

Commercial leaders in pharma digital: Key challenges in 2026

You told us: The core digital challenges Commercial leaders are currently facing

Fragmentation across markets & channels

Digital ecosystems are duplicated and inconsistent across regions.

Impact: Slower launches, higher cost, inconsistent HCP experiences.

Digital value is expected but hard to prove

Digital impact is assessed through narrow ROI lenses that fail to reflect indirect or incremental value.

Impact: Budget volatility, short-term decision-making, underinvestment in core capabilities.

Low trust and limited attention from HCPs

HCPs do not view pharma as a primary source of truth and prioritise speed and usability over depth.

Impact: Low engagement, reduced influence, limited effectiveness of digital channels.

Personalisation is promised but rarely felt

Most programmes deliver segmentation and automation rather than genuinely relevant, human communication.

Impact: Perceived irrelevance, declining engagement, missed relationship-building opportunities.

Leadership belief determines digital progress

Digital success varies significantly depending on leadership mindset and incentive alignment.

Impact: Inconsistent execution, stalled initiatives, progress limited to isolated teams.

Weak foundations undermine digital ambition

Advanced initiatives are pursued without sufficient data, governance, or reusable components in place.

Impact: Limited scalability, duplicated effort, innovation that fails to move beyond pilots.

Signals of digital maturity

- | Reusable systems (design systems, data components, shared platforms)
- | Strong alignment between digital and commercial outcomes
- | Clear governance without excessive bureaucracy
- | Leadership that values experimentation and learning

Key opportunities for Commercial teams in life sciences

Harmonisation & scale

Standardise digital experiences

Unify brand presence and easily adapt to local or regulatory needs without duplicating effort.

Launch faster with lower costs

Cut build costs by up to 90% and reduce development from months to weeks using reusable, pre-approved components

Ensure consistent UX and accessibility

Meet strict accessibility standards and preserve brand trust by working from a single, unified source of truth.

Experience led personalisation

Simplify complexity

Make clinical data instantly digestible using clean architecture and structured formats.

Design for HCP decision-making

Bypass fluff and instantly surface essential clinical evidence for time-poor professionals

Trigger need-based engagement

Use behavioural analytics to anticipate intent and serve hyper-personalised content exactly when needed

Insights into valuable actions

Monitor landscapes in real-time
Map platform capabilities and fix disjointed journeys to quickly outpace the competition.

Generate actionable insights

Uncover the "why" behind user behaviour by combining quantitative data with qualitative research.

Establish strong data foundations

Prove true ROI and safely scale innovations through clean, well-governed, and compliant architecture.

Solving what's slowing your commercial growth

What's holding commercial digital pharma teams back, and how to fix it

THE CHALLENGE	THE BUSINESS IMPACT	THE SOLUTION	
<p>Fragmentation</p> <p>Digital ecosystems are duplicated and inconsistent across regions.</p>	<p>Speed, Cost, Experience</p> <p>Slower launches, higher cost, inconsistent HCP experiences.</p>	<p>Digital System Audit</p> <p>Fragmentation is caused by inconsistency and duplication. A Design System Audit reviews your existing guidelines to identify problems and provides a plan to enhance consistency.</p>	<p>By harmonising the system, you stop rebuilding the same components, which allows you to scale over time and significantly reduces development time and budget.</p> <p>It ensures a unified look and feel, fixing parts of the system that feel inconsistent.</p>
<p>ROI Pressure</p> <p>Digital impact is assessed through narrow ROI lenses that fail to reflect indirect or incremental value.</p>	<p>ROI Pressure, Budget Volatility</p> <p>Budget volatility, short-term decision-making, underinvestment in core capabilities.</p>	<p>Digital Ecosystem Audit</p> <p>When budgets are volatile, you need hard evidence to justify spend.</p>	<p>This audit gives you a clear picture of your current digital landscape and identifies optimisation opportunities.</p> <p>It provides the specific evidence and recommendations to support business case development, allowing you to prove to leadership exactly where investment will drive growth.</p>
<p>HCP Trust</p> <p>HCPs do not view pharma as a primary source of truth and prioritise speed and usability over depth.</p>	<p>Engagement Decay</p> <p>Low engagement, reduced influence, limited effectiveness of digital channels.</p>	<p>User research</p> <p>Trust is lost when you build based on assumptions rather than needs.</p>	<p>Research uncovers what your users need and creates confidence in your decisions with real data.</p> <p>By understanding audience behaviours and motivations, you can inform impactful solutions that actually boost engagement rather than just adding to the noise.</p>
<p>Poor Personalisation</p> <p>Most programmes prioritise automation over human relevance.</p>	<p>Low Relevance</p> <p>Perceived irrelevance, declining engagement, missed relationship-building opportunities.</p>	<p>Customer Journey Mapping</p> <p>Personalisation fails when you don't understand the context of the user's day.</p>	<p>Customer Journey Mapping builds a visual map of how customers interact with your brand, highlighting pain points and aligning with user needs.</p> <p>It helps you quickly uncover pain points so you can deliver the right message at the right moment, ensuring relevance.</p>
<p>Leadership Gaps</p> <p>Digital success varies significantly depending on leadership mindset and incentive alignment.</p>	<p>Stalled Progress</p> <p>Inconsistent execution, stalled initiatives, progress limited to isolated teams.</p>	<p>Strategic Workshop</p> <p>Stalled progress is often due to a lack of shared vision among stakeholders.</p>	<p>Structured workshops help align teams and "clarify direction".</p> <p>They allow you to gain customer insight and start solving problems collaboratively, moving stakeholders from inertia to action.</p>
<p>Weak Foundations</p> <p>Advanced initiatives outpace data and governance foundations.</p>	<p>Innovation Theatre</p> <p>Limited scalability, duplicated effort, innovation that fails to move beyond pilots.</p>	<p>Design Sprint</p> <p>Innovation theatre happens when you commit to a solution before understanding the problem.</p>	<p>A Design Sprint allows you to test assumptions within constraints and validate ideas with real users before building them.</p> <p>It ensures you create clarity before commitment, preventing you from building products that have no user need or foundational support.</p>