White Paper

# Seizing the Moment: Biotech's Golden Opportunity for Self-Commercialisation

## *Leapfrogging legacy models to realise the promise of lean, technology-centric commercialisation*

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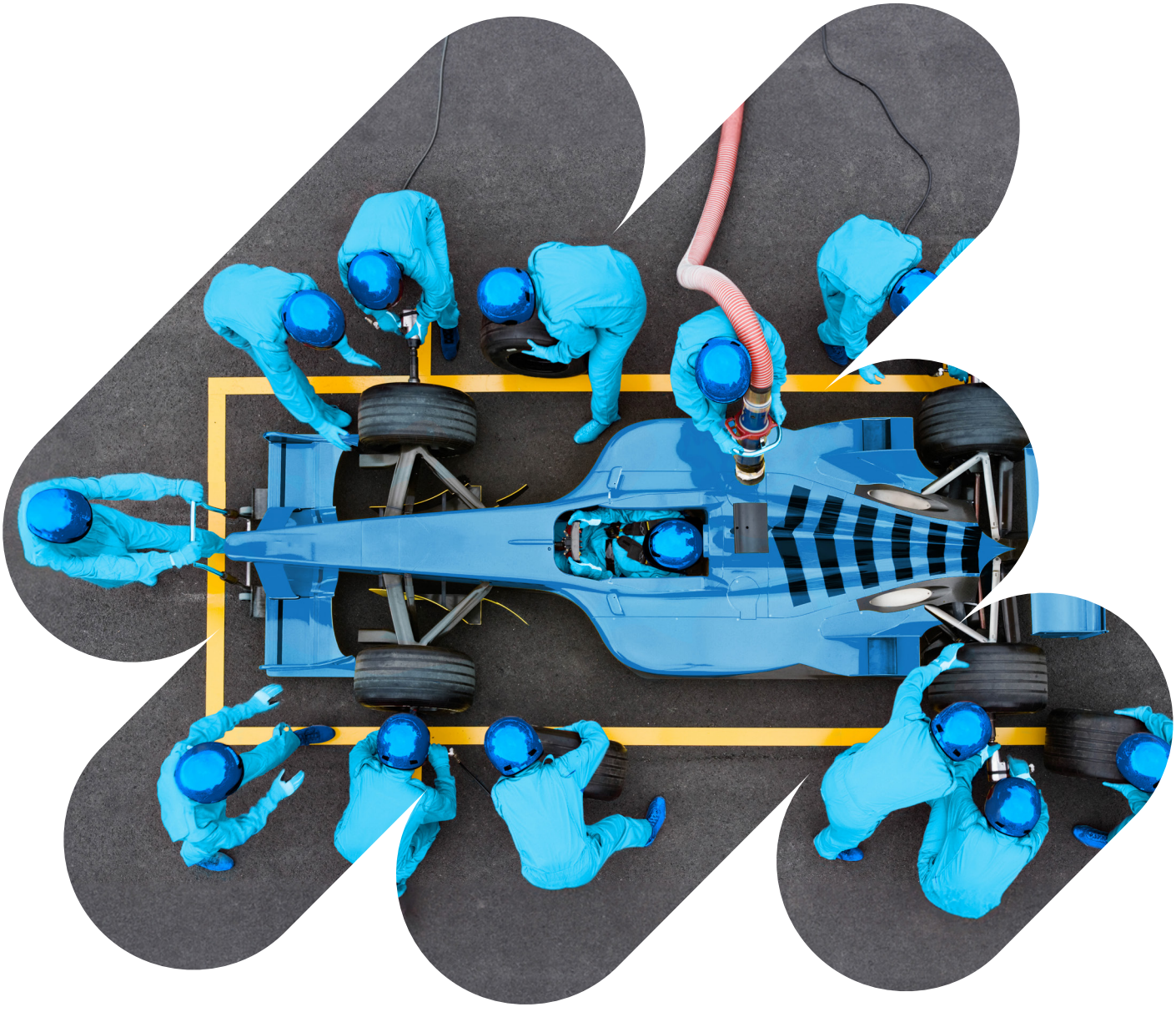

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## Executive summary

Health systems are increasingly led by digitally savvy decision makers who expect faster, more relevant, and personalised information. Alongside the rise of agentic AI and enabling technologies, this transformation in information requirements is upending traditional pharmaceutical go to market models by fundamentally rewriting the rules of commercialisation.

For Emerging Biopharma Companies (EBPs) this creates a unique opportunity to maximise the value of their assets through self-commercialisation. Unencumbered by legacy commercial infrastructure, EBPs can leapfrog to a lean, technology-enabled commercial model, powered by purpose-built capabilities, that is fit for the future — delivering speed, agility and precision engagement at scale.

Unlike the traditional outsourcing model, a next-generation, technology-centric contract commercialisation partner can offer EBPs benefits far beyond efficiencies and mitigating exposure to fixed cost, by providing a de-risked shortcut to the superior, lean and technology-enabled model of the future.

This approach fundamentally changes the economics of self-commercialisation, thus making international expansion viable and allowing EBPs to tap into multiple geographic profit pools, even in smaller markets, for example in Europe, or newer markets across the Middle East, Latin America, and Asia.

This is Biotech's moment to seize the golden opportunity of technology-enabled self-commercialisation.

# Introduction

Extraordinary scientific advances yielding ever greater sophistication and precision in pharmacotherapeutic interventions continue to advance and improve patient outcomes. Emerging Biopharma Companies (EBPs) have been at the forefront of this innovation by translating scientific breakthroughs into potential therapies. EBPs now account for 70% of all clinical-stage assets in the industry pipeline and originated more than half of the over 1,000 New Active Substances (NAS) that entered the market over the past two decades.[1]

Alongside this golden era for biopharmaceutical innovation, an equally transformational data and technology revolution is playing out that redefines the rules of commercialisation and disrupts traditional pharmaceutical go-to-market models.

This confluence presents a unique opportunity for EBPs to realise maximum value of their innovative assets, by commercialising themselves as they expand globally, instead of out-licensing their drugs. With the legacy go-to-market model under extraordinary pressure, EBPs starting from a clean slate must avoid the traditional path towards commercialisation. Unencumbered by legacy commercial infrastructure, EBPs can seize this moment of disruption and leapfrog to a superior, lean, and technology-enabled commercial model that is fit for the future — fast, efficient, and agile, while enabling personalised, precision engagement at scale, that is tailored to the needs and preferences of increasingly demanding customers.

