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Making AI work for your first launch

Where it drives commercial and medical impact and where it doesn’t

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What we'll cover:

- ✓ What's working in practice
- ✓ How to prioritize investments and avoid common mistakes
- ✓ Where AI can have the greatest impact

Poll question #1

How would you describe your organization's current approach to AI for launch planning or commercialization?

a) We are not actively using AI yet

b) We are mostly exploring and learning

c) We are running isolated pilots or experiments

d) We have prioritized use cases but limited scale

e) We are embedding AI into defined workflows

AI adds pressure and possibility

AI adds new decisions to an already compressed launch journey. It also presents a chance to build AI-native workflows and foundations from the start.

Commercial pressure

- Lean teams
- Limited runway
- Still building core capabilities
- Launch expectations rising

AI pressure

- Use cases multiplying
- Vendor noise rising
- Boards expecting a point of view
- Teams unsure where to start

Launch cycle pressure

- Regulatory and development models evolving
- NAMs, single-trial strategies, and repurposing pathways compressing timelines

Slow adoption of analytics and AI tools
#1 negative impact on commercialization success

**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=120 commercial leaders*

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Poll question #2

What is your organization's biggest barrier to using AI more effectively in launch planning or commercialization?

a) Unclear use case priorities
b) Data quality, access, or integration gaps
c) Governance, compliance, or risk concerns
d) Limited internal skills or change readiness
e) Unclear workflow fit or ownership
f) Budget or technology constraints

High AI interest but uneven adoption

What we're hearing from first-time launch teams

- Governance comes after adoption
- Pilots spread before priorities are clear
- Functions are experimenting in different ways
- Data exists but isn't always AI-ready
- AI outputs are not always built into the workflow

Top 3 barriers to AI adoption:

52% compliance, legal, privacy, or regulatory uncertainty

47% data quality, access, or system limitations

44% insufficient training or AI literacy

Commercialization That Works: AI Enablement survey; n=100 pharma and biopharma professionals

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Where AI is already creating value for first-time launch teams

AI is creating value today by helping launch teams work faster and uncover insights they could not easily access before.

Improve efficiency

- Search and summarize information faster
- Reduce manual review and analysis
- Enable lean teams to do more with less

Example:

Medical affairs note summarization and search

Impact

80% reduction in preparation time using accelerated cross-source synthesis of literature reviews, CRM insights, and recent publications

Fill knowledge gaps

- Identify emerging KOLs and influencers
- Synthesize market research
- Build a more complete view of the market

Example:

Affiliations management for MDM

Impact

90% accuracy achieved in the mapping of affiliations for ~6K new targets

CASE STUDY

Better KOL/HCP engagement when field resources are limited

Challenge

A small oncology launch team needed to focus limited field resources on the highest-value HCPs and KOLs, by identifying emerging influencers, shifting sentiment, and engagement opportunities.

How AI contributed

AI was used to analyze publicly available signals alongside existing commercial data to:

- Identify emerging KOLs and rising influencers
- Surface changes in sentiment and scientific engagement
- Highlight relationships between experts, institutions, and communities
- Generate a more dynamic targeting strategy than historical prescribing data alone

Impact

- More precise pre-launch targeting
- Better allocation of limited field resources: ~1000 KOLs managed by ~25 MSL team members
- Earlier visibility into changing influence networks
- Stronger engagement with the right stakeholders at the right time

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A practical approach to AI for first-time launches

