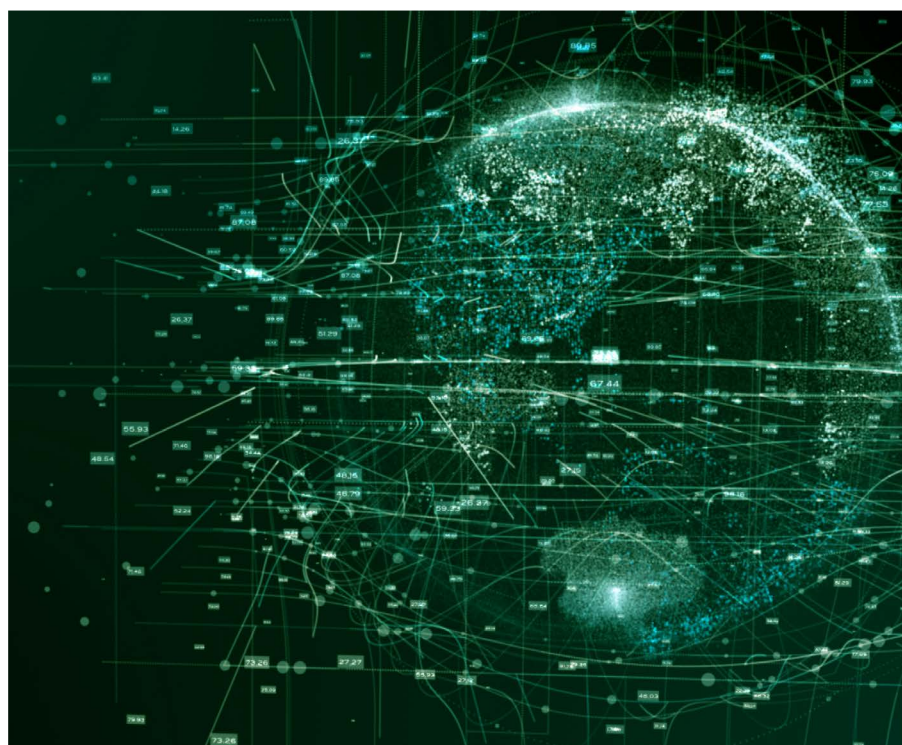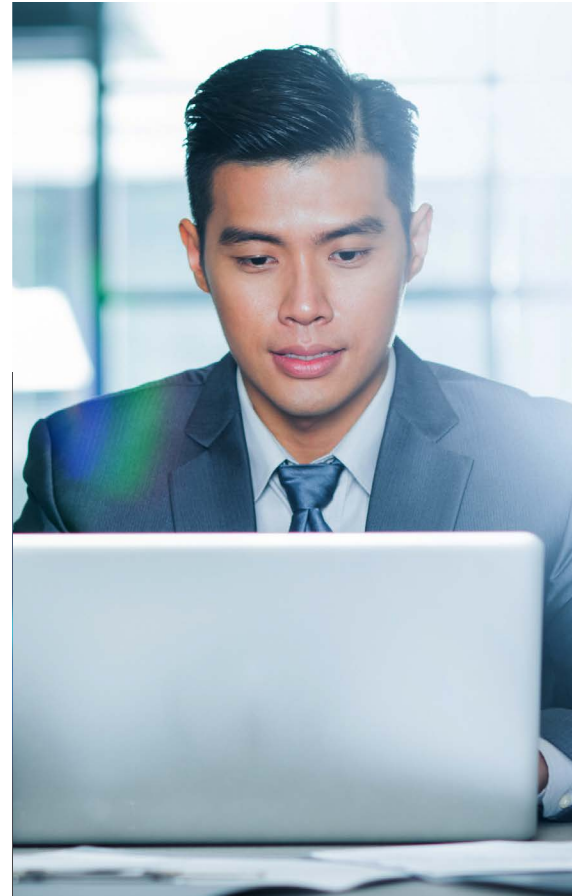# Insights: Rocket fuel for launch

AN IMPATIENT HEALTH & WITHIN3 WEBINAR

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Insights: Rocket fuel for launch

This is a summary of the webinar, 'Insights: Rocket Fuel for Launch', where we explored the transformative power of insights in pharma launches. If you missed the live discussion, don't worry—you can access the full recording here. But if you're short on time, read on for a comprehensive recap.