The slowdown in IPO and M&A activity in recent years, which concentrated on a small number of high value assets,[2,3] prompted more EBPs to consider self-commercialisation as their core strategy. Even as financial market momentum begins to turn, the vagaries of the funding environment mean self-commercialisation remains a serious option for EBPs to explore.

In this white paper, we will elaborate on this momentous opportunity for EBPs and discuss the imperative, and practicalities, of harnessing the tremendous potential of lean, technology-centric commercialisation.

# A new era for commercialisation

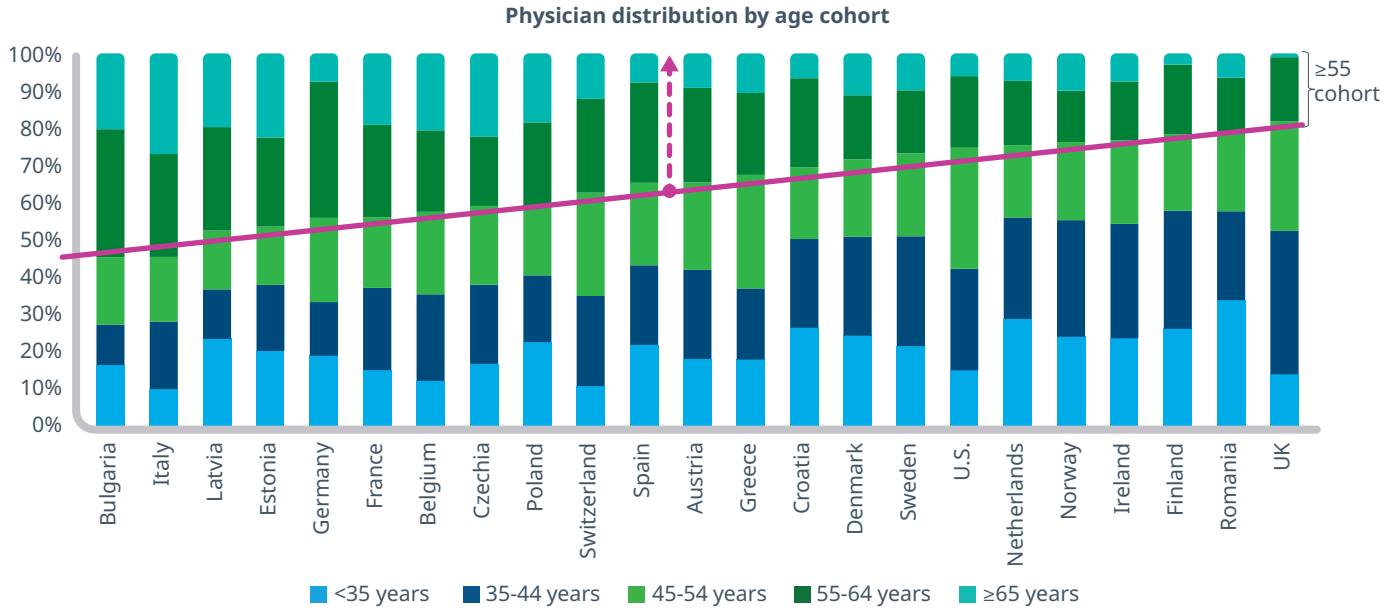
The biopharmaceutical industry finds itself in a period of profound change that challenges many of the fundamentals underpinning the prevailing commercial model.

- **More diverse, more demanding customers**: Generational change across most health systems elevates a cohort of digital natives as key decision makers, who naturally embrace technology to address their information needs, with very different expectations for the timeliness, relevance and personalisation of content and its provision (see Figure 1). Furthermore, to address capacity and resource bottlenecks, many health systems are expanding decision making beyond the traditional role of the physician, for example, by empowering physician associates or nurses. Innovators therefore will need to engage a more diverse customer base across expanded roles, on their terms, with individuals representing a wide range of personae defined by different needs and preferences.
- **Intensifying competition and crowding**: In 2000, fewer than one in five druggable targets had more than five candidates in development against them. By 2020, that figure had grown to more than two-thirds.[4] This "pipeline herding" dramatically increases pressure along the entire value chain, from competition for patients, investigators and trial sites during clinical development, to competition for market access and the attention of HCPs once new therapies are ready to enter the market.
- **Compressed asset lifecycles**: First-to-market advantage is eroded as follow-on competitors launch more rapidly, while steadily rising evidentiary thresholds, combined with proliferating cost containment measures, flatten launch trajectories. Other policy measures such as the IRA in the U.S., China's VBP or the EU pharmaceutical legislation further compress an asset's economic lifespan. Innovators therefore have less time to capture their assets' full commercial potential.
- **New markets**: Compared to some of the traditional top launch markets such as the EU4/UK and Japan, countries like Saudi Arabia and the UAE offer faster market access and better pricing predictability, supported by digitally integrated health systems and increasing investment capacity. This is beginning to change country prioritisation for launches. For example, the launch lag in Saudi Arabia and the UAE vs. a new therapy's first global launch has significantly improved by 7.8 months and 17.6 months, respectively, over the past 5 years.
- **Pharma's diminishing influence**: Exponential growth of healthcare data and ever more powerful analytical technologies, including artificial intelligence, empower healthcare stakeholders and erode pharmaceutical companies' historical control over evidence — and the influence that comes with it. As multi-stakeholder ecosystems form around a shared agenda — for example, payers, providers and patient advocacy groups with an interest in a particular disease area — the traditional go-to-market approach threatens to exile pharmaceutical companies to the periphery of these ecosystems, with diminishing relevance.

*"A period of profound change challenges many of the fundamentals underpinning the prevailing commercial model. Unencumbered by legacy commercial infrastructure, EBPs can seize this moment of disruption."*

**Figure 1: Generational change is redefining HCP expectations**

*Engagement models must become more agile to deliver new, personalised experiences*




Source: Eurostat, 2022; American Medical Association, 2019; British Medical Association, 2018

The combination of intensifying competition, narrowing opportunities to exert influence along the value chain and the risk of disintermediation elevates the need for greater speed, agility and precision. It creates an imperative for a very different go-to-market model that must reinvent the value it provides to healthcare stakeholders.

To deliver on these priorities, the future go-to-market model must fully harness the power of data and technology for richer, deeper customer and market insights, including near-real time intelligence, to inform contextualised content optimisation, engagement personalisation, and orchestration at scale.

