



From commercialization data foundation to launch advantage

What first-time launch teams need for
AI, analytics, and scalable operations

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First-time launch teams start with a structural advantage over big pharma. With no legacy systems, siloed processes, or entrenched vendor relationships to unwind, they can build an AI-enabled data foundation from day one that helps teams learn faster, act sooner, and make launch decisions with greater confidence.

Executive summary

A unique opportunity to build smarter and react faster from the start

The future of commercialization relies on connecting behavioral, market, medical, and operational context earlier so teams can understand *what* is happening, *why* it is happening, and *what* to do next.

Emerging biopharma companies face pressures that make this type of connected foundation challenging to achieve, particularly in today's compressed launch timelines: establishing data and analytics capabilities for the first time, with limited resources, and amid launch uncertainty.

At the same time, expectations around AI, automation, and self-service analytics are changing what commercialization data foundations need to support, adding another layer of complexity.

However, these challenges can also be viewed as a unique opportunity to level the playing field and create a competitive advantage: combining the small size and agility of a first-time launch company with a connected commercialization system.



“With an AI-enabled data foundation, first-time launch teams can punch above their weight, combining data and insights to answer questions that once required weeks, months, or an entire team.”

- **Jenny Herritz**, Partner, Beghou

Executive summary

In the modern commercialization data environment, teams can combine and analyze the *what* from a data warehouse with the *why* from market research in minutes rather than weeks or months to:

- Support faster learning cycles
- Identify and engage the right HCPs and patients
- Respond to market signals sooner

In this era, successful teams will do more than buy more data or add more technology.

They will build governed, interoperable, usable foundations that help make better decisions today while preparing for the analytics, automation, and AI-enabled workflows needed to stay current as the market evolves.

The information presented here enables emerging biopharma leaders to:

- Understand the advantages of a connected commercialization data foundations
- Improve launch learning, decision-making, and operational readiness
- Sequence data, technology, and capability investments according to launch timelines
- Create practical value by strengthening data quality, insight generation, governance, and workflows
- Know what needs to be evaluated now to support future analytics, automation, and AI-enabled commercialization

Industry trends

The shift to connected data foundations

The demands on commercial data foundations are growing

Commercialization data foundations are no longer just the back-end layer that feeds dashboards and recurring reports. They are becoming the operating layer connecting strategy, execution, analytics, and decision-making across the organization.

For first-time launch teams, this shift matters because their data foundation will shape how easily the organization can answer business questions, align on trusted metrics, coordinate across functions, and adopt AI-enabled workflows over time.

This section explores three ways those expectations are changing:

- 1. From reporting to connected intelligence:** supporting analytics, automation, governed access, and shared business context
- 2. From functional tools to data-enabled workflows:** designing work around how people, systems, and AI-assisted processes operate together
- 3. From static dashboards to adaptive decision-making:** moving from question to insight to action faster, with iterative feedback loops



"Everybody should have the same source of truth, whether it is the medical team, clinical team, market access team, or commercial team... building that layer from the very start helps us create a consistent story, have consistent data points, and as we evolve in our planning, our direction is the same."

