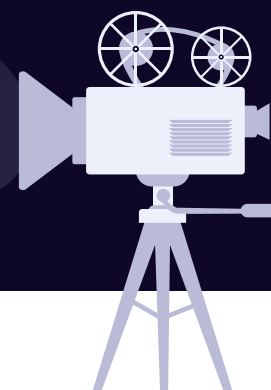


COMMERCIALIZATION THAT WORKS

Commercialization: the next act



AI has joined the permanent cast. Is your commercial system ready for its bigger role?

After years of AI experimentation and pilots, life sciences commercialization execs are narrowing focus to where AI can create meaningful value.

But many AI pilots have fallen short because the commercial system is still working from an old script even though the technology itself may be ready.

62% of commercialization leaders are moving from pilots toward a smaller set of intentional AI use cases tied to business value.*

The result: A market change gets folded into the strategy but doesn't travel across forecasting, customer engagement, targeting, IC, access, patient support, and more.

Three signs the plot still needs work according to surveyed commercialization leaders

PLOT HOLE #1

The cast isn't working from the same script.

9% strongly agree they have clear triggers for when market, access, customer, or performance signals should consistently change cross-functional operations.**

PLOT HOLE #2

Each sequel starts the story over.

13% strongly agree they have documented, reusable, scalable business rules and planning logic.***

PLOT HOLE #3

The handoffs still break the scene.

8% strongly agree their commercialization workflows are streamlined and standardized enough to minimize manual handoffs.***

Yet, box office expectations are increasing.



94% expect GenAI or agentic AI initiatives to deliver ROI in H1 2027,[†] but only 58% are currently measuring ROI.^{††}

Some parts of the next act are already taking shape.

→ The groundwork behind the scenes is getting stronger.

81% reported their data quality processes are ready to support GenAI or agentic AI use.[‡]

→ AI has already shown it works in a supporting role.

81% are seeing some value from the use of AI for commercial reporting and performance insights.^{‡‡}

Commercialization That Works 2026 survey; preliminary results with n=160 commercialization execs *Which statement best describes your organization's current approach to generative AI or agentic AI in commercialization? (n=160) **To what extent do you have the following documented and ready for AI to use? (n=100 comm ops/data and analytics execs) ***To what extent do you agree or disagree with each of the following statements about your organization's ability to commercialize successfully? (n=160) †Over the next 6-12 months, do you expect your company's generative AI or agentic AI initiatives to deliver ROI? (n=100 comm ops/data and analytics execs) ††Is your organization currently measuring the ROI of your generative AI or agentic AI initiatives? (n=100 comm ops/data and analytics execs) ‡For the commercialization areas below, which best describes your organization's intended use of AI, whether generative, agentic, or predictive, over the next 6-12 months? (n=160) ‡‡Which of the following data fundamentals does your organization have in place at a level that's ready to support generative AI or agentic AI use, not just for general reporting or operations? (n=100 comm ops/data and analytics execs)

The next act is about making the pieces work together.

The challenge is building a commercial model that can hold together as the market changes, without creating more complexity or rework every time the business needs to adapt.

How to write a new script for commercialization that works

Getting there doesn't require rebuilding everything at once. Systematically making a commercial model work in practice can be addressed through coherence, composability, and cohesion:



Coherence

Are we aligned on the problem, the strategy, and what success looks like?



Composability

Can we reuse what we build, rather than starting over each time?



Cohesion

Can users, workflows, data, and technology work together in practice?

Applying these three principles creates a more pragmatic path forward: strengthen what needs to change, preserve what works, and build from there.

Before the credits roll...

Think of one recent market change that affected your organization.

- Did everyone know **why** the plan changed?
- Did all affected teams know **what else needed to move**?
- Could existing rules, data, and workflows be **reused rather than rebuilt**?
- Could the organization act **without a chain of meetings and manual handoffs**?



If you answered "no" to any of the questions, **let's chat**. You can reach us at info@beghou.com.



Clare Gora
Partner

JOIN THE PRESENTATION:

The Next Act in Commercialization: From Market Signal to Coordinated Commercial Response



Tuesday, September 15th

