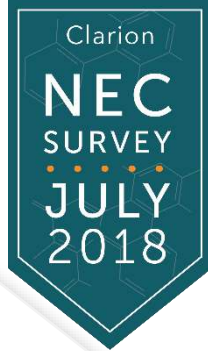


# Clarion New Enterprise Commercialization Survey

Responses from 19 executives across 14 companies, 8 TAs, 7 Functions



## Successful First Asset Commercialization

### Drivers

1 Early & Effective Planning

2 Strong Launch Leadership & Governance Model

3 Cross-Functional Collaboration

“Planning very early (24-36 mos) - open communication and realistic expectations for time required.”

– SVP, CMC

“Appropriate coordination across all key functions.”

– VP, Sales

### Challenges

1 Overcoming Cultural Inertia

2 Simultaneously Launching & Building Capabilities

3 Sequencing Decisions & Managing in Uncertainty

“Cultural challenges within the organization: Entrenched R&D-focused team that does not understand commercialization.”

– Chief Commercial Officer

“Sequencing decisions and identifying interdependencies.”

– VP, Sales

## Additional Highlights

24-36 months

was most commonly identified as the ideal timing to initiate key launch planning efforts (e.g., Governance Model, Master Plan, & Comm'l PM)

90%

of respondents stated that...

at least one key launch planning effort started too late

~50%

of respondents stated that...

cross-functional collaboration was an issue with ≥1 function

~1/3

of respondents stated that...

their organizations experienced challenges maintaining their culture during scale up

Source: Clarion Survey of Executives Experienced in New Enterprise Commercialization (web-based, completed July 2018).