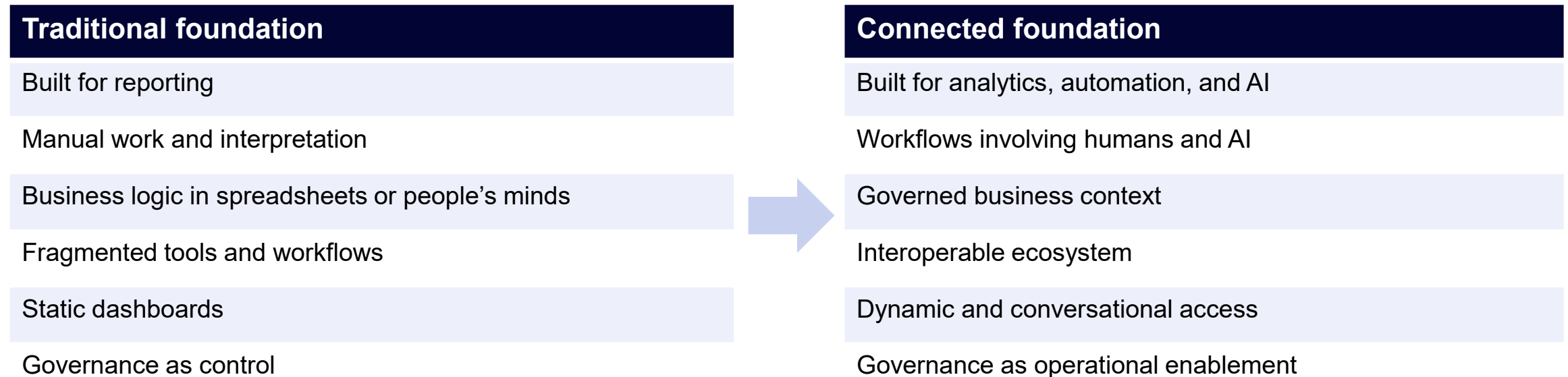
- Jacob Lai, Head of Commercial Operations, Star Therapeutics

Reporting foundations are no longer enough

Traditional reporting foundations were built to consolidate information and explain what happened. Although that remains important, this view of the information is no longer sufficient on its own.

Today, commercialization teams need a data ecosystem that preserves trusted reporting but also supports reusable business logic, governed data access, workflow integration, and analytics that can move closer to the point of decision and action.

The shift to a modern, connected data foundation



Companies are rethinking how commercialization work gets done

AI-assisted systems are also becoming a forcing function for a broader shift in commercial operating models. They make it possible to move beyond role-based reporting and begin designing around connected decisions, tasks, and workflows.

As intelligence becomes easier to access, the limiting factor is whether the underlying data foundation contains the context, logic, interoperability, and governance needed for workflows involving both people and AI to use information consistently and move meaningful work forward.



“AI-native companies are starting to think of agents as part of workforce planning.

Instead of designing around roles alone, they’re designing around sequences of tasks: what needs to be managed by people and what can move into AI-assisted workflows or automation pathways.”

- **Adrienne Lovink**, CEO, Beghou

Commercialization teams are already investing in the infrastructure and automation needed to support this shift toward connected work.

73%

of emerging biopharma commercialization leaders consider cross-functional process automation an important investment.*

Beghou Commercialization That Works research: n=40 emerging biopharma respondents

**“Which of the following areas is your company planning to invest in over the next 12–18 months to improve commercialization?”*

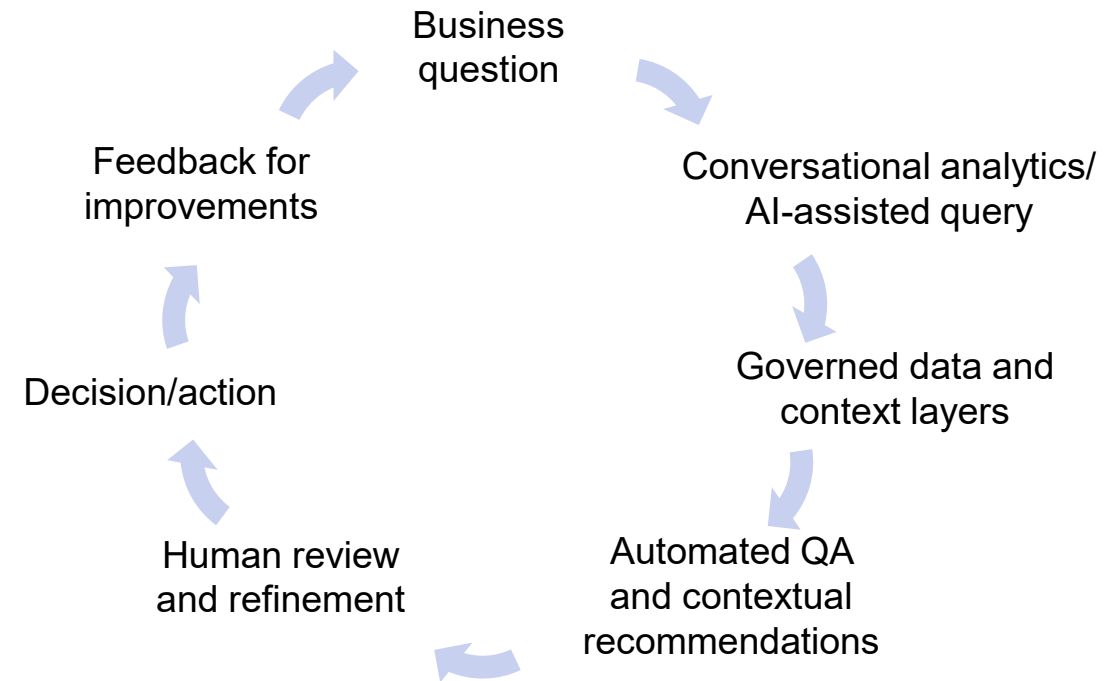
The path from question to decision is changing

