

IT Roadmaps for Commercial Launch

After spending years researching, developing, and testing innovative drug candidates, emerging biopharmaceutical companies successfully progressing in clinical development begin preparing for their first commercial launch. As this organizational transformation nears, the focus of the IT organization shifts from infrastructure and help desk support to business enablement as new functions like Sales, Medical Affairs, Marketing, Quality and Compliance are introduced.

Among the many preparations being made, there are several critical IT-related questions to consider:

- Will our current manual processes support us as a commercial organization?
- What systems and processes are required to support launch?
- When do various enterprise solutions need to be put in place? And when should each be selected and implemented?
- Should we purchase individual best-in-class systems or invest in an integrated solution suite?
- Should we build capabilities for near-term commercialization or invest now to enable future scale?
- How can we best resource these projects to support readiness by the target launch date?

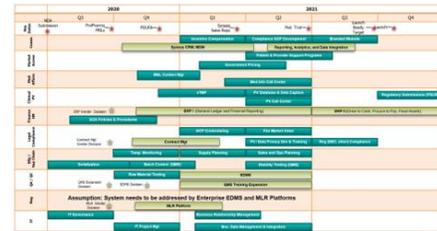
An information technology roadmap, or IT Roadmap, is an effective cross-functional tool to assess IT readiness, identify gaps in the technology infrastructure, align future technology investments with business objectives, and evaluate team ability to adapt to change.

Capabilities to Support Commercialization

Enterprise IT solutions and infrastructure generally grow to support commercial requirements such as Commercial CRM and Patient Support Services. However, these requirements vary based on the unique product, technology, operating model and approach to patients and physicians. Rather than bringing an IT-centric approach, Converge develops the IT Roadmap based on your company's unique circumstances, business requirements and milestones. This business-driven approach evaluates these against your current state of IT readiness and existing functional plans.

Findings from the assessment are used to build a comprehensive, cross-functional roadmap of both existing and future state systems against your commercialization and launch timeline.

Sample IT Roadmap



Key Benefits of an IT Roadmap

A well-structured IT Roadmap creates a visual representation that can align your organization on the initiatives, investments, and data required to build and support commercial business capabilities. It also becomes the baseline for prioritizing IT investments over a multiyear planning horizon, and often includes development of corresponding budget and staffing forecasts, with the important initiatives linked to and gated by critical business milestones.

Additionally, an IT Roadmap provides a baseline plan that anticipates business needs over time, and can be used for scenario planning as the company prepares for uncertainties in commercialization and launch, as well as when the organization achieves success in the marketplace.

Summary

The needs of an emerging biopharmaceutical company preparing to transform to commercial operations differ greatly from those of a preclinical or Phase I/II company. IT Roadmaps help leaders understand what needs to be done, when it needs to be done, who is responsible for key activities, and how it will all be supported once put into operation.

Our experienced consultants and practitioners work independently and/or as advisor to our clients' teams in activities related to commercial launch readiness. To learn more about how an IT Roadmap can help your firm enhance its operational capabilities and reduce risk during commercial launch planning, contact info@convergeconsulting.com.

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