

The next act in commercialization

From market signal to coordinated
commercial response

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Clare has more than 20 years of experience at the intersection of technology, data, analytics, and life sciences, partnering with executive, commercial, and medical leaders to drive data-informed decision-making.

Same movie. New plot twist. Same operational gaps.



- 01** More and faster market signals
- 02** A commercial organization that doesn't move with it
- 03** A movie we've seen before
- 04** How to create a new script

The messy middle between market change and commercial response

Decision-making is not getting easier.

64%

say turning market signals into clear decisions is **not much easier** than 2 years ago¹

Teams are still struggling to execute.

Only
7%

strongly agree they can translate decisions into execution without heavy manual rework¹

Stakeholder trust remains low.

Only
29%

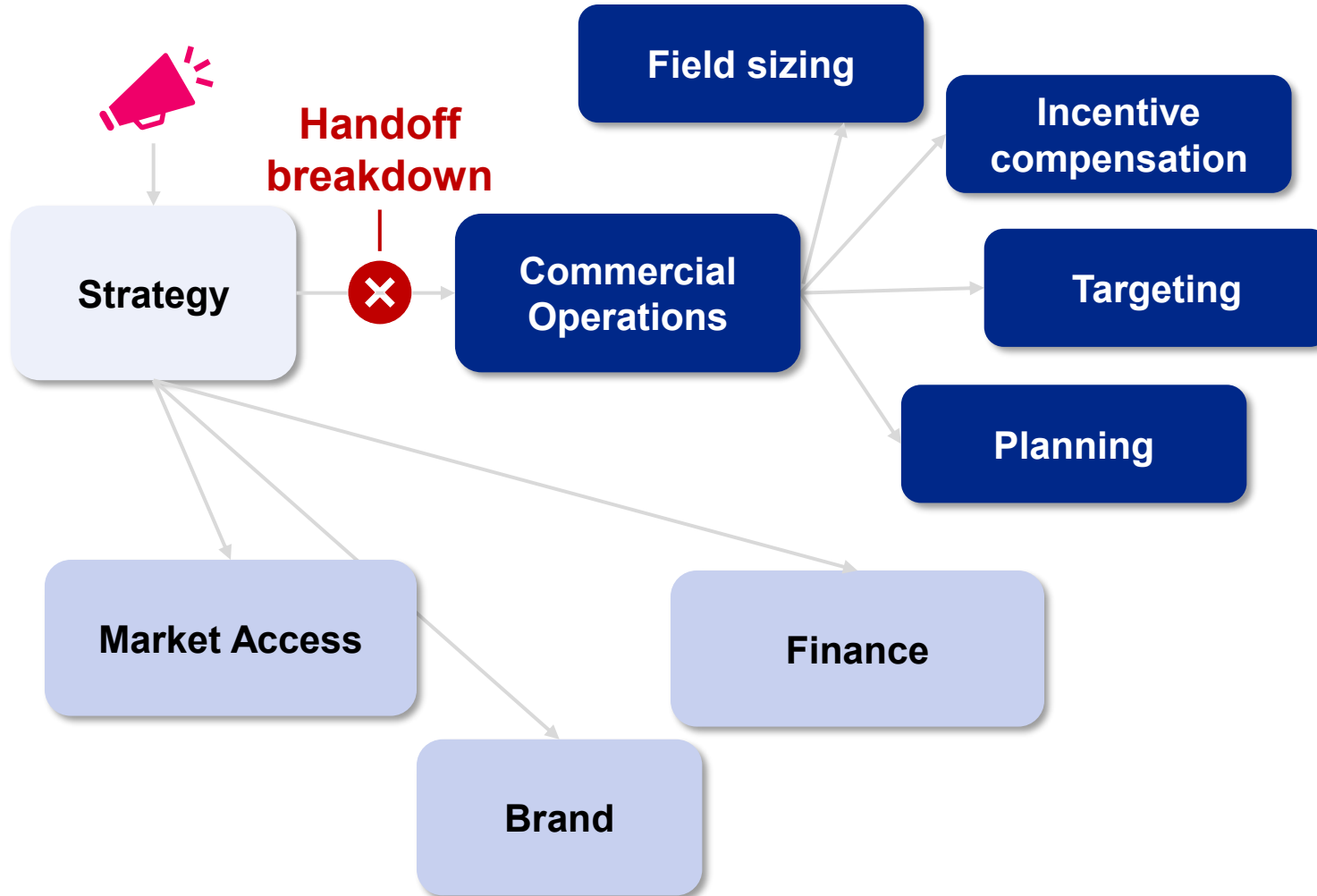
of the field report a high level of trust in data or insights provided by HQ²

1. Commercialization That Works 2026 survey; n=180 commercialization execs

2. Field Force Pulse Survey (May / June 2026); n=100 U.S.-based biopharma field professionals

The ripple effect

How consistently does change travel?



