

● Whitepaper

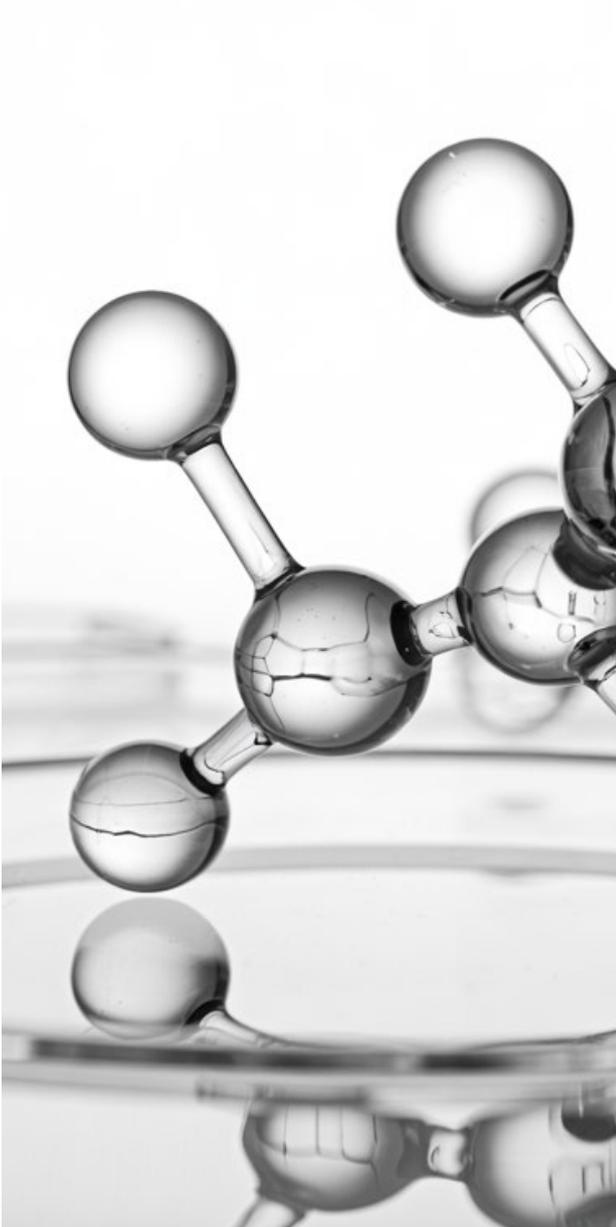
Product launch excellence

Breaking silos, connecting the dots:
How unified teams are redefining
success in life sciences

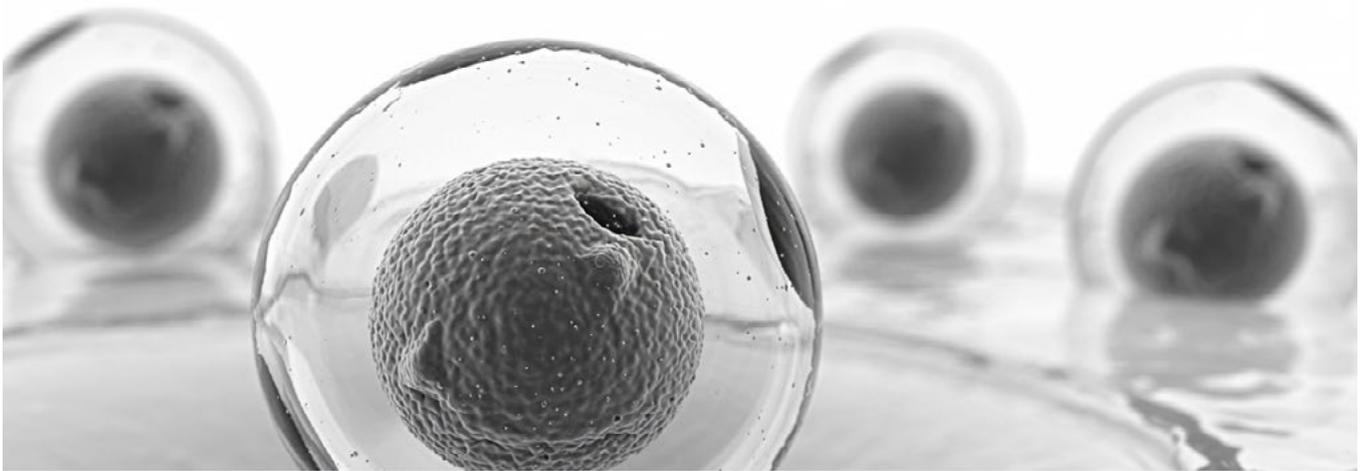
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Executive summary



The life sciences industry is under increasing pressure to deliver innovative therapies faster, while maintaining compliance, cross-functional alignment, and customer centricity. Successful product launches begin well before execution and demand bold thinking, deep collaboration, and operational excellence.

