



E-BOOK

Commercialization vs. Launch— What You Need to Know

Plus, Why Commercialization Planning Needs
to Start Long Before Launch Planning



ACKNOWLEDGEMENTS

The Corval® platform is the result of the vision shared by many leaders to utilize technology to build customized validated plans. The platform was created and informed by a broad range of biopharma experts who understand the challenge.

We would like to thank Dora Bibila, Commercialization Strategy Lead at Corval, and Susan Nemetz, Founder and CEO of Corval, for generously sharing their experience and expertise in the creation of this e-book.

Many thanks also to The NemetzGroup for their invaluable commercialization knowledge gained via decades of strategic experience across a broad range of therapeutic areas and throughout all clinical development phases upon which the original foundation for Corval was built.

Corval is dedicated to leveraging technology to help biopharma companies navigate the complex journey from clinic to market, provide a single source of truth, and build capabilities. To learn more visit, [Corval.io](https://corval.io)

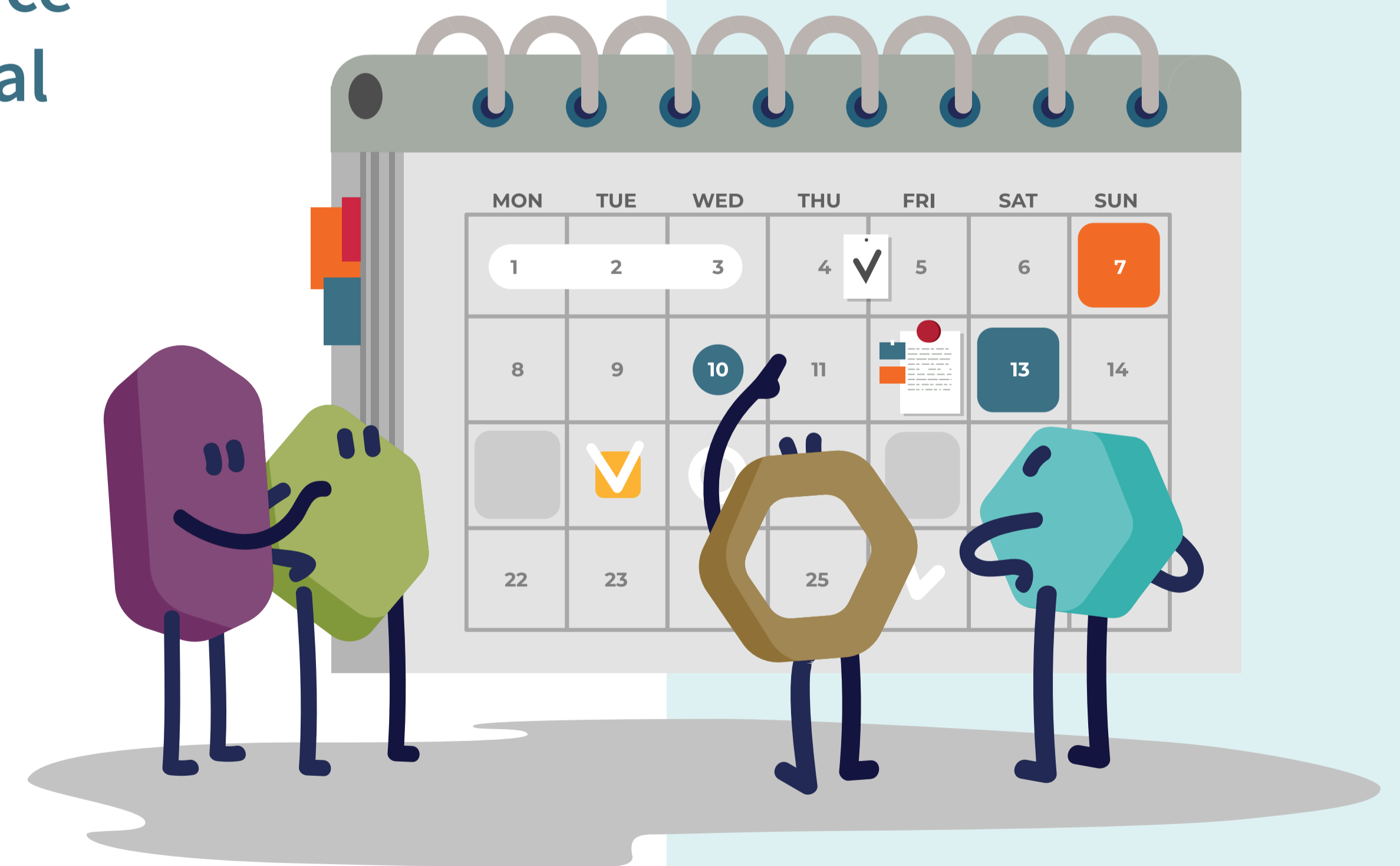
The NemetzGroup is a life sciences commercial and strategy advisory firm. Their experienced consultants collaborate with companies' management teams to identify solutions that successfully navigate the commercialization journey. To learn more about The NemetzGroup, visit NemetzGroup.com