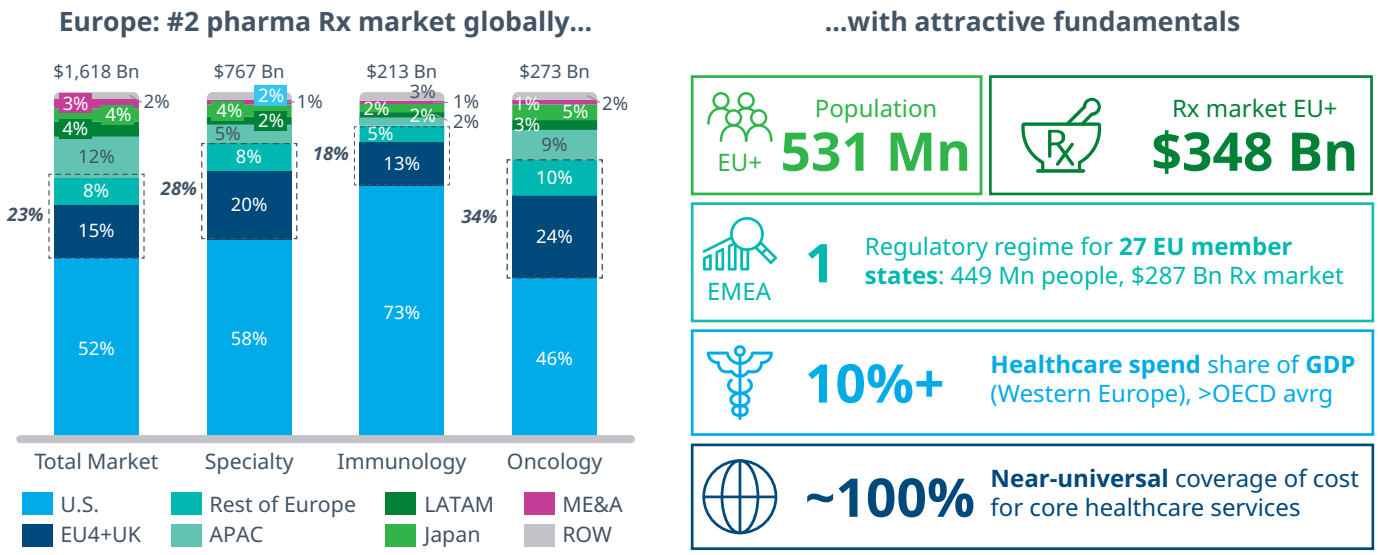
Legacy infrastructure, processes, and ways of working undermine the ability of established pharmaceutical companies to harness the potential offered by new technology to transform their go-to-market models. Most firms struggle to implement the necessary, large-scale organisational change.

Crucially, despite geopolitical and health policy headwinds, Europe remains the second largest profit pool for pharmaceutical products, behind only the U.S., and must therefore remain a key consideration for EBPs seeking to maximise the value from their assets[5] (see Figure 2).

International expansion to tap into multiple geographic profit pools, such as the U.S., Europe or the Middle East, brings additional challenges for EBPs. Successful commercialisation typically requires a local presence which increases complexity and the operational overhead.

**Figure 2: The promise of Europe**

*Home to over half a billion people, with well-funded healthcare and broad population coverage*




Notes: EU+ defined as EU27, UK, Switzerland and Norway.
Source: IQVIA MIDAS MAT Q2/2025; List price view – exclusive of discounts and rebates- Eurostat; OECD Health at a glance, 2024; IQVIA Thought Leadership analysis

Large pharma companies gain efficiencies by spreading fixed operating costs over a larger portfolio, and they have existing commercial contracts, compliance processes and knowledge of the local regulatory environment and the relevant stakeholders. Conversely, new entrants need to divert scarce management time and money to establish operations without benefiting from any synergies.

Considering all these factors, the traditional pharma commercial model does not serve as a viable blueprint for EBPs looking to self-commercialisation, or even as the optimal go-to-market capability in the case of a co-commercialisation partnership.

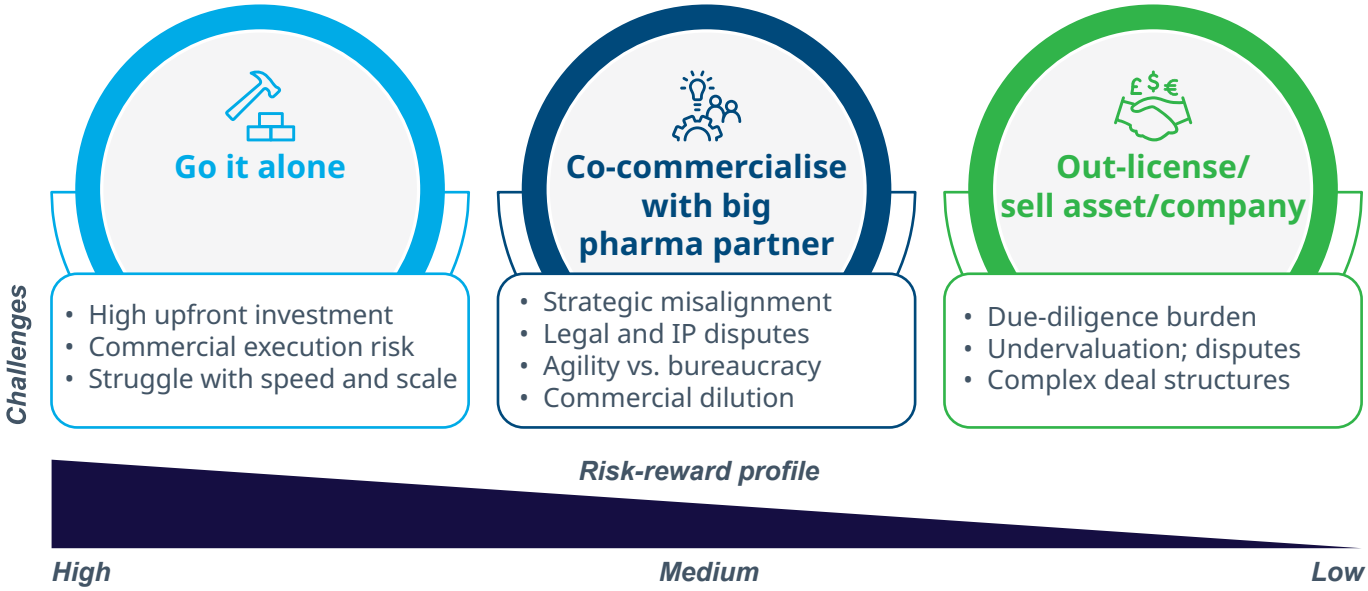
EBPs seeking to maximise the value of their assets must embark on a different path.

