

Rethinking Life Sciences Commercialization for 2026

What's Working, What's Not, and What's Next – Learnings from 140 Industry Leaders

Today's experts

MODERATOR



Melissa McDevitt

Partner

BEGHOU



Amit Grover

*AVP, Commercial
Excellence*

**STEMLINE
THERAPEUTICS**



Hasini Jayatilaka

*Associate Director,
Oncology - Global
Commercial Strategy and
Operations*

GILEAD



Marcos Mendell

Partner

BEGHOU

Background and methodology

Commercialization That Works is Beghou's flagship research distilling what's driving effective commercialization in life sciences and the flip side – what to avoid.

Our initial results were compiled from proprietary analysis of 21 panel-based and 1:1 interviews and a 120-person survey with life sciences commercialization leaders based in the United States.



The program will continue to drive dialogue and practical guidance on commercialization innovation:

- **Executive summary** and full research report
- **Topical and segment-specific insights** (e.g., emerging biopharma, incentive compensation)
- **Video conversations** with industry leaders sharing real-world lessons
- **Ongoing pulse surveys and interviews** to track shifts and keep the insights current

Survey respondents

Description of the 120 respondents from the survey fielded August-October 2025, which is complemented by additional insights collected from 21 panel-based and 1:1 interviews

Equal representation (n=40 each) from:

- Emerging biotech (revenue <\$500M)
- Small to mid-sized pharma (revenue: \$500M - \$10B)
- Large pharma (revenue >\$10B)

Equal representation (n=30 each) of:

- Commercial operations
- Data and analytics/commercial IT
- HCP and patient marketing
- Market access and payer marketing

- **64%** in the industry ≥ 16 years
- **70%** in current role 1-5 years
- **80%** involved in ≥ 3 launches

Top therapeutic areas:

- Oncology
- Rare diseases
- Neurology
- Cardiovascular/metabolic/endocrine
- Immunology/autoimmune diseases

Today's topics



WHAT WE HEARD

Initial findings from 140 leaders on what's working, what's not, and what's next in commercialization



IN PRACTICE

Panel discussion: how leading companies are adapting, collaborating, and learning from each other in real time



HOW TO MAKE COMMERCIALIZATION WORK

Where commercialization is headed — and how leaders are rethinking what it takes to keep pace

What we heard

Pace and complexity are testing the system's limits



Faster launches, weaker muscle memory

>50% are not confident in their planning horizon.

60% are in teams working together for the first time.



Expanding data and systems, eroding confidence

77% of analytics leaders say platform interoperability limits progress.

53% cite incomplete data, and **37%** cite governance gaps.



More vendors, fewer “solutions”

63% cite overly complex, inflexible vendor solutions.

53% say fragmented vendor handoffs hurt effectiveness.

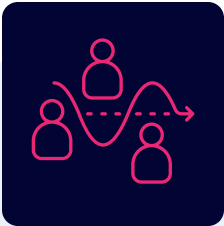
Pieces are improving — but they're not in sync

Most teams are doing the right things; they just haven't found their rhythm yet.

	What's working	What's not working
Brand orchestration	Personalization and patient-informed tactics are advancing.	Omnichannel execution still runs on separate tracks — not in sync with how people actually behave.
Value and access	Access planning starts earlier and uses stronger evidence.	Payer engagement remains fragmented — strategy and execution still drift apart.
Data and platforms	Analytics and RWE are shaping better planning and segmentation.	Data confidence lags. Teams don't share one version of the truth, so insights stay stuck in silos.
Commercial operations	Cross-functional launch prep and scenario planning are gaining traction.	Teams still follow rigid checklists instead of rehearsing dynamic scenarios.

Patient centricity remains a goal, not a system

Only 11% listed patient-centric programs and support as top factors for commercialization success.



Of HCP and patient marketers:

~1 in 5 use the patient journey to anchor customer engagement planning.