1

Ideal end state

2

AI sequencing

3

Use case prioritization

4

Human and AI workflows

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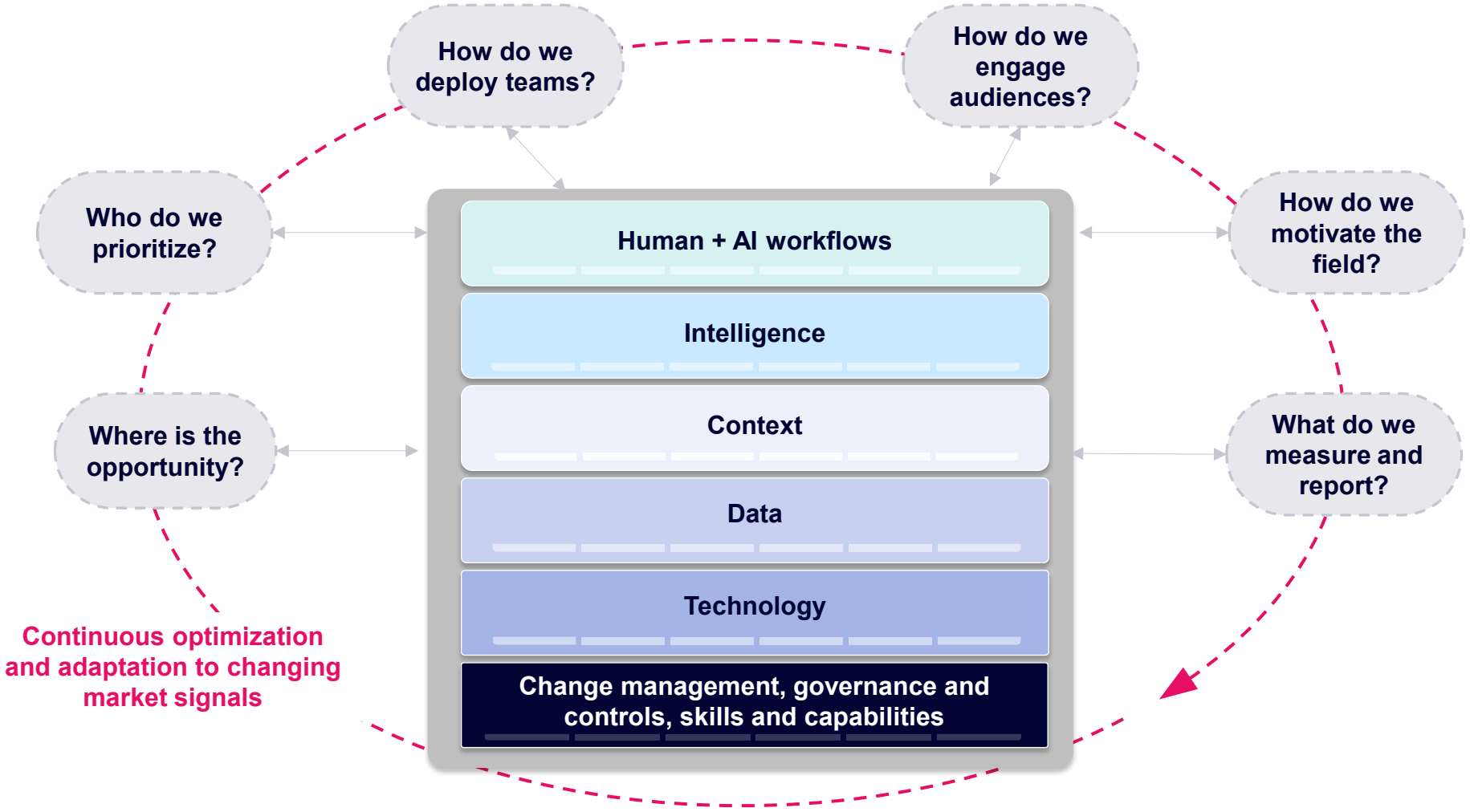
Design your commercial launch model with AI in mind



Give AI a clear role on the launch team

AI is not a tool you simply install. It is more like adding a new kind of teammate to the launch organization.

Give it the right conditions:

What data, context, business rules, and guardrails does it need to be useful?

Define the role:

In which decisions or workflows will AI be involved?

Start with supervised work:

Where can AI safely assist before moving into higher-stakes work?

Build team routines:

How do people review, act on, and improve AI outputs?

Expand responsibility carefully:

Where can AI move from assistant to workflow accelerator as trust, governance, and adoption improve?

