Emerging Biopharma Data and Analytics Roadmap

A Guide to Setting Up Your Data and Analytics Foundation for Launch

BEGHOU CONSULTING

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"Over the past 30 years helping commercial teams prepare for product launch, we've observed an explosion of new data assets, data vendors, and technology. At the same time, **emerging biopharmas are increasingly faced with fewer resources and accelerated timelines** leading up to launch.

We hope this guide, which reflects our experience helping companies just like yours, provides you with a roadmap to successfully navigate this complex landscape."

Beth Beghou

Founder and CEO, Beghou Consulting

Introduction

Your therapy is in Phase III trials, with promising science but scrappy budgets. It feels too early to begin thinking about how to identify all the patients who will benefit, the healthcare providers who will prescribe, the field force who will call on physicians, and the messages they will carry to persuade behavior.

But now is exactly the time — not for full investment in your entire data, analytics, and technology infrastructure but to understand the best mix of elements that will ready you for success at approval.

The decisions made in this phase are arguably the most critical ones you'll make in determining the success of your scientific achievements. Fifty percent of launches underperform forecasts[1] for the simple truth that launches are challenging, and the launch plan often does not factor in the complexities involved in reaching out to the right payers, providers, and patients and leverage only partial, limited data sets. The data and analytics ecosystem you build pre-launch must flex with you and the market, through real-world challenges that can't be foreseen but must be anticipated.

This guide gives emerging biopharmaceutical teams guidance on the essential roadmap to launch, including:

- **A framework for the optimal sequence of events**
- **The timeline for implementation, including the big levers and when to address them**
- **How to determine the right-sized set of solutions for your company**
- **The right balance between underinvestment and overinvestment**

What do you risk by not acting early?

Only **20-30%**

of first-time launchers exceeded launch expectations[2]

In this guide, we present strategies to make critical data and analytics decisions leading up to launch. We've based our recommendations on our past 30+ years of experience helping life science companies successfully bring their products to market.

"In this guide, we're helping you set a data and analytics foundation on which to add more advanced capabilities, such as AI, later.

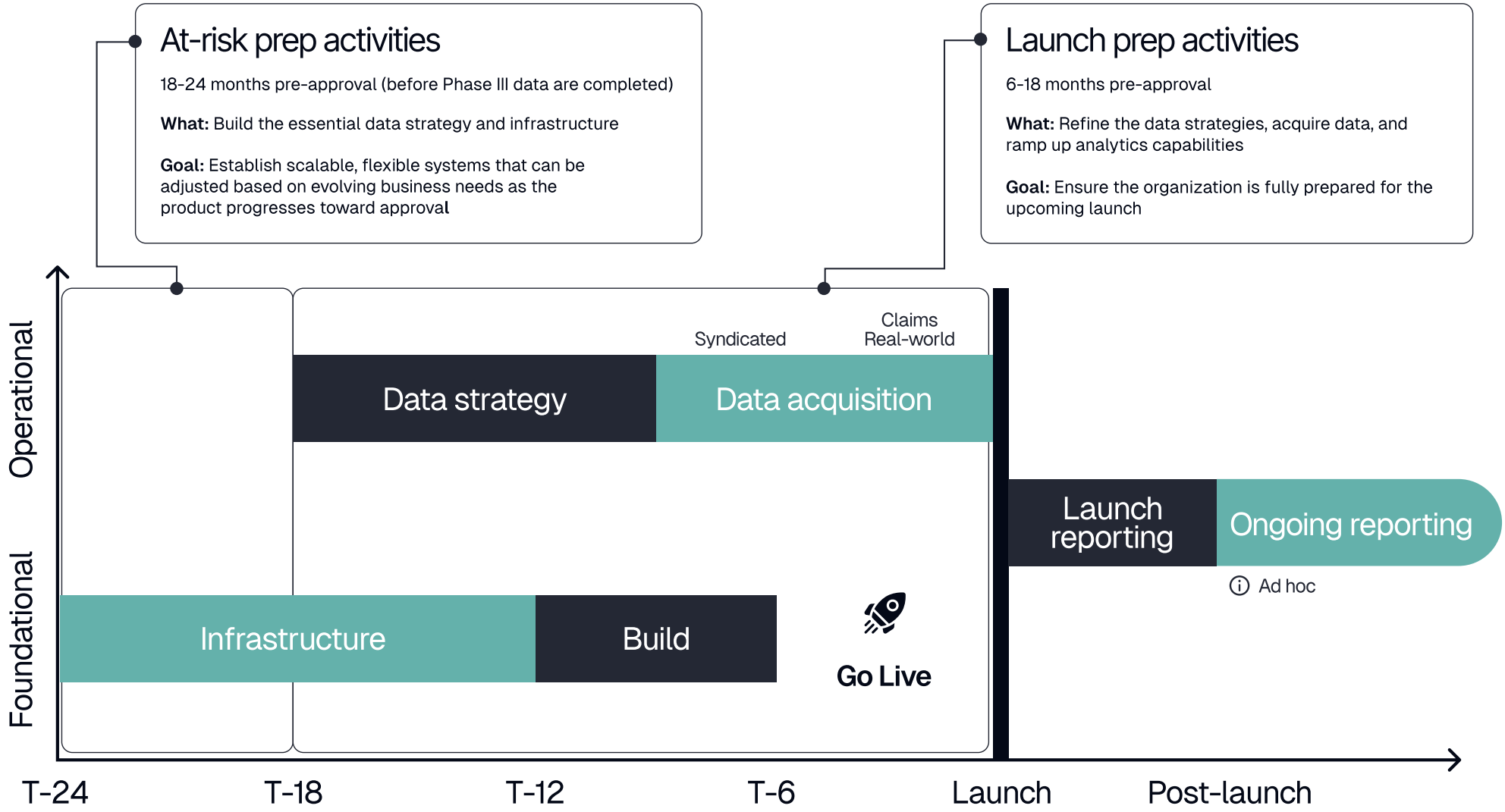
It's important to have the fundamentals in place so you can gain quality insights from your data and avoid garbage in, garbage out."

Todd Foster

Associate Partner, Beghou Consulting

An established infrastructure roadmap can guide the way to commercialization

We've defined two pre-launch stages that, when accomplished at the recommended timelines, help build a technical and data strategy infrastructure roadmap that aligns with your organization's launch goals.



Throughout this guide, we'll also provide examples from Beghou's clients who have required commercial data ecosystems and systems roadmaps for the launch of first products.

"Essentially, you're evaluating how long you can wait to start certain activities. **Investing too heavily too soon has financial consequences, while under-investing can leave you unprepared for successful market entry.**

Creating a robust launch timeline that maps out all the dependencies and works backwards from the desired launch-ready date helps identify the key areas to invest in at risk."

Melissa McDevitt
Partner, Beghou Consulting

Future-proofing your data and analytics strategy for launch

We recommend a holistic enterprise data and technology strategy that considers how today's actions will impact the future pipeline and company activities. These considerations apply across the entire launch preparation from the at-risk phase through post-launch reporting. Each section in the diagram below lists the key questions we go through with our clients when designing their strategy.

How to build a solid, future-proofed enterprise data and technology strategy

Why

Patient access & unmet needs

Does this patient population have specific challenges related to accessing treatment that you need to understand better?

Therapeutic area & market dynamics

Who are your competitors, and what is emerging within your therapeutic area? What external factors could influence each market that you want to enter?

What

Budget & business constraints

What can you afford, and what existing data and technology contracts do you have?

Use cases & insights

How will the data and technology be used and by whom? What types of insights about which stakeholders (e.g., healthcare organizations, healthcare providers, patients) are you trying to obtain?

How

Internal capabilities & analytical approaches

What expertise do you have on your team, and which capabilities will you need to outsource? What types of analytics will you need, and do you have the capabilities to support those?

Data compliance & connectivity

Is your environment compliant for the level of data (e.g., HIPAA compliant for patient-level data)? Do the different data sources have the level of connectivity needed to easily, securely transfer data?

When

Launch timeline

How much time do you have to implement the systems, purchase and integrate the data, and extract the insights you need before the immediate launch?

Pipeline timeline

What other assets do you have in the pipeline, and when will they be launched? How soon do you need to be able to support the next launch?

"One of our emerging pharma clients was preparing to launch a specialty drug with a specific patient audience with a complex treatment journey. They had plans to seek approval for other indications and had other pipeline products coming up in the near future.

They really wanted to prioritize the structured and unstructured data sources that'd be most valuable to the organization, integrate these data sources, and create a really solid data foundation as a single source of truth. **We partnered to future proof their ecosystem, and we used these questions as a framework to evaluate various data sources and data vendors.**"

Melissa McDevitt
Partner, Beghou Consulting

At-risk prep activities

Being granted a fast-tracked approval by a regulatory agency is exciting — years of hard work and investment can finally get your product to the patients who need it. However, the accelerated timeline can mean that you are preparing for launch under duress and with limited resources, especially if you start making the critical operational decisions for commercialization **after** submission.