THE PANEL

Lance Hill | CEO
Within3

April Kelly | US Head of Market Development, Type 1 Diabetes
sanofi

Paul Simms | CEO
*im*patient

Luca Dezzani
VP, US Medical Affairs
BIONTECH

Andreas Gerloff
Director Medical Excellence Operation
Daiichi-Sankyo

Mark Montgomery
VP & International Head, Integrated Insights
NOVARTIS

All panelists spoke from their personal perspectives, not necessarily representing their organizations.
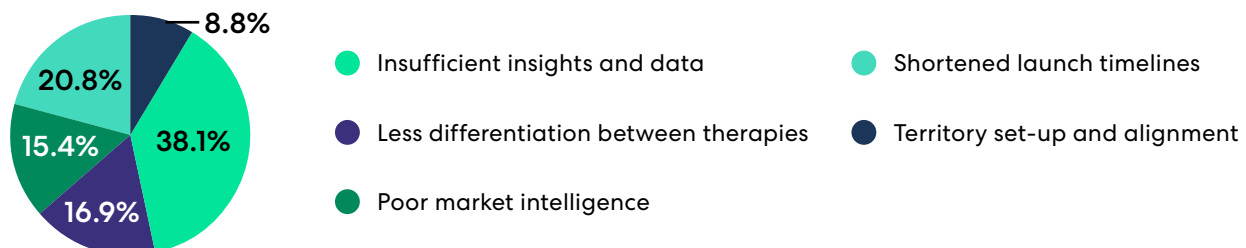
WHY INSIGHTS MATTER: THE CASE FOR REAL-TIME ADAPTABILITY

Pharma places enormous emphasis on launch strategy, yet insights—the intelligence that can inform and optimize every stage of execution—are often underutilized. Too frequently, companies rely on static launch plans that are formulated months or even years before a product reaches the market. However, the reality of a launch is far more dynamic. Markets shift, competitors react and unforeseen challenges arise. Without the ability to integrate real-time insights, organizations risk costly missteps and missed opportunities. The panel discussed the essential role of insights in launch success, the obstacles preventing their effective use, and how companies can build the right infrastructure to ensure insights drive decisions, rather than simply being collected and archived.
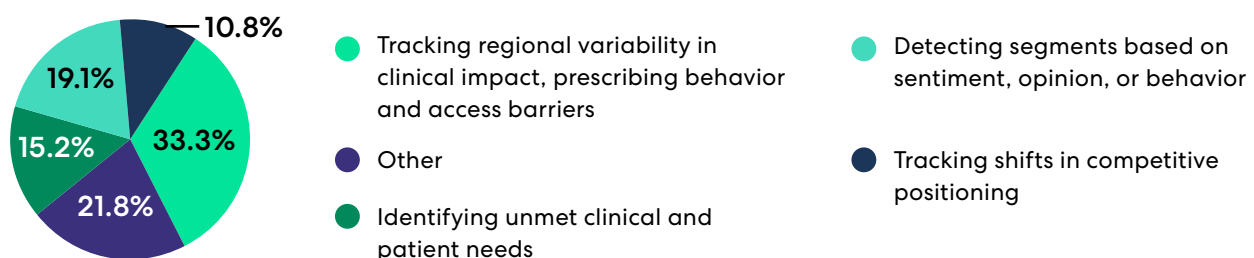
ASSESSING THE INDUSTRY'S CURRENT MATURITY

Before the discussion, we polled the audience to find out where they think the gaps are with launch excellence in 2025:

What are the biggest challenges you have with launch excellence today?

- 8.8%
- 20.8%
- 38.1%
- 15.4%
- 16.9%

- ● Insufficient insights and data
- ● Less differentiation between therapies
- ● Poor market intelligence
- ● Shortened launch timelines
- ● Territory set-up and alignment

The picture was mixed, with most of the audience struggling to gather sufficient data. Digging a little deeper, it seems that companies are also struggling to use the insights they do have to build a full and proper picture of the markets they're operating in, especially in terms of clinical impact:

What is the most critical gap in your market intelligence?

- 10.8%
- 19.1%
- 33.3%
- 15.2%
- 21.8%

- ● Tracking regional variability in clinical impact, prescribing behavior and access barriers
- ● Other
- ● Identifying unmet clinical and patient needs
- ● Detecting segments based on sentiment, opinion, or behavior
- ● Tracking shifts in competitive positioning

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BARRIERS TO INSIGHTS-DRIVEN LAUNCHES

One of the biggest challenges identified was siloed functions. April highlighted how medical and commercial teams often collect insights separately, leading to duplication and missed opportunities:

"We started monthly sessions between omnichannel and medical teams. Simply opening the conversation has led to unexpected efficiencies and better content strategies."

Mark agreed, stressing the importance of integrating insights from early on in the process: "We need to embed insights from Phase 2," he said, emphasizing that all teams—medical, commercial, market access—should be involved from the start to build a unified strategy that persists throughout the entire launch.

