



Achieving launch excellence in a new era of complexity

6 steps for building launch maturity and driving commercial success in life sciences

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At the heart of every drug launch model is a growing tension: needs have changed, but the operating model largely has not.

While the forces driving this evolution may be distinct, they require the same solution: an end-to-end, AI-driven launch model that can orchestrate stakeholders, decisions, and execution at scale.

In this point of view, we explore how life sciences organizations can adapt the traditional launch strategy and leverage data, AI, and next-gen CRM capabilities to strengthen engagement, accelerate execution, and achieve commercial success.



3 structural forces challenging traditional pharma launch models

The traditional launch model is still technically functional, but it lacks the speed, scale, and precision required to meet the needs of the modern landscape. Below we explore some of the main challenges organizations face and the impact they are having on long-held launch models.

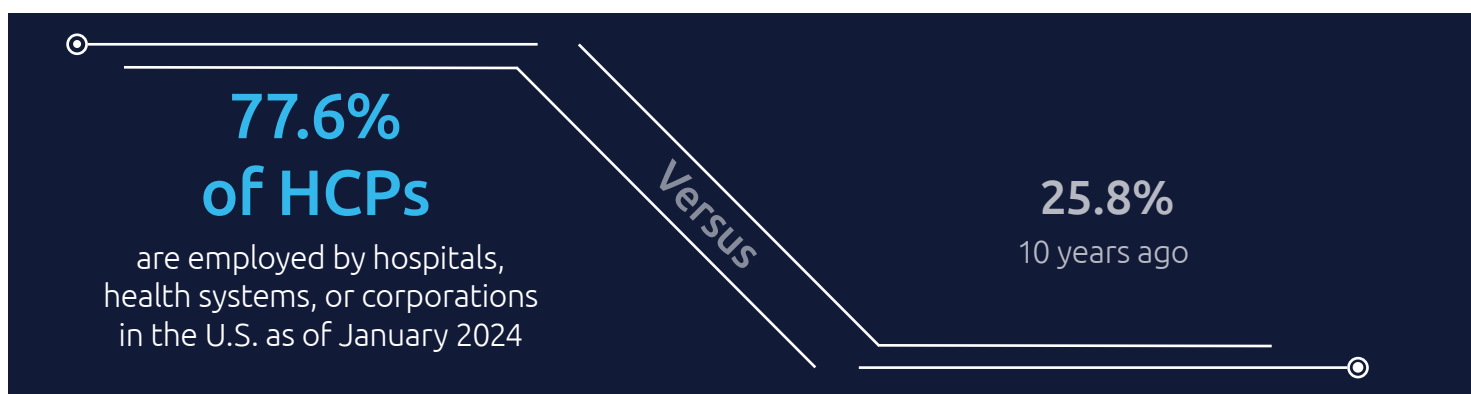


1. Ecosystem expansion

Prescribing decisions are no longer concentrated with individual clinicians but distributed across a broader network of stakeholders, including patients themselves.

In the U.S., *nearly eight in 10 HCPs¹* are employed by hospitals and health systems, introducing new considerations such as institutional priorities, formularies, and procurement processes within the prescribing process. This dynamic is even more established in Europe, where national health technology assessment (HTA) bodies and integrated care systems play a central role in treatment decisions.

As decision-making becomes more distributed and interconnected, capturing market share now requires aligning an entire ecosystem, including patients and caregivers, as opposed to convincing an individual prescriber.



Source: *Physicians Advocacy Institute¹*

2. Launch volume

Between 2020 and 2024, a total of *394 novel active substances* (NASs) have launched globally, an increase of 55% from 2015-2019. Looking to the future, an average of *65-75 additional NASs* are expected to launch each year over the next five years, based on molecules in the late-stage pipeline and historic success rates².

This surge requires a shift from individual launches toward standardized, scalable models that can deliver speed, consistency, and precision across a growing portfolio.