To avoid this, we recommend that you start certain at-risk activities ~18-24 months before your anticipated launch, even before your Phase III data are in, so that you're more likely to be ready to start distributing your drug to patients and healthcare providers (HCPs) when your drug is approved.

These actions might vary depending on your company, therapeutic area, and product. For a general recommendation about the order in which these actions should occur, refer to the timeline on **page 7**.

Key actions to invest in "at risk"

Implement a CRM for the commercial and medical teams	Create the initial customer master data (CMD)	Set up a basic commercial data warehouse (CDW) and master data management (MDM) process	Acquire patient-level data	Hire and build capabilities

Implement a CRM for the medical and commercial teams

Key objectives

- Track key opinion leader (KOL) engagement
- Manage early-stage HCP engagement
- Ensure smooth integration with future commercial operations

The bottom line

Investing in a CRM early helps emerging biopharma get a head start on foundational relationships and gaining critical insights that drive brand awareness, foster collaboration, and establish lasting trust.

Client question: "With some of the disruption in the CRM market, what are some of the considerations you advise for an emerging biopharma company setting this up for the first time?"

"A few things that my clients are often considering is whether the solution is going to meet the needs of both medical and commercial, or do they want to have two different solutions? There can be some economies of scale if you have both teams on one platform.

However, **you'll need to think carefully about what your medical and field teams will need and whether you have the option to scale the platform and include other features** such as sales reporting, call planning, and field coaching reports."

Melissa McDevitt
Partner, Beghou Consulting

Implement a CRM for the medical and commercial teams

Establishing a CRM for your teams might seem like a straightforward task, but not all CRMs are the same; seek feedback from everyone who will be using it to understand their needs and configure your solution to meet those needs.

Top pitfalls to avoid

Narrow focus
Choosing or designing a system with only the medical team in mind

Rigid solution
Relying on an inflexible off-the-shelf solution

Inadequate training
Neglecting user training for everyone who will use the system, which can limit adoption

Unable to integrate
Implementing a system that does not integrate with CMD sets, CDW, MDM, and other data systems and analytics tools

Lack of scalability
Selecting a platform that can't scale with future commercial requirements

Best practices

Compare and contrast
Evaluate offerings from multiple vendors, including their service levels, to find the best-fit option

Select a configurable platform
Select a platform that supports customization to meet the needs of the medical, sales, and marketing teams

Balance flexibility and speed
Balance the flexibility of a custom solution with the speed of an off-the-shelf system

Incorporate governance
Incorporate an appropriate level of data governance but not so strict that it limits rapid responses

Design workflows
Collect key data points such as meeting notes, speaker program participation, and digital interactions

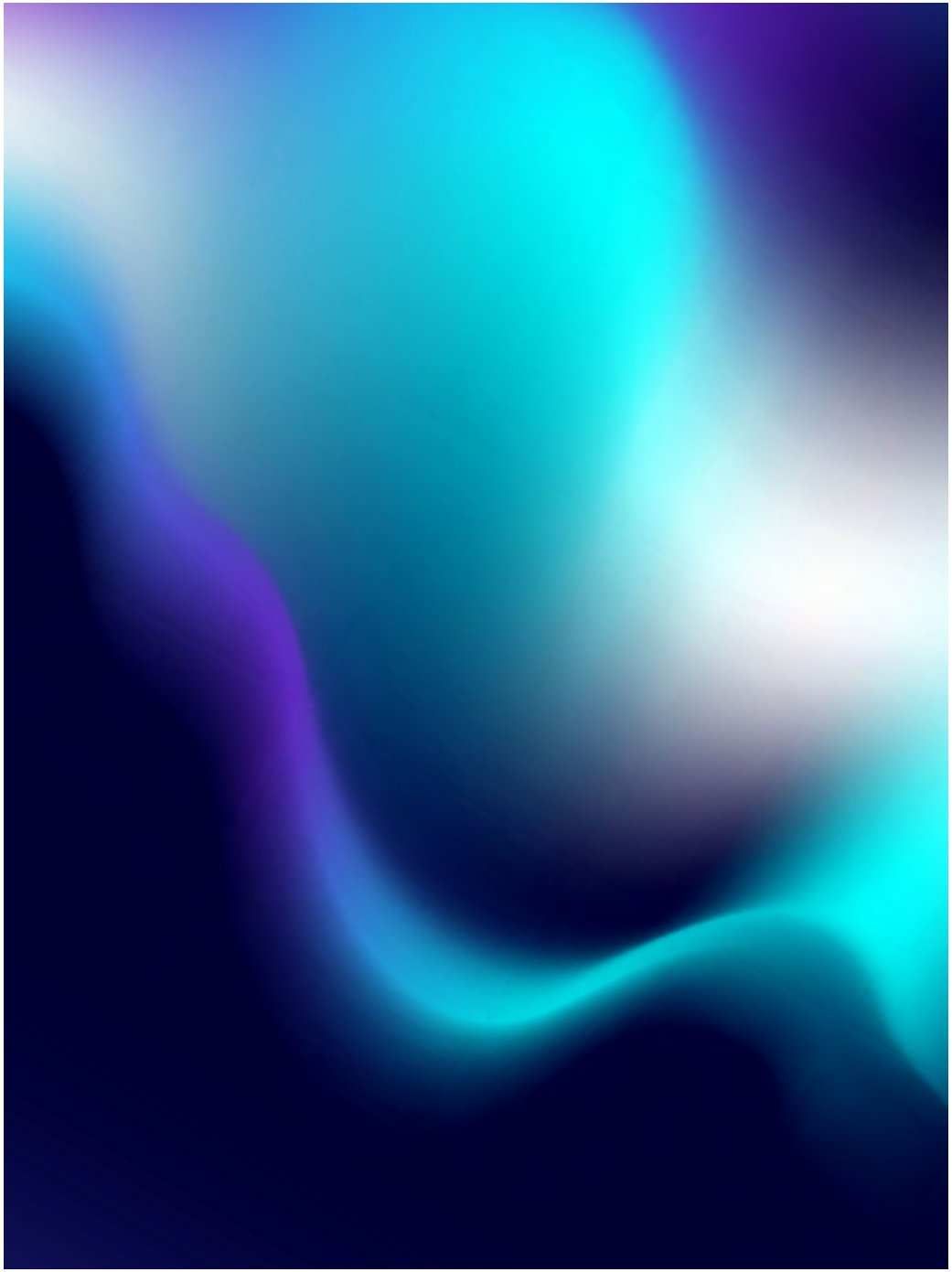
Implement a CRM for the medical and commercial teams

IMPACT

What does good look like?

Your stakeholders are able to:

- **Identify and locate KOLs and HCPs to speak with**
- **Segment their stakeholders to prioritize engagement based on influence, specialty, and geographic focus**
- **Track and organize interactions**
- **Maintain comprehensive records of communications**
- **Provide visibility into the relationships that are essential during the pre-launch phase**
- **Create a centralized space for cross-team communication and data management**



Create the initial customer master data (CMD)

Key objectives

- Develop a foundational customer database focusing on medical professionals, payers, and other key stakeholders
- Establish a single source of truth about HCPs, KOLs, and healthcare organizations (HCOs)

The bottom line

Creating a foundational CMD ensures alignment across medical and commercial teams and guides messaging, marketing, and targeted engagement efforts.

"In today's healthcare environment, personalized messaging delivered via omnichannel marketing will have the greatest impact, particularly for niche therapeutic areas.

Commercial leaders need to identify the essential pieces of information and tap into the specialized knowledge of their sales force to create rich account profiles. At the same time, account relationships are changing, from individual physicians to physician affiliations that rely on centralized purchasing decisions."

Yair Markovits
Partner, Beghou Consulting

Create the initial customer master data (CMD)

An initial CMD that lacks data quality and cleanliness (i.e., it is disorganized, has inaccurate information, and contains duplicates) contributes to difficulty extracting customer information and faulty insights. In our experience, in addition to having a high-quality CMD, successful implementations stem from soliciting feedback from the field teams on the data points they feel are necessary for launch.