The biggest change for commercialization teams is more than faster access to data. It is a different operating model for how questions are asked, interpreted, governed, answered, reviewed, and converted into action. The goal is not just to give teams AI-enabled tools. It is to help them adopt safer, faster, more consistent ways of working, with clear owners, review paths, and feedback loops.

Traditional, sequential decision workflow



Connected, adaptive decision workflow

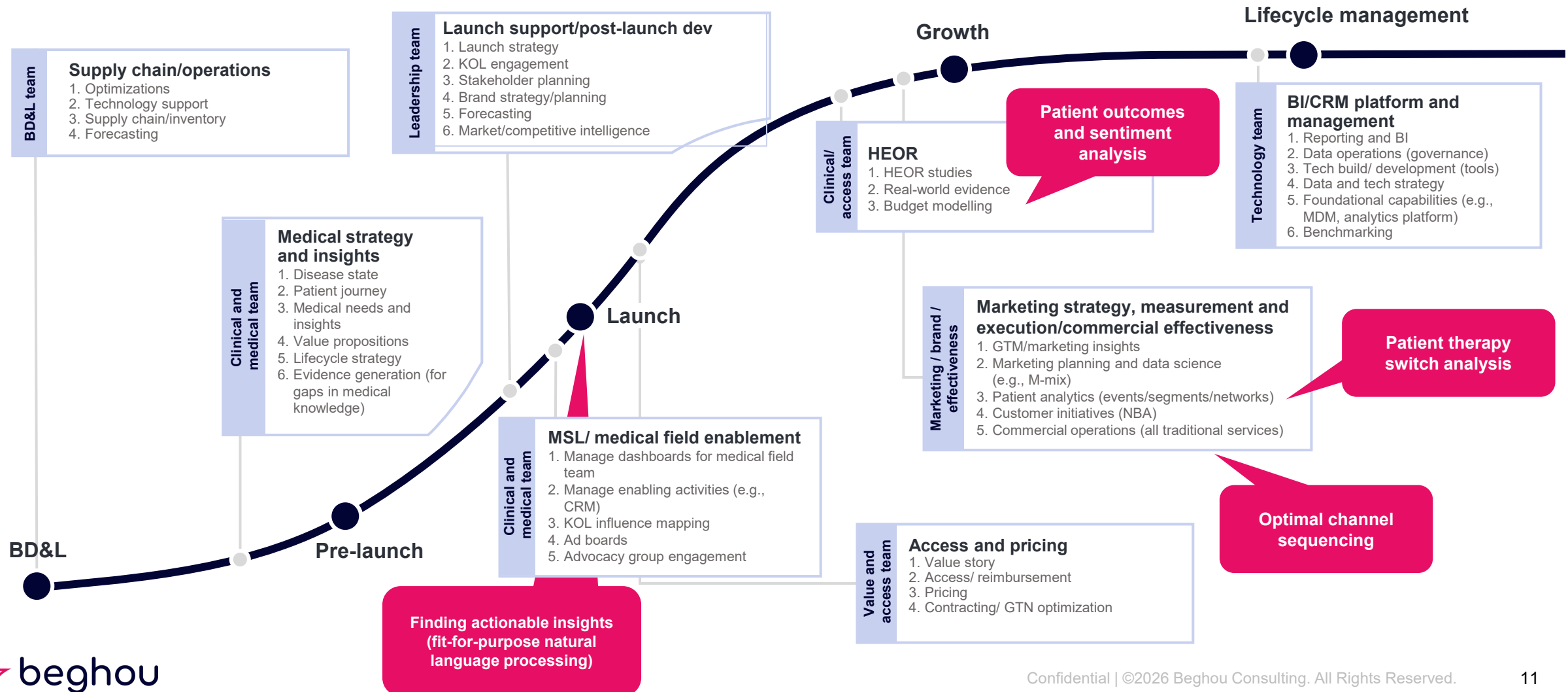


The opportunity

**Where connected intelligence can
create launch advantage**

What a connected foundation can make possible

An adaptive, AI-enabled decision workflow can help first-time launch teams identify right-fit patients, understand market signals, adapt engagement, and make decisions with the speed and coordination that historically required larger commercial organizations.



Identifying rare disease patients who traditional approaches miss

Patient visibility can shape everything from forecasting to field planning. However, traditional approaches may leave important gaps when trying to identify patients with a rare disease that often goes mis- or undiagnosed.

How the solution changed launch planning: Teams have improved confidence in patient identification because they can better understand patient journeys, unmet needs (e.g., missed diagnoses), referral patterns, and where commercial and medical engagement may need to focus.

Situation:

Company developing a therapy for an ultra-rare disease with complex, heterogeneous, and multi-organ clinical presentation

Challenge:

Achieving a more complete view of a hard-to-identify patient population who had fragmented care across specialties, inconsistent documentation, and frequent misdiagnoses

Traditional claims-based approaches missed patients who:

- Were diagnosed prior to ICD code availability
- Had disease signals, such as non-specific symptoms, captured in unstructured clinical notes

The AI-enabled solution:

- Combined multiple data sources, including US claims data with structured and unstructured EMR data
- Detected disease signals beyond explicit ICD-10 coding
- Leveraged clinical expertise, KOL input, and medical record review to refine a predictive model that was trained on patients with a confirmed diagnosis based on ICD coding
- Included multi-source validation for improved confidence in the outputs

Practical roadmap

Sequencing data readiness for first-time launch

Start with the decisions the foundation must support

Using a structured approach to deciding what to build and when can help identify where the greatest value can be achieved as launch progresses.

The first step is identifying the business decisions that need to be made. These decisions should always guide the build and will help to clarify what needs to be in place before launch and which investments can wait until after launch.

What's changed now: One advantage of connected systems is the ability to answer far more complex questions with more supporting data points, a lot faster and with more accuracy. The important consideration is ensuring the right data is in place to answer those questions.

“When you take the time up front to define what the system needs to achieve and give it the right context and structure, you can move faster later. The system is also more scalable across the organization because everyone, including AI, is working from the same trusted foundation.”

- **Nicole Ventrone**, Partner, Beghou



Example launch decision

Which HCPs or accounts should we prioritize?

Questions underneath it:

- Which signals actually predict a willingness to prescribe a new therapy, such as referral patterns, site of care, and payer mix?
- Who are the HCPs that influence other HCPs?
- What is the patient flow? Where do they fall out pre-treatment?
- How do we align commercial, medical, and market access on one list when each may define "important" differently?
- How does that list flow into CRM and field planning?
- How do we learn from early field activity and market response?