This whitepaper outlines how a unified product launch strategy that brings Medical Affairs and Commercial Teams together can address key industry challenges, ensure alignment across the organization, and deliver a seamless Customer Experience (CX). From early planning to post-launch optimization, Eraneos empowers Life Sciences organizations to act with confidence, deliver value, and transform with purpose.

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Introduction

About this whitepaper

The life sciences industry is navigating a complex landscape shaped by evolving regulations, accelerating innovation, and shifting stakeholder expectations. Companies must balance compliance requirements with the need to remain competitive and customer focused.

A common barrier to success lies in the misalignment between Medical Affairs and Commercial Teams, leading to fragmented strategies, inconsistent messaging, and missed opportunities for impact.

This whitepaper explores how a unified product launch strategy, driven by collaboration, data, and purpose, can support patients and HCPs while ensuring a seamless, integrated customer experience.

Understanding the industry challenges

Key challenges hindering successful product launches in the life sciences sector:

- **Regulatory complexity**
Navigating stringent and varying regulatory requirements across regions remains a critical barrier to timely approvals and compliant communications.
- **Fragmented cross-functional collaboration**
Disconnected planning between Medical Affairs and Commercial Teams leads to inconsistent messaging and reduced launch impact.
- **Shifting focus to rare diseases**
With the treatment landscape for high-incidence diseases maturing, more investment is being directed toward rare diseases, which are characterized by higher development costs and more complex engagement models.
- **Data silos**
Siloed data limits visibility, impedes strategic alignment, and slows decision-making across launch functions.
- **Market dynamics and internal agility**
Scientific advances and competitive shifts demand speed and adaptability — yet legacy operating models often hinder responsiveness.
- **Indirect customer-consumer model**
The unique HCP-patient dynamic in pharmacy complicates the delivery of personalized, relevant customer experiences across the product life cycle.

These challenges underscore the urgent need for a unified approach that connects strategy, execution, and experience.

Understanding customer requirements

In the pharmaceutical industry, “customer requirements” encompass the needs and expectations of various stakeholders, including healthcare providers, regulatory bodies, patients, and distributors, across different therapeutic areas, market sizes, geographies, and specific medical conditions. Each of these layers can vary widely and have an impact on each requirement.

Pharmaceutical companies must navigate these complexities and provide targeted, compliant, and value-driven solutions. Below are key customer requirements within the industry:

- **Product customization**
Some healthcare providers or patients require customized formulations to address specific needs. This can refer to tailored dosages, alternative delivery methods (e.g., oral, injectable, transdermal), or even personalized medicine designed to suit individual patient profiles.
- **Service levels**
Clients may demand varying levels of service — from expedited delivery of life-saving drugs to dedicated support during clinical trials. Others may prioritize inventory reliability and uninterrupted product availability for chronic or high-demand treatments.
- **Pricing and reimbursement models**
Pricing expectations are often influenced by local healthcare systems, reimbursement policies, and insurance structures. Customers such as hospitals and insurers may seek flexible pricing models, including volume-based discounts, early access programs, or risk-sharing agreements.
- **Regulatory and quality compliance**
Given the global nature of the pharmaceutical market, compliance with regional and international regulations is essential. Clients often expect support in navigating standards such as FDA (U.S.), EMA (Europe), or PMDA (Japan), as well as adherence to Good Manufacturing Practice (GMP) and pharmacovigilance protocols.
- **Integration with healthcare infrastructure**
Pharmaceutical solutions may require seamless integration with existing healthcare systems. This could include compatibility with electronic health records (EHRs), hospital formularies, or established distribution channels — all critical for ensuring product accessibility and clinical utility.
- **Timely and reliable delivery**
Timeliness is a critical factor, especially in emergency care or for therapies with narrow treatment windows. Some customers may require ultra-fast delivery, while others prioritize long-term consistency and supply chain resilience.
- **Security and data privacy**
With increasing volumes of sensitive data being generated, particularly through clinical trials and real-world evidence, data protection is a top priority. Customers demand robust security measures that align with regulations such as HIPAA (U.S.) or GDPR (EU), ensuring patient privacy and ethical data handling.

