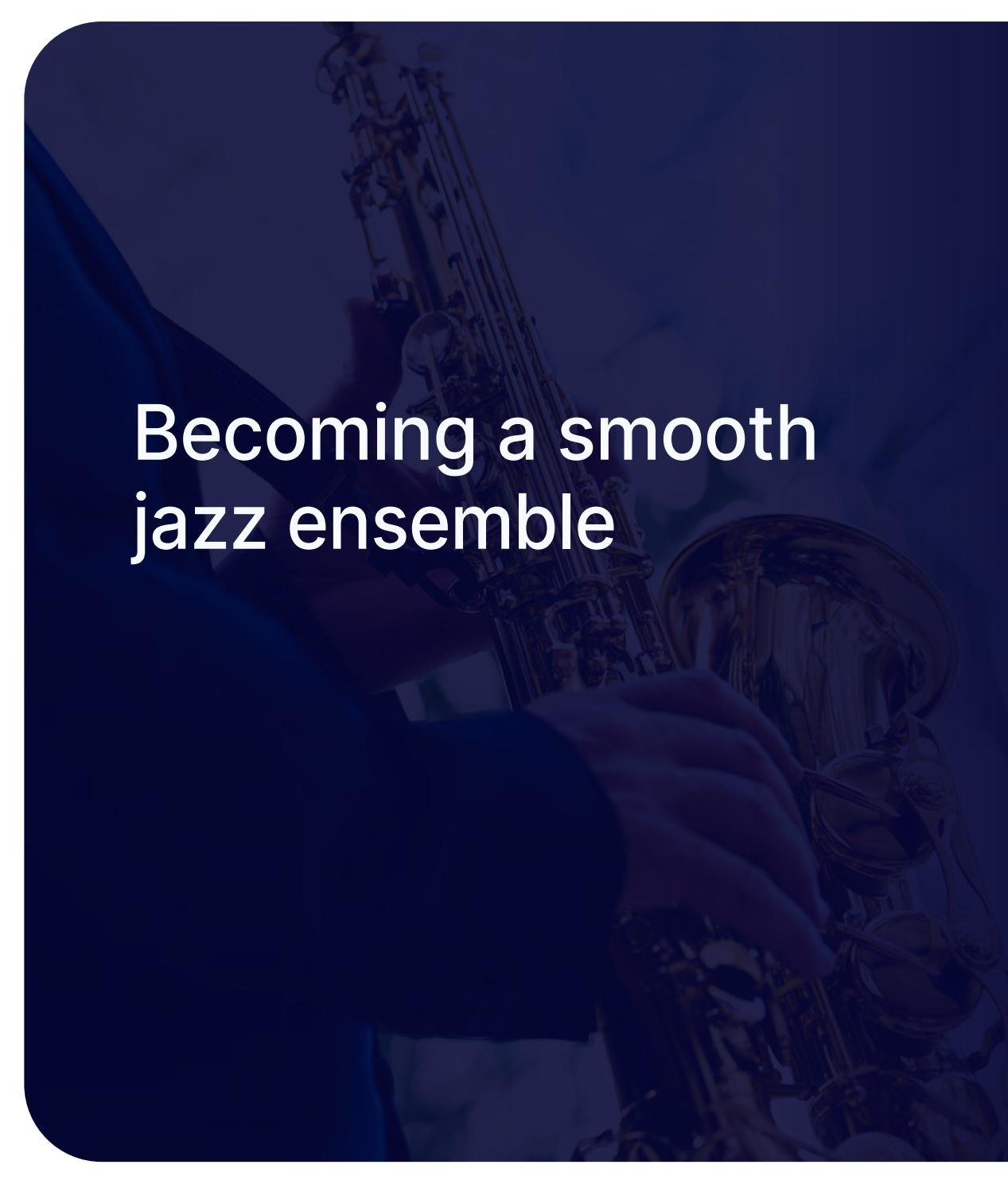
Becoming a smooth jazz ensemble

QUICK SKIM

From roadmap to rhythm

Operational harmony requires evolving the commercialization organization into the equivalent of a smooth jazz ensemble, where each musician knows the basics cold, listens actively to the group, and adapts in real time to create something coherent.

Nail the basics

The first step demands clarity in fundamentals, from establishing the analytics backbone to appointing a cross-functional accountability owner and pressure-testing launch readiness.

Orchestrate the system

The second step entails translating those fundamentals into coordinated execution via four dimensions: strategy, teams, tech, and data.

Becoming a smooth jazz ensemble

Regaining operational harmony requires evolving the commercial organization into the equivalent of a smooth jazz ensemble. Jazz works because each musician knows the basics cold, listens actively to the group, and adapts in real time to create something coherent. In commercialization, the same principles apply. Harmony comes not from rigid choreography, but from shared structure, practiced fundamentals, and the ability to improvise together under pressure.

For many biopharma organizations, though, the reality may seem far less orchestrated. They're overloaded with information, underpowered in integration, and unable to keep pace with the speed of modern launches.

Responses in a live webinar poll indicated nearly half of the audience considered their organization a garage band

27%

🎻 Chamber orchestra

Disciplined, precise, by-the-book — everyone's in tune, but no one's improvising.

🎷 Smooth jazz ensemble

Coordinated yet flexible — everyone's listening, adjusting, and riffing in sync.

12%

12%

🎹 Sound check mode

There's some noise but no clear signal yet.

🎸 Garage band

Fast, fluid, and opportunistic — momentum wins over method.