# A golden opportunity for EBPs: Leapfrogging legacy models

Fundamentally, emerging biopharma companies have three strategic options for unlocking the value of their assets, with decreasing risk-reward profiles (see Figure 3):

1. Go it alone, with the EBP responsible for commercialisation while retaining full control of the asset and owning all revenue streams.
2. Co-commercialise, with a partner taking on responsibility for some commercialisation activities while revenue is shared between the parties.
3. Out-license the asset, or sell the company, where ownership of the asset changes hands. This removes the commercial execution risk from the EBP but typically limits realising an asset's full value.

**Figure 3: Strategic options for unlocking the value of an EBP's asset**




EBPs may choose a combination of these options, deciding, for example, to go it alone in Europe but out-license across Latin America, Middle East, and Asia to reduce the complexity of multi-country commercialisation.

Historically, an outsourcing model for contract medical and sales teams helped EBPs to de-risk the go-it-alone option, as they retain revenue and control of their assets while benefiting from flexible cost structures, efficiencies and faster timelines.

In this new era for pharmaceutical commercialisation, EBPs now have a golden opportunity to leapfrog legacy models and avoid getting trapped in their shortcomings in the face of disruptive change — a large fixed cost base, rigidity of functional domains and insight latency that prevent speed, agility and precision engagement at scale.

As business models and partner capabilities evolve, there are options to outsource more functions, to the point that partners effectively operate as complete affiliates, without the need to out-license the product to a pharmaceutical company. Updating the outsourcing model with a leaner, technology-centric go-to-market model changes the economics of self-commercialisation in smaller European markets, and newer markets across the Middle East, Latin America, and Asia. Outsourcing avoids the need to navigate multiple local healthcare systems, and the cost associated with that complexity.

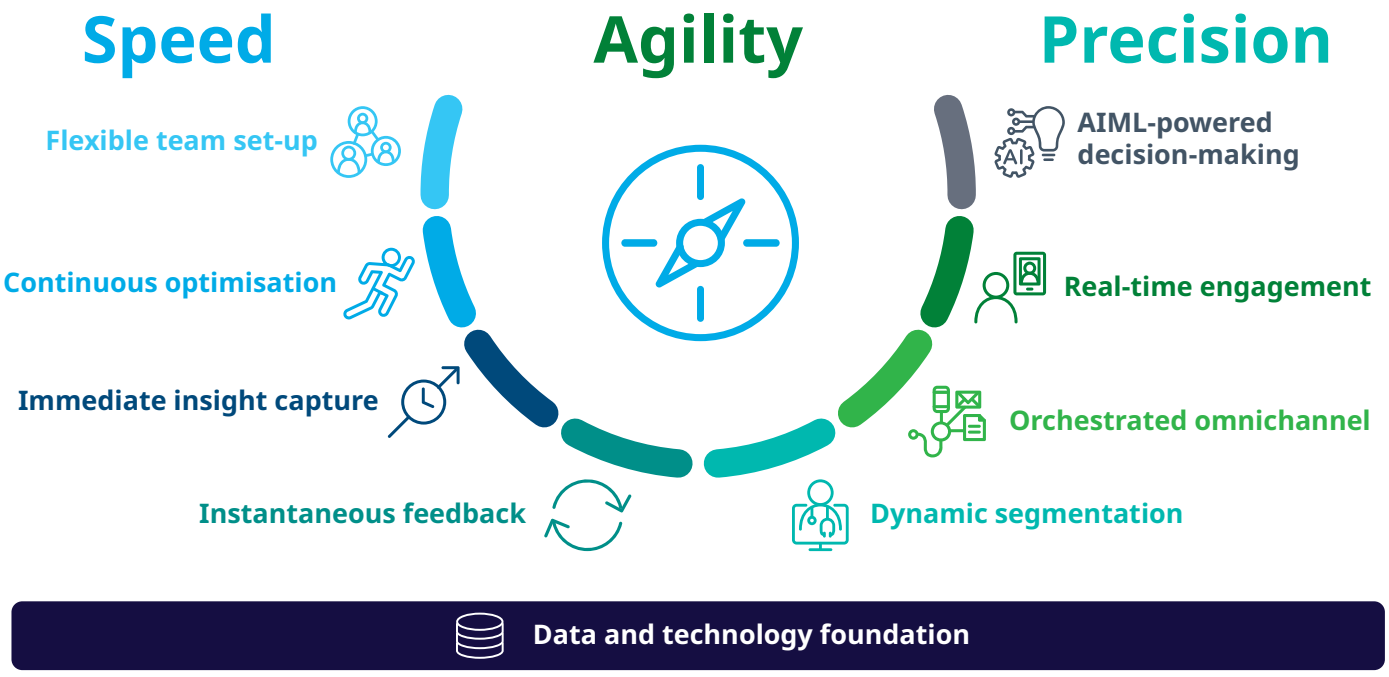
*"In this new era for pharmaceutical commercialisation, EBPs now have a golden opportunity to leapfrog legacy models and avoid getting trapped in their shortcomings."*

## Laying the foundation of the new model

Starting from a clean slate, EBPs can seize the benefits of a superior, lean commercial model powered by purpose-built capabilities that seamlessly embed enabling technology and data architectures, underpinned by fit for purpose governance mechanisms.

The new model delivers speed, agility and precision, the cornerstones for successful commercialisation in a constantly evolving environment with fluid customer preferences and changing needs (see Figure 4).

**Figure 4: Benefits of the new Go-to-Market model**




It achieves this by faster capture and interpretation of customer needs and preferences, enabled by field force agents and rapidly converting insights into powerful content delivered via highly effective omnichannel engagement.

Instead of static, function-centric roles, the future model allows for a flexible team setup and aligns cross-functional responsibilities around barriers to the adoption of innovative therapies specific to a country's health system. For example, strategic account managers unlock local market access, patient journey partners work with local health systems to address care pathway bottlenecks, while therapy specialists drive deeper engagement with HCPs with focus on patient activation and supporting HCP needs not addressed via pull channels.

However, building — and maintaining — the required data architectures and fast evolving, cutting-edge technology and analytics stacks takes time and requires both significant capital investment and access to highly specialised, and scarce, talent.