Each of these customer requirements influences how pharmaceutical companies design, manufacture, and deliver their products and services. A deep understanding of these needs is essential to building strong, compliant, and value-based relationships with stakeholders across the healthcare ecosystem.

Our approach: Supporting our clients

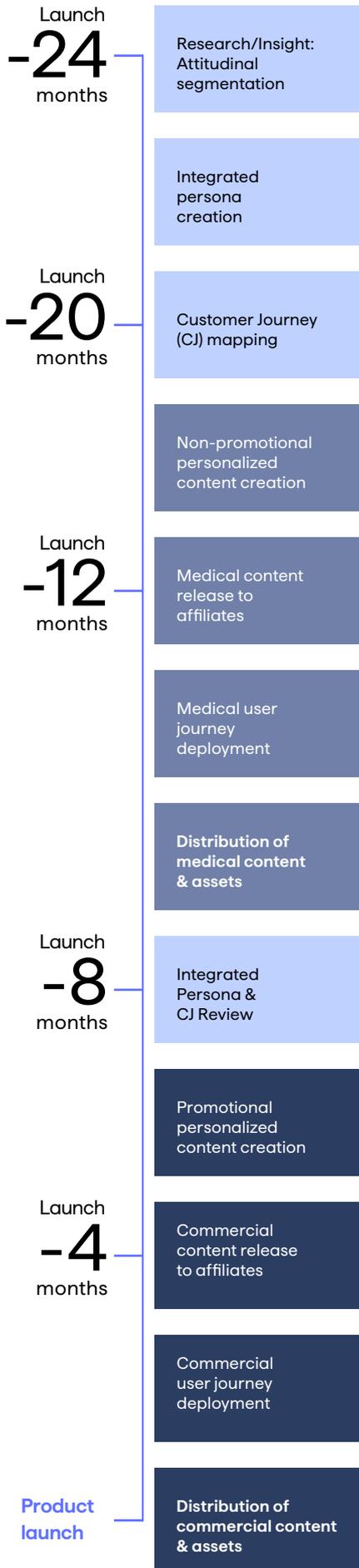
By fostering collaboration between the product leads of the Medical Affairs and Commercial Teams and defining data-driven strategies, life sciences companies can overcome these challenges and achieve successful product launches.

Here's how Eraneos supports their clients in this journey:

1. Implementing a unified, data-driven CX strategy

At the core of our approach is a unified, data-driven customer experience (CX) strategy. By leveraging data analytics, we help organizations gain a deeper understanding of their customers, including healthcare professionals (HCPs) and patients. With this understanding, the Medical Affairs and Commercial Teams are able to create strategies that are aligned and also resonate with the needs and expectations of their audience. Our approach ensures scientific integrity and drives commercial success.





2. Structuring the launch journey

To ensure all teams are fully aligned and prepared, we recommend a phased approach that begins two years prior to the expected Food and Drug Administration (FDA) and/or European Medicines Agency (EMA) approval:

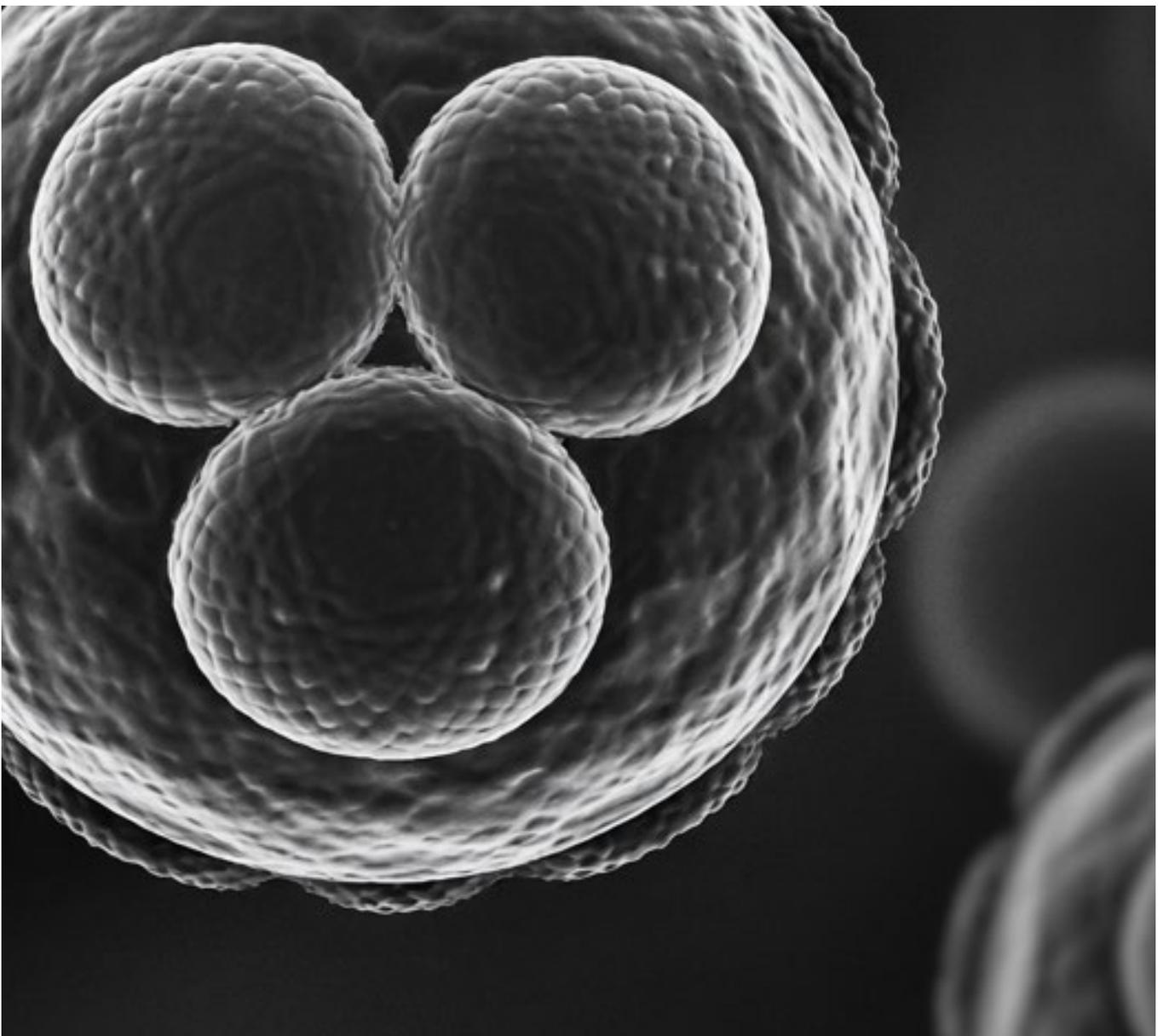
- 24 months before FDA/EMA approval:**
Market research, segmentation, and persona development
 We assist our customers in conducting thorough research and gathering insights. This phase involves market research, attitudinal segmentation, and stakeholder mapping. We also help teams develop shared personas and customer segments as a foundation for future strategies.
- 12 months before FDA/EMA approval:**
Journey mapping and early scientific engagement
 This phase focuses on mapping the customer journey and releasing scientifically validated medical content. By doing this early on, we build trust and address any potential concerns healthcare professionals might have.
- 4 months before co-joined campaign launch:**
Alignment of commercial messaging with scientific data
 As the launch date approaches, our focus shifts to aligning commercial content with the scientific data already released. This ensures that all communications are credible, consistent, and ready for launch.
- During the launch period:**
Cross-functional orchestration, field engagement, and real-time market response
 At the moment of launch, precise execution is critical. We support the orchestration of cross-functional activities such as coordinated field team engagement, deployment of launch materials, last-mile training, and real-time response strategies. Ensuring seamless communication between Medical Affairs and Commercial teams during this time is key for agile decision-making, rapid feedback loops, and accurate and timely response to early market reactions, competitor actions, or emerging customer needs.

- Co-owned activities
- Medical affairs only
- Commercial affairs only

Infographic:
 “Unlocking product launch success through collaborative strategies in Medical Affairs and Commercial integration.”

3. Ongoing collaboration and optimization

As the journey doesn't end at product campaign launch, we support setting up a structure that fosters continuous collaboration and synchronization between the Medical Affairs and Commercial teams. With this solid structure collaboration post-launch is ensured and the customer experience remains optimized, relevant, and impactful.



Why Eraneos is the right partner for Life Sciences success

Selecting the right partner

Selecting the right partner can be decisive for a successful product launch. At Eraneos, we combine strategic insight and digital innovation with deep sector expertise, and above all, we are driven by the belief that true impact comes from dedication, collaboration, and courage.