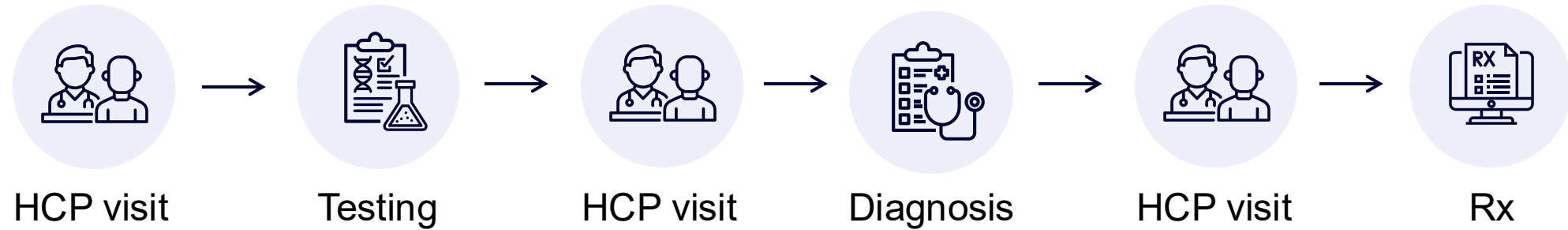
~1 in 4 use dynamic frameworks for patient journeys.



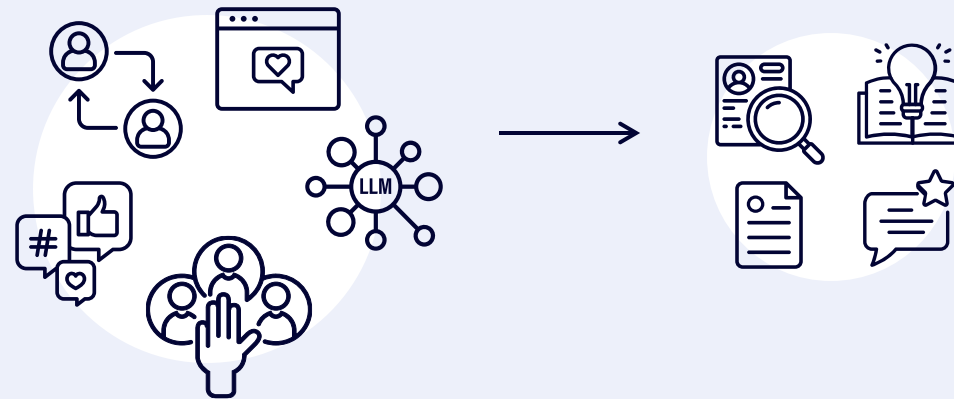
EHR, patient-reported, and wearable data remain **much lower investment priorities** than traditional RWD.

Conversion to empathy and behavior mindset

Listening to claims alone (aka patient journey)



Hearing engagement signals



Conversion to customer needs mindset for PostRx

Match the market status quo



HUB



Fax



BV Check



Copay Reg



Patient Services

Hearing customer needs



GenAI
Inquiries



e-Prior
Auth



Digital
Pharmacy



Telehealth /
Nurse escalation



Speed

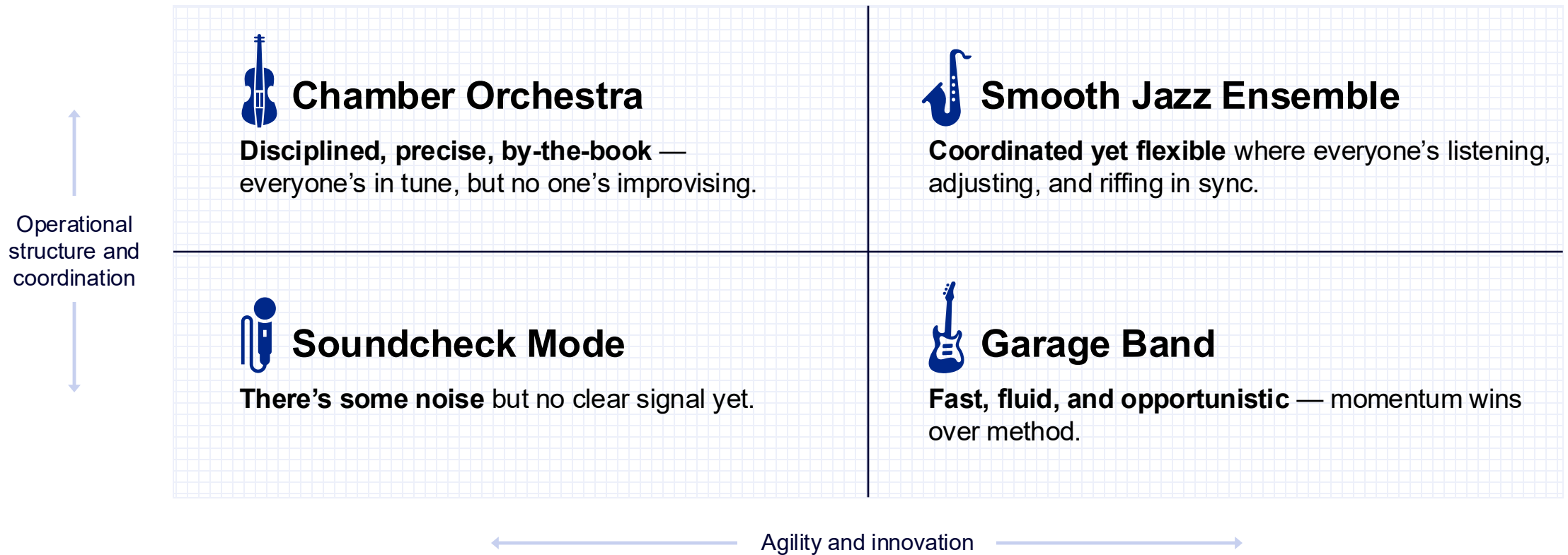
Precision and excellence once defined success.