3. Shrinking commercial windows

Today, the effective commercial lifecycle of a patented drug from filing to loss of exclusivity typically spans 20-25 years, including patent extensions. However, development and approval periods can consume up to a decade, bringing the true commercial window closer to 12-15 years.

Meanwhile, pricing reforms in the U.S. such as the *Inflation Reduction Act of 2022 (IRA)*³, stricter HTA requirements in Europe, faster biosimilar uptake, and evolving regulatory demands are all tightening access and accelerating competition.

As a result, life sciences companies will likely face an effective commercial window of 10-12 years or even less in the next decade, heightening the need for launch efficiency and optimized performance.



Reimagining launches in the modern landscape

To meet these new and evolving challenges, companies must rethink the very core of their launch strategy: who they engage and how they execute. In this section we outline two critical actions life sciences companies must take to enable coordinated, intelligent, and scalable launch execution needed for the modern landscape.

Action 1: Engage the expanding ecosystem through a multi-stakeholder model.

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To effectively engage the entire ecosystem, life sciences organizations must start by identifying and mapping key actors, their role within the treatment decision, and their priorities.

Figure 1: Identifying individual and institutional priorities across stakeholders

HCPs	HCOs and procurement	Payers & HTA bodies	Patients and caregivers
<ul style="list-style-type: none"> • Patient outcomes • Treatment efficacy and safety • Ease of prescribing • Access to clinical support 	<ul style="list-style-type: none"> • Patient outcomes • Value-based care model integration • Cost efficiency and total cost of care • Operational efficiency • Compliance and risk management • Scalability • Vendor reliability and support 	<ul style="list-style-type: none"> • Comparative effectiveness (clinical performance) • Cost effectiveness (economic value and budget impact) • Real-world evidence 	<ul style="list-style-type: none"> • Patient outcomes • Quality of life • Access and affordability • Care coordination and experience • Financial support and transparency • Community

Next, teams must orchestrate engagement across multiple levels, tailoring interactions to individuals while aligning with the broader institutional and system dynamics that ultimately drive outcomes.

For example, engaging an HCP is no longer just about clinical messaging. It also requires aligning with the protocols, budget constraints, and value frameworks of the health system they operate within. Similarly, access decisions may hinge as much on payer evidence requirements or HTA expectations as on physician preference.

Organizations must ensure that their engagement plan and interactions reflect both the core stakeholder priorities and broader ecosystem dynamics.

Action 2: Improving speed and scale through repeatable playbooks.

The expanding mix of stakeholders, coupled with faster cycles, tighter market access windows, and more frequent product launches, make manual actions and ad-hoc engagement strategy adjustments neither practical nor sustainable.

Instead, what's required is a structured, repeatable launch framework that standardizes core activities and builds reusable assets and processes. This foundation can be applied across launches, reducing the time, effort, and cost of starting from scratch each time.

The shift to a repeatable launch framework is a multi-phase process. Most organizations begin with simple checklists and foundational steps then mature into building reusable assets such as audience segments, personas, and campaign playbooks.

Over time, as maturity builds, this evolution culminates in a true Launch Center of Excellence that consolidates best practices, codifies accelerators, and embeds data-driven decisioning to make every launch smarter, faster, and more impactful.

Figure 2: Launch excellence maturity model

Stage 1	Launch foundation
	<ul style="list-style-type: none">• Enterprise launch checklist• Core governance & roles• Customer data model & segmentation logic• CRM + field enablement integration

Stage 2

Launch playbook

- Validated audience segments & personas
- Channel & content playbooks
- Modular content templates (value stories, journeys)
- Standardized training & enablement toolkits

Stage 3

Launch COE

- Automated workflows & accelerators
- Next-best-action & omnichannel orchestration
- Performance dashboards & playbook optimization
- Cross-functional governance & CoE team



Enablers of change: Leveraging data, AI, and CRM to drive launch excellence

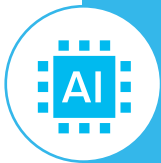
Launch excellence is powered by three distinct but interconnected elements: data, AI, and CRM. Together, these enablers form the digital backbone that allows organizations to engage the right stakeholders, deliver personalized experiences, and scale programs across brands and markets.

