Pharma & life sciences

Defining the next standard for launch excellence with PwC and Salesforce

From company-ready to patient-ready

A launch can be company-ready and still not patient-ready.

Most pharmaceutical launch organizations already manage regulatory approval, evidence, access, supply and commercial execution with considerable discipline. But patients do not experience launch plans. They experience whether they can find appropriate care, receive a prescription, secure access, obtain and pay for the medicine, and begin treatment without avoidable delay or repetition. Their journey often spans providers, payers, pharmacies, treatment centers and support services. Each may perform its own role effectively, yet the relevant signals, decisions and ability to act can remain distributed across organizational seams, allowing barriers to remain unresolved and patient progression to stall.

We call this **patient-ready launch**: extending launch readiness beyond company preparedness to whether patients can progress through the pathway and access treatment without avoidable delay.

Strong launch preparation can therefore coexist with barriers across the wider patient pathway. Coverage may be approved, yet the prescription is never filled; product may be available, yet the patient never reaches the next step. This tension is particularly visible in GIP/GLP-1 therapies, where scientific promise and strong demand can still encounter coverage and affordability barriers. More broadly, across 99 novel medicines launched through US retail and mail channels between 2020 and 2024, an average of 35% of first-year prescriptions were filled, according to IQVIA's U.S. Medicine Use Trends 2026. This aggregate should not be assumed to apply evenly across therapeutic areas, but it illustrates the potential scale of access barriers between prescription and fill. For some patients, those barriers may mean further delay or never receiving medicine that could improve, extend or even save their life.



What if launch leaders could see where patients are stalling, understand why, mobilize the right owners and verify recovery while the launch is still unfolding?



From launch readiness to launch orchestration

Launch teams already invest heavily in launch governance, market access, patient support and analytics. Dashboards, trackers and readiness forums provide essential control over milestones, risks and functional delivery. Launch orchestration builds on this foundation, bringing the relevant signals, owners and actions together around material barriers in the patient pathway and measuring the downstream result.

The practical loop is simple: **Detect, Understand, Route, Resolve and Verify.** Teams detect where a defined patient cohort is falling behind an expected pathway milestone, understand the likely issue using available evidence, route it to the party able and authorized to intervene, resolve it through existing channels and verify the downstream outcome. The loop closes with evidence of recovery or a clear decision to escalate.

PwC and Salesforce are developing a connected launch orchestration model to support this loop across selected organizational seams. It brings permitted signals, ownership, decisions and follow-up into a shared operational workflow. Agent-supported assistance can prepare analysis or next steps where appropriate, while people retain decision authority. Existing launch governance, access operations, hubs and patient-support programs remain in place, with clinical judgment, local market expertise and material decisions staying with the responsible people and organizations.

What this might look like in practice

Consider a newly launched, self-administered cardiometabolic medicine. Prior authorization has been approved for a measurable cohort, yet the expected paid claims do not follow. Analysis points to a recurring pharmacy-routing issue after a network change. Access operations and the relevant partner correct the routing logic, then track conversion in the next comparable cohort. The measure of success is movement to the next observable pathway milestone. A paid claim evidences access conversion; dispensing and treatment initiation require their own evidence

Why PwC and Salesforce?

PwC uses agentic AI to help organizations build an intelligent customer edge and rethink what launch excellence means in an increasingly connected healthcare environment. That includes defining the operating model, establishing governance, clarifying accountability, redesigning ways of working with AI and embedding a patient-ready launch into day-to-day operations.

Salesforce provides the digital execution layer that enables this operating model to function at scale. Connected workflows, operational visibility, Slack-enabled collaboration, and Agentforce-supported assistance, where appropriate, help transform decisions into coordinated execution, while keeping human judgement at the centre.



Connected signals can give launch teams a living view of patient readiness, revealing where focused action could make the greatest difference.

Megan Frost

Global Managing Director, Pharma Industry Strategy, Salesforce

Launch excellence can no longer stop at company readiness. The opportunity is to understand whether the wider pathway is working for patients, and to turn that visibility into coordinated action when it is not.

Anthony Bruce

Global Health Industry Lead, PwC

Together, our goal is to establish a more complete model for launch execution, connecting readiness investment to measurable value for patients and the enterprise. By sustaining progress through the patient pathway, teams can reduce avoidable delays, address value leakage and strengthen launch performance over time.

Can your launch model sustain progress through the patient pathway?

Launch excellence increasingly depends on what happens after readiness milestones are complete. These four questions test whether your launch model can connect signals, ownership and action across organizational seams, then translate the result into measurable value:

01

Have you identified the pathway transitions that matter most to patient and enterprise value in each priority market?

02

Can you detect when a defined patient cohort is falling behind an expected pathway milestone early enough to act?

03

Can you establish the likely cause and engage the party with the authority to respond across organizational boundaries?

04

Can you verify the downstream outcome and quantify the value realized for patients and the launch?

If any answer is unclear, begin with one material pathway transition where signals are available, ownership can be established and the downstream result can be measured.

Talk to PwC and Salesforce about applying this approach to one material pathway transition in an upcoming or active launch.

Contacts

Kyrsten Musich

Vice President Healthcare and Life Sciences
Industry & Go To Market, Salesforce

kmusich@salesforce.com

Alexandros Giannakis

Partner Pharma and Life Sciences,
PwC Switzerland

alexandros.giannakis@pwc.ch

Victor Denis

Senior Manager Pharma and Life Sciences,
PwC Switzerland

victor.denis@pwc.ch



© 2026 PwC. All rights reserved. PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.