This elevates the value of a next-generation, technology-centric contract commercialisation partner far beyond traditional outsourcing benefits of efficiencies and reducing financial risk. Indeed, such an outsourcing partner is uniquely placed to provide a shortcut to the superior, lean and technology-centric commercial model of the future, as a source of competitive advantage for self-commercialising EBPs. Conversely, a typical big pharma partner still grappling with transforming its own legacy model would not be able to offer the same for the foreseeable future.

As their clinical trials progress, EBPs planning to commercialise their assets need to prepare to execute a sequence of critical processes, while simultaneously building the organisational capability to sustain the commercial journey.

Whereas legacy organisations have sought to build distinct vertical functions for regulatory, market access, marketing, manufacturing, sales, supply, and other domains, a tech- and data-enabled EBP can move more quickly through a combination of simplified processes, agentic augmentation of core workflows, and effective outsourcing. Such an approach will minimise fixed costs — an important consideration given the current funding environment and the traditionally high burn rate in the commercialisation phase — and enable the deployment of labour- and cost-saving technologies across the value chain.

While the precise balance between build and buy will vary for each EBP and asset, the goal should no longer be to mimic or recreate the traditional model. Rather, by thinking about core processes and how data and technology can accelerate, improve, or transform them, EBPs can more effectively allocate scarce resources against those activities at which they must excel to commercialise their assets successfully.

## Modern data management: The core foundation of the technology-enabled EBP

The effectiveness and commercial success of a modern technology-enabled organisation rests on its core data foundation. For legacy organisations this represents a significant obstacle, requiring extensive architectural changes and broader organisational transformation.

For an EBP, however, beginning with a more expansive understanding of the central role of data will allow the design of a significantly more agile, hybrid organisation. Instead of replicating the traditional functions and building a tech and data foundation to enable them, an EBP can design with a more dynamic model in mind, leveraging recent innovations in data strategy and management. Crucially, such efforts must be understood as making an investment in a strategic asset, the foundational capability for differentiation and ultimately competitive advantage, as opposed to the fallacy of regarding data and technology as operating costs.

As an EBP moves towards the commercialisation phase, it must first establish a high-level data blueprint that will enable its agility and responsiveness downstream. Modern data lakes and lakehouses represent important starting points, enabling the

*"As an EBP moves towards commercialisation, it must first establish a high-level data blueprint to enable its agility and responsiveness downstream."*

ingestion and transformation of large amounts of disparate data in the cloud. From there each EBP can determine how deeply it wishes to invest in different platforms and capabilities.

Large investments in SaaS platforms, for example, may not be required any longer, and companies with clear blueprints can instead select more tailored, nimble alternatives. The emergence of MACH architectures — **M**icroservices, **A**PI-first, **C**loud-native, **H**eadless — will enable even more agility. By breaking down applications into smaller microservices, EBPs can focus on only what they need. Further, the headless design means that front-end interfaces are delinked from back-end data architectures.[6] Instead, an EBP can build and manage its data foundation and then connect the technologies, interfaces, and outsourced capabilities however it sees fit.

Over the last two decades, modern digital technologies and the broad used of web- and phone-based applications have catalysed an unprecedented proliferation of data. Data management platforms have responded with flexible cloud hosting, and more complete suites of applications to give the data observability, data quality and scalability needed as enterprises grow. EBPs with lean IT organisations can license complete platforms from specialist providers that come with connectors data models and apps pre-integrated to avoid complex and time-consuming custom configuration and systems integrations.

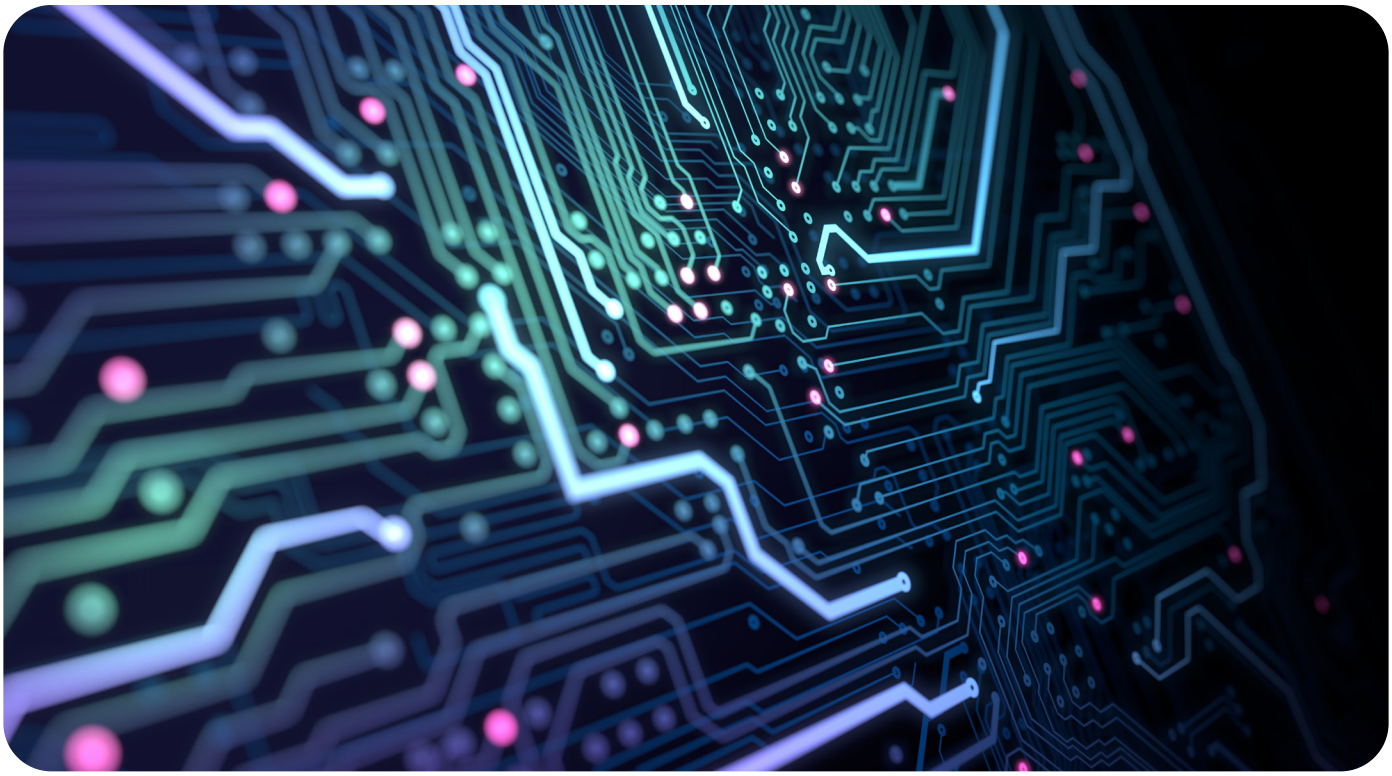
## Envisioning the data-enabled EBP commercial engine

With a clear data foundation and enabling blueprint in place, EBPs can concentrate on the critical processes necessary to commercialise their assets while capturing substantial efficiencies compared to legacy approaches.