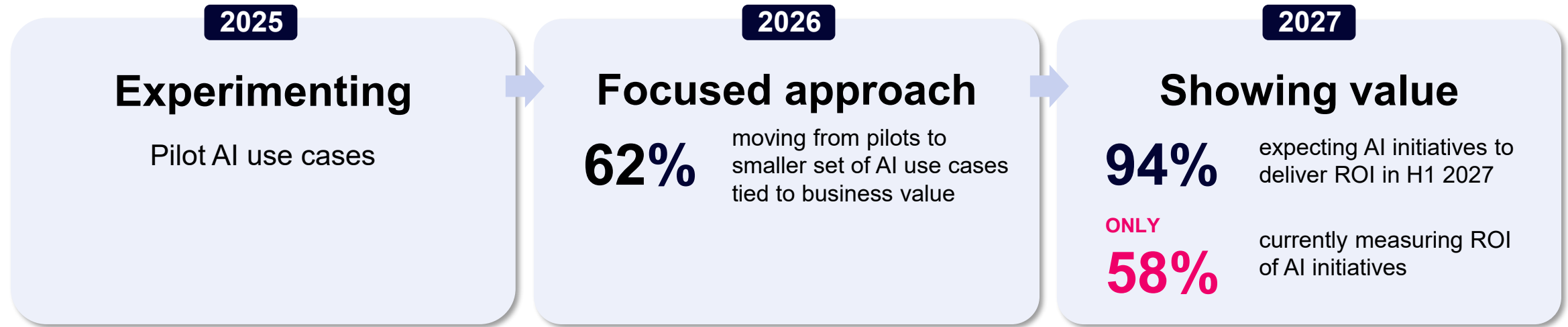
**Different
definitions of
success**

Revenue at risk

**Impacted
patient
experience**

AI entered the scene but the plot hasn't changed

AI takes on a bigger role...

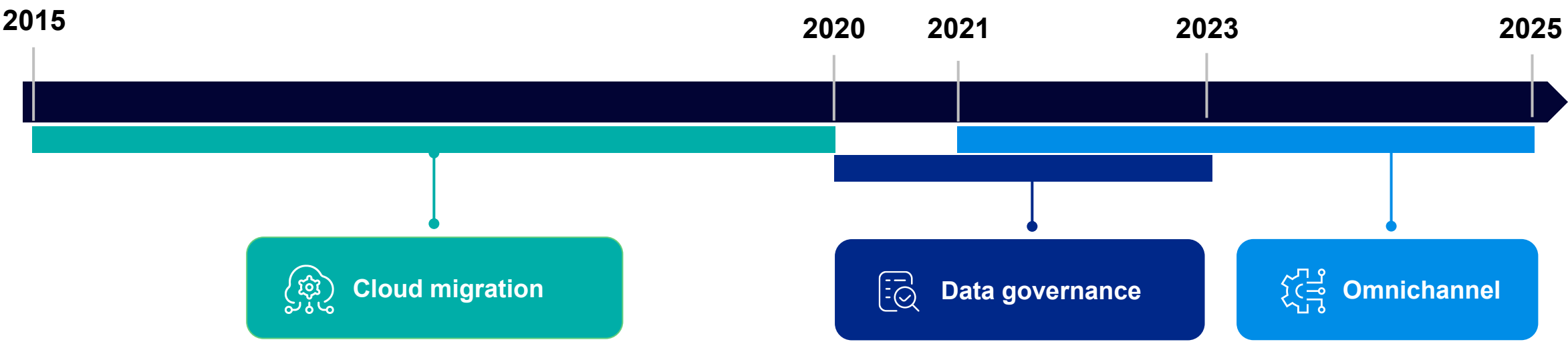


...yet the underlying gaps remain

- **Shared context:** only 9% have clear triggers for when the plan should change cross-functionally.
- **Reusable foundations:** only 12% strongly agree their rules and logic are documented, reusable, and scalable.
- **Connected execution:** only 7% strongly agree their commercialization workflows minimize manual handoffs.

