



Navigating the first launch

How emerging biopharma can succeed

Understanding the challenges of a first launch

Launching a first product is a critical moment for new biopharma companies. Unlike established companies, they must prepare for the market while also building their commercial, medical, and access teams from the ground up. A successful launch is not just about the product itself, but also about building credibility with doctors, payers, regulators, investors, and patients.

This requires a significant investment in back-office functions like accounting, tax, and finance. It's vital to engage these teams early, as it takes a lot of time to prepare the necessary systems and reporting.

The typical timeline of commercialization readiness from commencing the commercialization plan to product launch is 18 to 24 months.

Key focus areas where KPMG can support

KPMG LLP (KPMG) works with pre-commercial companies to support the strategic plan, accounting and tax.

Our team helps identify potential risks and offers approaches to address challenges based on client needs and leading practices. Through targeted initiatives, we support the evolution of finance functions into scalable operations aligned with anticipated growth.



Product launch requires cross-functional readiness

Illustrative activities – not exhaustive



How We Provide Value

A holistic, strategy-led approach to commercialization

We offer a broad advisory approach to guide companies through their first launch, creating a single path to commercialization. We embed strategy with critical functions, including financial reporting and accounting, tax, and FP&A, while establishing robust systems for middle/back-office finance, internal controls, risk and compliance, and supply chain management. By identifying hurdles early, we enable timely remediation and careful planning, establishing a structured approach to support your commercialization objectives.

Phase 1

Scoping Diagnostic

- Assess the current state of key strategic, operational, and financial functions against stakeholder expectations and industry best practices
- Conduct a diagnostic to identify and prioritize gaps across strategy, accounting, tax, financial reporting, and commercialization processes, with clear recommendations for next steps

Phase 2

Design and Implementation

- Partner on the design and execution of launch strategy, operating models, systems, and policies across commercial, finance, tax, and risk functions
- Support the build-out of commercial capabilities (field deployment, customer engagement, market access), while also strengthening financial controls, forecasting, and compliance readiness

Phase 3

Long-Term Advisory Support

- Continue supporting you as your business objectives evolve post-launch, helping sustain momentum and scale your organization
- Provide ongoing advice for complex events (new indications, policy shifts, partnerships, M&A) that may arise after the initial launch

About Our Healthcare and Life Sciences Group

We are one of the largest global providers of professional services to the healthcare and life sciences industry, spanning Strategy, Advisory, Audit, and Tax. With more than 6,400 dedicated industry professionals, we combine deep sector expertise with proprietary tools and data-driven methodologies. Our team has guided numerous emerging biopharmas through their first launches, supporting clients as they transition from strategy through execution to measurable value creation.

Contact us



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