In our envisioned model, an EBP can significantly reduce its headcount requirements, leveraging automation built on its data foundation to streamline many key processes spanning planning and execution to make the organisation nimbler and more effective (see Figure 5), for example:

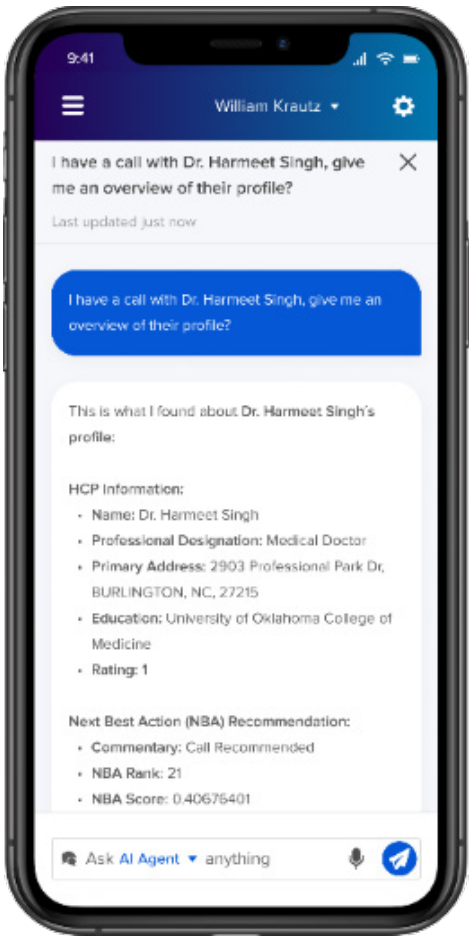
**Figure 5: AI Agents make EBPs lean, nimbler and more effective**

| | Legacy approach | Agentic AI approach |
|---|---|---|
| **Field Effectiveness** | • Complex CRM and field dashboards<br>• Field teams capture few customer insights | • Field Force Agents simplify call prep, targeting for better customer engagement<br>• AI makes free text call notes useful and compliant<br>• May operate without CRM eg pre-launch, small teams |
| **Analytics** | • Analysts acquire and piece together data from disparate sources<br>• Manual analysis and report writing | • AI Agents pre-loaded with valuable data sources<br>• Reasoning agents provide transparent analysis and actionable recommendations in minutes |
| **Content** | • Inefficient and slow content production workflows, owned by agencies<br>• Onerous MLR review and re-work | • Off-the-shelf AI tools accelerate all content production steps<br>• Dedicated content production for flexibility, cost savings and 60% end-to-end SLA acceleration |
| **Regulatory** | • Specialists conduct literature reviews, write up findings, complete submissions | • Generative AI accelerates regulatory, HTA submissions, at lower cost…<br>• Shortening timelines to approval and market access |



- Instead of relying on traditional literature reviews, generative AI accelerates regulatory and HTA submissions at lower cost, ultimately shortening timelines to approval and market access.
- AI Agents can be pre-loaded with valuable data sources, while reasoning agents transparently analyse market and local competitive dynamics and provide actionable recommendations in minutes to advise on commercial strategies.
- Beyond delivering efficiency gains, autonomous AI agents have the potential to fundamentally transform customer engagement by enabling highly personalised experiences that reflect customer preferences, their needs and expectations. For example, autonomous agents can dramatically enhance the impact and effectiveness of omnichannel engagement, by ensuring a seamless customer experience across channels, informed by the timely flow of consistent and compliant customer information between teams[7].
- Field Force agents overcome the limitations of complex CRM and field dashboards, which can struggle to provide deep, timely customer insight. Such agents simplify call preparation and targeting for more impactful customer engagement. Agentic compliance tools ensure that rich, free text call notes can be leveraged immediately, enhancing their utility. This could allow small field teams, e.g. during the pre-launch phase, to operate even without CRM.
- Meanwhile, off-the-shelf AI tools accelerate all content production steps to increase flexibility, reduce cost, with 60% end-to-end SLA acceleration, compared to legacy content generation workflows and typically slow MLR (medical, legal, regulatory) review processes.

These examples illustrate the transformative power of technology in enabling EBPs to leapfrog to a superior, lean and agile model.




# The journey towards a technology-enabled commercial model

For EBPs embarking on self-commercialisation, it is important to be guided on this journey by the hallmarks of a modern, technology-enabled commercial model.

1. A modern, technology-enabled commercial model…
    a. Is designed and built to maximise speed, agility, and precision
    b. Represents asset-specific trade-offs between build and buy, informed by the following questions (i) “At what must an EBP excel in order to commercialise its asset successfully?” (ii) “What are the core skills and capabilities needed for this?” (iii) “Which of these can be performed externally or digitally?”
    c. Minimises fixed costs, leverages off-the-shelf tools, models, and services to substitute for higher-cost resources, across the value chain
    d. Thinks in modules of critical processes, rather than functions or verticals

2. It starts with a state-of-the-art technology, data, and analytics stack and…
    a. Avoids expensive, unnecessary infrastructure and technical debt, e.g., via MACH architecture[6]
    b. Is designed with agility and speed in mind
    c. Is unlike legacy models characterised by competing fiefdoms, each arguing for their own structures, systems, and vendors
    d. Enables data capture and flywheel operation
    e. Leverages data lake (or lakehouse) to centralise and transform data for subsequent access and use by key teams
    f. Deploys a Mesh or Fabric model to drive data decentralisation, curation, discoverability, and usability
3. It spans all critical commercialisation "domains", including
    a. Commercial planning and brand management
    b. Go-to-market and customer engagement
    c. Marketing
    d. Supply chain
    e. Compliance
    f. Reporting

Crucially, unlike big pharma players, EBPs cannot simply spread the required investments, and risks, of developing a proprietary data and technology foundation across a portfolio of assets. Moreover, the lack of data at the outset of an EBP's commercialisation journey represents a major constraint in establishing an effective technology-enabled commercial model, which relies on the continued ingestion of data to learn and improve.