INTRODUCTION

Of all the misunderstandings that can result in a failed drug launch, one of the most common – and maybe the most tragically avoidable – is caused by a company *thinking* they embraced commercialization planning when really, they waited until it was time to plan for launch.

Equating a commercialization strategy as being strictly connected to the launch sets off a chain reaction of missed opportunities that end up robbing a product of its best chance at meeting the needs of patients and maximizing its potential value over its lifecycle.

Both commercialization planning *and* launch planning are key to your product’s market success and its ability to help patients. Let’s explore each of these terms.



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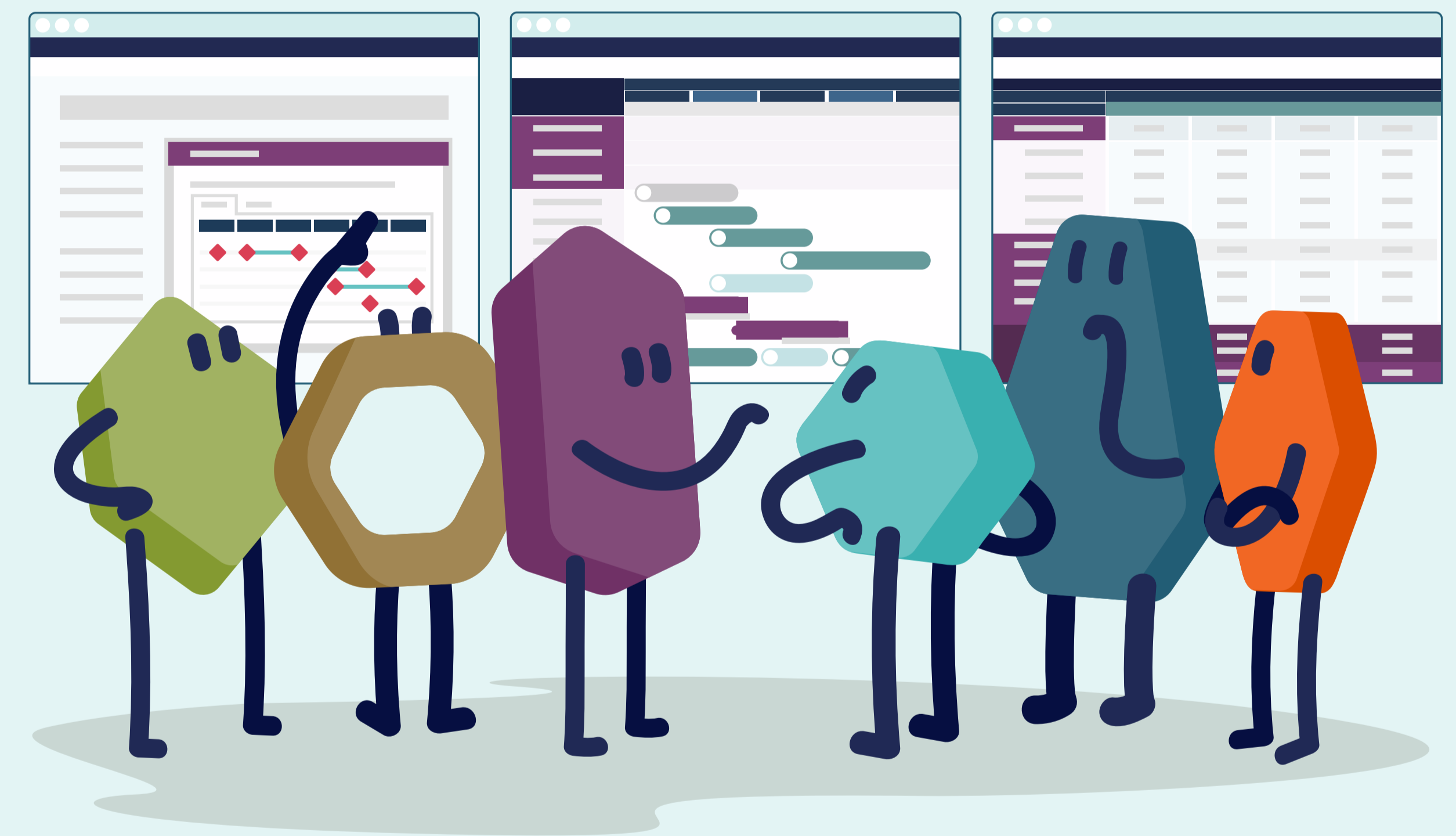
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THE DIFFERENCE BETWEEN COMMERCIALIZATION AND LAUNCH PLANNING