Data foundation requirements:

- Patient journey and referral data, including where patients come from, how they flow to treatment, and where they fall out along the way
- HCP behavior and influence data, including prescribing patterns and network relationships
- Historical sales data
- Reference and affiliation data, including site of care, payer mix, and account relationships
- Shared targeting logic

Starting on the next page, the specific roadmap elements that help answer these questions are outlined.

A roadmap for designing a right-sized modern data foundation

This roadmap shows how first-time launch teams can sequence data, governance, workflows, and analytics; prioritize investments; and use flexible ownership models to build toward connected intelligence that supports their business decisions.

Roadmap logic:

1

Sequence around launch milestones

What needs to be ready when?

2

Prioritize by impact and complexity

What will achieve the greatest balance between business and implementation effort?

3

Decide what to rent vs. own

Which capabilities require control, and which can be accessed flexibly?

1 Sequence around launch milestones

Foundational work should be staged around the key decisions along the launch journey. The goal is not to complete everything but to ensure the right data, definitions, governance, workflows, and operational model are ready before launch. Increasingly, this means supporting both current requirements and future analytics, automation, and AI-enabled workflows.



Early strategy

Clarify the launch hypothesis

- Define what the organization needs to learn about the market, HCPs, patients, and access.
- Evaluate data sources and vendors for their ability to support future interoperability and AI-enabled use cases.



Pre-launch

Create reusable foundations

- Establish shared definitions and governance practices that make information easier to reuse and automate.
- Ensure data and technology contracts support analytics, automation, and AI use, including rights to use purchased data within AI-enabled workflows.



Launch

Operationalize trusted decision-making

- Connect launch-critical data sources, finalize governance, and validate reporting logic.
- Ensure business rules, data definitions, and workflows can support both human decision-making and future AI-assisted processes.



Growth and maturity

Expand the capabilities

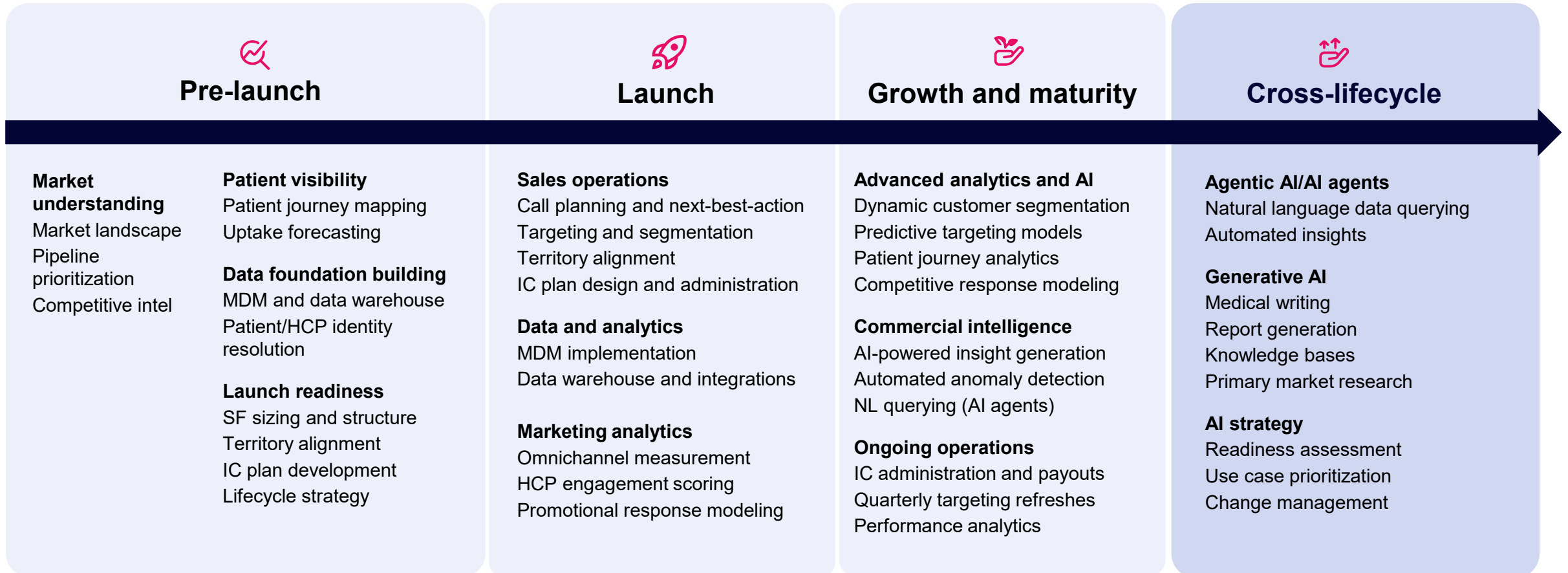
- Expand into advanced analytics, AI-assisted workflows, scenario modeling, automation, more adaptive decision-support capabilities, and closed-loop optimization.

