

# Commercial Launch Transformation

Biopharmaceutical firms are faced with an array of challenges in commercializing innovative therapies. Daunting technical hurdles, evolving regulatory requirements, and the need to invest significant capital before the success of a drug is assured dramatically raise the level of business risk. Adding to the challenge is the inherently multidisciplinary range of skills required to prepare not only the product and market for commercialization, but also the organization, internal processes, and infrastructure.

Converge Consulting is dedicated to helping clients turn business and commercial strategies into effective operations and execution. While you focus on your core capabilities of scientific and technical excellence, we help you develop and implement effective cross-functional enterprise transformation and commercial launch plans to align the organization and scale your processes, systems, and business.

## Effective Roadmap

In preparing for commercial launch, early planning is good insurance. Advance planning ensures that unique characteristics of the product and treatment are recognized so complexities can be identified and addressed. With time horizons of 18-24 months for virtual biotechs and up to 4 years for vertically integrated manufacturers, early planning with Converge creates a guide for successful launch. It serves as a basis for budget and operational forecasts, and a multi-year roadmap for aligning priorities, dependencies, and execution across the organization.

## Coordinated Execution

It is not so much the quality of your strategies but rather your execution that ultimately generates business value. Successful launch preparation depends on knowledge and skills across virtually all corporate functions. Finance, Commercial Marketing, Manufacturing, Development, Regulatory, Supply Chain and Logistics must work together as a coordinated, integrated team.

As development teams focus on readying the product for submission, and your commercial teams prepare the market, establishing the right level of business infrastructure, gated to key business milestones, is essential.

Converge plans and manages a well-designed Integrated Launch Planning effort to coordinate important enterprise-wide launch planning activities across functional, organizational, business process, and information technology initiatives. These integrated, cross-functional teams directly

support your rapid growth, increase flexibility, and build a collaborative culture that allows your organization to scale.

## Managing Risks

Uncertainty may be the only sure thing in many aspects of a launch program, and we know that, in reality, conditions will vary from your initial assumptions. Technical, regulatory, and commercial variables may change over time, requiring adjustment to plans and strategies.

With these uncertainties come both risks and opportunities. The key is to ensure that priorities and assumptions stay tightly aligned across the business, even as your strategies continue to evolve. Adaptive launch planning and execution should recognize these uncertainties, and align the organization in advance to minimize risks and seize opportunities as they arise.

## Our Services

We work either independently or in an advisory role through our clients in areas including:

- Commercial Launch Roadmap and Plans
- Enterprise Launch Team Coordination
- Functional Launch Planning
- Functional Buildout and Execution
- Launch Readiness Assessment

*Converge Consulting serves the Life Sciences industry with strategy, operations, and execution expertise. We collaborate with biotech, pharmaceutical and cell/gene therapy companies to achieve important business objectives. The Converge approach focuses on bridging the gap between sound strategy and reliable execution. [www.convergeconsulting.com](http://www.convergeconsulting.com)*