Commercialization is a mindset or ethos that pervades all aspects of development and preparing to bring a product to market, ultimately optimizing value for patients and the company.

Commercialization planning is:

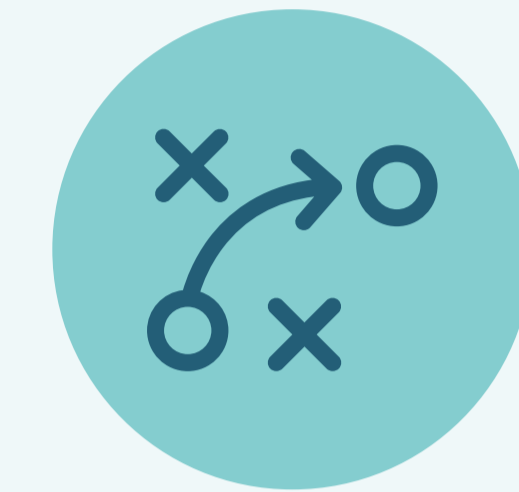
- The overall set of steps that prepare the market and company to successfully deliver their product to the patients they serve.
- A complex multidimensional multiyear process that should start early in the clinical development program through preparation for launch and beyond – planning for maximum value and impact throughout the product lifecycle.
- Not just the responsibility of the commercial/marketing team. Unfortunately, this is often the assumption.

Launch planning is a later tactical process that introduces a product to the market. The launch plan applies the data gathered during earlier stages of commercialization planning to create a successful go-to-market strategy.



Commercialization planning is a strategic process that includes:

- Market and landscape assessments
- Target product profile to inform development efforts and clinical trial design
- Brand strategy including positioning
- Medical affairs strategy, scientific data generation, and dissemination
- Market access strategy and planning
- Patient advocacy strategy, planning, and input
- Lifecycle management
- Ongoing input to product development
- And more



Launch planning is a tactical process that includes:

- Customer-facing strategy and plans
- PR strategies
- Salesforce building and training
- Final trade and packaging
- Supply chain logistics
- Manufacturing and distribution
- Finance, HR, and more

OBJECTIVES AND SCOPE

Commercialization planning includes everything you do to transform an innovative idea into a viable, profitable reality [↗](#). In the biopharma industry, its goal is to ensure the earliest decisions consider how to benefit patients while optimizing ROI.

To do that, commercialization considers multiple stakeholders; focuses on the needs of patients, prescribers, and payers; and considers factors like competition, evolving healthcare landscapes, and market dynamics.

The goal of **launch planning**, on the other hand, is to get a fully realized product into the hands of doctors and patients.

It lays out specific tactics to build awareness through marketing, grow demand through sales, and establish distribution channels to connect customers with the product.