For additional guidance about sequencing for launch, view the [“First-time launch sequencing” framework](#).

1 From launch readiness to scalable capabilities

Where AI can strengthen commercialization

The previous page introduced a way to think about priorities leading up to launch and beyond. This shows where advanced analytics, automation, and AI could be used to enhance launch planning.



1 AI can also help strengthen the foundation itself

AI-assisted processes can also play a practical role in ensuring data consistency, governance, or scalability, and this is an area where emerging biopharma companies have a unique advantage. Because the commercialization data foundation is being established for the first time, AI can be used to accelerate the foundational data work and help create a trusted, durable foundation from the start by:

✓ Structuring data

✓ Flagging quality issues

✓ Creating metadata

✓ Documenting business rules

✓ Supporting compliance checks

✓ Preparing workflows for consistent human and AI-assisted decision-making

Where AI can strengthen the data foundation

AI is creating near-term value for commercialization teams by improving the behind-the-scenes work that keeps data, content, and workflows ready for commercial use.

AI-enabled data operations



Challenge: A company was managing data from 10+ vendors, creating risk around inconsistent formats, missing fields, bad dates, and volume mismatches.

AI is helping to:

- Score incoming data
- Flag quality issues
- Aggregate findings
- Push fixes back to vendors faster

Why it matters: It improved data readiness, vendor accountability, and confidence in downstream reporting and analytics.

AI-assisted compliance review



Challenge: Launch content cycles were slowing down because compliance feedback came late in the process.

AI is helping to:

- Pre-review marketing materials
- Flag potential compliance concerns
- Anticipate reviewer feedback

Why it matters: The AI processes shortened iteration cycles, preventing delays in marketing materials post-launch, while keeping the critical human compliance review in place.

2

Prioritize by impact and complexity

Which opportunities should move first?

Once teams understand what needs to be ready at each stage of launch readiness, the next question is which to focus on first.

Not every opportunity creates value in the same way. Some directly support commercial performance and launch readiness. Others improve operational efficiency, data quality, or future scalability. An impact/complexity lens helps teams prioritize the opportunities most likely to create meaningful value without adding unnecessary complexity.

BUSINESS IMPACT	HIGH	Best early candidates These typically generate the fastest return on investment by reducing manual effort, creating reusable data assets, or accelerating adoption.	Sequence deliberately These may create significant strategic value but require stronger data readiness, governance, adoption, measurement, and review pathways before scaling.
	LOW	Use selectively These can be useful as pilots or learning opportunities but are unlikely to materially influence launch outcomes on their own.	Avoid or defer These sound exciting but consume resources without enough near-term business value, especially when core data, governance, or ownership is not yet in place.
		COMPLEXITY TO IMPLEMENT	
		LOW	HIGH

Business impact

Potential to increase revenue, reduce human effort, strengthen decision quality, or build reusable foundation capabilities

Complexity to implement

Level of effort, readiness, cost, integration, governance, and change management required

2 Impact and complexity in action

As teams apply the impact/complexity lens, the quadrants become a way to pressure-test sequencing decisions. High-impact opportunities may create value in different ways: increasing revenue potential, improving launch readiness, reducing manual effort, improving data quality, or building reusable foundation assets. The key is to separate opportunities that can create value now from those that require greater ecosystem maturity before they deliver value.