Top pitfalls to avoid

Data overload
Overloading the initial data set with information that won't be used initially

Data bias
Relying too heavily on one data source, which can limit insights

Overlooking feedback
Ignoring feedback from the field team

Unable to integrate
Implementing a system that does not integrate with key systems like CRM tools and CDWs

Rigid solution
Using a system that does not allow adding to the database over time as new information becomes available via public or paid sources

Best practices

Populate the CMD
Seed the CMD with multiple sources from trusted providers to reduce the risk of data gaps or inaccuracies

Prioritize essential data
Keep the focus on essential data for engagement and to support future omnichannel marketing efforts

Structure the data
Include fields to support answering your use cases; for example, if genomic data isn't required for any use case identified, consider looking at genomic data sets later if the need arises

Prioritize governance
Adopt an iterative data governance process, by starting with light-touch processes and increasing the rigidity as you go

Seek feedback
Involve the medical team in iterative review and validation of the seeded data and create an easy feedback loop, for example, a simple survey

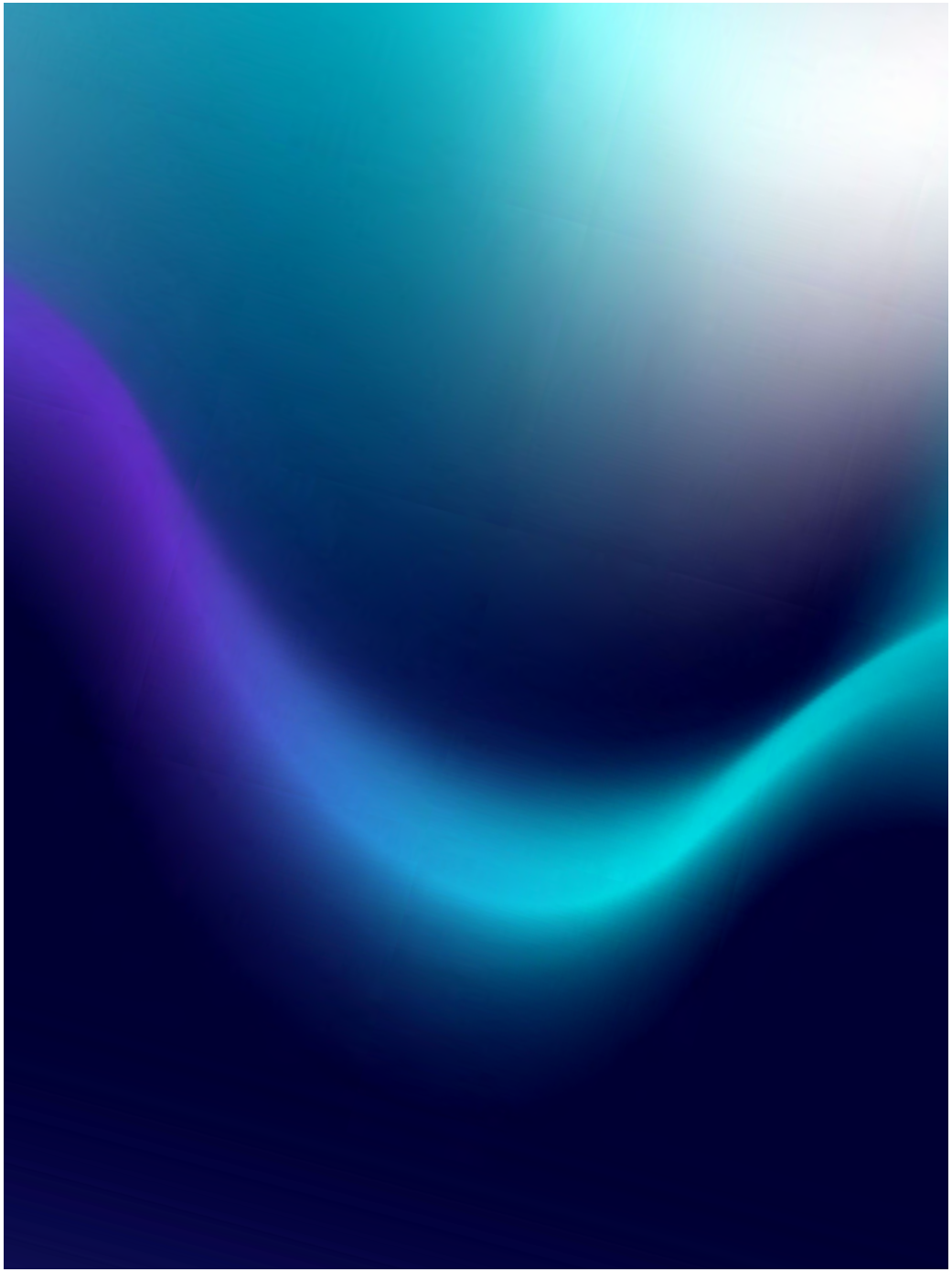
Create the initial customer master data (CMD)

IMPACT

What does good look like?

Your organization is able to:

- **Avoid over-complicating the process during the early stages**
- **Align the data with the medical team's real-world interactions and insights**
- **Ensure accurate, actionable data without requiring a complex piloting phase**
- **Capture feedback on inaccuracies or gaps**
- **Implement governance that ensures data accuracy and ownership without burdening teams**
- **Keep the data relevant and actionable across functions as the launch approaches**
- **Manage dynamic customer segmentation and updated hierarchies without requiring a complete data reset**
- **Evolve the CMD organically based on real-world use and a flexible, dynamic data set**



Set up a basic commercial data warehouse (CDW) and master data management (MDM) process

Key objectives

Establish a central data repository for early analytics and future scalability

The bottom line

With a basic CDW and MDM, emerging biopharmas gain a scalable foundation to store, manage, and analyze critical data to support future analytics use cases, such as forecasting, segmentation, call planning, and launch tracking.

"Some of these work streams can take a significant amount of time, but **getting that nice data foundation will set you up for both short-term and long-term success**.

For one of our pre-commercial biopharma clients, we were able to adapt a low-and-slow approach to building out the data warehouse to be really fiscally responsible, and these early investments moved them forward on their path to commercialization."

Melissa McDevitt
Partner, Beghou Consulting

Set up a basic commercial data warehouse (CDW) and master data management (MDM) process

Once your CDW and MDM are established, it becomes challenging to make wholesale changes later, so it's worth spending the time up front to ensure that you have a solid foundation with high-quality data that can serve your needs into the future.

Top pitfalls to avoid

Data overload
Overloading the system with too many data sources instead of focusing on essential data sets (e.g., customer data, market access data) at first

Neglecting the data foundation
Ignoring data quality at the beginning, resulting in duplicates, missing fields, or inconsistent formatting

Disregarding business requirements
Lacking clear business objectives, use cases, and stakeholder input

Unable to integrate
Implementing a system that does not integrate with reporting, field incentive systems, samples, the CRM, human resources (HR), field alignment, brand websites, and other operational tools, as well as external data sources

Rigid solution
Overlooking cloud-based systems, leaving you with a system that is not adaptable and doesn't support dynamic updates and segmentation based on your market

Best practices

Grow incrementally
Start small, and scale gradually

Solicit input
Involve the medical team in the validation process

Utilize the cloud
Leverage cloud-based solutions that can integrate with other sources for flexibility and cost-effectiveness

Prioritize governance
Establish data governance frameworks to define ownership, set rules for data validation, and enforce quality standards

Consider customer hierarchies
Ensure the MDM platform can handle dynamic customer hierarchies, such as switching between providers and institutions

Incorporate functional support
Provide support for sales, brand/marketing, market access, sales ops, analytics, forecasting, finance, HR, alignment, incentive comp, health economics and outcomes research (HEOR), and more

