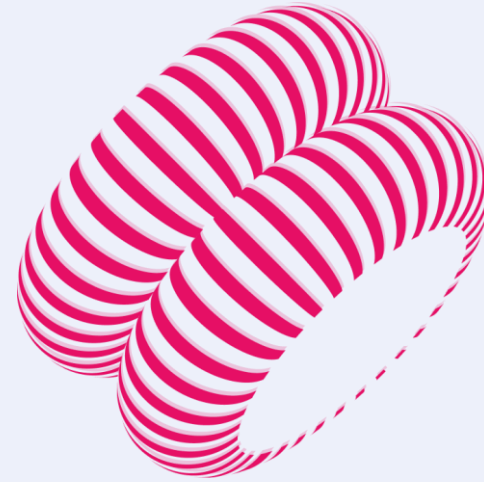


First-time launch data investments

How do you balance flexibility, cost, and commitment in data decisions?



Tight timelines, evolving commercial strategies, and pressure to hold on to every dollar as long as possible make it difficult to determine how and when to invest in data for launch.

Use this quick guide to learn about:

- **Market pressures** shaping decisions today
- **Core trade-offs** and **common missteps**
- **Decision framework** and **example roadmaps** for different corporate strategies

MARKET PRESSURES

Data decisions occur while launch elements are still evolving

What's making it harder now:

- **Capital pressure:** Teams face capital constraints and pressure to delay spend as long as possible.
- **Unclear commercial strategy:** Data needs emerge before the commercial strategy is fully defined.
- **Complex data landscape:** More vendors and overlapping datasets make it harder to identify what's essential and avoid duplication.
- **Commitment risk:** Early decisions lock teams into rigid contracts and infrastructure before needs are clear.

45%

cite data and analytics gaps as the top barrier to commercial success

(nearly 2x more than the next barrier of poor market access strategy)

SOURCE:

Commercialization That Works research:

"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=40 emerging biopharma respondents

CORE TRADE-OFFS

Balancing flexibility, speed, and long-term value

Early launch data decisions come down to a core trade-off: when to rent for speed and flexibility and when to buy for consistency and control across the data ecosystem, including data, tech, and people/capabilities.

	RENT When speed and flexibility matters more than permanence	BUY When consistency, repeatability, and control are needed
 Data	<ul style="list-style-type: none">• Fast access to answers for specific business questions• Lower upfront commitment• Flexibility to test and refine strategy• Risk of duplication or inconsistent definitions	<ul style="list-style-type: none">• Consistent, repeatable datasets supporting ongoing decisions• Greater alignment across functions (commercial, medical, access)• Higher upfront cost and longer commitment• Risk of locking into data before needs are fully defined
 Tech	<ul style="list-style-type: none">• Quick setup using vendor-hosted tools and environments• Lower integration burden early in the timeline• Flexibility to adjust as needs evolve• Limited control over data structure and workflows	<ul style="list-style-type: none">• Integrated infrastructure enabling consistent reporting and scalability• Greater control over data models, pipelines, and governance• Longer time to implement and stabilize• Greater complexity and execution risk pre-launch
 People/ capabilities	<ul style="list-style-type: none">• Access to specialized expertise without long-term headcount• Flexibility to scale support up or down• Faster execution early in the launch process• Less internal ownership, accountability, and continuity	<ul style="list-style-type: none">• Dedicated ownership of data, analytics, and performance management• Stronger alignment with internal processes and decision-making• Higher fixed cost and hiring lead time• Requirement for clear roles, governance, and ongoing management

COMMON MISSTEPS

5 common first-time data investment pitfalls

As you think about when to rent and when to buy, these are the patterns we see most often that cause issues for teams.

COMMON MISSTEP	WHAT BREAKS AS A RESULT	RECOMMENDED ACTIONS TO AVOID THIS
1 Making data decisions without cross-functional alignment	Commercial, medical, access, and IT teams pursue different data needs, resulting in duplication, conflict, and delayed decisions.	<ul style="list-style-type: none">Align stakeholders on the specific business questions, use cases, and priorities the data must supportDefine how data will support multiple functionsEstablish governance before purchasing new data
2 Starting with vendors instead of decisions	Teams get pulled into the “vendor circus” without clear requirements, leading to overbuying and misaligned investments.	<ul style="list-style-type: none">Define the business questions and decisions firstCreate a stakeholder-aligned data roadmap aligned to milestone timingEvaluate vendors only after requirements are clear
3 Overbuying data before assumptions are stable	Early commitment to expensive datasets takes effort to reconcile overlapping sources and remove noise.	<ul style="list-style-type: none">Rent data early to answer specific business questionsUse point-in-time analyses before committing long-termAvoid contracts until your strategy is more defined
4 Not maximizing existing data (“not juicing the orange”)	Core datasets are underutilized, and additional data is layered on without improving decision quality.	<ul style="list-style-type: none">Use core datasets to answer multiple questions (e.g., targeting, segmentation, and patient flow) before adding new sourcesUse a single dataset to support multiple needs across teamsPrioritize analysis and interpretation over acquisition
5 Building data infrastructure before it’s needed	Teams invest in data platforms or ingestion capabilities too early, creating extra cost and complexity.	<ul style="list-style-type: none">Continue renting solutions while needs are evolvingDelay infrastructure build until repeatability is requiredAlign tech investment to launch readiness milestones