Therefore, engaging a technology-centric, full-service outsourcing partner is critical to mitigate investment risk for establishing the enabling architecture foundation and to accelerate an EBP's readiness in key commercialisation domains across multiple geographies.

# Full-service affiliate outsourcing

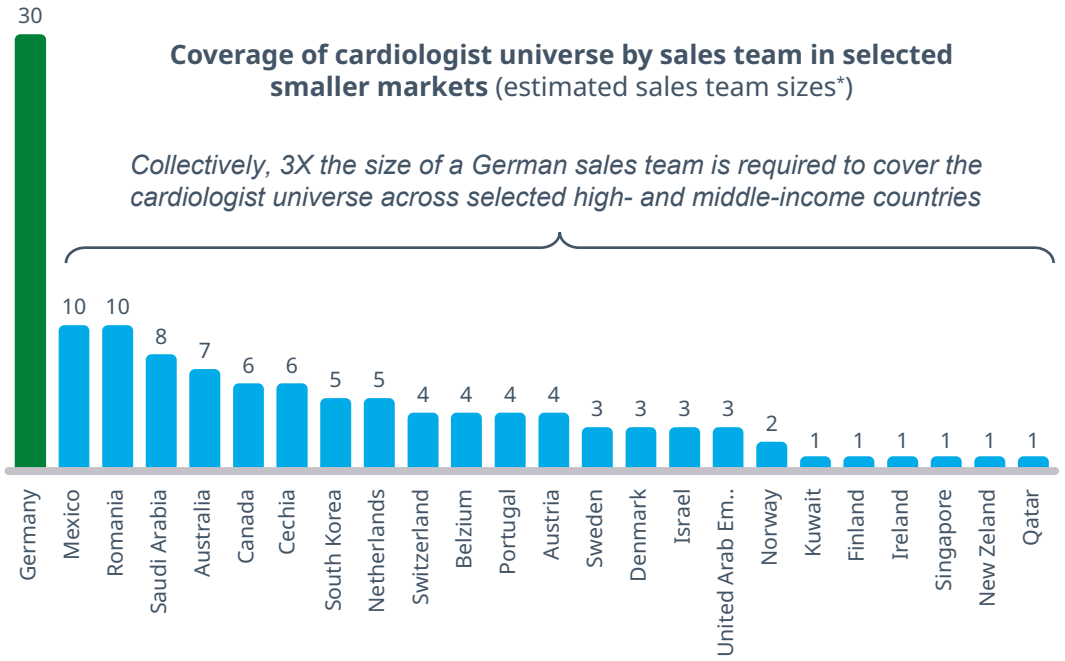
EBPs seeking to maximise the value of their assets through self-commercialisation will inevitably need to navigate multiple, local regulatory, market access and stakeholder environments.

Furthermore, notwithstanding the rise of digital natives among HCPs, and their changing information needs and channel preferences, field teams still play a crucial role in customer engagement, especially in advocacy building and market shaping during the critical pre- and peri-launch period.[8,9]

Consequently, a local presence and market knowledge matter as much as ever, which translate into local capability requirements. Even a lean, technology-enabled go-to-market model will still need some local field teams, which in turn requires governance structures for effective management.

To illustrate the operational challenge this poses for capturing the significant, collective opportunity represented by smaller markets, imagine an EBP seeking to commercialise its novel cardiology therapy. The combined sales team required to adequately cover cardiologists across key smaller high- and middle-income countries is three times the size of a typical cardiology sales force in Germany. However, unlike the sizable German sales team, the fragmentation of headcount across many small markets results in high cost and management overhead as economies of scale cannot be realised (see Figure 6).

**Figure 6: The operational challenge of capturing smaller markets' potential**




**Capturing the potential of smaller markets**

- Collectively these markets offer greater commercial potential than a major market such as Germany
- However, small teams across many markets incur high expense and management overhead
- Orphan drugs require even smaller teams, sometimes 1 rep covering several countries
- Partnering provides a quicker way to access the market potential

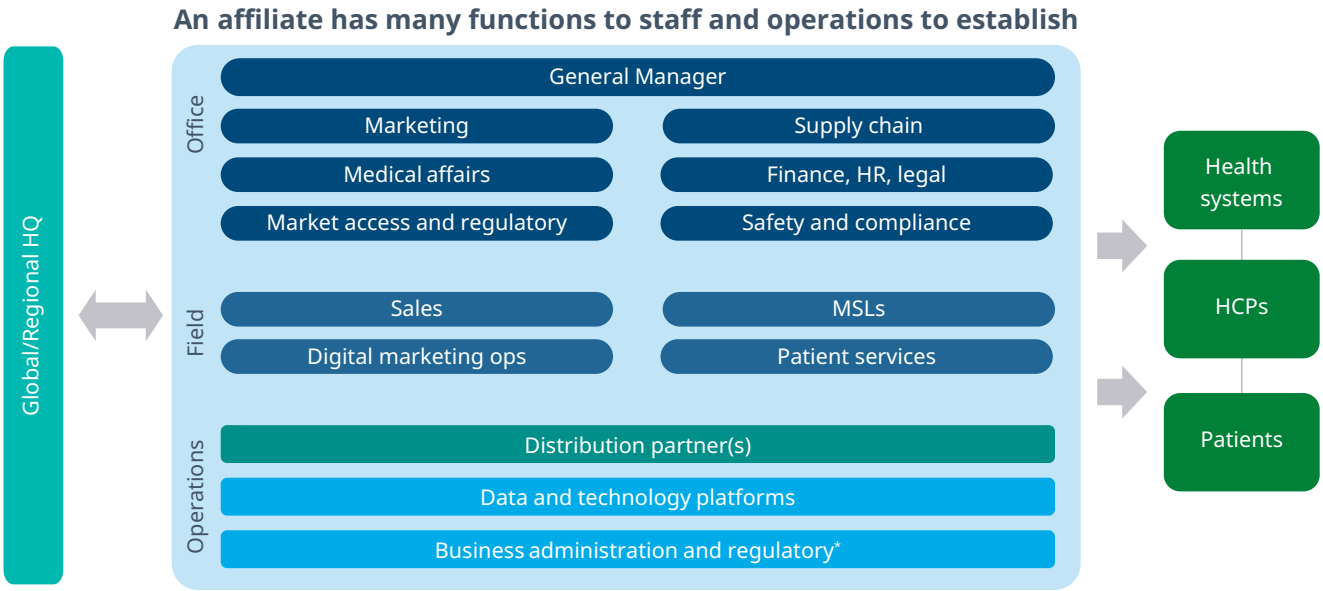
* Germany cardiology team set to a realistic size of 30 reps. Other countries scaled proportionally to the number local cardiologists.
Source: IQVIA OneKey database; IQVIA analysis

*" Even a lean, technology-enabled go-to-market model will still need some local field teams. This in turn requires governance structures for effective management."*

A technology-centric, full-service outsourcing partner with a broad geographic presence can speed up execution across multiple countries.