Your trusted launch partner

At Eraneos, we are not just consultants. We are doers, enablers, and partners. We're here to solve real problems, make transformation happen, and empower your teams to lead in an evolving life sciences landscape, with clarity, confidence, and impact.

Here's what sets us apart:

Deep industry expertise

We bring extensive hands-on experience in the life sciences sector, including the successful orchestration of complex, global product launches. Our consultants understand your industry, your stakeholders, and your regulatory environment, and they know how to deliver lasting results.

Integrated, end-to-end approach

We support the entire journey from early insight creation to post-launch excellence. By connecting Medical Affairs and Commercial Teams through shared strategy, insights, and communication, we enable alignment that drives real transformation — not just activity.

Customer-centric by design

Our work begins and ends with the customer. Whether it's patients, health-care professionals, or payers, we combine data, experience, and empathy to shape solutions that are relevant, compliant, and valuable — creating better outcomes for all stakeholders involved.

Empowering people and organizations

We develop tailored capability programs that enable teams to grow and succeed in a digital world, from Sales Representatives to Medical Science Liaisons. We help individuals thrive and build organizational maturity that lasts.

Passionate, entrepreneurial mindset

Our teams take ownership from day one. We act with entrepreneurial spirit, seek excellence in everything we do, and go the extra mile — not because we have to, but because we care.

Collaboration that drives success

We believe that great outcomes are created together. We work side by side with our clients, across disciplines and geographies, and foster a culture of open feedback and mutual growth. Because honesty, alignment, and trust are the foundations of every successful partnership.

Courage to challenge and innovate

We don't just treat symptoms. We ask the hard questions and dig deeper to find the root causes. We challenge the status quo, break boundaries, and create better ways forward with integrity and long-term success in mind.

Conclusion

The life sciences industry is facing significant and ongoing challenges,

but with the right strategy and approach, these challenges are surmountable and can become a competitive advantage. Recognizing that these challenges require continuous effort and commitment to finding and implementing practical solutions is crucial.

By fostering interdepartmental collaboration through shared tools and a unified customer view, biotech and life sciences companies can create a seamless experience for both patients and HCPs. This unified approach ensures that marketing, commercial, and medical teams work in harmony, which is crucial for the success of a product launch.

Companies that succeed in product launches tend to invest early and strategically in critical capabilities. This includes establishing robust medical, legal, and regulatory review processes, conducting thorough market research, and leveraging advanced analytics. These investments are not just beneficial, but crucial — they are the cornerstone of a strong foundation and ensure the company is ready to meet market demands as the launch date approaches.

Partner with Eraneos to launch with confidence, clarity, and impact.

Key considerations for pipeline brands

- **Start collaboration early:**
Initiate Medical Affairs and Commercial Team alignment at least 24 months prior to launch. This ensures a shared understanding of customer personas and lays the groundwork for integrated journey mapping.
- **Continuously refine the pre-launch strategy:**
Approximately 8–12 months before launch, revisit and update personas and journeys based on real-time market insights. Use data from early engagements and digital touchpoints to improve targeting and messaging.
- **Invest in a connected technology ecosystem:**
A well-designed IT infrastructure that combines Customer Relationship Management (CRM), Content Management Systems (CMS), data platforms, and generative AI tools is critical. This ecosystem streamlines operations, enhances data quality, and supports collaboration between Medical Affairs and Commercial Teams. It also plays a key role in breaking down organizational silos and enabling scalable personalization.
- **Strengthen global-local coordination:**
Ensure timely delivery of global content and campaign assets to affiliates, allowing sufficient lead time for local adaptation and compliance. This alignment enhances consistency while respecting market-specific nuances.
- **Sustain post-launch synchronization:**
Maintain strong collaboration between Medical and Commercial functions after the launch. Continuous feedback loops, agile updates, and shared success metrics help optimize the customer experience across the lifecycle.



About Eraneos

Eraneos is an international strategy, transformation and technology consulting group, dedicated to empowering organizations to thrive in an ever-changing digital age.

By bringing together top-tier experts from business and tech, we help clients to continuously raise the bar in successful transformations, from strategy to execution. Whether we're designing future-ready organizations, unlocking the potential of data and AI, or securing businesses with cutting-edge cybersecurity, we deliver results pragmatically. Our team of around 1,200 dedicated professionals is based in offices across Switzerland, Germany, the Netherlands, Spain, Denmark, Sweden, Austria, the UK, Singapore, and the USA, and seamlessly blends global perspectives with strong local roots. In 2024, Eraneos realized a turnover of EUR 263 million.

Get in touch

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