49%

It's not about "sprinting harder" but establishing a shared rhythm where insights, decisions, and execution move in lockstep, and where patient experience and value inform input and output. That shift demands two steps:

Step 1 — **Nail the fundamentals: establishing foundational capabilities to turn launch planning into coordinated, patient-centric execution**

Step 2 — **Orchestrate the system: gaining fluency across four dimensions (strategy, teams, tech, and data)**

Nail the fundamentals

Becoming a smooth jazz ensemble starts with nailing fundamentals. These aren't groundbreaking per se, but as client conversations and interviews have revealed, they remain elusive for many organizations.

1. Establish a data excellence backbone

2. Build a connected, human-centered view

3. Focus on keeping rhythm and cohesiveness intact amid the multiple handoffs in launch team stewardship

4. Move from planning to integrated preparation 18-24 months before approval

5. Pressure-test launch readiness

6. Align on decision-ready metrics

Following these fundamentals enables companies to navigate the uncertainties leaders described, such as fluctuating timelines and funding, shifting pricing and access landscapes, supply and distribution constraints, as well as rising expectations around analytics, personalization, and AI.

Establish a data excellence backbone

Most teams are awash in data yet lack the "one version of the truth" needed to act with confidence. A robust data backbone anchors every downstream decision and enables the precision required for launches.

❞ *CDW is no longer a commercial data warehouse but a centralized data warehouse. That's not just because everything is in the cloud but because everybody should have the same source of truth, whether it's the medical, clinical, market access, or commercial team."*

—Amit Grover, AVP, Commercial Excellence,
Stemline Therapeutics, a Menarini company

Unified data ecosystems, AI, and the use of RWE for value communication and launch optimization: top factor tied to commercial success.

(Looking back, what were the top 3 actions you or your team took that had the biggest positive impact on commercialization success? n=120: entire cohort)

Build a connected, human-centered view

Commercial success requires an integrated picture of patients, providers, and the ecosystem that connects them. Patient centricity is impossible without understanding the nuance of real experiences: delays, misdiagnoses, and prior-auth requirements.

❞ *Patients engage with brands who focus on truly hearing their needs, not just meeting the status quo. They're seeking human-based service, and a frictionless, speedy experience. Remembering this helps to push the question, What should we do versus settle for?"*

— Marcos Mendell, Partner, Beghou

27% described personalization and targeted messaging, including tailoring by customer type and patient journey stage, as a top "make-or-break" factor to meaningfully understand and engage customers in the next 12-18 months.

(Over the next 12–18 months, what's the #1 thing that will make or break a company's ability to meaningfully understand and engage customers? n=30 HCP and patient marketing)

Focus on keeping rhythm and cohesiveness intact amid the multiple handoffs in launch team stewardship

As the leadership baton changes hands, multiple owners or "conductors" are responsible for driving the rhythm of decisions and ensuring integration across teams, vendors, and technology.

❝Marketing is kind of your hub, and then your spokes — the key ones — would be market access and medical. Those are your big partners from the beginning... You can't really build the launch plan without them."

— VP, commercial, emerging biopharma

It's sometimes taken for granted, but a cohesive execution culture is one of the keys to operational excellence.

13% cited "talent, culture, and leadership" as "make-or-break" factors

(What will make or break a company's ability to achieve operational excellence in the next 12-18 months? n=30 commercial operations respondents)

Move from planning to integrated preparation 18-24 months before approval

Success hinges on not just *planning*, but *preparing*: aligning functions, establishing data flows, modeling uptake scenarios, contracting vendors, involving medical and access early, and readying the field. Large pharma often has the luxury of doing this 24-36 months out; emerging biopharma must do the same work in half the time, as they simultaneously launch a product *and* a company.

❝Whether you start at 24 or 18 months, it's always going to be chaotic — that's just the name of the game when it comes to launch planning. Regardless, it's about having an aligned vision among the different functions within a company at launch."

— Hasini Jayatilaka, Associate Director Oncology – Global Commercial Strategy & Operations, Gilead

At what timeframe relative to expected launch do you typically start planning for launch?

Large pharma: 70%, 24-36 months
Small to mid-sized pharma: 75%, 18-24 months
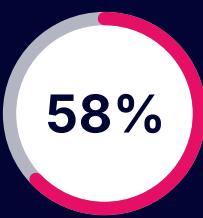**Emerging biopharma: 73%,** 18-24 months

n=40 each company size

Pressure-test launch readiness

Pressure-testing of things like messaging, hub readiness, and patient services exposes gaps in marketing materials, operations, access pathways, training, or analytics before they bottleneck the launch.

// *Pre-launch testing to inform and predict how actual end users in a real-world setting are going to react to the messaging you're putting out, and the channel, is the most effective way to give yourself the best shot at a successful launch.*"

— Derrick Gastineau, former Head of Marketing, Currax Pharmaceuticals

Align on decision-ready metrics

Metrics must connect strategy ⟶ execution ⟶ outcomes. Whether tracking early adoption, journey leakage, payer friction, or field engagement, the jazz ensemble relies on a shared score: Clear KPIs drive unified interpretation and rapid action.