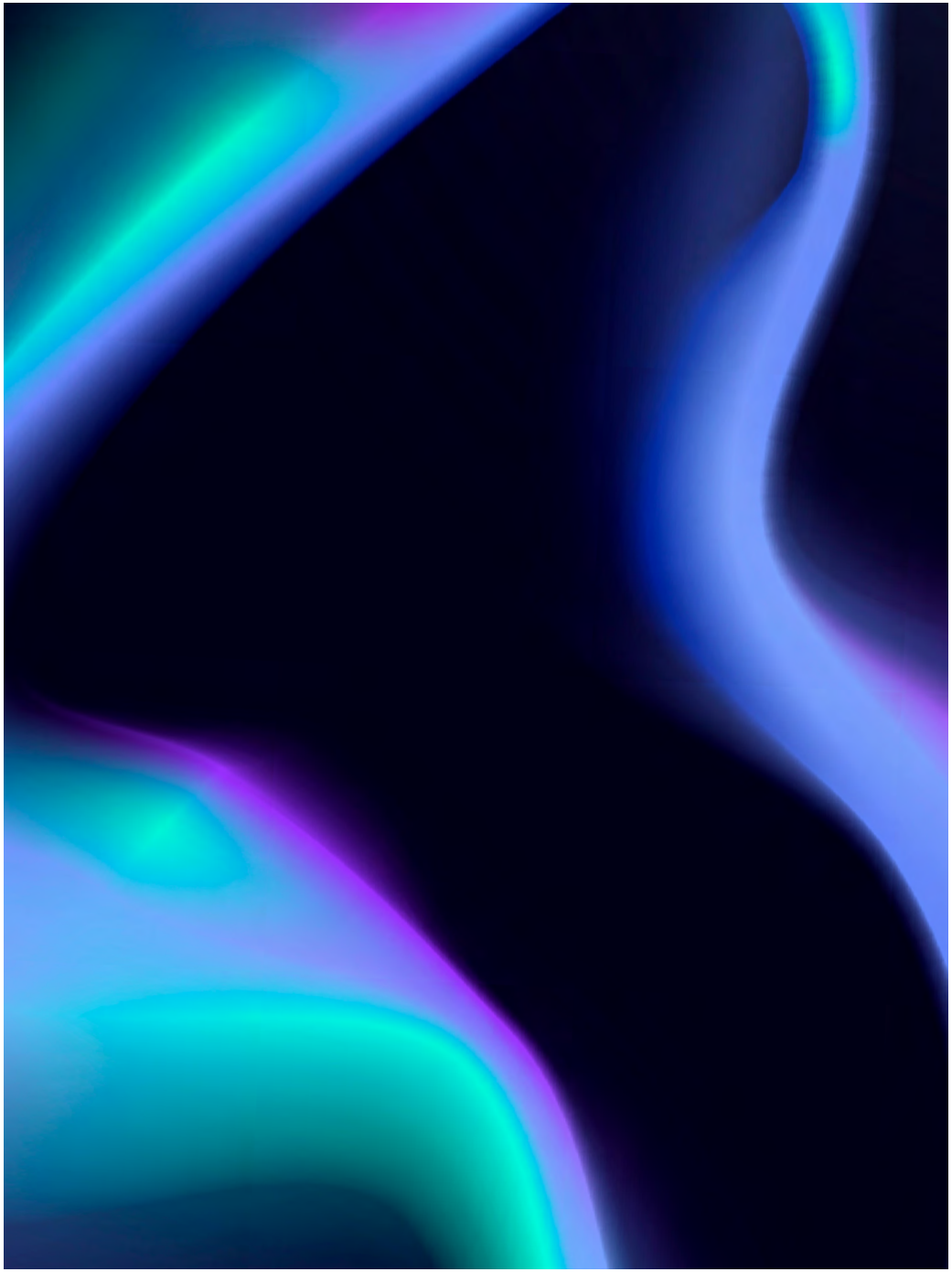
Set up a basic commercial data warehouse (CDW) and master data management (MDM) process

IMPACT

What does good look like?

Your organization is able to:

- **Ensure data integrity, accessibility, and governance as teams transition from pre-launch to launch operations**
- **Scale the infrastructure as your data needs expand and more commercial activities come online**
- **Store and maintain high-quality data**
- **Support future analytics, including advanced forecasting, segmentation, next best action, patient finding, and patient journey**
- **Allow a consistent flow of data across systems**
- **Avoid overwhelming the system and the small support team during early phases**
- **Seamlessly ingest syndicated data when needed, securely share data, and access data marketplace features**



Acquire patient-level data

Key objectives

- Identify KOLs
- Forecast market needs
- Establish the CRM system

The bottom line

Sales and HCP prescription data will only take you so far and limit the use cases that can be answered with this data. Acquiring patient-level data will enable a broader set of use cases to be answered and provide a sub-national view of the market that sales and outlet data won't.

"Patient-level data is important because it will give you the most return on your investment.

Something we've seen a couple times: In an effort to save money, they've purchased HCP-level data that was really affordable, but then they had to purchase additional patient-level data later. They've effectively bought two data assets, spending more money in the long run."

Melissa McDevitt
Partner, Beghou Consulting

Acquire patient-level data

We've seen it happen many times: Investing in data for short-term needs means that companies have to purchase additional data sets later as their needs evolve, while planning for the long term builds a data foundation that serves your teams through launch and beyond.

Top pitfalls to avoid

Misaligned objectives
Acquiring data without a clear purpose or alignment with launch objectives

Unvetted purchase
Purchasing data sets without a proper evaluation of the scope and completeness of each data set for key data points and comparison with other data sets

Single purchase
Investing in a data set without the ability to update as the market changes

Limited partnership
Engaging with a data partner who is unable to activate other data sources as needed

Best practices

Factor in critical customer sets early
Consider all the data types that will be needed through launch: HCP-level, institution-level, patient-level, transactional-level data

Establish a data core
Consider a data core consisting of patients either on therapy or who are candidates for therapy

Add supplementary data sources
Add other data sources (e.g., payer, provider, lab, social determinants of health [SDOH], pharmacy) to supplement this data core

Identify key data sources
Explore various data sources to determine the most appropriate for your needs

Ensure updates are available
Understand if and when updates to the data sources will be shared after purchase

"Patient-level data related to health equity, such as ethnicity, socioeconomic information, and gender, helps transition from the clinical world to the commercial world where this topic is becoming increasingly important.

Before buying a data set, we recommend 'looking under the hood' to see, one, if the data points are there and, two, their level of completeness.

For example, we reviewed a data set for a client that was priced at $300K+ and had empty health equity fields, including gender, for 80% of the patients."

Yair Markovits
Partner, Beghou Consulting

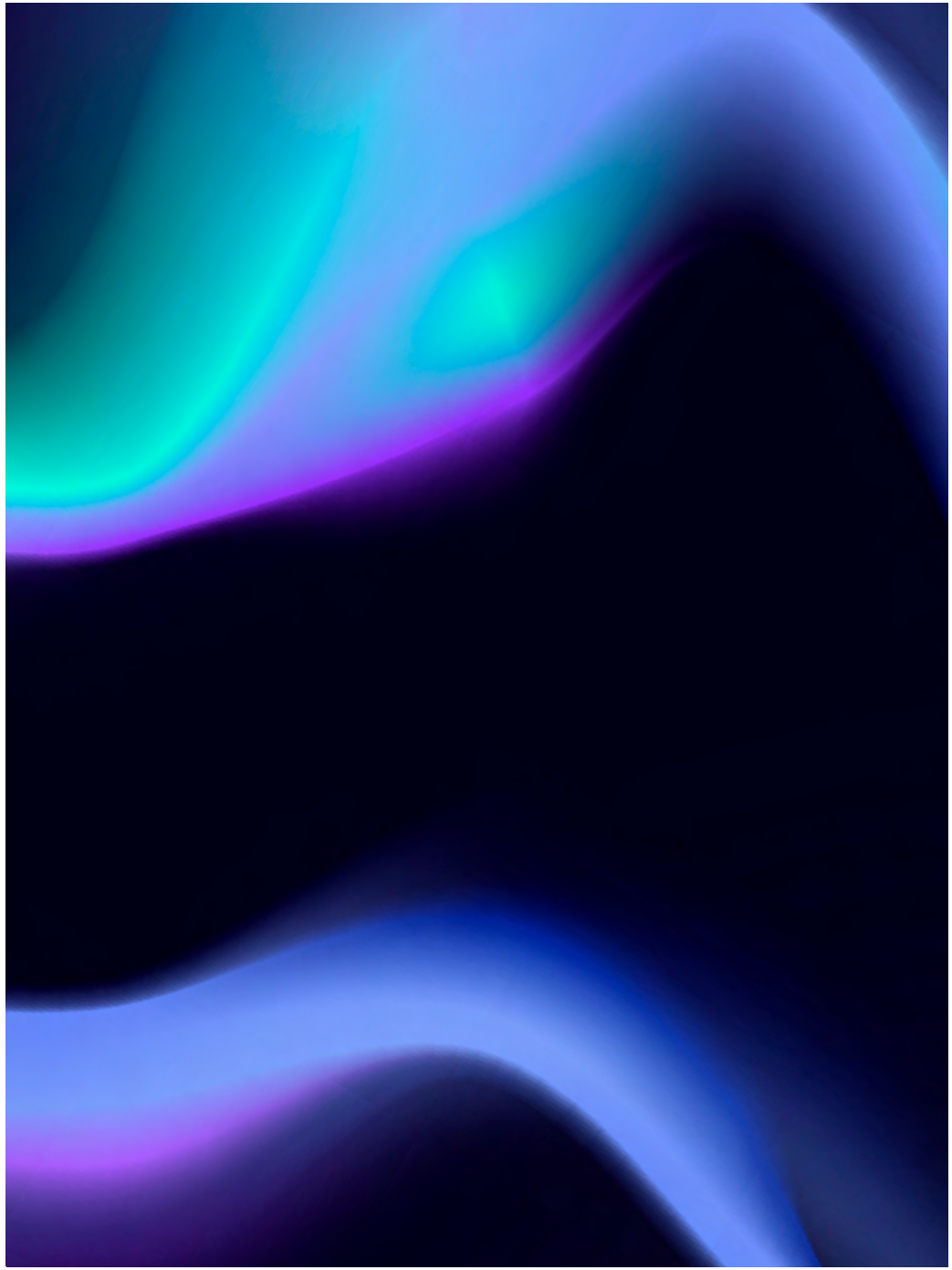
Acquire patient-level data

IMPACT

What does good look like?

