



ADVISORY BRIEF

Igniting the Fire of Commercialization: Enabling Launch Excellence with Strategic Project Management

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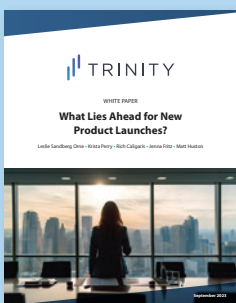
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At Trinity we define Launch Excellence as the exquisite orchestration needed to align vision and strategy with planning, processes, organizational structure/resources and culture necessary to enable life sciences organizations to effectively realize the full commercial value from their innovations.

This is no small undertaking and should not be taken lightly.

As we know, [commercialization is as hard as ever](#), so it's more important than ever to get Launch Excellence "right" to realize true commercial success.

Launch Excellence prepares an organization for successful commercialization (whether it's your first launch or 15th) and requires dedicated structure, people, resources/tools and capabilities. In this brief, we'll uncover what good looks like and how you can elevate your Launch Excellence.



In Case You Missed It

What Lies Ahead for New Product Launches?

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Understanding Launch Excellence

The process of transitioning from the clinic to commercial is unique for every product and company, but there are four consistent elements:



Launch Excellence encompasses all parts of the systems, processes, culture and resources that enable these components. Your project manager (PM) – whether within a project management office (PMO), Launch Excellence team or separate from a centralized group – is responsible for these elements and therefore critical to success.

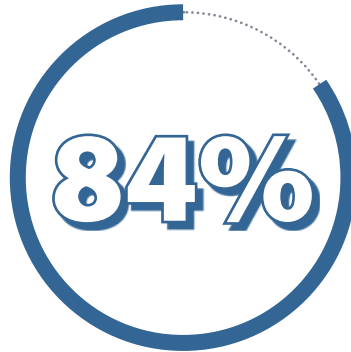
Common problems we see across life sciences companies center around the understanding of what Launch Excellence is and why it's so important—and/or the use of an effective PM resource.

Findings from a recent TGaS Advisors study provide further detail.*

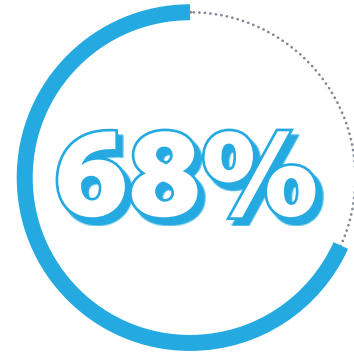
Companies Value the Use of PMO Resources, Especially Early and External



of responding companies **use** or are planning to use **dedicated PMO support**



of responding companies **implement** a dedicated PMO resource **>12 months from launch** with the majority >18 months



of responding companies use **external resources**, in full or partially, when implementing their PMO to support launch

Collaboration and Experience Matter Most When Engaging a PMO Resource



of responding companies selected *"cross-functional coordination (tracking, management) of all stakeholders, subject matter experts, and decision-makers"* as the **primary reason for engaging** a Launch PMO resource



of responding companies selected *"previous commercial launch management/excellence experience"* as the **most important skill** for launch PMO resources

* TGaS Advisors. VH5152-Launch Project Management Office. August 2023. Survey of 22 responding companies. TGaS Advisors is a division of Trinity Life Sciences.

An Effective PM Enables Launch Excellence

86%

of life sciences companies use or are planning to use a dedicated PM resource to support their commercial launch, with the majority implementing this resource >18 months prior to launch.*

Engaging a PM resource is an obvious move if the importance of the role in facilitating launch excellence is recognized. A dedicated PM resource:



Enables the critical cross-functional coordination needed to identify interdependencies, risks and ensure aligned priorities