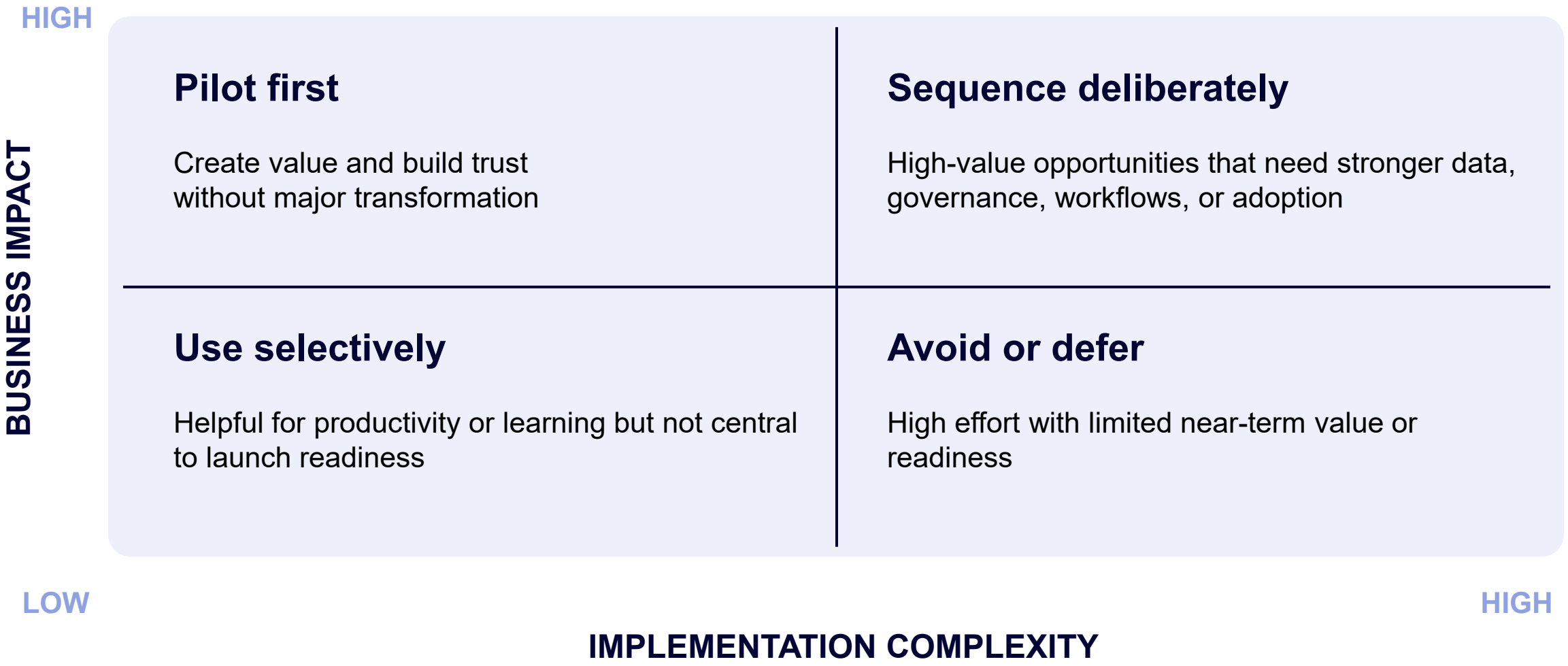
Build AI maturity as the launch model takes shape

Start with practical pilots that create value now while building the foundations for broader, safer AI use.

	Early stage *Build AI readiness*	**Topline data** *Strengthen decision-making*	**Launch build** *Operationalize AI*	**Post-launch optimization** *Scale workflows*
Strategy	Set AI priorities and decision rights	Use AI to pressure-test assumptions and scenarios	Monitor risks and decision points using AI	Support adaptive planning and optimization
Data	Define and structure inputs and rules	Refine launch planning inputs	Monitor signals, barriers, and feedback	Enable governed conversational analytics
Tech	Use approved tools and pilots	Test workflow-specific AI	Connect AI to reporting and alerts	Scale orchestration, NBA, and agentic workflows
Teams	Set ownership, policy, and review	Train on use cases, limits, and interpretation	Embed AI into operating rhythms	Build role-based AI fluency