// *If the reps understand their goal going into launch, they're not going to make excuses. They'll focus. We had one team where sales leadership broke down exactly how to hit goals, and reps hit them. That clarity made all the difference.*"

—Director, field operations and advanced analytics, small-to-mid-sized pharma company

58% implement scenario-based planning to allow for agile responses during launch planning and beyond

(How have you approached operational change to allow for agile responses as needed during launch planning and post launch? n=90: HCP and patient marketing, commercial operations, data and analytics respondents)

#1 biggest positive impact on commercialization success: early planning, including aligning on KPIs
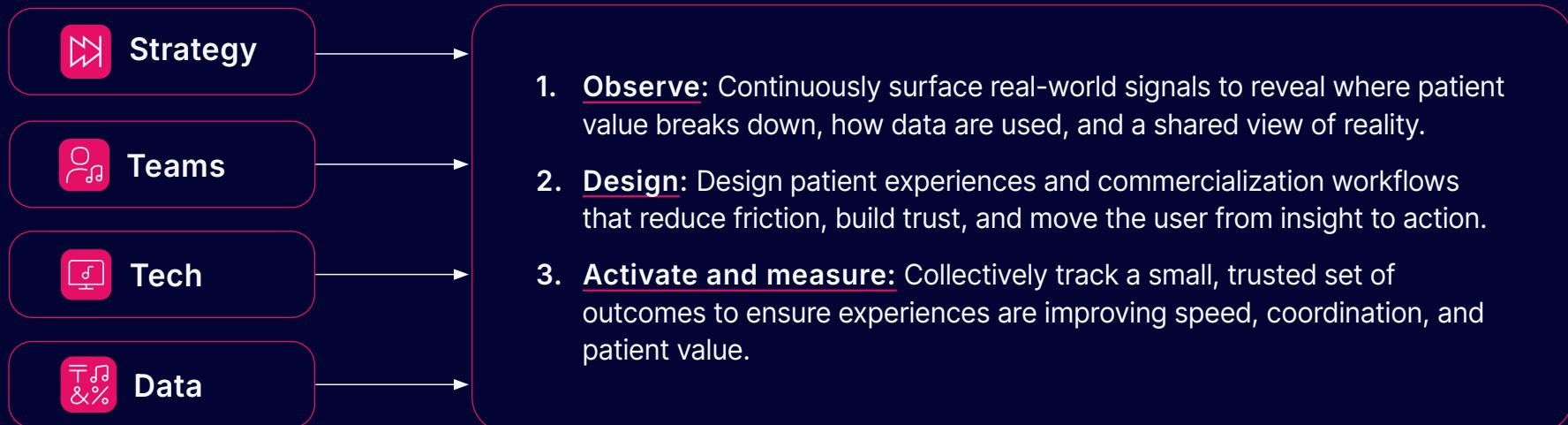
(Looking back, what were the top 3 actions you or your team took that had the biggest positive impact on commercialization success? n=120: entire cohort)

Orchestrate the system: Operationalizing patient experience across the four dimensions

The next step is translating the fundamentals into coordinated execution while ensuring that patient experience is not just designed but operationalized. That requires a fluency across the four commercialization dimensions: strategy, teams, tech, and data.

With experience as the operating system, each of these dimensions must be able to move deliberately across three motions:

Operationalizing the patient experience across the dimensions

Strategy

Teams

Tech

Data

1. **Observe:** Continuously surface real-world signals to reveal where patient value breaks down, how data are used, and a shared view of reality.

2. **Design:** Design patient experiences and commercialization workflows that reduce friction, build trust, and move the user from insight to action.

3. **Activate and measure:** Collectively track a small, trusted set of outcomes to ensure experiences are improving speed, coordination, and patient value.

From insights to impact: How patient experience drives growth

This continuous loop helps organizations develop rhythm, resilience, and momentum, even under uncertainty. They are then able to treat patient experience not simply as a downstream output but as a living, breathing mission. By doing so, commercial teams stay aligned as they move from theory to practice, patients receive value, and the organization adapts under pressure.

Advice for taking the theory forward...

The following pages explain how the observe-design-activate framework provides the operating rhythm for the four dimensions to work as one system to address the challenges outlined in the previous section.
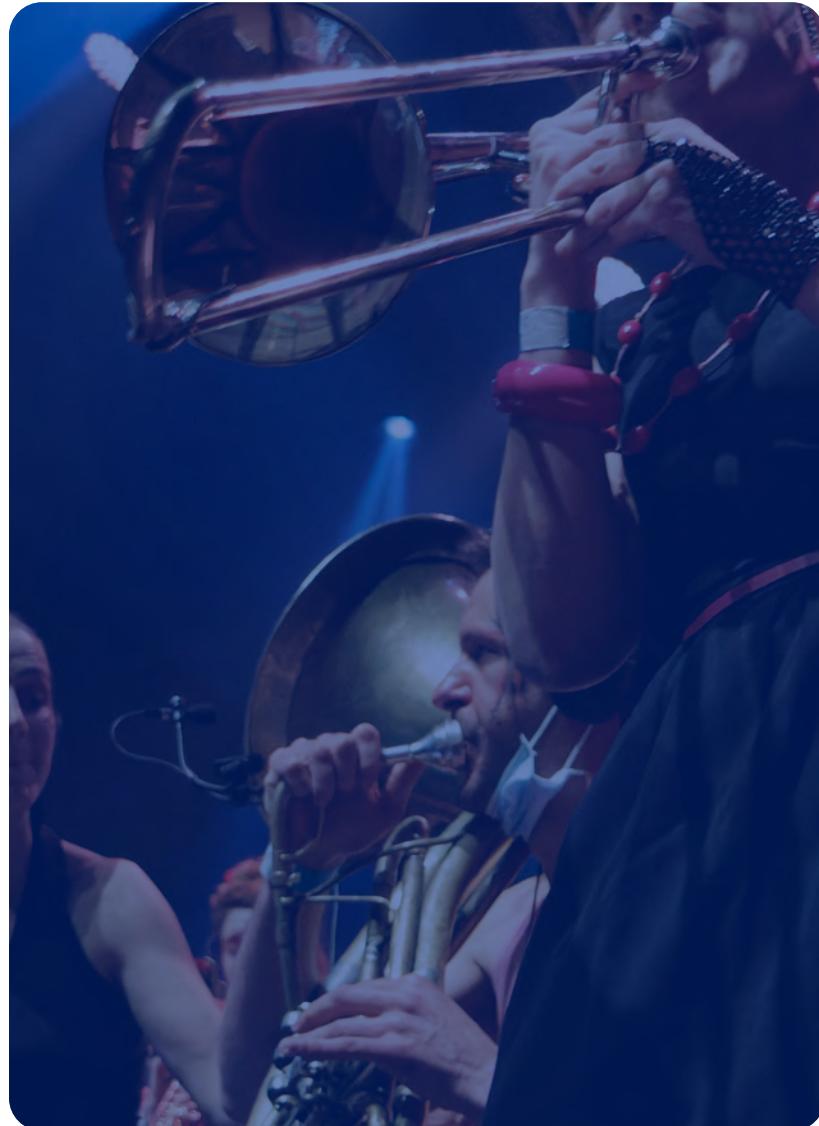
Strategy
A living, breathing mission