Today, the edge comes from **operational harmony**:



how well your **strategy, data, technology, and teams** move in sync to keep pace with evolving markets and customer needs.

Organizational harmonies



Organizational harmonies



Chamber Orchestra

“We did everything by the book, and while our planning was excellent, we struggled with adapting to changing market dynamics.”



Smooth Jazz Ensemble

“We had a plan in place, but we were able to easily pivot when we saw it wasn’t working for patients or providers.”



Soundcheck Mode

“We had too many people doing too many different things. There was a lot of motion but no shared direction.”



Garage Band

“We had people and plans, but data and systems weren’t in place. It felt like we were ready, until we actually tried to execute.”

In practice

Discussion

Patient centricity and experience

When companies say they're "customer-centered," what's the reality behind that? Where do you see it genuinely changing how your teams plan and execute consistently?

Discussion

Teams and planning

Launch planning starts earlier and pulls in more functions – but when everyone's in the room, who's really accountable for the rhythm? Does earlier really equal better preparation?

Discussion

Technology and data

What's been the biggest factor that decides whether technology actually changes the way people work and enables commercialization – or just adds another layer?

Discussion

Client-vendor relations

Choosing partners is getting harder in a fast-changing launch environment. So, what do you look for in a vendor that truly helps you keep pace, and what are the red flags?

How to make commercialization work

Becoming a smooth jazz ensemble: How we expect companies to differentiate

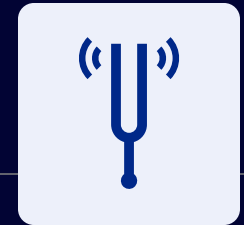


It's not a new playbook. It's a new tempo.



Nailing the fundamentals

Orchestrating the system



Recalibrating vendor
expectations

Nailing the fundamentals

- ✓ **Establish a data excellence backbone** to establish a culture of data excellence, creating near real-time visibility and enabling data-driven decisions to navigate uncertainty
- ✓ **Build a connected, human-centered view** by combining clinical, real-world, and behavioral insights to tell the full lived experience and dynamics across patients, providers, and payers
- ✓ **Establish a cross-functional accountability owner** to maintain rhythm and decisiveness
- ✓ **Move from planning to integrated preparation 18–24 months before approval** by aligning data, teams, and processes early
- ✓ **Pressure test** launch planning to ensure readiness to address the multitude of scenarios and challenges involved in commercialization
- ✓ **Align on decision-ready metrics** that link strategy, execution, and outcomes

Orchestrating the system



Experience

Scaling empathy
and nuance



Teams

Engineering
decisiveness under
pressure



Data

Operationalizing
belief and
credibility



Tech

Making composability
a tech and AI
imperative

Scaling empathy and nuance

Move from insights to impact by using patient experiences to drive growth.



HOW TO BE SUCCESSFUL

Observe behaviors.

Connect real-world, behavioral, and engagement data to identify barriers, motivators, and context. Segment by *behavioral archetypes* vs demographics.

