

WHITE PAPER

Turn life sciences enterprise complexity into competitive advantage

Align commercial, supply, and R&D across
pharma to drive profitable, agile decisions
— from lab to launch



Anaplan

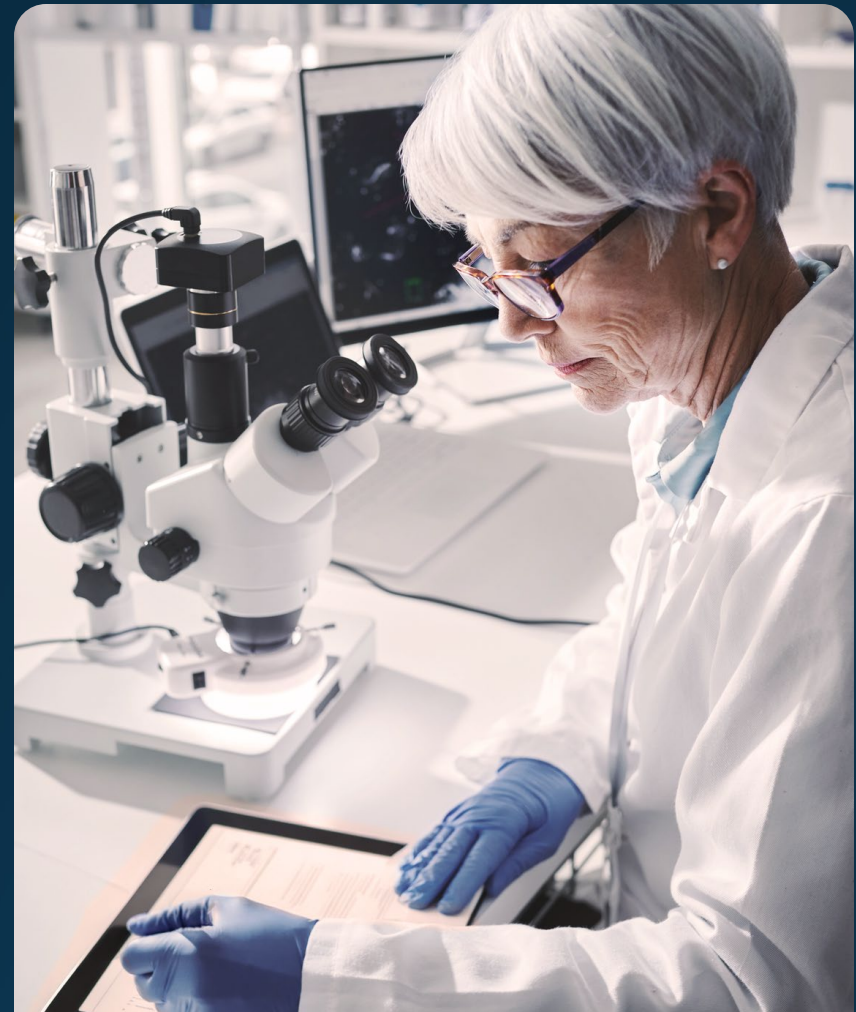
Executive summary

Life sciences organizations are under increasing pressure. Pricing dynamics, regulatory demands, and evolving pipelines are intensifying, while disconnected planning across commercial, supply chain, and research and development (R&D) continues to limit visibility and delay decision-making.

The challenge is not a lack of data. It is a lack of alignment.

When planning remains fragmented, leaders lack a clear view of performance, struggle to respond in time, and cannot make decisions with confidence.

Leading pharma organizations are addressing this gap. By aligning commercial, supply, and R&D planning across the enterprise, they enable faster, more informed decisions from lab to launch — turning planning into a driver of profitability and agility.





The new reality for life sciences

The life sciences industry is entering a new era of operational intensity. Market dynamics are shifting rapidly, driven by pricing reform, evolving reimbursement models, global competition, and increasingly complex pipelines. At the same time, expanding regulatory requirements are raising the bar for precision and transparency. Together, these forces demand a level of agility that traditional planning cannot support.