BUSINESS IMPACT	HIGH	Best early candidates <i>Examples:</i> - Standardizing launch KPI definitions - Automating data quality checks on vendor feeds - Structuring medical engagement and KOL interaction data - Compliance pre-review that flags common content issues before formal review	Sequence deliberately <i>Examples:</i> - Precision targeting or next-best-action workflows - Integrated payer/access alerts with downstream action rules - Conversational analytics on governed data - Patient finding models using structured + unstructured data - Real-time launch performance
	LOW	Use selectively <i>Examples:</i> - Simple query bots for narrow internal FAQs or policy libraries - Meeting or report summarization for internal productivity - Automated tagging of known document libraries - Limited reporting enhancements - Calendar reminders or simple workflow nudges	Avoid or defer <i>Examples:</i> - AI-generated personalized promotional content for each HCP - Complex integrations for non-critical workflows - Fully autonomous field or medical rep assistant before field workflow, compliance, and escalation are mature - Enterprise-wide AI programs without defined use cases
		LOW	HIGH
		COMPLEXITY TO IMPLEMENT	

Turning scattered launch intelligence into faster, better decisions: High-impact, low-complexity use case

First-time launch teams often have valuable market, medical, and customer knowledge long before their commercial data foundation is fully mature. The challenge is that those signals are usually buried in unstructured notes across recorded KOL/HCP conversations, MSL notes, market research, publications, and internal email and text materials.

The impact for launch planning: The company already had the answers to its biggest launch questions, but they were buried and out of reach. AI helped find and turn them into the insights the team needed to succeed at launch.

Situation:

First-time launch oncology company 1.5 years from launch in a competitive, rapidly evolving market

Challenge:

A growing body of information spread across multiple sources that teams could not easily search, connect, or use for go-to-market (GTM) questions such as:

- What unmet needs are consistently emerging?
- Where are the market gaps?
- How are safety and efficacy perceptions evolving?
- Which insights should inform commercial and medical planning?

What the agentic AI solution enabled:

- **Rapid insights** from large volumes of unstructured data, with validation using verbatim quotes
- **Key themes surfaced in seconds**, including sentiment for efficacy, safety, unmet needs, and access
- **Natural language querying** of both the verbatim and summarized information across all sources
- **Standardized training for field and medical teams** using insights from field interactions
- **Continuous feedback loop** for the commercial teams to improve their engagement design
- **Publication planning** based on gaps between KOL questions and what the company's literature covers

3 Decide what to rent vs. own

Which capabilities require control, and which can be accessed flexibly?

Once teams know which opportunities should move first, the next question is how much commitment each capability deserves. Early in the launch journey, some capabilities are better accessed flexibly while teams test assumptions, refine strategy, and avoid locking into decisions too soon. As launch gets closer, some capabilities need more control because they support cross-functional alignment and day-to-day execution. Regardless of how execution is supported, it is important to own the underlying definitions, governance, validation expectations, review pathways, and feedback loops.

Renting: Accessing data, technology, or expertise through partners, vendor-hosted tools, managed services, or point-in-time analyses

This gives teams speed, flexibility, specialized expertise, and a way to test what works before committing to long-term ownership.

Owning: Building or committing to durable data assets, integrated technology, and internal capabilities

These assets help teams make recurring decisions, create governed workflows, and support launch-critical operations.

For additional guidance about making rent vs buy data decisions, watch the [“First-time launch data decisions”](#) webinar.

3 Renting can be a strategic path to ownership

Renting and owning are not fixed choices. Across data, technology, and capabilities, the right model may change as launch needs become clearer, when teams can decide where flexibility still creates value and where greater control is needed to support repeatable decisions, governed workflows, and day-to-day execution.