Lance highlighted another key barrier, agility:

> "It's not just about implementing AI, it's about ensuring organizations are agile enough to act on insights quickly." – *LANCE HILL*

AI can process large datasets, but it's the ability to move quickly that makes a difference. Insights must be acted upon in real-time, not stored in silos or discussed in periodic reviews.

Luca focused on another challenge—how insights are presented. He pointed out that commercial insights tend to be simple and actionable, whereas medical insights can be more complex:

"Bringing everything into one platform ensures every team has access to real-time data," he explained. Centralizing insights ensures that all teams can access the same data, eliminating silos and allowing for quicker decisions. It's not that the quality of commercial insights are always better, but the way they are presented, in a storylike structure, makes a huge difference.

POLL RESULTS: IMPACT AND INSIGHTS

The state of today

How would you describe your company's maturity in using insights for launch planning? (Single Choice)

Advanced: Insights are fully integrated into decision-making at every stage of launch. **11%**

Intermediate: Insights are collected, but they don't always drive timely action during launch. **51%**

Basic: Insights are gathered but rarely influence launch execution. **11%**

Immature: We don't have a structured approach. Insights are ad-hoc. **6%**

N/A (don't work for a pharma company). **21%**

Barriers

What's the biggest barrier to embedding a real-time insights-driven culture in launch? (Single Choice)

Internal resistance to changing launch processes. **14%**

Lack of leadership buy-in to prioritize insights during launch. **11%**

Difficulty proving the ROI of real-time insights during launch. **18%**

Limited training, capabilities, or understanding of how to use insights in launch. **28%**

Lack of time or resources to implement insights-driven launch adjustments. **26%**

Poor technology or third-party solutions for real-time insights. **4%**

INSIGHTS INTO ACTION

Lance highlighted two perspectives on insights within organizations: the tree (customer level) and the forest (market level). At the customer level, insights help optimize engagement and meet individual needs, ensuring the right content reaches the right audience at the right time. At the market level, insights reveal broader trends and gaps, shaping strategic decisions. The key is leveraging technology to seamlessly connect both perspectives and drive meaningful impact. To enhance insights processes, Lance outlined some key focus areas that can be enhanced and improved with technology:

Centralize insights management – Consolidating insights into a single platform ensures all teams access the same real-time data, breaking down silos and creating a unified source of truth.

Leverage AI for insights aggregation – AI automates data collection and analysis, surfacing hidden patterns and enabling teams to act on insights more efficiently.

Act on insights in real time – Integrating real-time insights into workflows empowers teams to make informed decisions instantly, rather than relying on periodic reports.

Foster cross-functional collaboration – Shared dashboards and regular meetings encourage collaboration, ensuring all departments align on insights and take swift action.

Ensure agility in decision-making – Empowering teams to adapt based on the latest insights allows organizations to respond quickly to market shifts.

Measure success with clear KPIs – Tracking metrics such as engagement, time to launch and market share ensures continuous refinement of insights strategies.

By embracing these principles, organizations can transform insights from static data points into dynamic, actionable intelligence that drives business success.

But how do we actually integrate these changes into our operations? Big companies often prefer to implement changes horizontally, to build for scale, but Lance said it's best to "pick a launch" and work through it systematically.

SCALING LAUNCH INTELLIGENCE

Paul challenged the panel with a critical observation: Are we thinking too incrementally? He suggested that launch intelligence must evolve into a more structured, investable discipline—one that is distinct yet seamlessly integrated across medical and commercial functions.

April reinforced this point, emphasizing the importance of pre-launch collaboration:

"Insight sharing should not begin six months before launch—it needs to be an ongoing, structured process across global and local teams. Setting clear parameters for insight review and strategy adjustments ensures consistency and alignment."

Lance took this a step further, proposing a dedicated launch intelligence function:

> "Imagine a future where organizations appoint a 'head of launch intelligence'—a role focused entirely on maximizing real-time intelligence throughout the product lifecycle. This person wouldn't be constrained by medical or commercial boundaries but would ensure insights drive strategy at every stage." – LANCE HILL

This idea resonated with the audience, with 70% of poll respondents deeming medical-commercial insight alignment essential for success. However, as Andreas pointed out, the industry is not just voluntarily shifting in this direction—market dynamics, technological advancements and customer expectations are forcing this evolution.

Mark urged insight professionals to take ownership of this shift:

"We can't wait for permission. Insight teams should actively engage across medical, commercial, market access and advocacy to shape the go-to-market strategy. Launch intelligence must be a team sport, not a series of isolated functions."