Strategy becomes actionable when it continuously recalibrates based on observed reality, not just what was assumed during planning.

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- **Observe:** Listen for ongoing signals that impede the provision of patient value, such as financial stressors or caregiver concerns, and wire them into operations.

- **Design:** Design experiences that reduce friction and build confidence across the diagnosis, access, or treatment pathway, as a precursor to any messages or campaigns.

- **Activate and measure:** Regularly assess whether those experiences are actually delivering patient value (e.g., reduced prescription abandonment, faster patient starts).

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Example in practice:

Context: Aligning messaging and access as an ongoing strategic discipline for a branded relaunch in obesity

Strategy doesn't end at launch; it evolves with the patient experience. Early on, we saw patients reaching the pharmacy only to abandon treatment due to $600 out-of-pocket costs. The marketing said 'affordable access,' but the reality didn't match. This showed us that brand strategy has to be continuously re-grounded in what patients and payers are actually experiencing in real time."

— Derrick Gastineau, former Head of Marketing, Currax Pharmaceuticals

Takeaway: Strategic alignment between access, messaging, and experience isn't a static decision but a living system that must be reassessed and recalibrated throughout the commercialization journey.

Teams
Engineering decisiveness under pressure

Teams are "ready" when they can observe, decide, and act together without friction, especially when information is incomplete and timelines are compressed. Breakdowns usually don't come from a lack of alignment but from unclear ownership, slow escalation, or waiting on one another to act. When launch partners feel part of that equation, they move beyond simple order-taking and show up as true advisors willing to push the conversation.

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- **Observe:** Create a shared view of reality, not functional interpretations. Make ownership visible — who owns decisions, outcomes, and next steps — so issues surface quickly instead of getting stuck between teams.

- **Design:** Set clear decision rights and escalation paths upfront, and treat alignment as an ongoing working rhythm, not a one-time kickoff.

- **Activate and measure:** Make decisions on a regular cadence and move forward together, rather than in functional silos.

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Example in practice

Context: Co-creating with adaptive partners for oncology global commercial strategy and operations

//*When I look for partners, I look at out-of-the box creative thinking, pushing me to think beyond my RFP in developing strategies or thinking about how we want to execute tactics. Also important is having a comfort level to have those conversations. We may want to choose vendors who, instead of constantly saying 'yes,' are saying, 'No, let me see if you'd be open to a different direction.' So, really showing that thought partnership and that you're able to go along this journey with me, even though you may not have all the information."*

— Hasini Jayatilaka, Associate Director, Oncology – Global Commercial Strategy & Operations, Gilead

Takeaway: Recognizing that traditional RFPs often miss the dynamic reality of a launch, Jayatilaka designed vendor relationships around collaboration and trust, embedding strategic curiosity and flexibility into the partnership itself. Success was measured not just by on-time delivery, but by the vendor's ability to shape smarter execution — and become a trusted extension of the internal team.

Tech
Composability as an imperative

Technology should follow the rhythm of the organization, not dictate it. Composable systems — flexible, configurable, and intentionally connected — let organizations adapt quickly as signals shift. AI can amplify this by accelerating insight delivery and powering personalization but only when grounded in the fundamentals: clean data, clear governance, and defined workflows.

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- **Observe:** Monitor how systems are actually being used, or avoided — which systems teams rely on, where they work around tools, and where handoffs slow things down.

- **Design:** Configure reusable components to support the flow from insight to decision to action, rather than adding new tools or hard-wiring one-off solutions.

- **Activate and measure:** Measure impact on speed, coordination, and outcomes, rather than tool adoption alone.

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Example in practice

Context: Digital infrastructure planning to support commercialization

❚❚*Commercialization requires a deliberate digital and data foundation. It avoids both the patchwork quilt of disconnected systems and the false promise of all-in-one platforms that do many things superficially but excel at none. Instead, it relies on the fewest number of highly competent systems, intentionally integrated to enable clean data flows, actionable analytics, and scalable AI. The objective isn't more systems, it's fewer, better ones that work together."*

— Jenny Herritz, Partner, Beghou

Takeaway: We all want to avoid siloed systems that don't integrate cleanly. These can slow decision-making and erode trust in the data. Design for composability: the intentional integration of a minimal number of high-performing systems, each selected for its core strength. And measure impact not just by uptime or automation but by whether field teams trust what they see, insights are timely, and systems can flex as needs evolve.

Data
Operationalizing belief and credibility

Data creates alignment only when it is believed, understood, and acted upon.

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- **Observe:** Dig into how stakeholders across groups use data day to day, such as which metrics they trust, which ones they ignore, and where they keep having the same questions.