Yet most organizations still operate in silos. Commercial teams manage gross-to-net (GTN) in spreadsheets. Supply chain teams rely on disconnected systems. R&D leaders make portfolio decisions without real-time financial alignment. These processes result in delayed insights, inconsistent data, and critical blind spots.

This leaves companies facing a fundamental conflict: the business demands speed, accuracy, and alignment, but the underlying systems remain slow and fragmented.

The central question is no longer **whether** change is needed, but **how** to finally connect the enterprise to enable faster, smarter, and more confident decisions across the product life cycle.

The cost of disconnected planning



Margin erosion and unreliable GTN forecasts

GTN planning is one of the most complex and consequential processes in life sciences. It requires integrating pricing, rebates, charge-backs, and payer dynamics across channels and geographies.

However, in many organizations, it is still managed in spreadsheets.

Data is fragmented, calculations are manual and prone to errors, and assumptions are difficult to validate. Scenario modeling is slow, often taking days or weeks, limiting visibility into real-time net revenue.

The impact is significant: margin erosion goes undetected, compliance risk increases, and leaders make decisions without confidence in the data.



Brittle and inefficient supply chain

The life sciences supply chain must balance precision with flexibility. From clinical trial supply to commercial distribution, every decision affects patient access, compliance, and financial performance.

Yet visibility across this process is often limited.

Disconnected systems prevent organizations from linking demand, production, and inventory. This makes it difficult to anticipate disruptions or adjust plans in real time.

The consequences are costly: stockouts delay patient access, excess inventory ties up capital, and — most importantly — organizations struggle to respond as conditions change.



Misaligned R&D planning

R&D is the engine of innovation and one of the most resource-intensive areas of the business. Portfolio decisions must balance scientific potential, financial constraints, and market opportunity.

In many cases, these decisions are made without a fully integrated view.

R&D planning remains disconnected from financial planning, limiting the ability to assess true investment impact. Scenario planning and analysis is constrained, and resource allocation is based on static assumptions.

The result is inefficiency: high-potential programs are underfunded, lower-value initiatives consume resources, and time-to-market is delayed.

The connected enterprise of the future

Leading life sciences organizations are redefining planning by connecting the enterprise, where every function operates with shared data, aligned assumptions, and real-time insight.

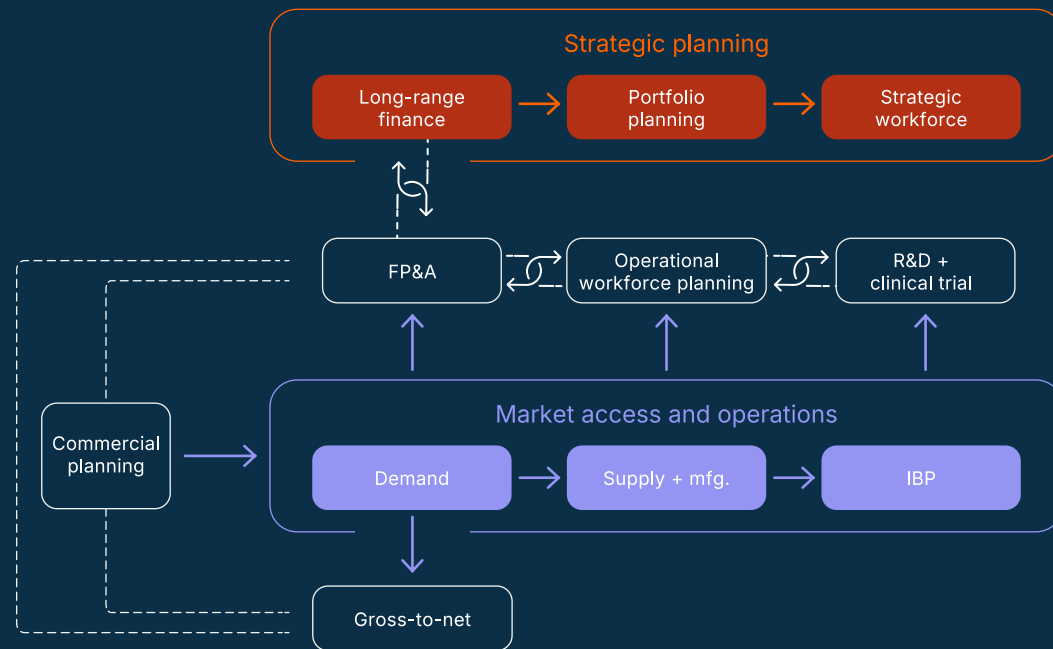
This fundamental shift transforms decision-making. Instead of reacting to disconnected signals, leaders gain a coordinated, forward-looking view of performance, risk, and opportunity. Planning becomes a continuous, strategic capability — not a periodic exercise — enabling faster, more confident, and more accurate decisions at every stage of the product lifecycle.