Andreas reinforced the need for adaptability on this point:

"Technology is evolving rapidly, but our biggest challenge is ensuring teams trust and act on the insights generated. People still tend to rely on traditional methods, even when AI-driven insights provide a clearer path forward. We need to build a culture that embraces agility and continuous learning."
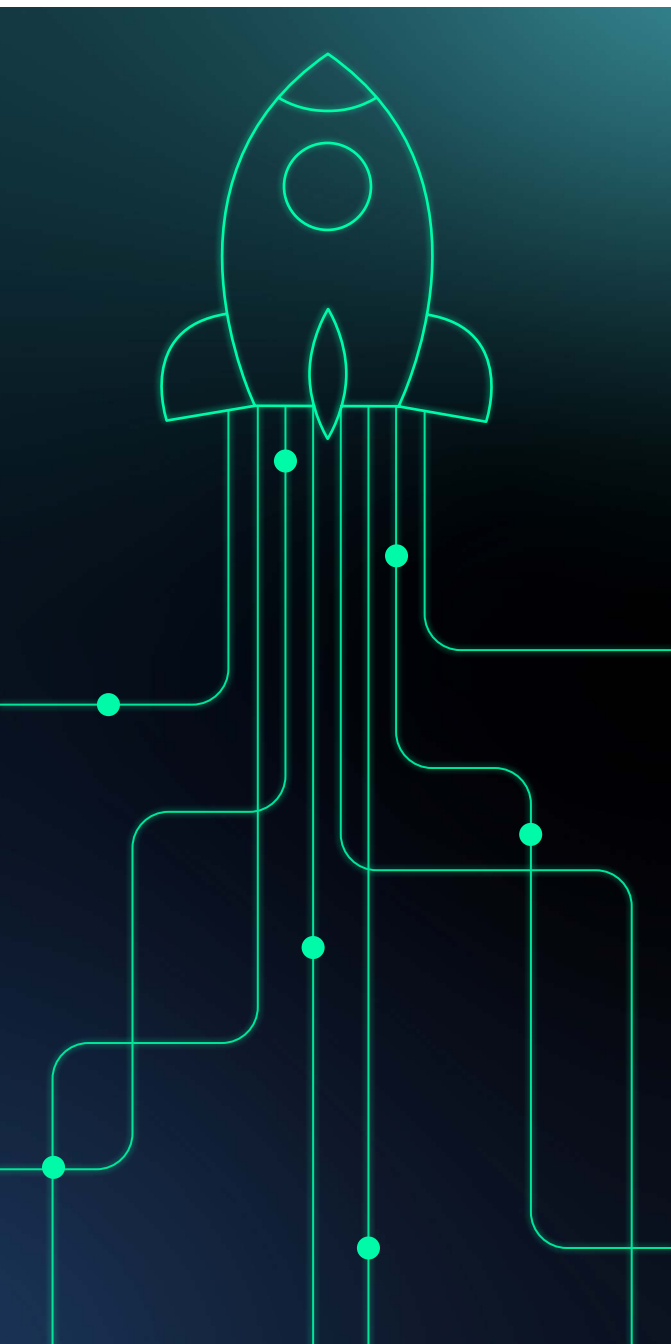
THE FUTURE OF LAUNCH

Lance emphasized that we need to let individuals make their own decision if they're going to make progress: "it's about giving teams the freedom and responsibility to make decisions based on the insights they gather." Ownership of insights is key to making sure they drive strategy rather than being passive data points.

Luca resonated with this and emphasized the need for decision-making integration:

"It's less about integrating insights and more about integrating decision-making. I don't care where the insights are coming from—medical, commercial, market research—it doesn't really matter to me, as long as I have a strong engine for processing those insights and making decisions based on them."

April's experience reinforced the importance of cross-functional collaboration:

"Simply opening the conversation between omnichannel and medical teams has led to unexpected efficiencies," she shared. This constant dialogue allows teams to act quickly on new information and ensures alignment across departments.

At the end of the session, Paul challenged the audience:

"We all know insights are critical. The real question is, will we make the changes needed to ensure they drive our launches, or will we keep them locked away in data silos? The future of launch success depends on how we answer that question." – *PAUL SIMMS*

This webinar was hosted in partnership with Impatient Health. To explore how AI-driven insights can revolutionize your launch strategy, visit www.within3.com.

ABOUT WITHIN3

Within3 empowers life science organizations to make smarter, faster decisions by delivering actionable, real-time insights from diverse sources like field data, social listening, KOLs, and patient engagement. Trusted by all 20 of the top 20 pharmaceutical companies, our platform ensures our customers deeply understand their markets, connect with the right audiences, and drive better launch outcomes. To learn more about the insights management platform or to request a demo, visit www.within3.com.