Design impactful experiences.

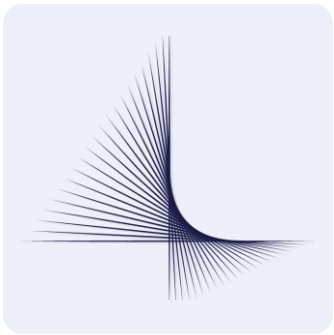
Define moments of influence across journeys to create dynamic experiences around needs, not channels, across marketing, field, and service to ensure "One Experience = One Brand."

Activate and measure.

Deploy with integrated data and customer-led orchestration, measure behavioral responses and RWD in real time, and continuously refine journeys.

Engineering decisiveness under pressure

Move from alignment to real-time accountability and adaptability.



HOW TO BE SUCCESSFUL

Escalate accountability.

Define clear ownership of tasks/activities as well as outcomes. Identify a clear escalation path — for quick reactions and issue resolution.

Treat alignment as a process, not an event.

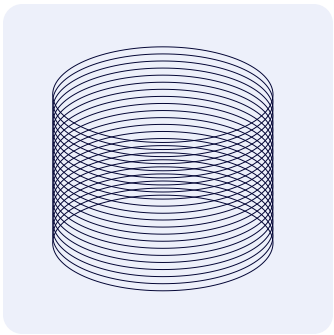
Codify communication and collaboration, avoiding drifts in strategy and ensuring opportunities to raise gaps or concerns.

Establish cross-functional readiness teams.

Implement parallel planning and a shared vision of what success looks like. Run live simulations to pressure-test decision flow.

Operationalizing belief and credibility

Move beyond integration, speed, and access to shared conviction.



HOW TO BE SUCCESSFUL

Make credibility visible.

Every metric shows owner, lineage, governance, and refresh date.

Design for real-world use.

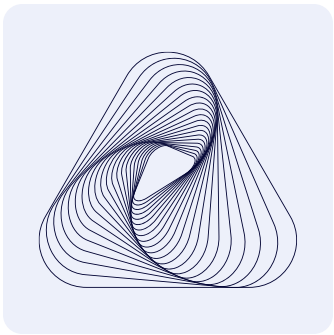
Incorporate feedback from stakeholders, embed their day-to-day context into the system, and make the data available in the ways they want to engage with it.

Govern for conviction.

Establish one cadence and one source, and retire what no one uses.

Making composability a tech and AI imperative

Move beyond connectivity to composability, which lets the linked parts move.



HOW TO BE SUCCESSFUL

Design for use and flow.

Unified, configurable data products deliver what users want and flexibility instead of rework — focusing AI investment to sustaining competitive advantage.

Architect for intelligence.

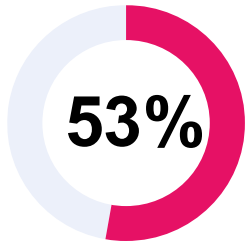
Build a connected environment where shared business rules and metadata make data discoverable, interoperable, and ready for AI.

Shape tech around workflows, not org charts.

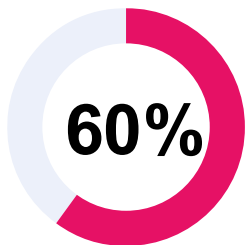
Design AI and automation to live where work happens, guiding action vs. adding steps and with an initial focus on a competitive edge before automating existing processes.

Recalibrating vendor expectations

Vendor value is evolving — no longer defined by just capacity or capability but by connective tissue and shared accountability.



said fragmented handoffs between vendor teams make it harder to be effective.



expect vendor relationships to shift toward deeper, strategic partnerships — integrated into long-term innovation planning.

The best vendors will:

- ✓ **Connect the dots**, not just deliver components
- ✓ **Co-own credibility and outcomes**
- ✓ **Design for sustainability**, not dependency
- ✓ **Stay anchored in the “why,”** not the product

Questions?

Thanks for joining us!



Ways to keep the conversation going

- Interested in how this applies at your company? Please reach out at info@beghou.com
- The full report and executive summary will be shared soon.
- Early 2026: We'll share new perspectives on key launch levers (e.g., targeting, IC, forecasting, sales force design).
- Please take a moment to complete the short survey — let us know what you'd like us to explore next.