Your stakeholders are able to:

- **Drive brand activity (e.g., medical, sales, patient services) from the data core**
- **Build a deeper understanding of the market in the target disease areas**
- **Judge how to position your products among the other therapies available**
- **Identify KOLs**
- **Assess how providers, patients, and payers are likely to react to the product**
- **Keep patients at the center of the data and analytics ecosystem**
- **Build patient centricity into all future activities**



Key objectives

- Build out data management and analytics support
- Hire 1-2 key personnel or consulting services

The bottom line

Hiring or outsourcing key roles early in launch planning ensures timely completion of strategic activities requiring long lead times such as developing baseline insights, designing the commercial strategy, and planning stakeholder engagement.

"**There's no reason to reinvent the wheel.** You need a team, and initially hiring a team full of FTEs who will not be maximally utilized and then probably over-utilized because the team isn't big enough is a poor choice and very expensive.

Instead, you can hire consultants who can contribute experience, bring the right resources at the right time, scale up or down quickly, and be released when not needed anymore."

Todd Foster
Associate Partner, Beghou Consulting

Hire and build capabilities

It's tempting to fill all the roles you'll need at launch, but the reality is that you won't need many of those people until months after the product makes it to market, leaving you paying for staff who can do little to contribute to the bottom line.

Top pitfalls to avoid

Overstaffing initially
Staffing a team who won't be fully utilized immediately

Siloed hiring
Hiring individuals with narrow skill sets and expertise

Lack of job descriptions
Hiring individuals without a clear understanding of how they will contribute to the team

Limited collaboration
Lacking the collaboration and knowledge sharing needed to efficiently coordinate launch activities

Best practices

Diversify skill sets
Focus on multidisciplinary skill sets that can adapt to the demands of launch preparation

Phase staffing
Keep staffing minimal initially, then bring in the right resources at the right time

Maintain flexibility
Choose the right mix of internal staff and outsourced consultants, and scale consulting support based on evolving needs

Partner strategically
Partner with someone who has deep experience setting up and operating systems leading up to launch

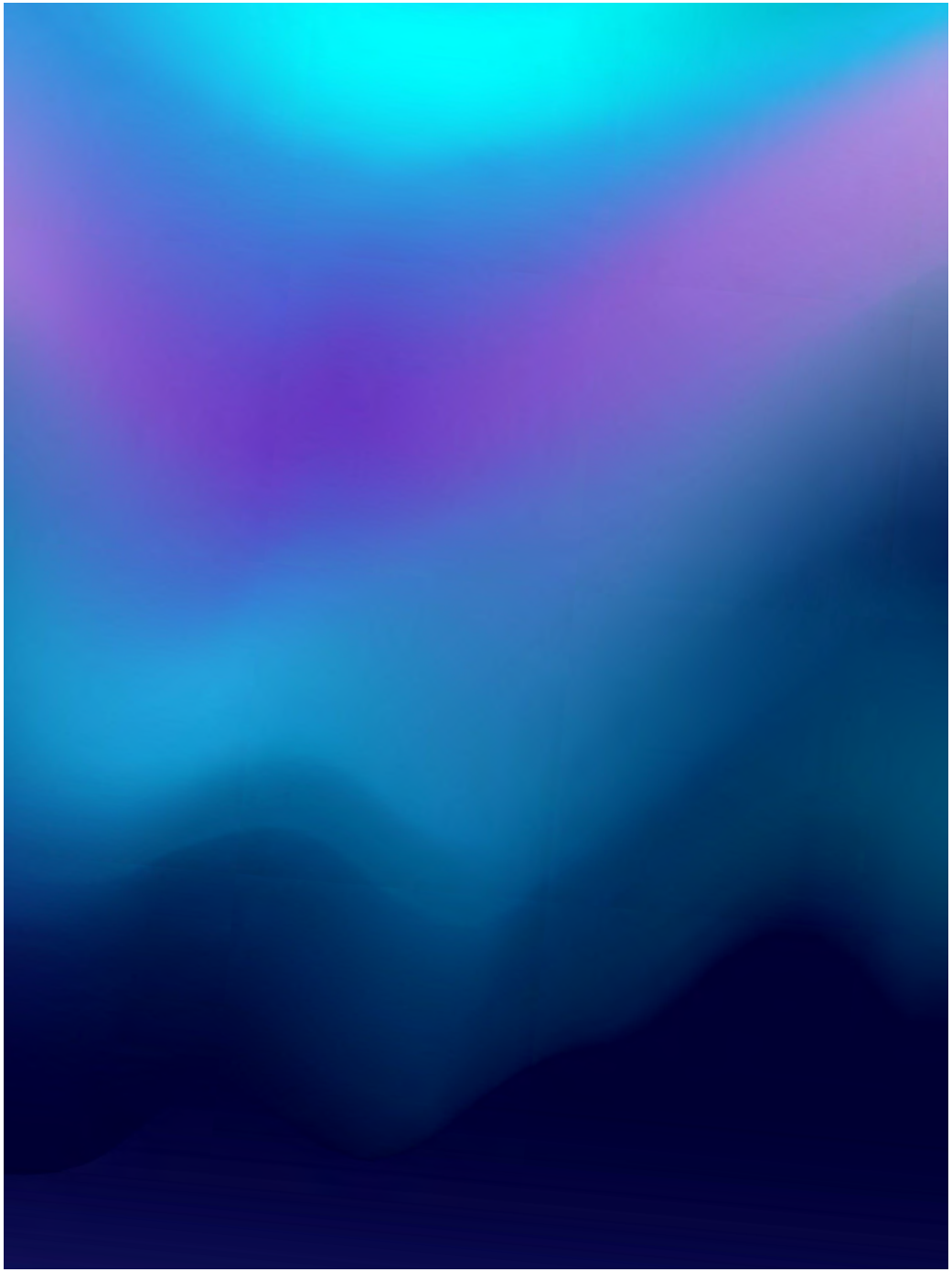
Hire and build capabilities

IMPACT

What does good look like?

Your organization is able to:

- **Quickly scale as operations come online and adjust outsourced resources as needed with changing timelines**
- **Avoid hiring FTEs for positions that are not 100% utilized yet**
- **De-risk decisions about data sets and technology systems and when to implement them**
- **Understand the preparation and planning required for a successful launch of your product**
- **Meet the intense demands of launch support while not overcommitting to staff who might not be required when that demand settles a few months post-launch**



Launch prep activities

The decisions in the months immediately leading up to launch are particularly stressful. You have access to overwhelming amounts of data and are probably faced with increasing expectations from both internal and external stakeholders who want to review real-time analytics and forecasting about whether your new product will be successful in the market.

How do you achieve all of that with limited resources? In this section, we provide some guidance about how to purchase sufficient data sets and design analytical approaches that can help you meet expectations and plan appropriately.

Key actions to invest in closer to launch

- Develop use cases
- Acquire and ingest launch data
- Build analytics and reporting capabilities

Key objectives

Build advanced models to:

- Forecast demand
- Target and segment customers
- Conduct sales force sizing and territory alignment
- Plan and execute calls
- Analyze patient journeys using real-world evidence (RWE)

The bottom line

Considering how the data will be used now and into the future ensures you have the data and analytics capabilities when you need them, rather than using valuable resources to look for and transition to a new source or platform.

"**Future proofing is an activity that does not get enough attention**. Companies need to sit down and think about their use cases over the next three to five years and plan for that today. What data am I going to use? Why am I going to need it? What does my pipeline look like?

This helps inform the enterprise data strategy but can be really challenging for companies that do not have previous launch experience without help from a third-party who has done this many times before."

Yair Markovits
Partner, Beghou Consulting

Develop use cases

We've found that, during their initial planning, companies focus primarily on the commercial use cases and overlook others and therefore are missing the data and systems to support those functions later. Building a use case framework and asking the right questions early help set up the infrastructure for the entire organization.