- **Design:** Make credibility obvious. Every metric should have a clear owner, lineage, governance, and refresh date.

- **Activate and measure:** Make decisions off a small, shared set of numbers. Establish one cadence, commit to one source, and stop maintaining reports that don't get used.

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Example in practice

Context: Data science contributing to early launch planning

For sales, it's about where or whom to prioritize. You may leverage an approach like propensity score modeling to predict who's likely to be your next adopters now or next month based on behavior. That way, your sales team can focus their effort on the most likely starters. Leverage data scientists to guide this design. That model shouldn't sit on the shelf for six months, though. You have to quickly retrain the model as sales come in. That's why embedding data science and analytics is so critical."

— Jing Jin, Director of Commercial Data Science and AI, AstraZeneca

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Takeaway: You can't "analyze your way" to credibility. It must be operationalized. AstraZeneca built belief in data by making it visible, timely, and tied to tactical decisions — and by positioning data science as an ongoing learning engine, not a static reporting tool.

So, you're a garage band or an orchestra. Now what? Momentum comes from repetition and refinement, not from reinventing the wheel.

When orchestras (structured but rigid) and garage bands (fast but inconsistent) adopt each other's strengths — discipline from one, adaptability from the other — the flywheel begins to spin.

Early wins build confidence ⟶ confidence builds speed ⟶ speed builds insight ⟶ insight strengthens strategy.

Over time, the organization develops the muscle memory to improvise together under pressure. This is how ensembles are made: not by mandate, but by shared rhythm reinforced through practice.

What to do next: Scaling cohesion across the musical archetypes

Each organization begins in its own state. The path to a smooth jazz ensemble depends on your starting point.

Chamber orchestra
Structured, precise, but rigid

Next steps:

- Loosen the constraints:
  - Build agility
  - Empower cross-functional collaboration
  - Shorten planning cycles
- Consider scenario-planning to introduce flexibility without losing discipline.

Smooth jazz ensemble
Balanced, adaptive, and cohesive

Next steps:

- Scale what works.
- Invest in predictive analytics, personalization, and AI-enabled workflows.
- Share learnings across brands.

Sound check mode
Low process, low speed, low innovation

Next steps:

- Establish fundamentals first:
  - Data backbone
  - Decision governance
  - Shared metrics
- Create rhythm before adding complexity.
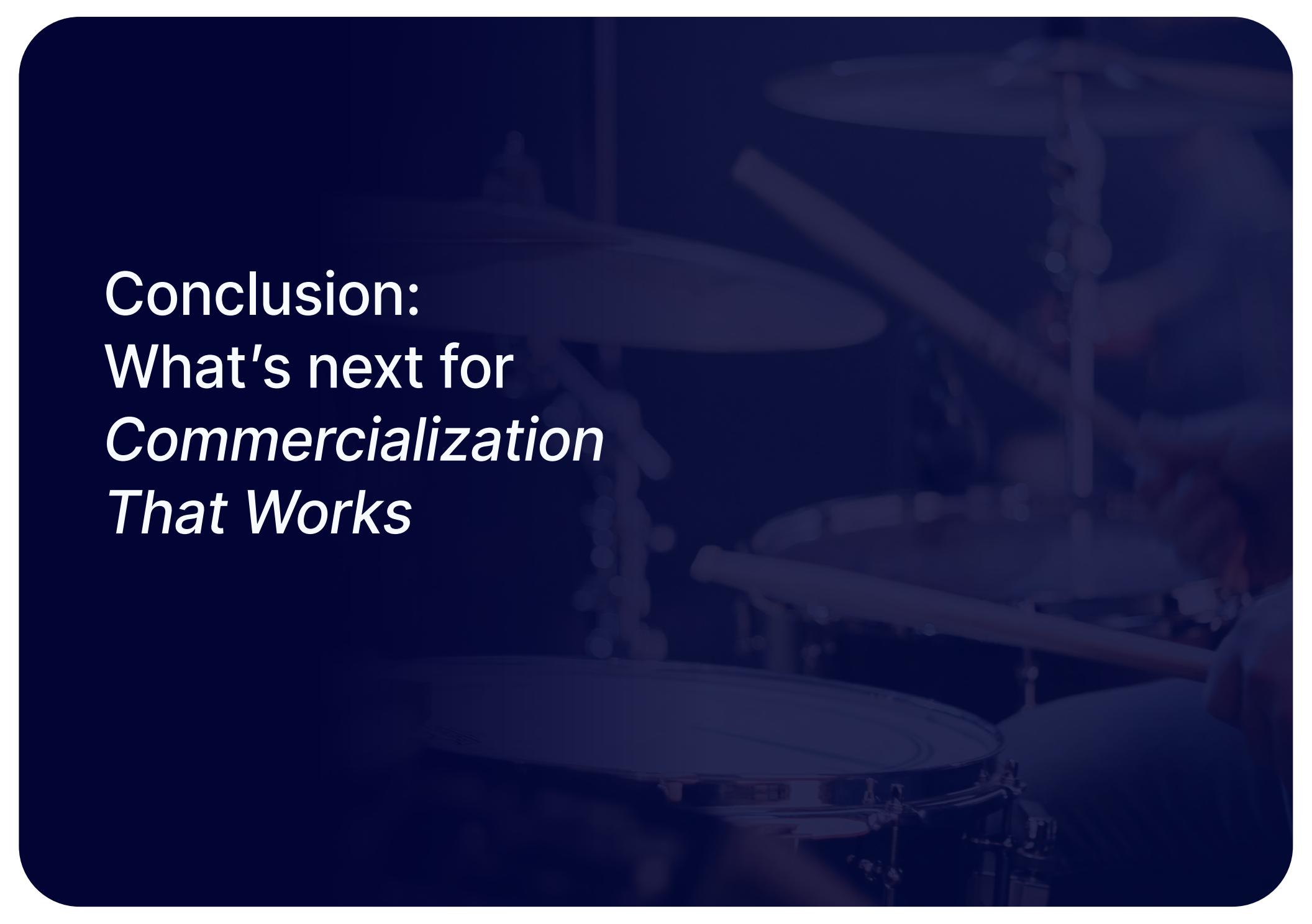- Instill (or strengthen) a sense of urgency.