A practical guide and example roadmaps for early launch decisions

- Start with the business questions rather than the data
- Pick the model that fits your stage, priorities, and constraints
- Sequence decisions over time as you move closer to launch
- Balance the trade-offs of cost and agility vs risk and long-term commitment

Three examples showing how this can play out in practice:

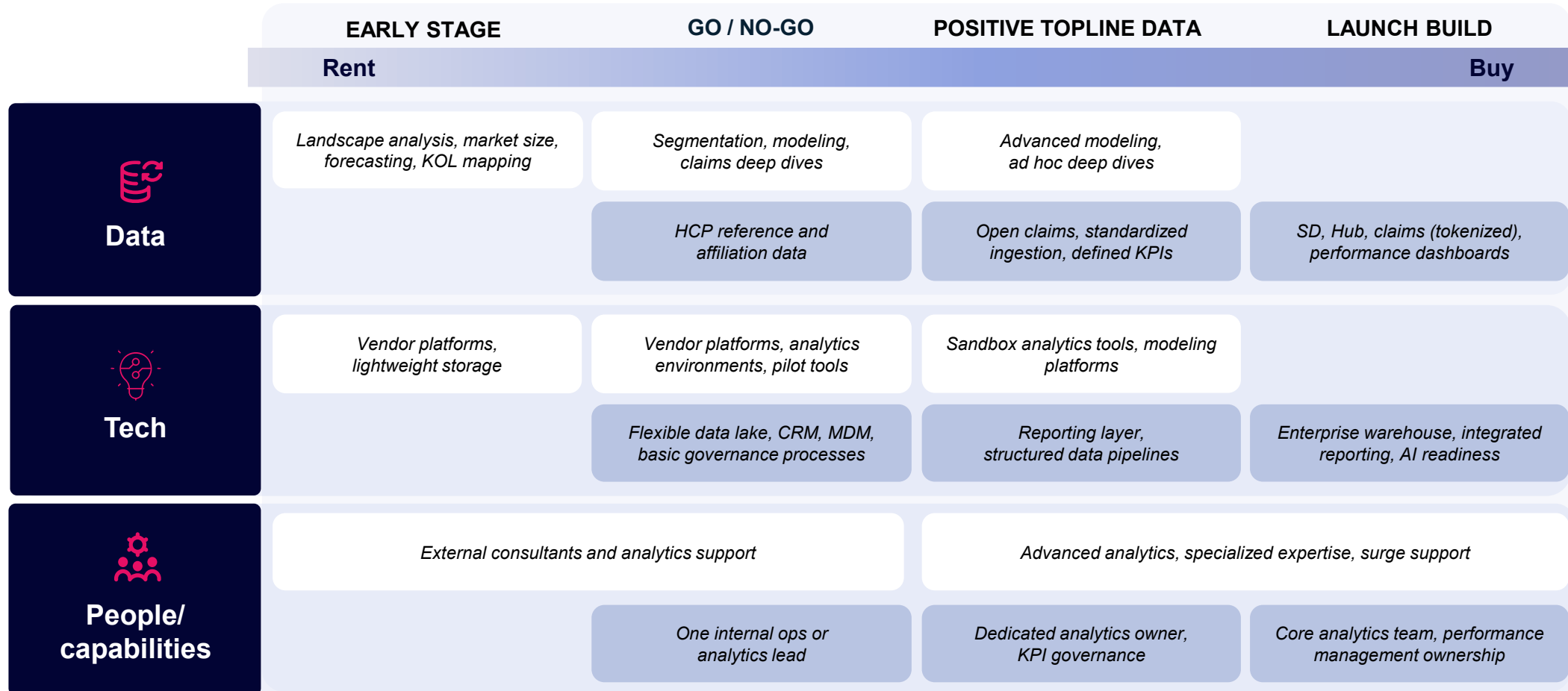
- 1. Launch-ready model:** Core data, tech, and capabilities for a successful launch and ongoing operations
- 2. Partnership or acquisition model:** Flexibility and lower commitment, investing only where it supports near-term decisions or asset value
- 3. High-performance model:** Early strategic investments to drive differentiated launch performance