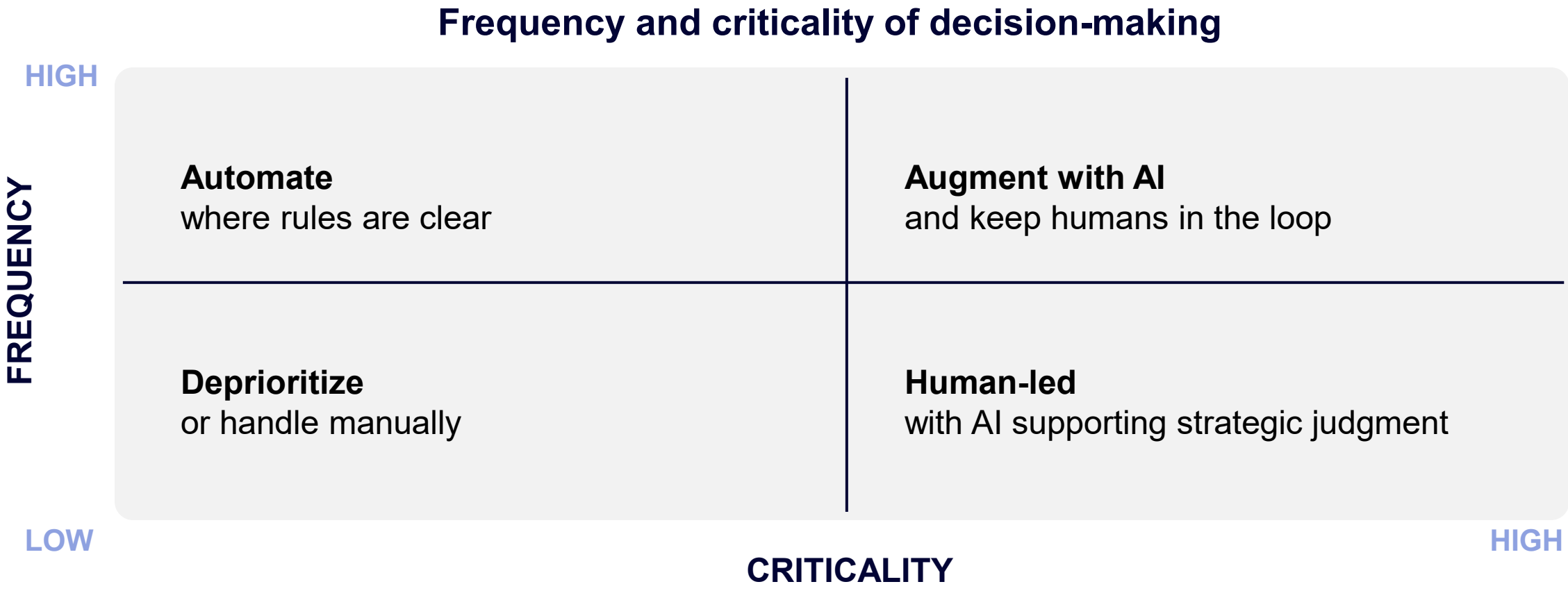
Which AI use cases should we prioritize?

A practical lens for what to pilot, sequence, or defer



Decide how AI and humans should work together

Determine whether AI should automate, augment, support strategic judgment, or stay out of the process for each use case you choose.



CASE STUDY

Starting small before scaling across the commercial model

Challenge: How do we start leveraging AI in a practical way that both creates value and builds organizational confidence?

	1 Targeted AI use case for unstructured med affairs notes	2 Field enablement via Gen AI initiatives	3 Global expansion
Project outcomes	• Structure brought to unstructured data • Trend and sentiment analysis • Dashboard for visibility	• Search across ~40k files • ~15k responses summarized • Compliance guardrails	• Tool rollout across regions • Localization to regional needs • Change management
Business impact	• Faster access to structured, actionable information • Reduced manual effort	• Reports in days vs weeks • Less reliance on SMEs • Richer insights from free-text notes	• Scaled adoption of AI • Improved team alignment • Increased user engagement
Stakeholders	Medical affairs +	Field force +	Marketing | Sales

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Framework summary

1

Ideal end state

2

AI sequencing

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Use case prioritization

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Human and AI workflows

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KEY TAKEAWAYS:

AI value depends on timing, fit, and trust

1. **AI should earn a larger role over time.**
   Start with focused, supervised work that builds confidence, then expand as data, governance, workflows, and adoption mature.

2. **The best AI use case is not always the most advanced one.**
   Value comes from fit: choosing opportunities that match the work, the workflow, and the organization's readiness.

3. **Trust is what turns AI output into business action.**
   Teams need clear inputs, review expectations, human accountability, and operating routines that move AI-supported insights into decisions.

Q&A

- How can organizations start off on the right foot when it comes to encouraging field adoption?
- Do you leverage AI for data checks in your data warehouse?
- What is the most obvious manner in which to over-rely on AI for your new product launch?
- Should we build our enterprise reporting in Claude instead of Power BI?

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Links to other first-time launch resources…

Reach out at:
info@beghou.com

beghou.com/

ON-DEMAND WEBINAR

First-time launch data decisions: What to buy, what to rent, and when to do it

Click to access

ARTICLE

Commercializing at FDA speed in emerging biopharma

Click to access

FRAMEWORK GUIDE

First-time launch sequencing: How do you launch a product and a company at the same time?

Click to access