Commercialization That Works 2026 survey; n=180 commercialization execs

We've seen this movie before



How to write a new script for commercialization that works

Creating a commercialization model that can stay aligned, scale efficiently, and operate as one system



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?

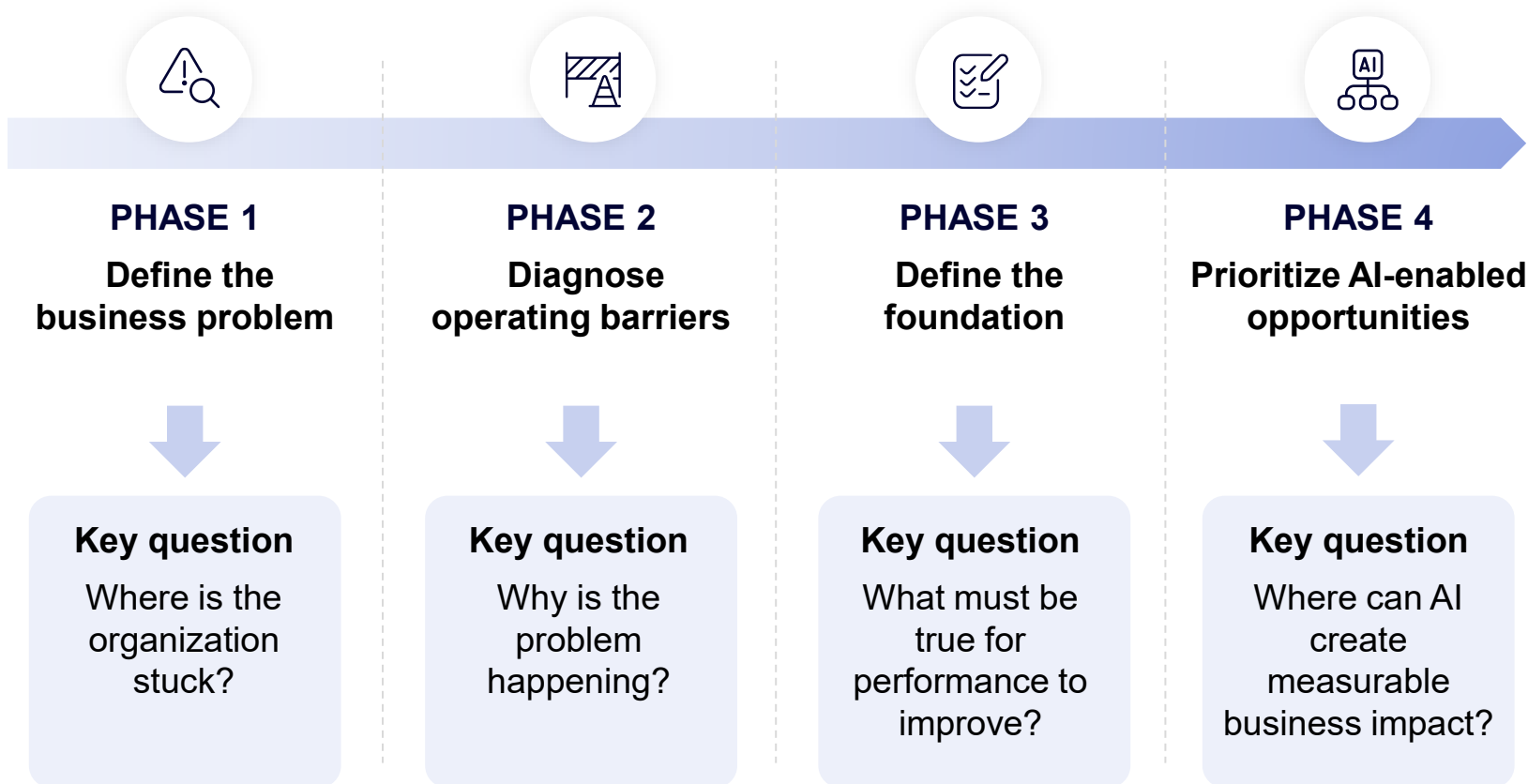


Cohesion

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