Enterprise-wide planning

Across the life sciences value chain

Compound enterprise value by connecting pipeline strategy to commercial outcomes.

Life sciences organizations must continuously align pipeline investment, clinical timelines, manufacturing capacity, and commercial execution. By connecting strategic, financial, workforce, and operational planning on a unified platform, shared assumptions flow across functions — transforming disconnected plans into a single coordinated operating model.





Improving commercial performance

In a connected environment, GTN planning shifts from reactive to strategic. Commercial leaders gain visibility into pricing, rebates, and contract performance, enabling them to shape outcomes instead of reconciling results.

Data flows seamlessly from pre-deal analysis and demand forecasts through accruals and true-ups, creating an enterprise-wide view of how pricing, volume, and payer dynamics impact net revenue.

This enables more agile decisions across the commercial lifecycle. Teams can evaluate scenarios in context, incorporate post-deal insights, and adjust assumptions as conditions change — supporting a more proactive strategy that protects margins before they are impacted.



Ensuring patient access

By linking demand, production, and distribution in a unified view, an integrated supply chain enables organizations to simulate disruptions, test alternatives, and adjust plans in real time.

This shifts resilience from aspiration to operational capability. Teams can anticipate risks and act before they impact operations, protecting patient access, improving efficiency, and ensuring continuity of care.

Instead of operating with lagging indicators, supply chain leaders can respond to demand shifts, manufacturing constraints, and distribution challenges as they emerge, turning potential crises into manageable events.



Accelerating innovation pipelines

Connecting R&D with financial and operational planning transforms portfolio management from a siloed function into a strategic, enterprise-wide discipline.