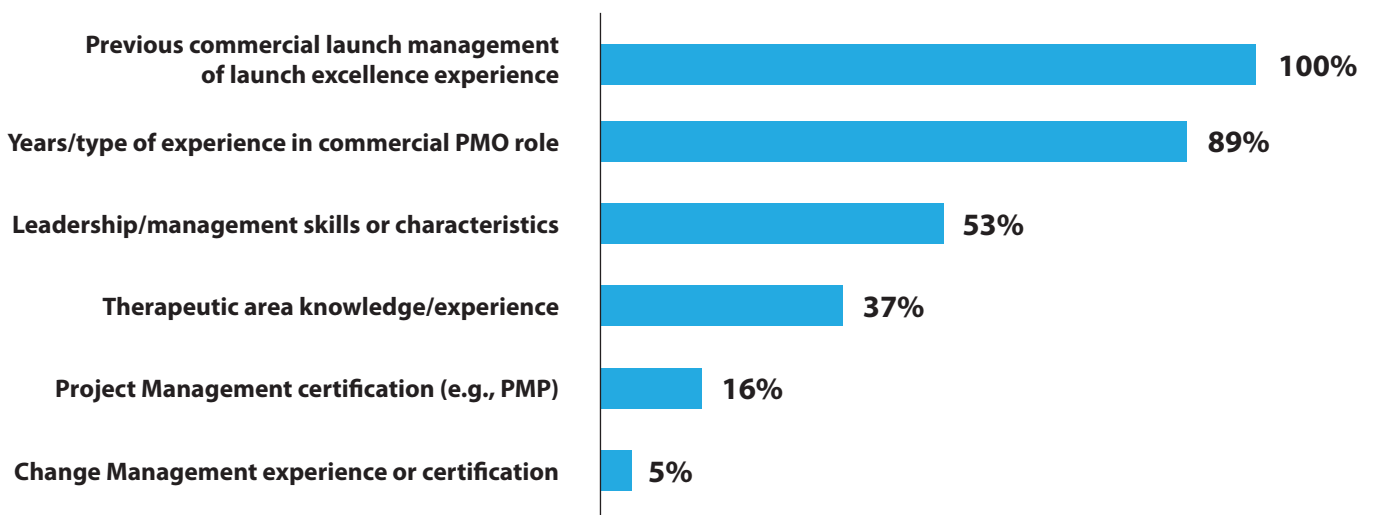
Owens the achievement of pre-launch milestones and deliverables that will lead to commercial success



Acts as the lynchpin connecting the dots with senior leadership, including decisions and direction that will guide the launch team(s)

However, having a PM resource doesn't mean they will be effective given the scale of the responsibility. It is critical that this resource has *commercialization* experience, which will provide the thought leadership (alignment to strategy, connecting the dots, tactfully challenging, suggesting new trends/technology, etc.) needed to elevate beyond the tactical management and tracking and give the team confidence and visibility.

When asked to select the top three critical skills/attributes/experience for the Launch PMO resources(s), responding companies' answers were:*



(n=19)

* TGaS Advisors. VH5152-Launch Project Management Office. August 2023. Survey of 22 responding companies. TGaS Advisors is a division of Trinity Life Sciences.

Softer skills are also paramount, including a personality that fosters collaboration (positive, in-it-together, agile attitude) with a productive, problem-solving, growth mindset (accountability balanced with a get-it-done mentality).

PM experience and skills aren't the only things driving success of the PM role in enabling launch excellence. It's critical that they are supported by:

- » Organizational alignment/sponsorship that recognizes their value and importance
- » A dedicated role (i.e., it's not someone's side gig) so functional leads can focus on effective execution
- » An aligned process, resources and tools to make them more efficient

The best resource the PM can have is a single-source-of-truth launch planning and management tool that serves to facilitate the process, enable the collaboration, communication and integration necessary—and take work off everyone's plate. The tool should not just track the plan; it should be a living, breathing resource that evolves with the team and provides the data needed to drive the plan forward, communicate progress and help proactively identify risks.

Enabling Launch Excellence

We know commercialization is challenging.

Setting yourself up for success starts with Launch Excellence—and a launch PMO team/dedicated PM resource is critical to enabling Launch Excellence.

67% of high-performing launches had a dedicated PMO resource compared to only 17% of low-performing launches.

Launching a life sciences asset is exciting, worthwhile and immensely complex—lighting the fire of commercialization and orchestrating the resulting blaze of activity is the key to success.

