

# It's Time to Set Shared Medical-Commercial Goals to Accelerate Treatment

## Measure and reward team collaboration to create a connected flow of information and resources

Medical and commercial teams working together are more successful in delivering the scientific information healthcare professionals (HCPs) need to treat patients. **Pulse data** has shown that pre-launch field medical education improves adoption by 50% during the first six months of launch. The ability to connect deep, scientific dialogue with the resources and education that commercial pulls through is an impactful combination.

But most commercial and medical teams operate in silos. Executives surveyed from top 20 biopharma organizations stated that the HCP experience across commercial and medical is disconnected, inconsistent, and not timely.<sup>1</sup>

Amid shorter commercialization windows and more complex science, HCPs expect a connected flow of information and resources. Commercial and medical alignment, with a shared set of objectives, will deliver an optimal customer experience, ultimately improving patient care.

"Going beyond traditional KPIs for medical and commercial teams can release the superpower the functions have when working in full sync," says Andreas Gerloff, director, medical excellence operations, Daiichi Sankyo Europe GmbH.

Executive sponsorship helps functional leaders and teams address silos and compliance concerns. Start with shared KPIs and then pull through process and incentive changes. A collaborative organizational structure with a connected data foundation better automates sequencing across roles for a more cohesive approach that accelerates treatment adoption.



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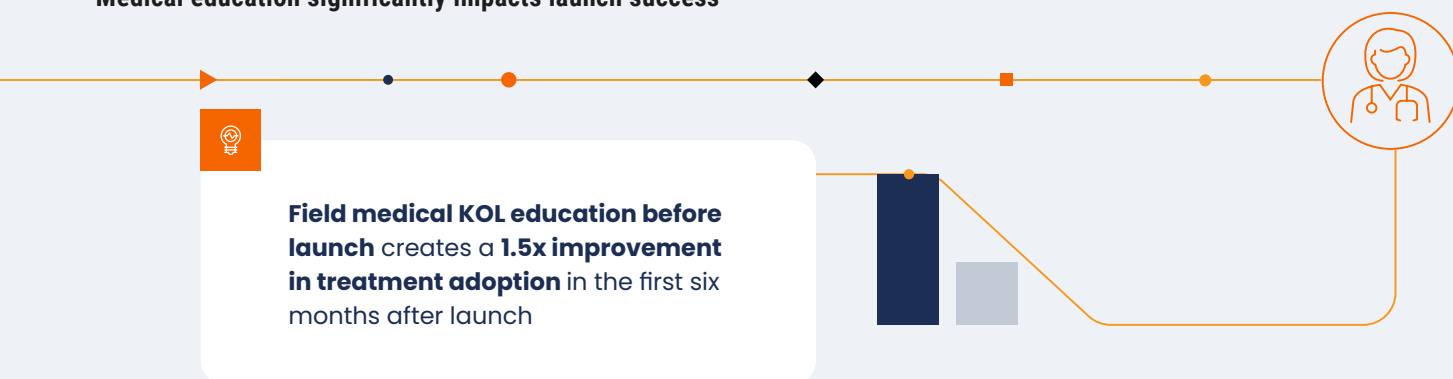
<sup>1</sup>Veeva focus group with biopharma executives, April 2025

## Shared goals accelerate the customer journey; AI strengthens teaming through connected insights

When medical and commercial teams work together to build stakeholder knowledge and trust, they accelerate the delivery of information and resources required to help patients (Figure 1).

**Field medical education prior to launch improves treatment adoption by 50%.** However, with the growing number of industry challenges — such as increased therapeutic complexity and shorter launch windows — most of the industry is struggling to create a connected flow of information for customers across commercial and medical.

**FIGURE 1**  
**Medical education significantly impacts launch success**



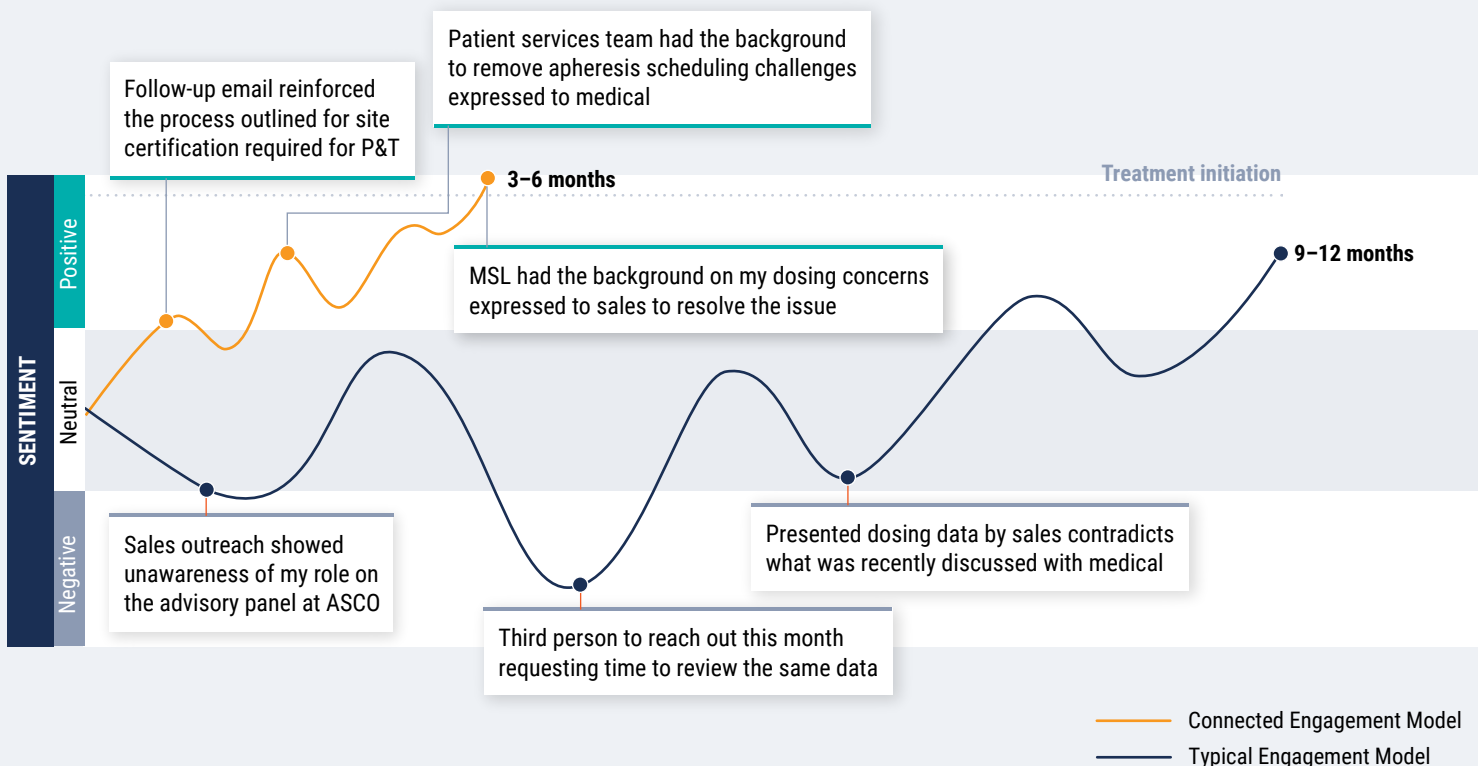
Source: Veeva Pulse Field Trends data, Q2 2024