	Rent when speed, flexibility, and learning matter more than permanence	Own when consistency, repeatability, and control are needed
Data	Use targeted datasets, point-in-time analyses, or partner-managed data access to answer specific business questions, test assumptions, or explore AI-enabled datasets before making longer-term commitments	Commit to durable datasets and standard definitions when the data will support recurring launch decisions across commercial, medical, access, and leadership teams
Technology	Use vendor-hosted platforms, lightweight environments, or partner tools to test analytics workflows, AI-enabled capabilities, or integration approaches before committing to durable infrastructure	Build or buy integrated infrastructure when reporting, governance, data pipelines, and workflow enablement need to be repeatable and scalable
People / capabilities	Rent specialized analytics support, data engineering, or AI capabilities to add capacity or evaluate emerging capabilities without committing to long-term headcount	Establish internal ownership when accountability, continuity, governance, and day-to-day decision support become critical

To see how this plays out for three different corporate strategies, view the [“First-time launch data investments” framework](#).

3

Example of renting vs buying in action

Sequencing investments around launch

○ Rent
● Buy

	EARLY STAGE	GO / NO-GO	POSITIVE TOPLINE DATA	LAUNCH BUILD
Data	Market sizing, forecasting, KOL mapping, AI-assisted research synthesis	Segmentation, modeling, claims deep dives	Advanced modeling, ad hoc deep dives, AI-assisted insight structuring	
		HCP reference and affiliation data	Open claims, standardized ingestion, defined KPIs, metadata, data quality checks	SD, Hub, claims (tokenized), performance dashboards
Tech	Vendor platforms, lightweight storage, AI-enabled research tools	Vendor platforms, analytics environments, pilot tools	Sandbox analytics tools, modeling platforms, specialized AI/workflow pilots	
		Flexible data lake, CRM, MDM, basic governance processes	Reporting layer, structured data pipelines	Enterprise warehouse, integrated reporting, automated pipelines, AI-ready architecture
People/capabilities	External consultants, analytics support, AI/use-case advisory		Advanced analytics, specialized expertise, surge support, AI pilot and full implementation support	
		One internal ops or analytics lead	Dedicated analytics owner, data governance owner, KPI governance	Core analytics team, performance management owner, workflow oversight

What to keep in mind when choosing vendors



“As teams evaluate vendor solutions, they should ask whether the data and outputs can support AI-enabled workflows from the start. If a solution restricts how information can be accessed, combined, or applied by AI, it can limit the launch functionality the team is trying to build and require rebuilding later.”

- ***Justin Khalifa, Partner, Beghou***

What first-time launch teams should do next

Build a foundation that allows you to learn, adapt, and scale

For first-time launch teams, the data foundation should be part of the launch operating model, shaping how teams align, make decisions, govern information, measure performance, and adapt as the market changes.

Having a connected foundation from the start can help small, lean teams learn faster, identify patients more effectively, have more meaningful conversations, and act while opportunities are still within reach.

The foundation does not need to be fully mature on day one, but it does need to be sequenced around launch milestones, prioritized by business value, and designed with intentional choices about what to rent or own. The goal is to know what must be ready, when it must be ready, and which capabilities require flexibility versus long-term control.

Although AI is often discussed as enabling the future state of commercialization (e.g., conversational analytics, next-best actions, automated recommendations, and adaptive workflows), the greatest promise for first-time launch teams is the ability to compete differently.

When paired with a strong foundation, AI can help smaller organizations uncover opportunities sooner, connect signals across the business, accelerate learning, and make confident decisions with the speed and agility that larger organizations often struggle to match.

Key takeaways



Start with the launch journey: Let launch decisions, workflows, and feedback loops guide the build.



Build for faster learning: Connect data, insights, and business context so teams can understand what is happening, why it is happening, and what to do next.



Prioritize reusable value: Focus on capabilities that improve decision quality, consistency, governance, and scale.



Rent and own intentionally: Match commitment level to control, flexibility, and timing.



Use AI pragmatically: Apply AI where it strengthens structure, quality, context, compliance, and workflow readiness or helps teams act faster on launch-critical signals.



Learn more at beghou.com