Corval Objectives Roadmap [+](#)

CORVAL Asset ABC - Indication 1 Dashboard Planning Maps Budget Tools MF

- Project Modifications
 - Incremental Planning
- Objective Recommendations
 - Objectives >
 - Objective Roadmap >
- Resource Planning >
- Project Settings
 - Project Details
 - Key Milestones

Company Strategy & Planning Complete Recommendations

Asset Strategy & Planning 6/7 In Progress Go To Survey >

Asset Strategy Elements

- Medical & Scientific Affairs Development** Complete Recommendations
- Value & Market Access Development** Complete Recommendations
- Market Development & Planning** Complete Recommendations

Resource Planning

- IT/Commercialization Systems & Analytic Development** Complete Recommendations
- Operations Planning** 3/4 In Progress Go To Survey >
- Field Resource Planning** Complete Recommendations

Additional Categories

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Commercialization vs. Launch—What You Need to Know

TIMING

Because commercialization has a much wider scope than launch planning, it also has a substantially longer time horizon.

Launch planning typically begins twelve to eighteen months before the product is commercially available in a given market. Commercialization planning begins far, far earlier – before the drug is even developed in the clinic. And it lasts as long as the product is on the market.

Every Step Is Critical for
Long-Term Success



The Stakes Are High –
Planning Should Start Early 

WHY COMMERCIALIZATION PLANNING NEEDS TO START EARLY

Emerging biotech companies, especially, are typically focused on clinical development—potentially underestimating the critical importance of early commercialization planning in long-term success.

Early commercialization planning is important for maximizing both the value of your company and your asset.

It maximizes the value of *your company* by:

- Demonstrating to investors, licensors, or acquirers that you are doing what is needed to achieve the maximum value of the asset.
- Showing investors what financial commitment is needed to get the asset to market—“eyes wide open.”
- Informing financing and provides a detailed overview regarding the “use of proceeds” to tell a story to potential investors or prospective BD partners.
- It provides better negotiating leverage with prospective license and acquisition partners and allows strategic evaluation of such options vs. going it alone.

And... it maximizes the value of *your asset* by:

- Ensuring expensive clinical development plans are informed early on with real-time market and competitive insight, ensuring a strong, differentiated product profile to meet patient needs.
- Identifying what it will take to successfully bring the product to market and maximize not just its launch but its long-term value to patients and the company over its life cycle.
- Identifying what needs to be done, when and what resources it will take, and it thereby helps support important discussions on strategic choices before getting into the details of a tactical launch plan (typically developed 12-18 months before product approval and launch).

WHY COMMERCIALIZATION PLANNING NEEDS TO START EARLY

Ideally, clinical development of a drug needs to be informed by commercialization insights starting in its early stages to secure maximum patient benefit and market success. According to Deloitte, more than one-third of new pharmaceutical launches in the U.S. fail to meet expectations – and **nearly half of those failures can be chalked up to a poor understanding of market and customer needs** [↗](#).

Market insights are critical to start early and to continue throughout the commercialization planning period to help inform all strategy development.

Key considerations:

- Who are the patients who could benefit from this treatment? What aspects (data, features, formulation) would make our drug more attractive to them than another option?
- Who are the providers who will prescribe the treatment? What kind of data will convince them it can help their patients?
- What will convince the payers who reimburse the drug that it is worth covering?
- What competitors are already in this market? Are other treatments in development, and will they launch before us?
- What are the dynamics in the healthcare landscape? How is that landscape likely to change by the time we are ready to launch?

A commercialization plan should illustrate your vision for the enterprise and how the proposed innovation fits into the future market.

– National Institutes of Health, SBIR/STTR Application

Market and competitive analysis in the development phase provides guidance on how to develop a strong target product profile (TPP), how to position the drug as a valuable solution for patients and providers, highly differentiated from competitive offerings. Then, the clinical trials can be specifically designed to collect data supporting that positioning.

Building early relationships with patients and their advocates before the product makes it too far down the development path provides valuable insights to guide product development.

Finally, when it comes to payers, in addition to data showing the drug is safe and effective, payers need to know how many patients might take this drug, how it will be used vs. alternative options, how it will impact patient health outcomes, how it will impact their budget, and whether it will be cost-effective to cover it.