Misaligned incentives across medical and commercial functions are also a barrier — very few organizations have established metrics for jointly serving stakeholders with aligned messages in a coordinated way. By tracking and rewarding compliant handoffs, teams can create shared KPIs that promote efficient communication and improve the customer experience.

HCPs and patients have a better experience when teams align equally to metrics, encouraging collaboration and faster exchange of scientific information (Figure 2).

Creating joint KPIs also sets up AI success to power connected engagement. The entrance of AI has the potential to deliver true customer centricity through more automated teaming, surfacing insights and content where each interaction informs the next.

**FIGURE 2**  
**Shared goals rewarding faster journey progression accelerates treatment**



## 71% of leaders say operating models are the main barrier

Seventy-one percent of top 20 biopharma executives say their operating model, not compliance, prevents effective medical-commercial collaboration.<sup>2</sup>

Setting shared medical-commercial goals to speed scientific exchange and ultimately patient treatment requires support from the top. Executive sponsorship is required to steer teams toward joint goals and clear up misconceptions about compliance firewalls.

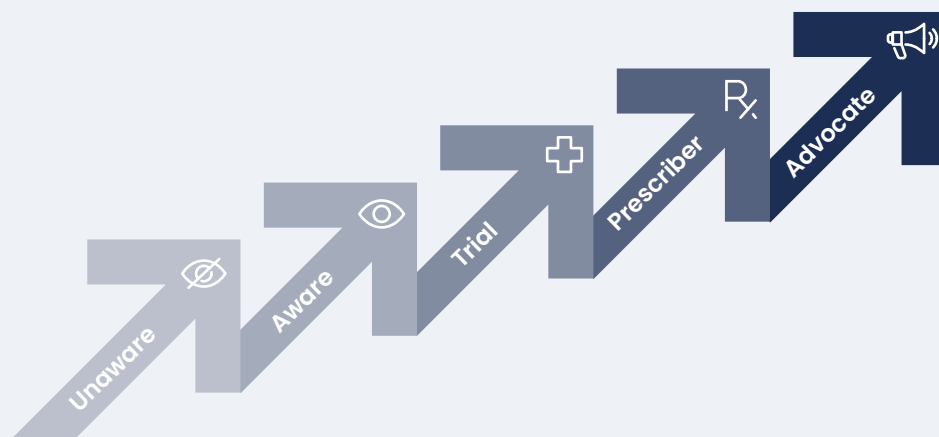
"There's very little compliance disallows when measuring medical impact. Every company has policies and procedures — and this is where fear and grayness can creep in," says Rina Newton, compliance consultant and co-founder of Code Clarity. While compliance professionals can help remove unnecessary hurdles to collaboration and advise on shared KPIs, establishing the culture and operations that create common objectives falls to the executive level.

<sup>2</sup>Veeva focus group with biopharma executives, April 2025

## Start with shared goals, then pull through process and incentive changes

A cultural and operational shift of this size requires time for larger organizations, while smaller and pre-commercial biopharmas have an opportunity to set up connected models fast and early. For both segments, there are key steps to put this into practice.

1. **Align teams around shared KPIs** built around the rate of progression along the customer journey to ultimately benefit patients.
2. **Invest in communication and change management.** Place real effort behind helping commercial and medical teams buy into the vision: creating the most efficient customer experience to support patient treatment.



FASTER PROGRESSION = STRONGER CUSTOMER EXPERIENCE

3. **Update legacy processes** that hinder collaboration and involve compliance early. Ensure your AI investments are supported by quality data and that teams are trained to use these tools properly for a customer-centric approach.
4. **Regularly celebrate early successes** with internal communication and meaningful rewards. Over time, shift the incentive model from sales-based to one that measures customer journey progression. This new approach will align incentives with a better customer experience and serve as a leading indicator of future success.

Ensure your medical and commercial teams align to create the impact that matters most with **Veeva Business Consulting's** in-depth analysis.