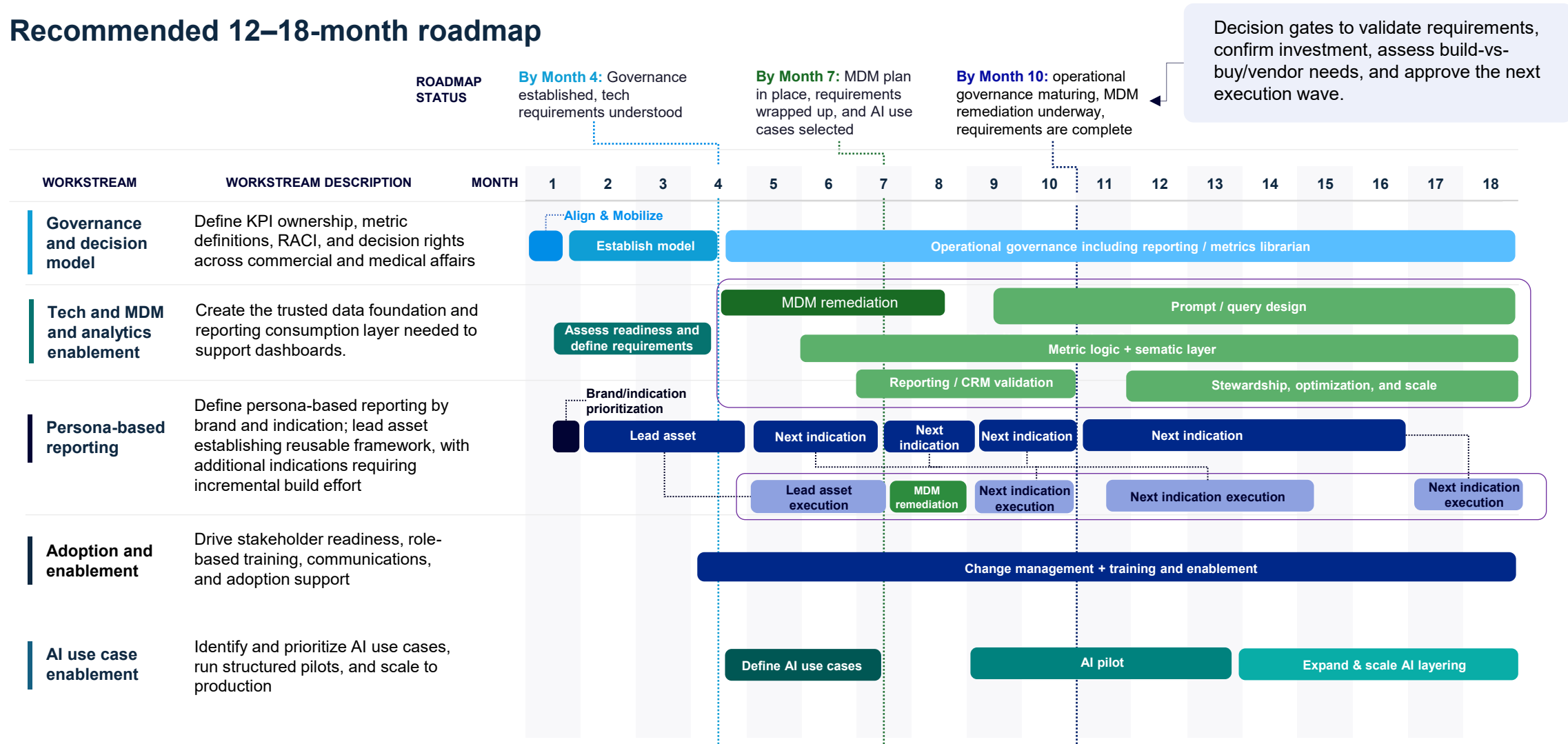


Establish the shared understanding that guides decisions

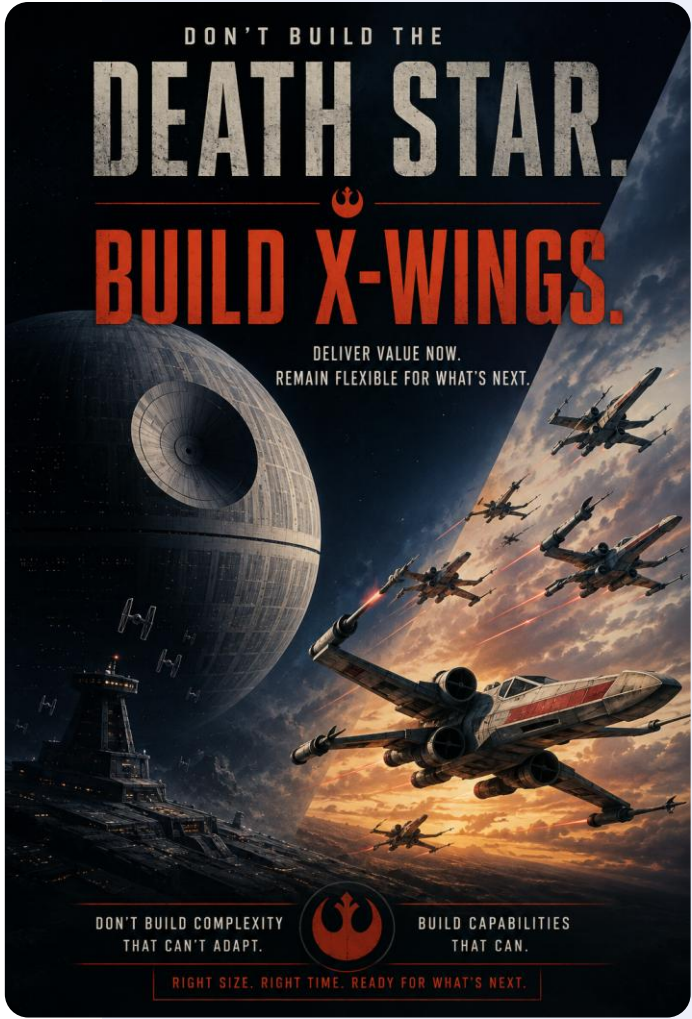
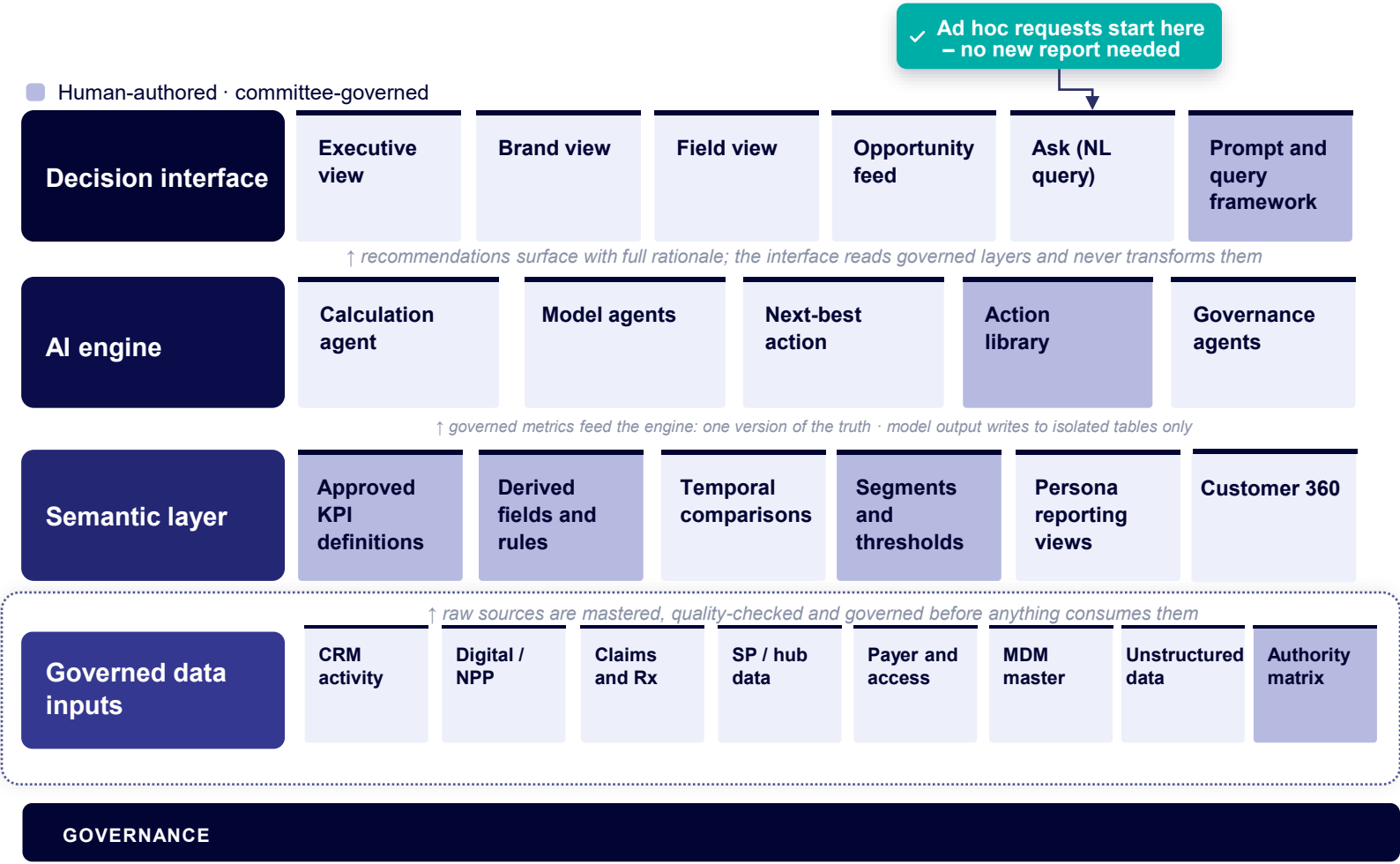