Data



Data is the foundation of every effective launch strategy, enabling organizations to determine who to engage, when, and how with precision. Yet in many life sciences companies, data remains fragmented or trapped in silos. Unlocking its value requires a connected data strategy and strong governance that align engagement across commercial, medical, and patient-facing teams.

AI



AI acts as an accelerator across both insight generation and execution. By unifying fragmented data and surfacing actionable insights, it enables faster, more precise identification of targets, opportunities, and stakeholder relationships. At the same time, agentic AI enhances execution by embedding intelligence into workflows and connecting different teams and functions.

Next-gen CRM



A next-generation CRM platform is the intelligence layer that brings together data and AI to orchestrate every aspect of the launch process, from stakeholder mapping and priority alignment to execution, engagement, and measurement. In mature organizations, this tool serves as the digital home to the company's launch playbook, campaign plans, approved content, and compliant communication templates. By establishing the CRM as the go-to resource for every aspect of the launch, life science organizations can ensure teams are consistently using standardized processes and assets, as well as approved AI applications to dynamically tailor materials by region, specialty, or channel preference.



▣ The path forward: 6 best practices for unlocking launch excellence

For most commercial organizations, the immediate action is not to leap to Stage 3 and open a launch COE, it is to honestly assess where they stand today and take deliberate, sequenced steps toward the next stage of maturity. The following six actions offer a practical starting point to build the required capabilities and evolve ways of working.

1

Standardize critical data domains.

Define and align enterprise-wide data domains essential for launch success, such as customer profiles, stakeholder affiliations, engagement history, market access status and patient insights, to ensure consistent data quality and accessibility across all functions and markets. This is the non-negotiable foundation upon which everything else is built.

2**Develop templated campaigns.**

Create modular campaign templates tailored to customer segments and preferences to enable faster deployment and consistent engagement across therapeutic areas and markets. Begin with your highest-priority stakeholder archetypes and expand over time.

3**Enable omnichannel orchestration.**

Develop AI-enabled next-best-action capabilities to coordinate interactions across channels and support scalable, repeatable launch use cases. Prioritize integration between field sales, digital marketing, and medical engagement teams to eliminate siloed outreach and duplicated effort.

4**Establish AI-powered campaign monitoring and optimization.**

Deploy real-time monitoring tools to assess mid-flight campaign performance, identify engagement gaps, and dynamically adjust strategies for improved outcomes. The ability to course-correct during a launch, rather than only reviewing performance post-launch, is one of the highest-value capabilities an organization can build.

5**Strengthen cross-team collaboration through an AI-powered CRM.**

Fragmented execution is one of the most common and most costly sources of launch underperformance. Integrate communication channels through the CRM platform to connect commercial, medical, market access, and field teams, aligning actions, insights, and engagement across the full launch lifecycle.

6**Build AI-driven personalization and performance insights**

Leverage generative and agentic AI to assess content performance, generate personalized assets at scale, and continuously improve engagement quality based on real-time data and field feedback. Begin with high-volume, lower-risk use cases, such as email personalization or field briefing generation, to build organizational confidence before expanding to more complex applications.

Achieving launch excellence across an expanding healthcare ecosystem

Clinical success no longer guarantees commercial value.

As pressure builds across the launch lifecycle and new challenges emerge, life sciences organizations must reimagine the existing model to deliver on the new needs of the market: speed, scale, and precision.

In this environment, delivering impact requires an AI-driven launch model that connects data, decisions, and execution end-to-end, not just within each launch, but across them all.



Is your organization set up to achieve launch excellence?

Capgemini's Launch Maturity Assessment evaluates key aspects of your launch capabilities to identify areas of improvement and accelerate your path to value. Contact the authors to learn more.

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²<https://www.iqvia.com/insights/the-iqvia-institute/reports-and-publications/reports-global-medicine-use-trends-2026>

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