Top pitfalls to avoid

Narrow focus
Focusing on only one user group within your organization

Relying on past experiences
Limiting use cases and reviewing the suitability and applicability of data and analytics choices based on only previous launch experience

Rigid use cases
Creating inflexible use cases that cannot be easily adapted to changing market conditions, competitive pressures, or new data sources

Best practices

Gain a comprehensive view
Explore foundational, operational, analytics, and reporting use cases including commercial, real-world, HEOR, med affairs, and health equity across your entire pipeline and launch timeline

Involve stakeholders
Survey multiple stakeholders to determine how they will use the data

Tailor the approach
Consider the unique characteristics of the new product, target market, and competitive landscape

Consider patients and caregivers
Describe what is needed to understand your patients and their caregivers, as well as their diagnostic, treatment, and support needs

Develop use cases

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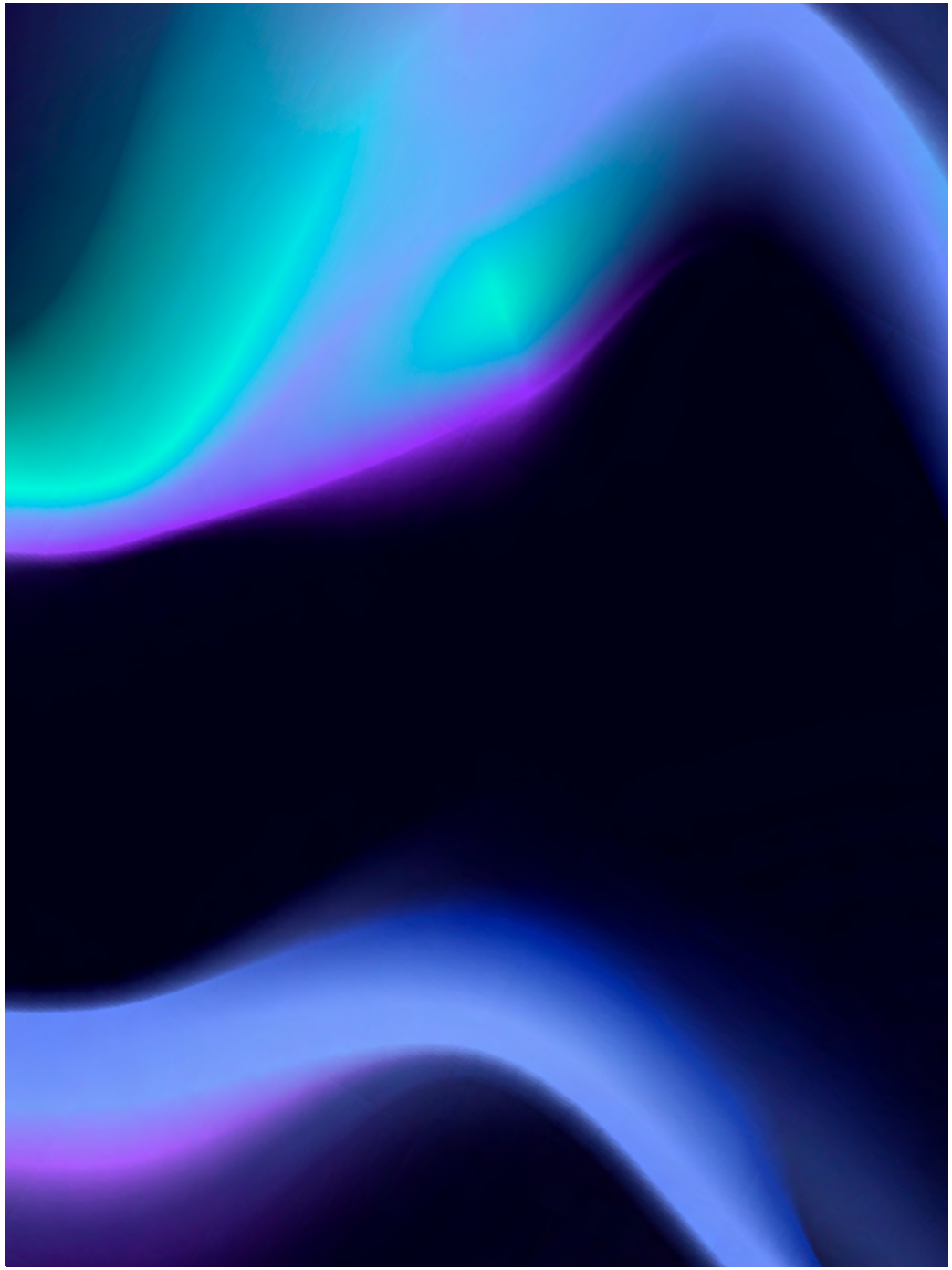
Your organization is able to:

Your stakeholders are able to:

- **Purchase data and establish analytics to support current and future use cases**
- **Establish a patient-centric approach to launch and commercial activities**
- **Avoid selection bias and choose the best solutions for your current situation**
- **Future-proof your solutions and ensure they apply across your entire portfolio**



Key objectives

Start acquiring key launch data, including prescription, claims, and third-party syndicated data

The bottom line

Your use cases will help determine which types of data you should purchase and the time span they need to cover to adequately understand your patients, providers, therapeutic area, and market.

"While you're evaluating the data as a product, also **evaluate the vendor and level of service because they will hopefully be your partner for a long time**.

So, you will want to make sure they will support you and your future data needs as well."

Melissa McDevitt
Partner, Beghou Consulting

Acquire and ingest launch data

A successful approach prioritizes data quality and integrates diverse sources, which provides your organization with a robust data infrastructure on which to make decisions.

Top pitfalls to avoid

Making assumptions
Taking data sets at face value

Blind deployment
Launching without testing the data set within your environment

Disparate data
Failing to consider how your data sources will work together within your systems and processes

Lack of backend logistics review
Not understanding how often the data will be delivered and refreshed, whether it is tokenized, and if it can be linked to other data sources

Best practices

Seek partners
Engage with data vendors early

Evaluate the data
Understand the therapeutic area, patient demographic, physician characteristic, and longitudinal coverage and completeness in the data set

Verify data integrity
Ensure the presence of robust data quality checks and validation procedures to ensure data reliability and accuracy

Review for bias
Review the data for biases regarding over-sampling or under-sampling of any particular group