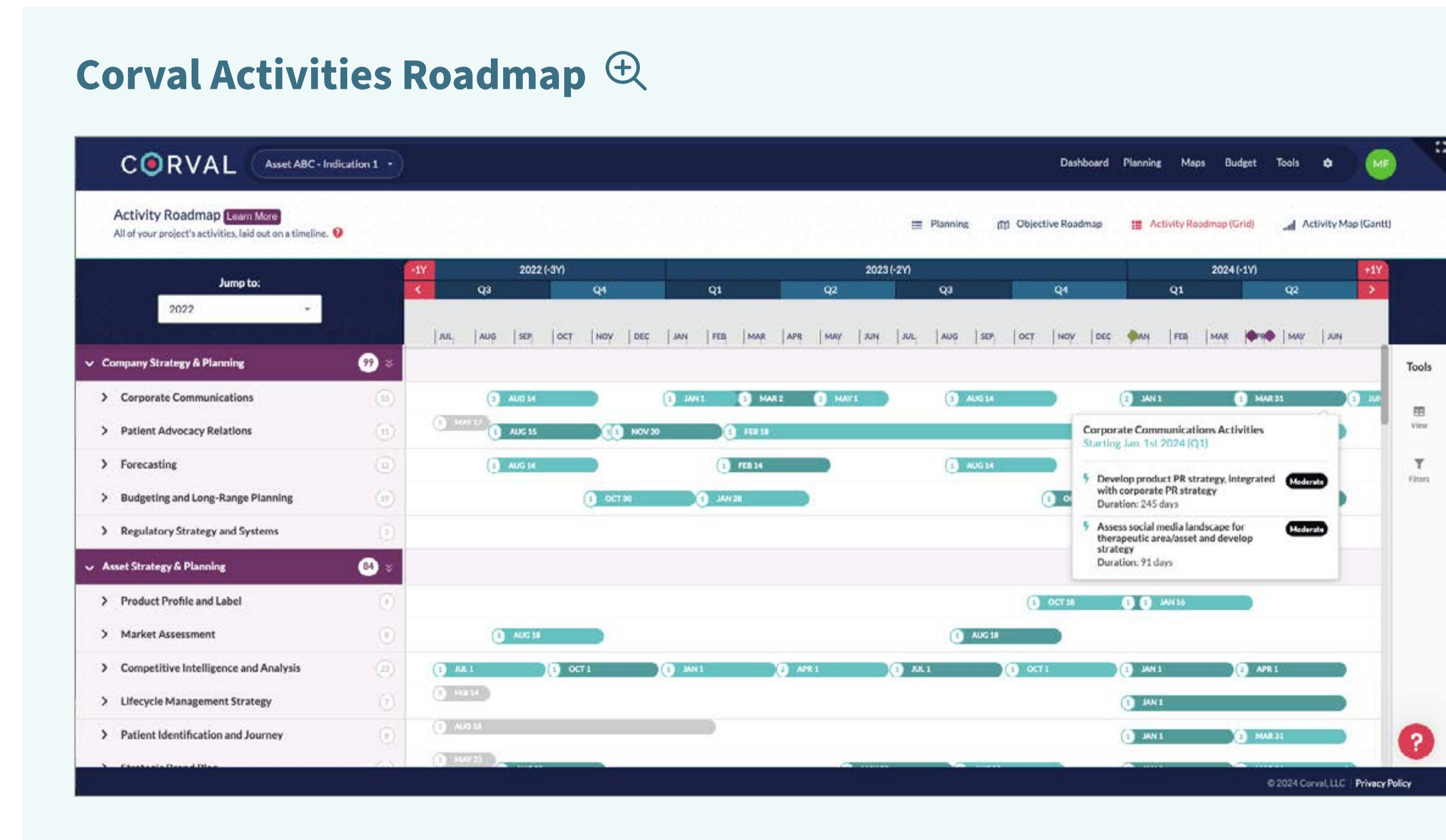
Commercialization vs. Launch—What You Need to Know

DEVELOPMENT OF A SUCCESSFUL COMMERCIALIZATION PLAN

When clinical trial design is guided by commercialization insights and market access considerations are taken into account early, plans can be put in place to ensure that data is generated to support a strong value proposition to payers.

Cross-functional integration and collaboration (meaning R&D, clinical, regulatory, market access, medical, marketing, operations planning, and communications), including the incorporation of market, customer, and patient insights throughout the journey are critical for the successful commercialization of the product.

Prioritization of critical activities and stage-gating investments during the commercialization planning period is also important to mitigate risk and ensure that investments are undertaken wisely in line with the clinical development milestones.