LAUNCH-READY ROADMAP EXAMPLE

Committing to a launch-ready operating model

For corporate strategies focused on building to launch and scale, where a balanced shift from early flexibility to durable data and infrastructure will support ongoing operations and repeatable execution

○ Rent
● Buy



PARTNERSHIP OR ACQUISITION ROADMAP EXAMPLE

Prioritizing flexibility over long-term ownership

For corporate strategies that benefit from delaying infrastructure and internal builds and investing only where it strengthens the asset story or supports near-term decisions

○ Rent
● Buy

	EARLY STAGE	GO / NO-GO	POSITIVE TOPLINE DATA	LAUNCH BUILD
	Rent Buy			
Data	Landscape analysis, market sizing, KOL mapping	Segmentation, modeling, claims deep dives <i>Select foundational datasets reused across functions (e.g., HCP master)</i>	Advanced modeling, ad hoc deep dives <i>Open claims or targeted datasets to support positioning and valuation</i>	Supplemental analyses, additional data cuts <i>Core datasets needed to demonstrate performance (limited scope)</i>
Tech	Vendor-hosted tools, lightweight storage	Vendor platforms, analytics environments <i>Lightweight CRM or tracking tools if needed for coordination</i>	Sandbox tools, reporting environments	Vendor-hosted reporting where possible <i>Only infrastructure required for launch reporting (no full enterprise build)</i>
People/ capabilities	External consultants and analytics support	Partner-led execution <i>One internal lead for coordination and continuity</i>	Continued external expertise <i>Internal owner for key KPIs or governance (optional)</i>	External support remaining the primary resource <i>Lean internal ownership (1-2 roles max)</i>

HIGH-PERFORMANCE LAUNCH ROADMAP EXAMPLE

Investing to elevate launch performance

For corporate strategies focused on differentiation and performance, where investing early in AI-enabled data, infrastructure, and capabilities will enable faster insight generation and automation

○ Rent
● Buy

	EARLY STAGE	GO / NO-GO	POSITIVE TOPLINE DATA	LAUNCH BUILD
	Rent			Buy
Data	<p>Landscape analysis, market size, forecasting, KOL mapping</p> <p>Structured, linkable datasets (reference/affiliation, tokenized claims foundations)</p>	<p>Targeted analyses and modeling</p> <p>Claims datasets with longitudinal depth and tokenization for downstream modeling</p>	<p>Ad hoc deep dives</p> <p>AI-ready datasets (open + closed claims, enriched datasets, consistent identifiers)</p>	<p>Niche datasets as needed</p> <p>Fully integrated datasets (SD, Hub, claims) structured for real-time analytics and AI use cases</p>
Tech	<p>Vendor platforms, lightweight storage</p> <p>Foundational data environment (data lake, storage for structured + unstructured data)</p>	<p>Vendor-hosted analytics tools</p> <p>Data lake + MDM + governance designed for scalable and AI-ready integration</p>	<p>Sandbox experimentation tools</p> <p>Structured pipelines, unified data models, and AI-ready architecture</p>	<p>Specialized tools as needed</p> <p>Enterprise environment with integrated reporting, automation, and AI-enabled workflows</p>
People/ capabilities	<p>External analytics and data science support</p> <p>Internal data/analytics lead with AI literacy</p>	<p>Specialized modeling expertise</p> <p>Dedicated analytics owner + early data engineering/data science capability</p>	<p>Advanced modeling support</p> <p>Data science roles to develop models, segmentation, and predictive insights</p>	<p>Niche expertise as needed</p> <p>Integrated team including analytics, data engineering, and AI/ML capabilities</p>

REACHING THE RIGHT BALANCE

Flex early and commit when it matters

The right data investment roadmap depends on your business needs and corporate strategy, shaping how much you build, what you own, and when you commit.

- **Start with the business decisions and corporate strategy.**
Define the key commercial, medical, and access questions and consider your corporate strategy before evaluating datasets or vendors.
- **Find the model that fits your needs and strategy.**
Rent or buy based on your stage, priorities, and whether you are optimizing to have a minimal viable footprint or for long-term repeatability and scale.
- **Build a cross-functional roadmap aligned to launch milestones.**
Visualize your model to simplify decision-making and ensure investments reflect real needs at that time point rather than the full set of available vendor options.
- **Make your data work across decisions and functions.**
Consider whether a single dataset or existing data can support multiple business decisions across functions before adding new or duplicate sources.
- **Expect your approach to evolve over time.**
Review your decisions against your roadmap to determine whether to shift from flexible, point-in-time solutions to durable datasets, infrastructure, and ownership.



Preparing for a first-time launch?

We can help you prioritize and plan your data investments.

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