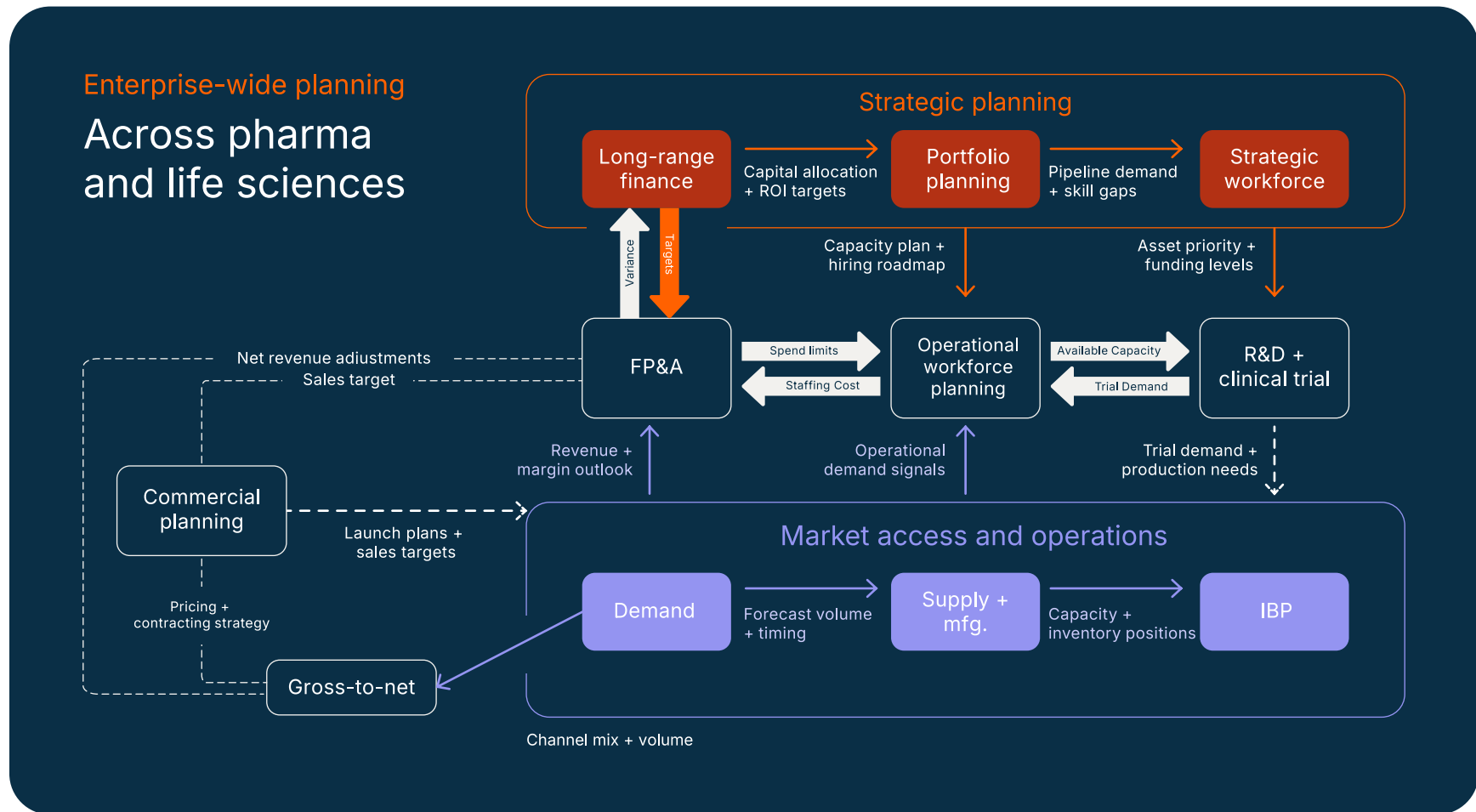
Leaders gain the ability to evaluate scenarios, align resources with shifting priorities, and continuously adjust plans as new data emerges, accelerating time-to-market and improving returns on R&D investment.

This alignment ensures every investment decision is grounded in both scientific potential and financial impact, enabling organizations to prioritize the programs that deliver the greatest value.

The engine of transformation

Achieving this future requires more than incremental change. It requires a platform that connects data, processes, and decisions across the enterprise.

This is not simply about integrating systems. It is about creating a shared operational model where every function plans with the same data, the same assumptions, and a clear understanding of business impact.





Unified decision-making

Anaplan connects commercial, supply chain, R&D, and finance teams on a single platform, creating a shared source of truth. Decisions are no longer made in isolation, and every cross-functional team understands downstream impact.

This alignment eliminates conflicting versions of the truth and enables decisions that reflect the full business context. Anaplan's AI framework further supports this process with our **intelligent, role-based agents** that surface insights faster, reduce manual analysis, and strengthen decision-making across the business.



Forward-looking agility

The platform enables real-time scenario modeling, allowing organizations to test decisions instantly. Leaders can compare outcomes, evaluate tradeoffs, and act with confidence.