Investing in the right launch partner gives you the confidence to enable and elevate your Launch Excellence.



Trinity Launch Excellence

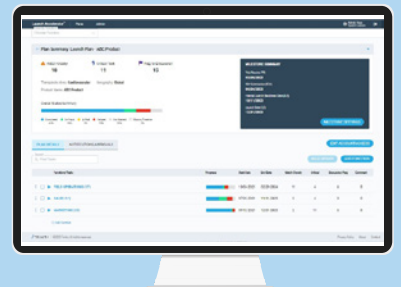
Partnering with clients to confidently develop, optimize and achieve commercialization readiness for a successful launch

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Trinity Launch Accelerator

Smart, efficient launch planning with pharma's first and only benchmark-based tool

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Authors



Krista Perry | Partner & Head of Launch Excellence

Krista supports biopharma and biotech companies in their new product planning, launch strategy and planning, and commercialization readiness. She leads Trinity's launch excellence group, supporting the development and management of dozens of launches annually. Krista partners with companies focused on their first commercial launch to their 50th, bringing deep expertise in rare diseases. Clients leverage Krista's experience and insights in navigating early-mid clinical stage product development opportunities and the commercial needs required to recognize their full potential, specializing in cross-functional activities that warrant communication and alignment. Krista studied psychology and pre-med while obtaining her B.A. from Dartmouth College.



Rich Caligaris | Managing Director, Launch Excellence

Rich has over 25 years of experience leading the commercialization and launch of innovative products within pharma, medical devices and diagnostics. During that time, he worked for several multi-national companies within Marketing and Business Development (Merck & Co., Johnson & Johnson and Roche) in addition to several start-up organizations. With both U.S. and ex-U.S. launch experience, he has had direct responsibility for launching eight products and new indications, including five bio / pharmaceuticals and three devices, within multiple countries. Rich also has extensive experience with early commercial development activities related to pre-commercial technologies, as well as in-line marketing of recently launched products. Additionally, Rich has Corporate Development transaction experience, including the financing, licensing and acquisition of life science products. Rich holds a Bachelor's degree in Economics from the University of California, Los Angeles and a Master's in Business Administration from the University of Pennsylvania, The Wharton School.



Ashley James | Principal, Launch Excellence

Ashley is currently a Principal in Trinity's Launch Center of Excellence (LEX), helping Trinity's clients navigate commercialization. The LEX group works closely with Trinity's Strategic Advisory, Value and Access, HEOR, CDS and RWE teams to produce launch strategies for a wide range of biopharma customers. Ashley's expertise spans multiple disease areas and global markets (both developed and emerging). Prior to joining Trinity, Ashley began her consulting career at IQVIA and Publicis Health. Ashley earned a BS in Environmental Science from Temple University



Maureen Mulholland | Executive Director, PMO & Client Engagement

Maureen is an Executive Commercial Operations leader with more than 25 years' experience in the life sciences and information systems industries. She has progressive leadership in enterprise business management in Business Process Excellence, Marketing Operations, Finance, Human Resources and Sales Force Effectiveness. She has led Commercial Operations organizations in North American and global roles at Merck & Co. and Unisys Information Systems. At Trinity, Maureen leads benchmarks for mid and large tier biopharmaceutical companies, across Trinity's 14 commercial, medical and market access practices. Maureen holds a Bachelor's degree in Business Administration from St. Joseph's University and an MBA from Drexel University. She is also a certified Six Sigma Black Belt and earned her PMP certification.



About Trinity

Trinity is a trusted strategic commercialization partner, providing evidence-based solutions for the life sciences. With over 25 years of experience, Trinity is revolutionizing the commercial model by providing exceptional levels of service, powerful tools and data-driven insights. Trinity's range of products and solutions includes industry-leading benchmarking solutions, powered by TGaS Advisors. To learn more about how Trinity is elevating life sciences and driving evidence to action, visit trinitylifesciences.com.

For more information, please contact us at info@trinitylifesciences.com.