Test before launch
Run test data through the system prior to the actual launch

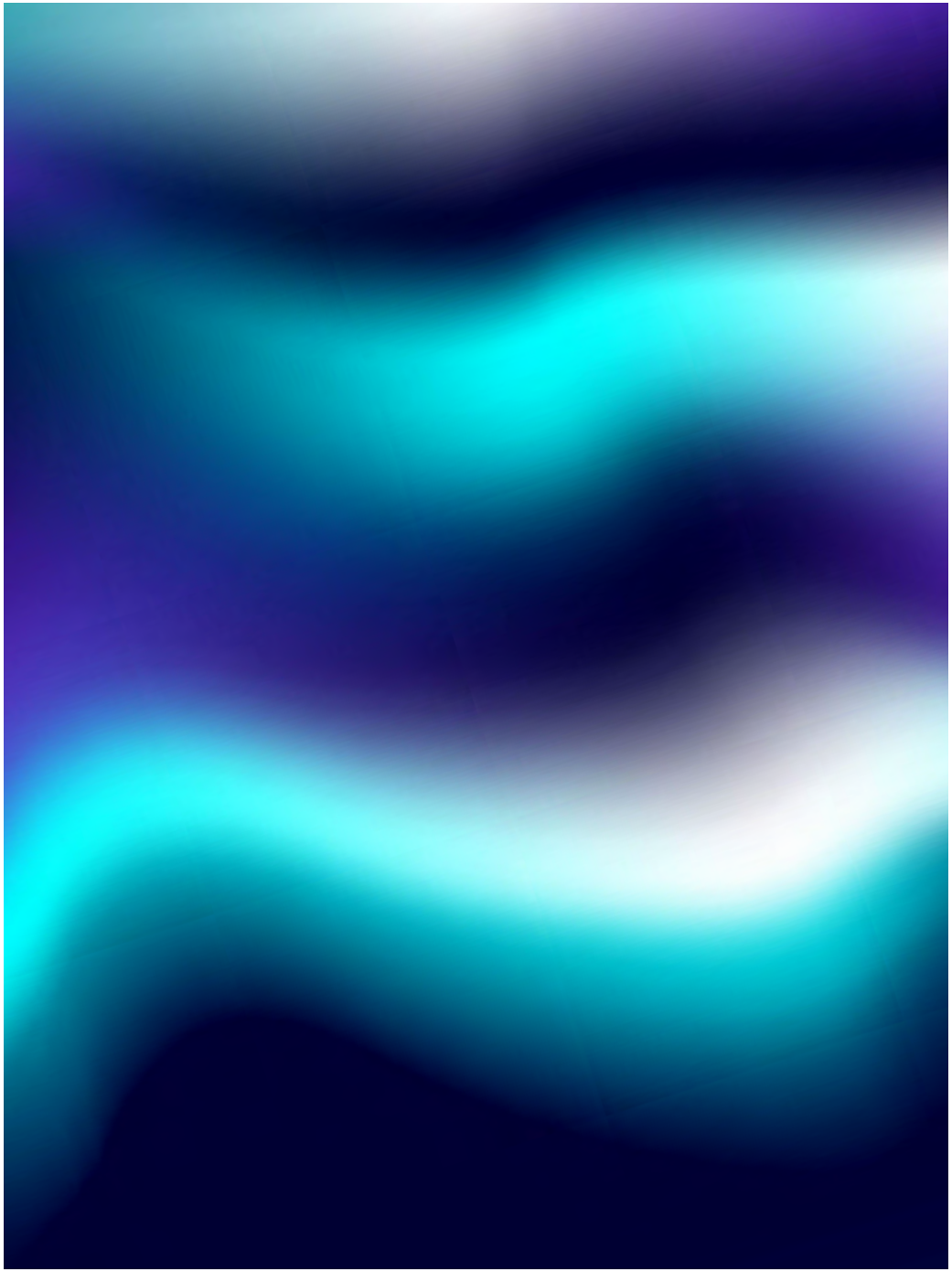
Acquire and ingest launch data

IMPACT

What does good look like?

Your organization is able to:

- **Achieve the level of coverage and longitudinality of data needed to identify physicians who are early adopters, understand the patient journey, and capture market nuances**
- **Capture important characteristics of all potential patients for your product and your pipeline**
- **Be confident in the insights provided by the data sources**
- **Use timely, accurate, and connected data across your data ecosystem**



Key objectives

Create an integrated, automated analytics system that provides the right data via dashboards and reports to the right stakeholders

The bottom line

Well-designed, real-time dashboards, reports, and predictive insights provide the organization's stakeholders (e.g., sales leaders, marketing, medical teams, finance) with visibility into sales performance, customer engagement, and operational efficiency, ensuring the launch stays on track and enabling a rapid response to market changes.

Client question: "What things should be considered when implementing your data platform and reporting?"

"The data models should serve multiple reporting needs. Rather than setting up singular data models to serve singular reports, **broad flexible models are key**.

Also, when designing your reports, instead of asking your stakeholders what they want to see in their reports, go to them with a point of view. Request feedback about report templates or wireframes. This will streamline and expedite the process."

Todd Foster
Associate Partner, Beghou Consulting

Build analytics and reporting capabilities

You've spent a lot of time and resources choosing data sources and building the data infrastructure, but decision makers find the reports and dashboards hard to read and understand or, even worse, they don't find the information meaningful — to avoid this, seek input from stakeholders about the information they'll find most useful and in what format.

Top pitfalls to avoid

Data overload
Overloading dashboards with too much data

Neglecting quality
Omitting data quality controls to ensure data accuracy and consistency from the start

Inadequate training
Failing to train end users on how to use dashboards and reports

Lack of targeted reporting
Reports and dashboards that aren't aligned with a specific business goal or established KPIs of interest to each stakeholder

Best practices

Incorporate scalability
Use cloud-based tools like Tableau or Power BI that have a core set of built-in capabilities and can integrate data from the CRM, CDW, and other systems

Design for the end user
Prioritize customizable, user-friendly dashboards to track sales force effectiveness and implement marketing analytics, and set up automated reporting for daily, weekly, or monthly performance updates

Ensure timely insights
Implement a system that ingests and analyzes data at a frequency that meets your organization's reporting requirements

Incorporate predictive analytics and modeling
Leverage predictive analytics for forecasting and risk-based modeling

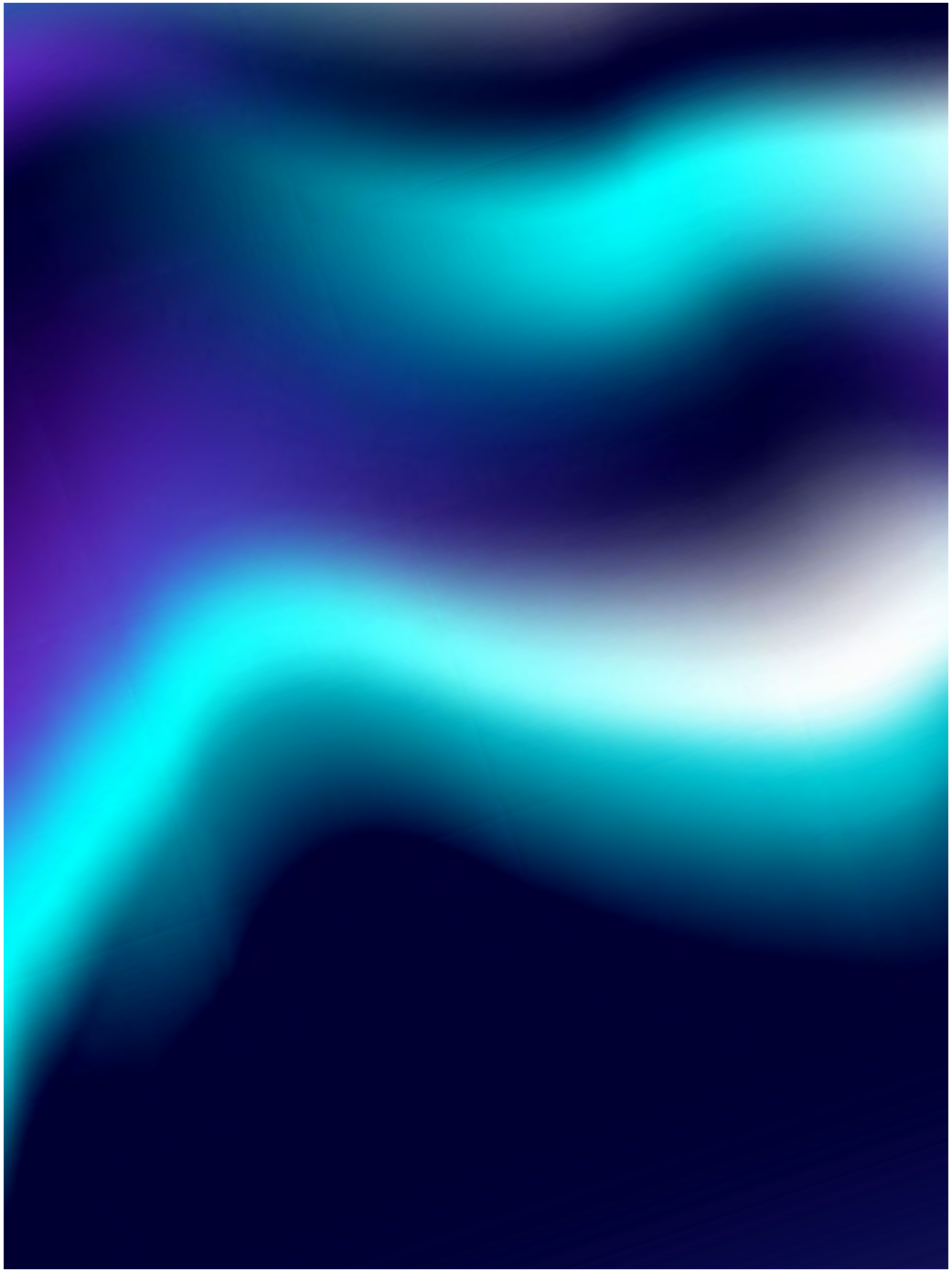
Build analytics and reporting capabilities

IMPACT

What does good look like?

Your stakeholders are able to:

- **Keep pace with fast-changing business demands through reports and dashboards**
- **Access insights that drive progress toward launch goals and objectives**
- **Tap into actionable insights based on high-priority KPIs, such as prescription data, sales team activity, and customer segmentation**
- **Have visibility into customer interactions across departments—medical, commercial, and sales—to ensure all teams are aligned**
- **Monitor call planning and execution, KOL interactions, field force activities, and digital and traditional campaign performance**
- **Forecast future demand, identify high-value accounts, and optimize resource allocation and identify potential risks early**
- **Access the latest data without substantial manual workload or performance lags**



Organizational buy-in can facilitate a successful implementation

Companies often overlook the importance of change management and user acceptance, which are essential for a strategy to be successful regardless of company size. End users can be reluctant to use the data and technology if it does not meet their needs or follow expected standards and governance.

At Beghou, we've found that planning the project with a user-first approach and effective change management from the very beginning drives the greatest adoption of new technologies.

Involve all stakeholders

An implementation that incorporates the team's input will reflect their short-term and long-term needs and goals, require fewer revisions, avoid the need to purchase other data sets later, and encourage greater use.