Garage band
Fast, creative, but chaotic

Next steps:

- Introduce structure:
  - Clarify roles (e.g., launch execution governance)
  - Enforce decision cadence
  - Reduce improvisation that lacks alignment
- Harness the speed; temper the noise.

Conclusion: What's next for *Commercialization That Works*

The journey through this report has traced a clear arc: from recognizing the growing fragmentation and operational strain facing commercialization teams today, to outlining the fundamentals and the four dimensions that enable organizational harmony, to translating those principles into practical pathways across different archetypes.

But this report is not the final word. It's the opening movement of an ongoing *Commercialization That Works* research and content series designed to evolve with the industry's needs.

As the executive summary underscored, launches are no longer marathons. They're sprints shaped by rising complexity, compressed timelines, expanding data ecosystems, and familiar (yet still often aspirational) expectations around patient value.
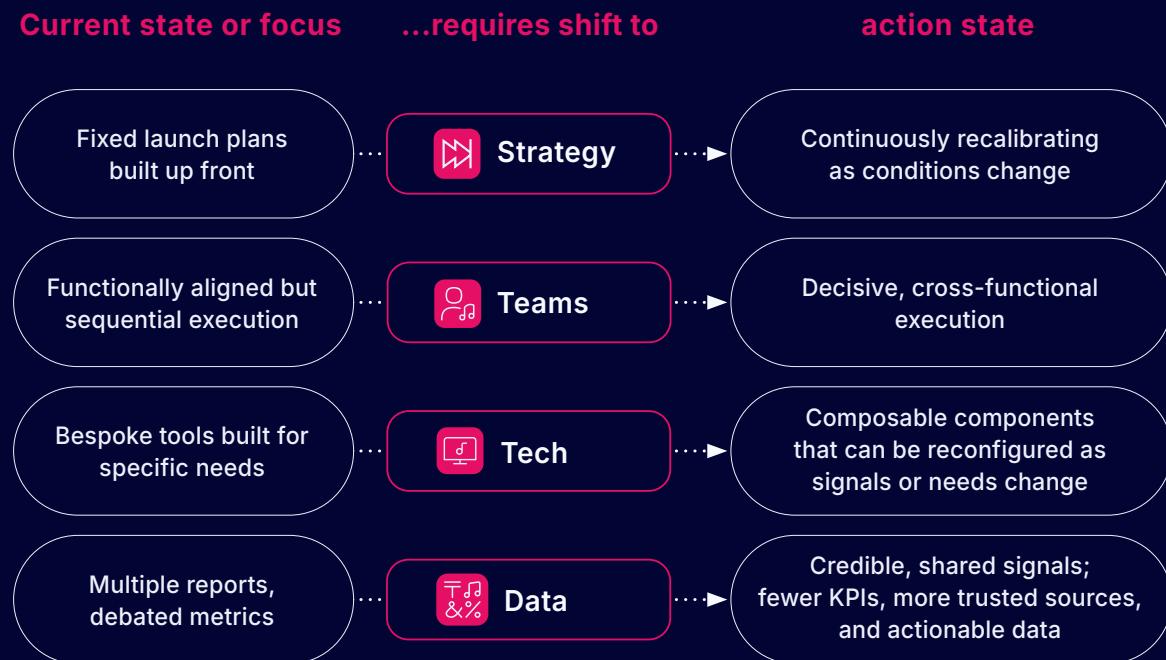
The only sustainable advantage is an organization's ability to learn, adapt, and move together in rhythm. That requires continual dialogue, shared evidence, and spaces where commercialization leaders can learn from one another in real time.

This is the purpose of the *Commercialization That Works* series.

QUICK RECAP

Applying the theory

Operationalizing the blueprint means turning the four commercialization dimensions into everyday ways of working. Here are a few of the operational shifts needed to orchestrate each dimension as you move from theory into practice.

Current state or focus	…requires shift to	action state
Fixed launch plans built up front	Strategy	Continuously recalibrating as conditions change
Functionally aligned but sequential execution	Teams	Decisive, cross-functional execution
Bespoke tools built for specific needs	Tech	Composable components that can be reconfigured as signals or needs change
Multiple reports, debated metrics	Data	Credible, shared signals; fewer KPIs, more trusted sources, and actionable data

Commercialization That Works is, at its core, a commitment to:

- Elevate the craft of launch planning
- Center patient value in every decision
- Help the industry build commercialization systems that can keep pace with scientific innovation.

The next phase of this series will continue advancing that commitment — drawing on new data, new voices, and the lived experience of organizations determined to make their launches not just successful, but transformational.

In the months ahead, we plan on deepening the themes introduced here in several ways:

- **Expanded research and benchmarking**

We'll release executive briefs exploring further data segments included in our survey and interviews. These may include such topics as large versus small biopharma, next-gen companies, and rare disease marketers. Subsequent briefs may also document the most pressing capability gaps, benchmark how organizations progress along the four archetypes, and measure the impact of harmonized operations on launch performance.