Instead of waiting days or weeks for analysis, your team can evaluate multiple scenarios in minutes — accelerating planning cycles and improving responsiveness. With capabilities like **Anaplan CoModeler**, teams can move even faster by building, refining, and exploring scenarios more efficiently, helping the business stay ahead of change rather than reacting to it.



Real-time performance at scale

Life sciences planning involves massive data volumes and complex calculations. Anaplan processes these in real time, eliminating delays and enabling immediate insight.

Even the most complex models — from GTN calculations to supply chain scenarios — can be updated instantly as conditions change.



Business-owned flexibility

Business users can adapt models and plans without relying on IT, enabling faster responses to change and ensuring planning stays aligned with business needs.

This reduces dependency on technical resources and allows organizations to continuously evolve their planning processes.



The measurable impact



Now we change the numbers in Anaplan and see the financial impact on our business in less than a minute."

Head of Financial Modeling and Analytics, Bayer

[Read customer story](#) →

Organizations adopting an integrated, enterprise-wide approach to planning unlock meaningful business benefits:

Greater commercial efficiency

Streamline GTN planning and refine deal structures to accelerate data aggregation, workflows, and scenario analysis.

Results:

Most customers report up to **50%** time savings.

Improved forecast accuracy

Connect data across functions to ensure forecasts are based on consistent, real-time information.

Results:

Up to **25%** improvement in forecast accuracy.

Faster, more confident decision-making

Leverage real-time scenario modeling to speed planning cycles and make better decisions faster.

Results:

Up to **66%** faster scenario planning.

** Anaplan surveyed GTN stakeholders across 12 large enterprise pharmaceutical customers. Respondents represented finance, market access, commercial, IT, and related functions.*

CUSTOMER STORY



From **5–6 days**
to real-time insight

Bayer replaced manual, spreadsheet-driven planning with a connected, real-time platform across its global organization. What once took five to six days to consolidate and prepare can now be evaluated instantly, enabling leadership to review performance, model scenarios, and make decisions in real time. The result is faster alignment across the business and more responsive, confident decision-making at scale.

[Read customer story](#) →

CUSTOMER STORY



88% faster commercial
calculations

Unilab moved from fragmented planning processes to a connected, enterprise-wide platform across finance, sales, supply chain, and workforce. As a result, the organization achieved 88% faster marketing discount calculations, accelerating scenario planning and improving visibility into performance. With real-time insights, leaders can make faster, more informed decisions across the business.

[Read customer story](#) →

CUSTOMER STORY



TOP 15 PHARMA

Reduced planning cycles by
1 month

A leading global pharmaceutical company moved from fragmented, manual processes to a connected, enterprise-wide platform. As a result, the organization reduced its financial planning cycle by one month in its largest business unit, improving visibility and accelerating decision-making. With faster access to insights, leaders can focus on higher-value activities, including clinical and investment planning

[Read customer story](#) →

Achieve enterprise-wide transformation

The complexity facing life sciences organizations will continue to grow. Market dynamics will evolve, regulatory requirements will expand, and competitive pressure will intensify.

Disconnected planning is no longer sustainable.

To compete effectively, organizations must move beyond fragmented processes and establish a connected foundation that aligns every function around shared data and strategic objectives. This is not just a technology shift. It is a fundamental transformation in how decisions are made.

Organizations that make this shift will operate with greater agility, make faster and more informed decisions, and unlock new levels of profitability.



Transform life sciences enterprise complexity into a competitive advantage.

[Learn more about Anaplan for Life Sciences](#)



[Contact us today for a personalized demo](#)



About Anaplan

Anaplan is a leading AI-driven scenario planning and analysis platform designed to optimize decision-making in today's complex business environment so that enterprises can outpace their competition and the market. By building connections and collaboration across organizational silos, our platform intelligently surfaces key insights — so businesses can make the right decisions, right now.

More than 2,600 global brands plan with Anaplan. To learn more, visit www.anaplan.com

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