Iterate as needed

As the team gains experience with the systems, data sets, and the market's response to the new product, their needs and perspectives might change. Asking for input along the way will help refine the systems for greater success.

Share the roadmap

Once the roadmap has been established, share it with the rest of the team so they have visibility into the goals, use cases that will be addressed immediately, expansion plans, and how their feedback will be incorporated in future iterations.

"Something I was reminded of recently during a launch roadmap discussion: In this context, **nothing works without collective stakeholder buy-in**.

Organizations that have individual siloed projects and don't have executive sponsorship and collective agreement struggle with successful commercial launches."

Todd Foster

Associate Partner, Beghou Consulting

How to approach the decision of buy vs build

For many of the actions described in this guide, you will likely be faced with the decision to buy vs build. For example, should you purchase an off-the-shelf CRM, or would you be better served by designing something that you know will meet the needs of your medical and commercial teams?

Although off-the-shelf solutions offer speed and scalability, some companies—particularly those with strong IT capabilities—are exploring in-house builds to maintain control over data and customization. For others, choosing a hybrid approach provides the best solution, by complementing purchased products or services with those that they can fully handle with their internal capabilities. When making this decision, it can be helpful to consider the following pros and cons of each approach:

Buy	VS	Build

Pros

- Rapid implementation
- Range of costs
- Ability to leverage ongoing innovation
- Data security and compliance built in

Cons

- Locked into contract
- Potential lack of visibility into proprietary processes
- Scalability dependent on vendor flexibility
- Reliance on consultants and third parties

Pros

- Customized features and functions
- Configurability
- Internal management
- Flexibility

Cons

- Potential rigidity if not designed for future adaptability
- Potentially time-intensive, based on team expertise and scope
- Specialized training required
- Expensive
- Challenges with integration
- Costly, time-consuming ongoing innovation
- Need to update for compliance

Some companies find a middle ground—starting with a vendor platform or external partner to accelerate time-to-value, then transitioning certain aspects in-house over time. This hybrid approach balances speed, cost efficiency, and long-term control.

How to approach the decision of buy vs build

When making the decision, we recommend considering the following four key factors, with insights from our Associate Partner, Todd Foster:

Budget

What are the cost trade-offs between SaaS, built-for-purpose, and custom builds?

“This is really the biggest lever that will shape all the other decisions you make as you plan for launch, so it is important to determine your budget early.”

Integrations

Will the solution easily integrate with both internal and third-party solutions?

“As someone who’s been working in data management for 20+ years, integration is one of the biggest pain points. I’ve seen great point solutions where clients had to email their data to someone else to ultimately get it into the warehouse, and that is not where you want to be long term.”

Time to value

How long will it take before you can meaningfully use the solution?

“I’ve seen even the best builds end up trapped in a cycle of ‘almost there’ solutions that never quite meet their promised potential.”

Ability to keep pace with innovation

Will your solution be able to quickly take advantage of evolving technology, customer feedback, and market demands?

“I came in at the tail end of a project for a client who was custom building a data warehouse that had already been ongoing for five years and cost over a million dollars. In the end, the organization decided to scrap the project because the business requirements and technology landscape had changed so much—the solution was never going to meet their needs.”

“For most emerging biopharma, **custom builds introduce complexity and risk without clear benefits early on.**

In rare instances, companies with strong funding, expertise, and governance may be positioned to pursue them—if they have a clear strategy and the resources to sustain implementation and optimization.”

Todd Foster, **Associate Partner, Beghou Consulting**

Timing an elegant balance of investment and readiness

Navigating the complexities of commercialization requires **establishing a strong data and analytics infrastructure**, and the information in this guide provides the foundation with which to start your journey to launch. With this as the basis, other important considerations such as your distribution networks and sales and analytics teams can easily follow.

Amid the excitement of getting your product to market, keep these 5 key takeaways in mind:

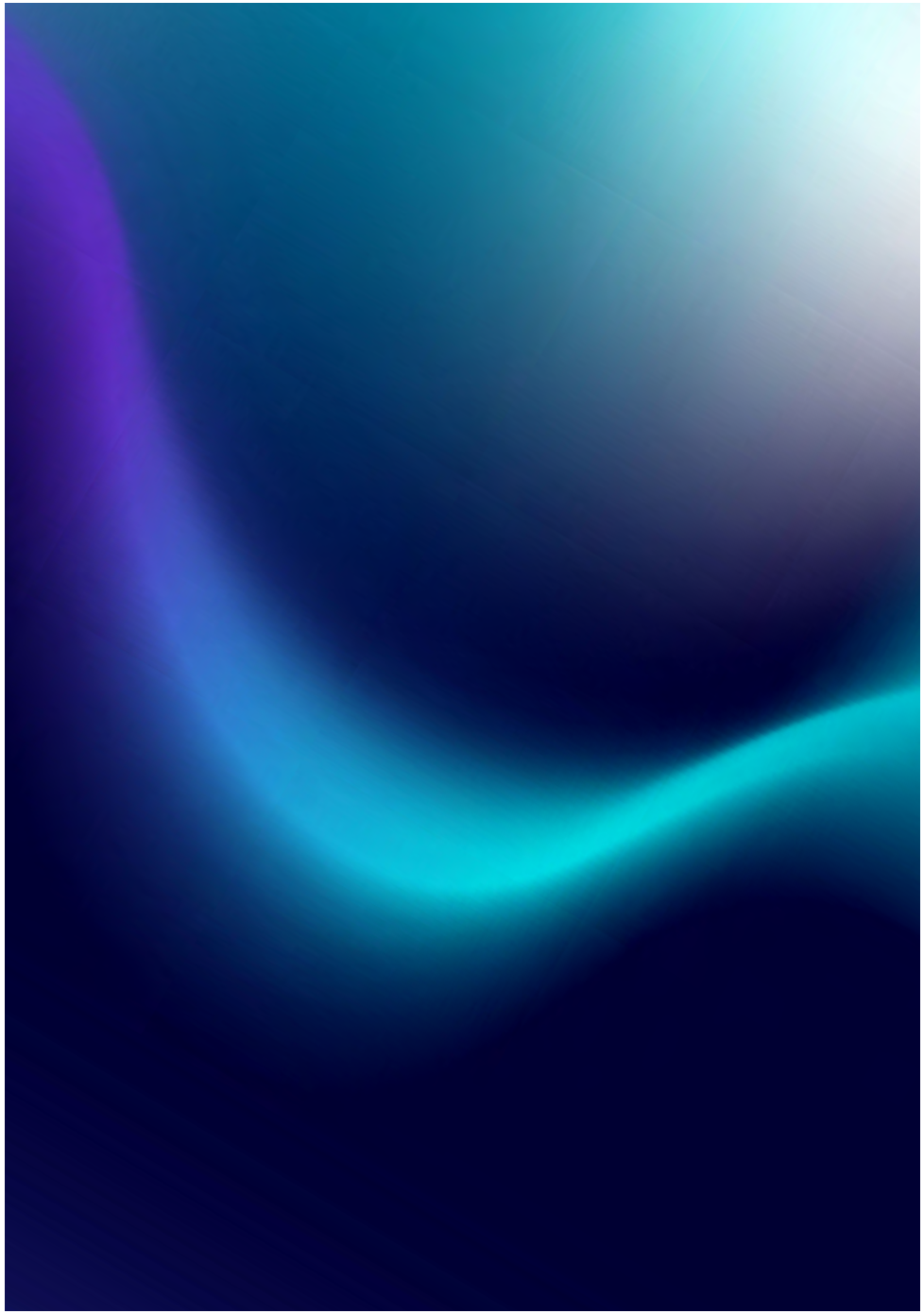
1. **Start planning early, ideally 18-24 months before your anticipated launch, to avoid playing catch-up when timelines are tight and resources are thin**

2. **Create a robust launch timeline to guide your investments, so you can avoid both over-investing and under-investing**

3. **Involve all stakeholders to understand everyone's short-term and long-term needs and manage the right amount and type of data, functionality, and system complexity**

4. **Build with the end in mind so you have the flexibility you need for the future**

5. **Plan periodic reviews of your roadmap, data, and functionality against the evolving market landscape**



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Few teams have navigated hundreds of launches— especially through today's smaller indications and outcomes-based payment models—making it challenging to be confident that you haven't missed anything. Therefore, it's important to partner with a team who has the expertise, hands-on execution, and technology to support a successful launch and future growth.

Beghou has been working with emerging pharma clients for over 20 years, often becoming a true extension of their team, and this is an intuitive approach to us. We know how to set up an agile launch framework that can scale and iterate as your brand grows or priorities change.

If you would like to know more about Beghou Consulting, please visit our website and get in touch.

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