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LAUNCH PLANNING AND POST-LAUNCH COMMERCIALIZATION CONSIDERATIONS

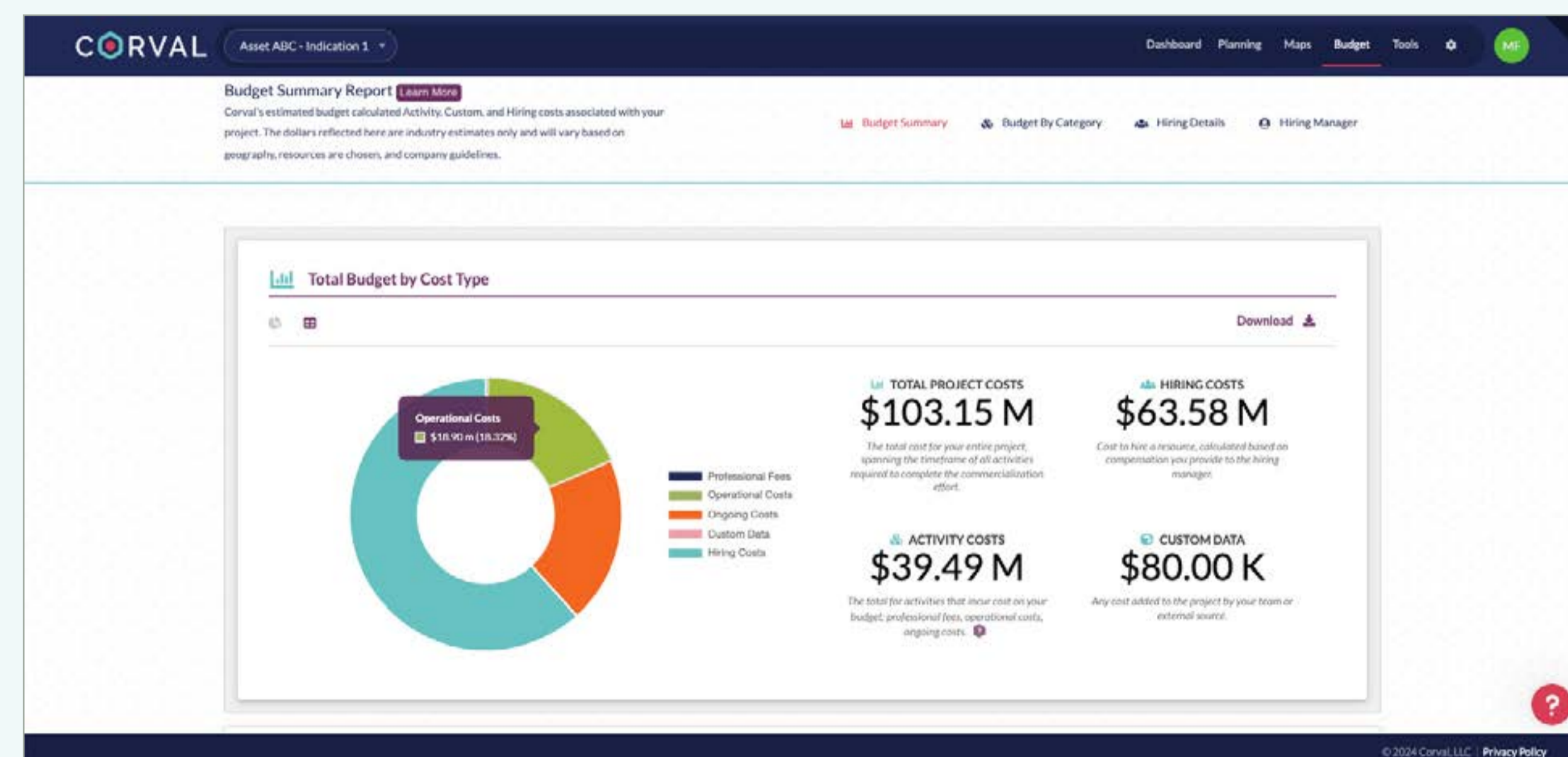
About twelve to eighteen months before it is estimated the product may receive regulatory clearance, it's time to translate your strategy into a tactical launch plan.

Launch plans are unique to the drug and the market and focus on all tactical aspects of bringing the drug to market including go-to-market strategy, promotional messaging and tactics, field force strategy, distribution strategy, medical education, and patient education and support programs.