- **Practical resources**

Where this report outlines the "why" and "what," future content will explore the "how": resources that support commercial teams with stress-testing their assumptions, navigating complexity, and operationalizing what works. These may include examples, models, or tools to help self-assess, improve coordination, and accelerate toward a more adaptive, insight-driven operating rhythm.

- **Deep-dive dialogues with industry leaders**

Through *Commercialization That Works,* we will continue to facilitate conversations across biopharma — through interviews, webinars, and panel dialogues — to examine how organizations are responding to market shifts in patient services, analytics/RWE, marketing, and agentic/generative AI. These sessions will capture emerging best practices and shine a light on the innovations shaping next-generation launch excellence.

- **Case studies and storytelling from the field**

We'll surface real examples of orchestration in action: how teams overcame friction, data backbones were built, cross-functional leadership reshaped decision-making, and how patient value became a strategic North Star rather than a marketing aspiration.

- **Capability accelerators for teams**

In partnership with commercialization leaders, we'll look to explore new formats — immersive workshops, simulation exercises, rapid-iteration planning sprints — to help teams (including first-time launchers) rehearse together, strengthen cohesion, and build the muscle memory required to maneuver at launch speed.

The goal of this ongoing work is not to prescribe a single model or set of tools. It's to help organizations cultivate the shared rhythm, operational harmony, and adaptive culture that differentiate the best from the rest. As we have seen, no company begins as a smooth jazz ensemble, but every company can become one.

The music doesn't end here. It's only just beginning.

About Beghou

Beghou drives commercialization that works for life sciences. For over 30 years, Beghou has been a long-term consulting and technology partner to more than 200 life sciences clients. We connect the dots between strategy, data, technology, and teams — helping clients accelerate launches, deepen customer engagement, and advance patient access. To arrange a meeting with one of our consultants related to *Commercialization That Works* or to book us for an immersive workshop, such as a launch readiness review or first-time launch assessment, reach out through our contact page (Beghou | Contact us) or by email (info@beghou.com).

Methodology

Interviews conducted with:

- 7 life sciences commercialization execs: May 2025
- 11 Beghou partners: June 2025

Panel discussions conducted with 8 life sciences commercialization execs across 3 events: September, October, and November 2025

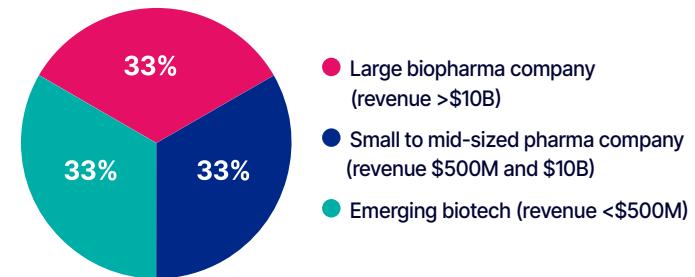Survey conducted with 120 life sciences execs: August-October 2025

- Commercial operations (n=30)
- Market access and payer marketing (n=30)
- HCP and patient marketing (n=30)
- Data and analytics/commercial IT (n=30)
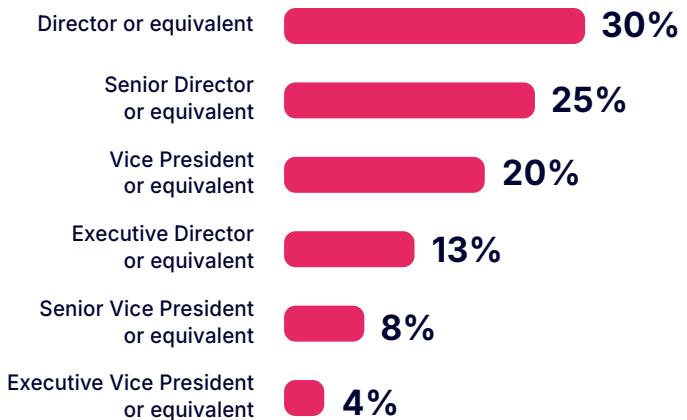
Suggested citation for the report:

Beghou (2026). *The biopharma commercialization research report: trends and data from life sciences executives on what's working and where to go next.* [Research report].
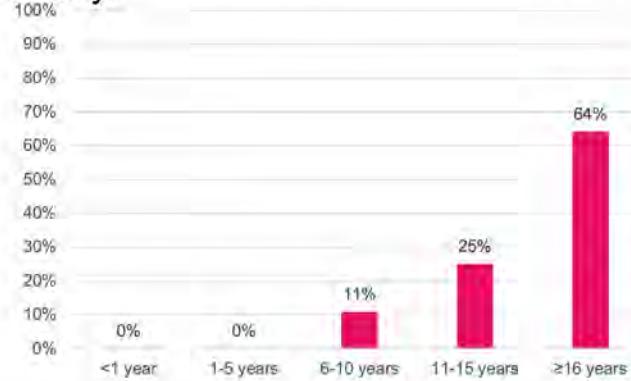
Who responded to our survey

Company size

- Large biopharma company (revenue >$10B) — 33%
- Small to mid-sized pharma company (revenue $500M and $10B) — 33%
- Emerging biotech (revenue <$500M) — 33%

Current or recent title

| Title	Percentage
Director or equivalent	30%
Senior Director or equivalent	25%
Vice President or equivalent	20%
Executive Director or equivalent	13%
Senior Vice President or equivalent	8%
Executive Vice President or equivalent	4%