Such a partner provides a de-risked shortcut to commercialisation readiness by reducing the burden and complexity for EBPs of setting up and operating local affiliate organisations themselves, managing multiple external partnerships, while minimising fixed cost exposure (see Figure 7).

**Figure 7: IQVIA full-service affiliate outsourcing**




Typical affiliate teams and functions — actual structure and functions will vary
*This includes licenses, registrations, fleet leases, rent, etc. necessary to run the affiliate

Source: IQVIA

The following case examples illustrate the benefits of the outsourcing model and how it has enabled several EBPs to pursue their self-commercialisation ambitions:

## Pre-launch medical capability deployment

- A U.S.-headquartered, clinical-stage EBP had global ambitions for its novel immuno-oncology asset in development for renal cell carcinoma and metastatic colorectal cancer.
- For the critical, early pre-launch phase, the EBP required on the ground medical resources and a digital engagement platform to support principal investigators in late-stage trial execution and to start building advocacy for the novel oncology therapy in key ex-U.S. markets across 5 regions.
- IQVIA deployed a multi-country, technology enabled hybrid platform covering 24 countries, including an international projects lead, regional medical director and a team of local MSLs with existing KOL/PI relationships and relevant clinical and oncology expertise.
- An effective governance model ensured seamless collaboration with CRO partners while ensuring clear, single-point responsibilities for PI relationship management.
- Technology-enabled, orchestrated engagement at sites and congresses deepened stakeholder relationships, built early advocacy which translated into high-performing studies, e.g., delivering 3 months ahead of patient recruitment plans.

## Rare disease market entry in Europe

- An Asia-headquartered EBP previously relied on outsourcing to a big pharma partner for commercialisation in Europe. For its next rare disease asset, the company was seeking self-commercialisation to retain greater value and remain in control of performing critical activities.

- The EBP and IQVIA entered into a comprehensive partnership, providing country-level resources including general managers, medical leads and market access directors, and IQVIA enabling technical capabilities, e.g., orchestrated customer engagement for omnichannel HCP engagement across in-person, remote and digital channels.
- Contract in-field capabilities were further complemented with insight and analytics support, reporting and compliance management.
- This successful partnership model was further expanded to support the European launches of the EBP's subsequent assets.

## Commercial technology ecosystem for a newly formed pharma company

- After a rapid series of investments, a specialist pharma company needed to establish commercial operations within one year to support operations across Europe, Latin America and Australia.
- All technology systems needed implementation from scratch, to support supply chain, sales and marketing with over 250 sales reps in the field, requiring rapid operations deployment to the first 10 countries within 1 year, expanding to 13 countries, 350+ active users over 5 years.
- IQVIA services included CRM, digital marketing operations, data warehouse, and Tier 1, 2, 3 service support, and more within an end-to-end technology and operations programme.
- The flexible model saw the client adjust the mix of services, adding or removing functions, as the business needs evolved.

## Digital, multi-country launch in key ex-U.S., ex-Europe markets

- Digital engagement is especially effective for launch products when doctors, and often patients, seek information about new therapeutic options. An outsourcing model allows scaling of digital campaigns across a large number of countries when small companies lack the necessary resources or digital infrastructure.
- For example, IQVIA ran a digital campaign to activate oncologist interest for an EBP launching a novel breast cancer therapy in 16 emerging markets spanning Latin America, APAC and the Middle East, driving 3X improvement in click-through rates and 14X improvement in website traffic.
- In another example, IQVIA ran a patient finding campaign in Europe, Canada and Taiwan with precision targeting for an EBP's viral infectious disease asset, driving 80% increase in web traffic and accelerating brand growth in markets covered by the campaign.

The broad range of these examples highlights the versatility and inherent flexibility of the full-service outsourcing offering to provide a bespoke solution that is tailored to an EBP's specific situation, strategy and needs.

# IQVIA capabilities: Supporting the EBP self-commercialisation journey

The IQVIA full-service affiliate outsourcing offering comprises a comprehensive suite of capabilities to accelerate EBPs' self-commercialisation journey.

IQVIA Affiliate offers flexible, modular deployment at unmatched scale, combining global reach with local presence. It is powered by technology-enabled, best of breed capabilities, including healthcare-grade AI agents developed in our strategic partnership with NVIDIA (see Figure 8).

With a strong track record as a strategic partner along the value chain, IQVIA is uniquely placed to support EBPs' commercial ambitions across all major geographies.

**Figure 8: IQVIA Affiliate combines global reach with local expertise**

**Technology-centric model**
Lean, agile GTM powered by advanced data and analytics stack; built for speed and precision

**Flexible, modular approach**
Rapid deployment of people, capabilities and infrastructure

**Full-service outsourcing**
End-to end affiliate model in all continents; local presence, knowledge ensure superior operational capabilities

**Contract customer engagement**
(Number of contracts/projects)

| >5160 | >815 | >425 | >810 |
|---|---|---|---|
| Pharma | Emerging biopharma | Consumer health | MedTech |

**AI and automation**
Generative AI for regulatory, market analysis; autonomous agents for HCP engagement

**Proven track record**
In 2025 alone, IQVIA supported >900 assets at pre-, peri- and post-launch

**Strategic data foundation**
Data as a strategic asset, enabling EBPs to leapfrog legacy commercial models

Source: IQVIA

*"As pharmacotherapeutic and technology innovation converge and disrupt the status quo, this is Biotech's moment to seize the golden opportunity of technology-enabled self-commercialisation."*

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Markus has over 25 years of experience in life sciences, advising clients in all major geographies on a broad range of topics, including launch readiness, go-to-market models, brand and commercial strategies, and building enabling organisational capabilities.

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