After the actual product launch, commercialization planning continues. Your product must continually evolve and improve to maintain a share in a competitive market.

Years after a successful launch, the commercialization and research teams continue their collaboration to expand the label with additional indications, provide additional clinical and real-world data to help increase patient benefits, patient adherence, and doctors' willingness to prescribe – in short, to increase product adoption, which leads to increased market success.

Corval Budget Reporting



Commercialization vs. Launch—What You Need to Know

LAUNCH PLANNING AND POST-LAUNCH COMMERCIALIZATION CONSIDERATIONS

Biopharma companies without internal commercialization expertise can get started with commercialization and launch planning using Corval, a cloud-based strategic planning platform that enables teams to quickly build and manage tailored multi-year commercialization roadmaps, detailed budgets, and full resource plans.

Corval's dynamic, configurable platform provides teams with a custom roadmap showing what needs to happen, when, and what resources it will take to get things done.

The cost to develop and commercialize pharmaceuticals is incredibly high and takes many years. Understanding the difference between commercialization and launch – and planning appropriately for both – is the best chance biopharma companies have of seeing a return on that investment and serving patient needs.

Corval Hiring Summary

Asset ABC - Indication 1

Hiring Summary [Learn More](#)
The dollars reflected here are industry estimates only and will vary based on geography, resources chosen, and company guidelines.

Function	Hire Type	2019		2020		2021		2022		2023		2024		TOTAL
		Yearly	Yearly	Yearly	Yearly	Yearly	Yearly	Yearly	Yearly	Yearly	Yearly			
Sales / Commercial	Vice President, US Sales	--	--	--	--	--	--	--	--	--	--	--	\$297,000	\$297,000
Medical Affairs	Associate Director, Medical Affairs Operations	--	\$84,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000
Medical Affairs	Associate Director, Medical Communications	\$84,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000
Medical Affairs	Associate Director, Publications	\$84,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000	\$168,000
Medical Affairs	Director, Medical Affairs Strategy	--	\$62,500	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Medical Affairs	Director, Medical Communications	--	--	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000
Medical Affairs	Field Medical Coordinator	--	--	--	--	--	--	--	--	--	--	--	--	\$165,600
Medical Affairs	Head, Medical Affairs	\$156,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000
Medical Affairs	Manager, Medical Affairs Strategy	--	--	--	--	--	--	--	--	--	--	\$44,400	\$44,400	\$44,400
Medical Affairs	Manager, Medical Drug Information	--	--	--	--	--	--	\$144,000	\$144,000	\$144,000	\$144,000	\$144,000	\$144,000	\$144,000
Medical Affairs	Medical Science Liaison	--	--	--	--	--	--	\$2,880,000	\$2,880,000	\$2,880,000	\$2,880,000	\$2,880,000	\$2,880,000	\$2,880,000
Medical Affairs	Regional Director	--	--	--	--	--	--	--	--	--	--	--	--	\$165,600
Subtotals:		--	--	--	--	--	--	--	--	--	--	--	--	--
Totals:		\$1,155,500	\$2,764,750	\$3,631,000	\$4,684,000	\$8,904,000	\$20,886,000	--	--	--	--	--	--	--

Hire Details

ITEMIZED FOR

Hiring 2021 **\$312,000**

Ongoing Compensation

- Q1, 2021: 1 x Head, Medical Affairs: \$78,000
- Q2, 2021: 1 x Head, Medical Affairs: \$78,000
- Q3, 2021: 1 x Head, Medical Affairs: \$78,000
- Q4, 2021: 1 x Head, Medical Affairs: \$78,000

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ABOUT CORVAL

Corval® empowers biopharma leaders, consultants, and multi-service providers to navigate the commercialization planning process with confidence and achieve the ultimate goal—getting their treatment to patients in need.

Informed by decades of industry experience, Corval is the only cloud-based, pre-populated strategic planning platform that enables teams to quickly create a tailored, multi-year commercialization roadmap with a budget and hiring plan.

With detailed recommendations on what, when, and how much, Corval dramatically reduces the time, effort, and resources it takes to chart a clear path from clinic to market. Don't miss a single step on your journey. Reach out to us today.

Bring Your Asset to Life

To learn more or schedule a demo, visit corval.io



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