How long have you worked in the life sciences industry?
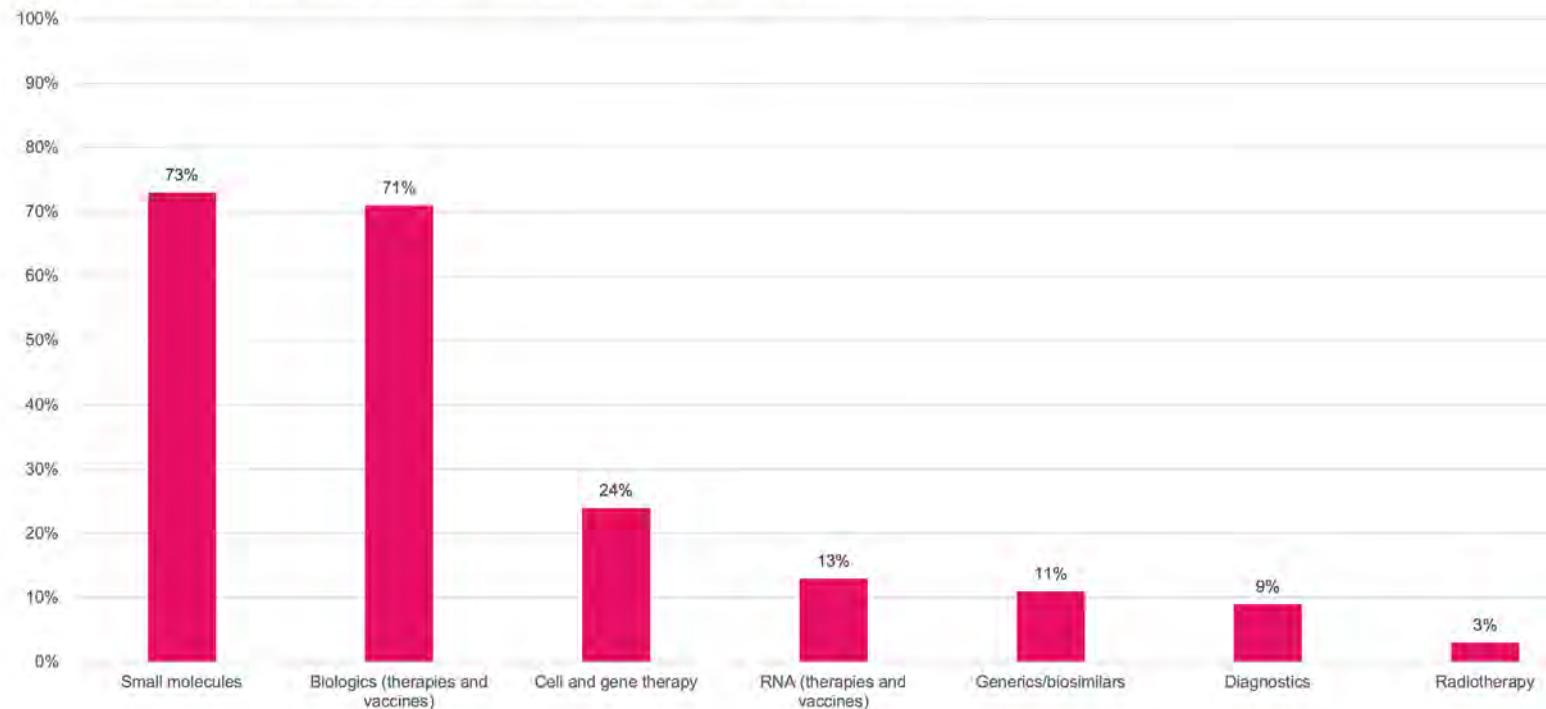
How long have you worked in your current role?
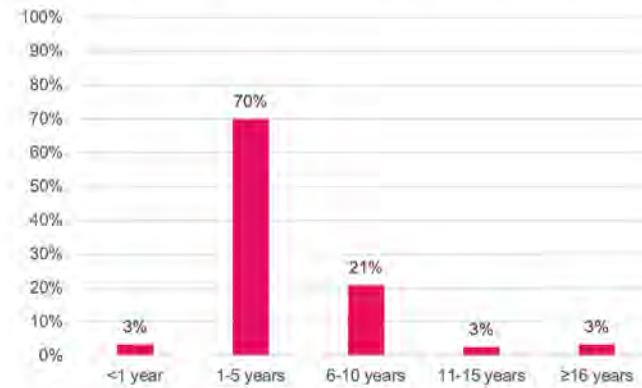
How many product launches have you been involved with?
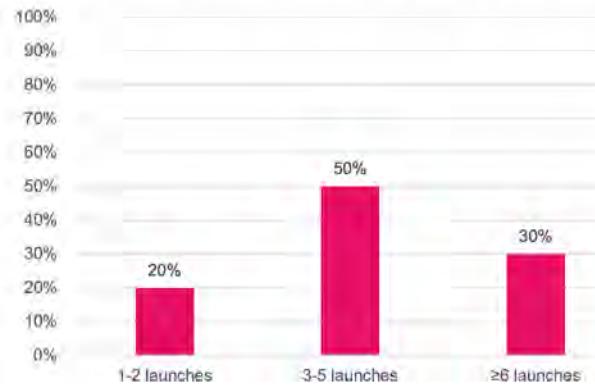
Top 5 therapeutic areas based on open-ended responses to the question *What therapeutic areas have you primarily worked with?*

1. Oncology   53%
2. Neurology / neuroscience / CNS   39%
3. Rare diseases   38%
4. Cardiovascular / metabolic / endocrine   36%
5. Immunology / autoimmune   25%

Which modality(s) have you primarily worked with? (choose multiple)