Establish the shared understanding that guides decisions

Recommended 12–18-month roadmap

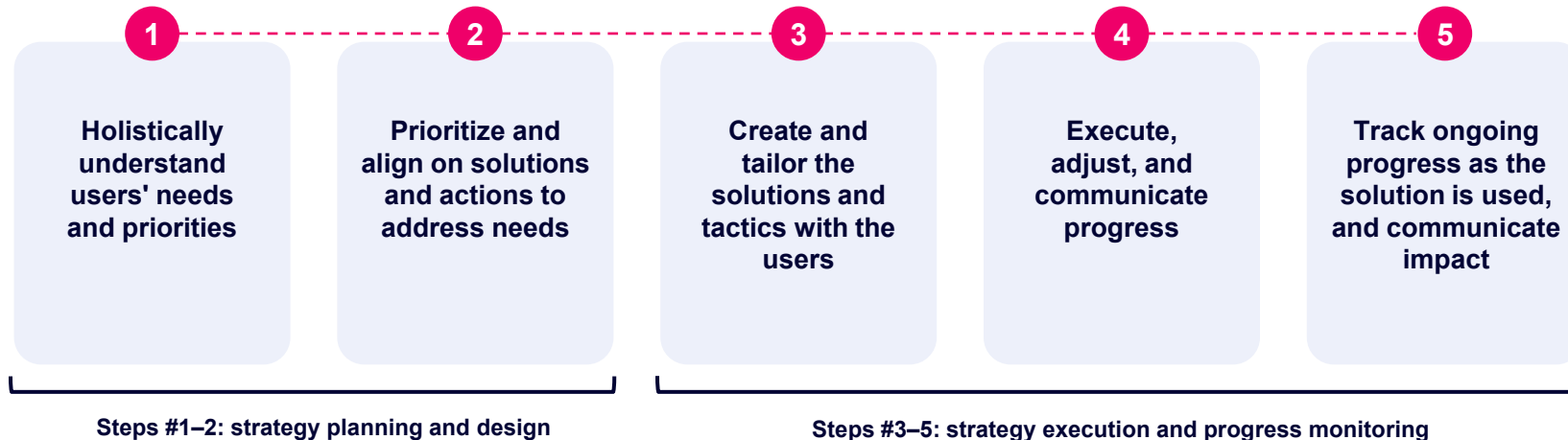


Deliver value now while remaining flexible for the future



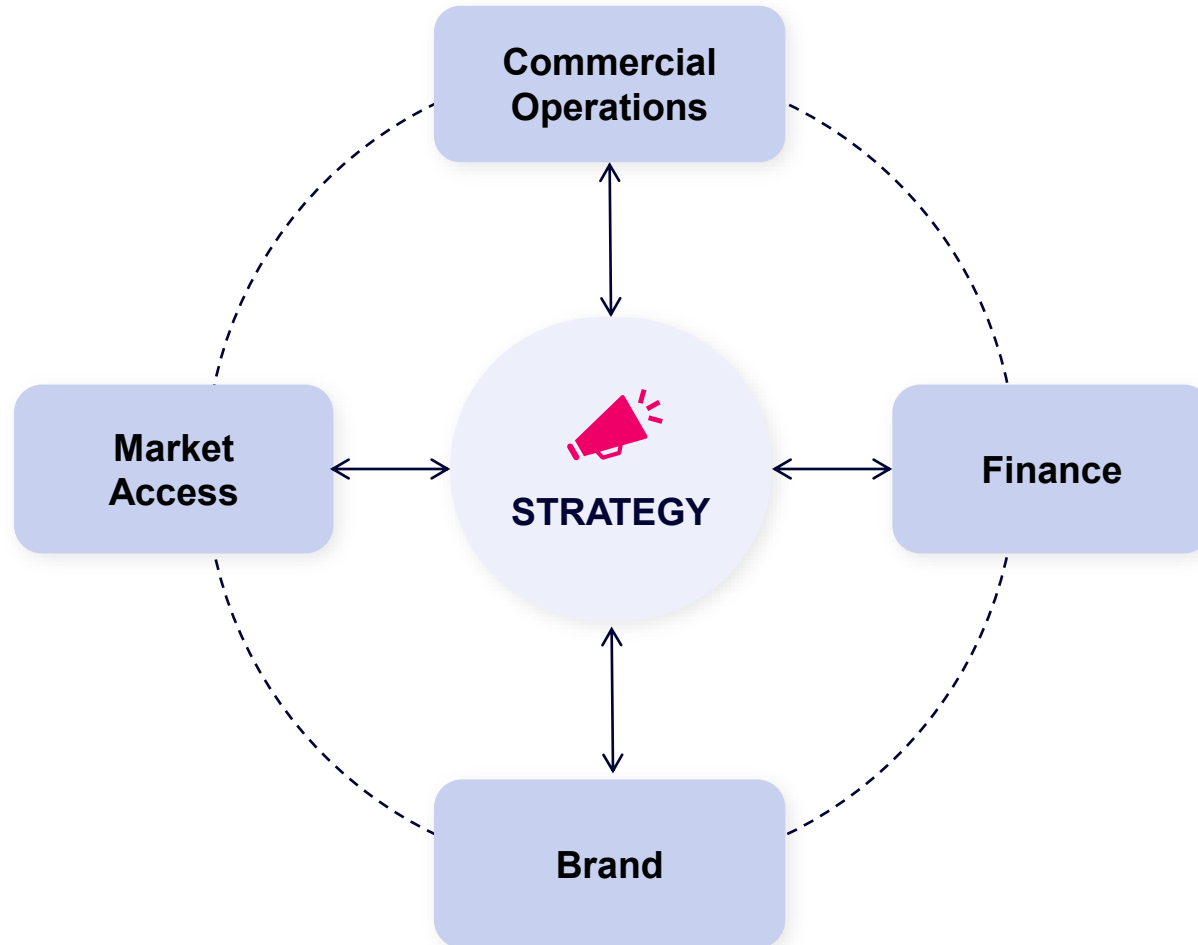
Design for coordinated execution from the start

User engagement process



The ripple effect

When the script changes, everyone changes with it

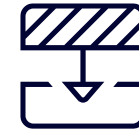


- ✓ One definition of success
- ✓ Revenue potential
- ✓ Time to be patient-focused

Stick around for the after-credits scene.

How well does change travel in your org?

- How fast does it move?
- Does the “why” survive?
- Does everything affected move?
- How much coordination does it take?



Pick one change. We'll help you script what happens next.

Reach out at info@beghou.com