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The FMCG-life sciences convergence

A customer engagement blueprint
for generics and biosimilars

Mid-cap life sciences companies specializing in generics and biosimilars are at a pivotal crossroads. In 2026, they face mounting pressures: health care provider (HCP) preferences are shifting, specialty and rare disease therapies are reshaping market dynamics, and regulatory complexity is intensifying across regions. Global operations only amplify these challenges, demanding nuanced strategies for diverse markets in the Americas, Europe, and AP.

For these companies, achieving success calls for orchestrating a broad range of capabilities—from cycle and territory planning to consent, contract, and content management—within a unified, intelligence-driven platform. This transformation requires seamless integration of sales, marketing, and medical functions, underpinned by artificial intelligence (AI) and analytics that enable highly personalized and compliant interactions at every touchpoint. By embracing these innovations, they can help strengthen HCP relationships, accelerate adoption, and improve patient outcomes.

How can they begin to approach this change? From our vantage point, life sciences companies will need to operate beyond their traditional commercial processes and consider how to incorporate strategies from the fast-moving consumer goods (FMCG) sector.

Generics and biosimilars operate in an environment of relentless margin pressures, heightened competition, and rapidly evolving customer expectations. This is no different than what FMCG players experience. So, their go-to-market strategy should not just be about pushing product; it should be about speed, cost efficiency, and differentiation. FMCG's playbook—hyper-personalization, seamless omnichannel delivery, and AI-driven precision—offers a model for transformation. Just as FMCG uses purchase data to tailor promotions, generics firms can leverage HCP prescribing patterns to deliver compliant, relevant insights. As FMCG drives e-commerce for accessibility, biosimilars companies can emulate direct-to-customer portals, where HCPs can have a personalized education, marketing and clinical education, and patient enrollment support while adhering to compliance and marketing guidelines. By embracing FMCG's customer-first ethos, mid-cap firms pushing generics and biosimilars can turn into trusted, differentiated brands. FMCG's ability to balance compliance with speed provides a roadmap: a unified, technology-enabled engagement model can localize strategies, but also scale globally.

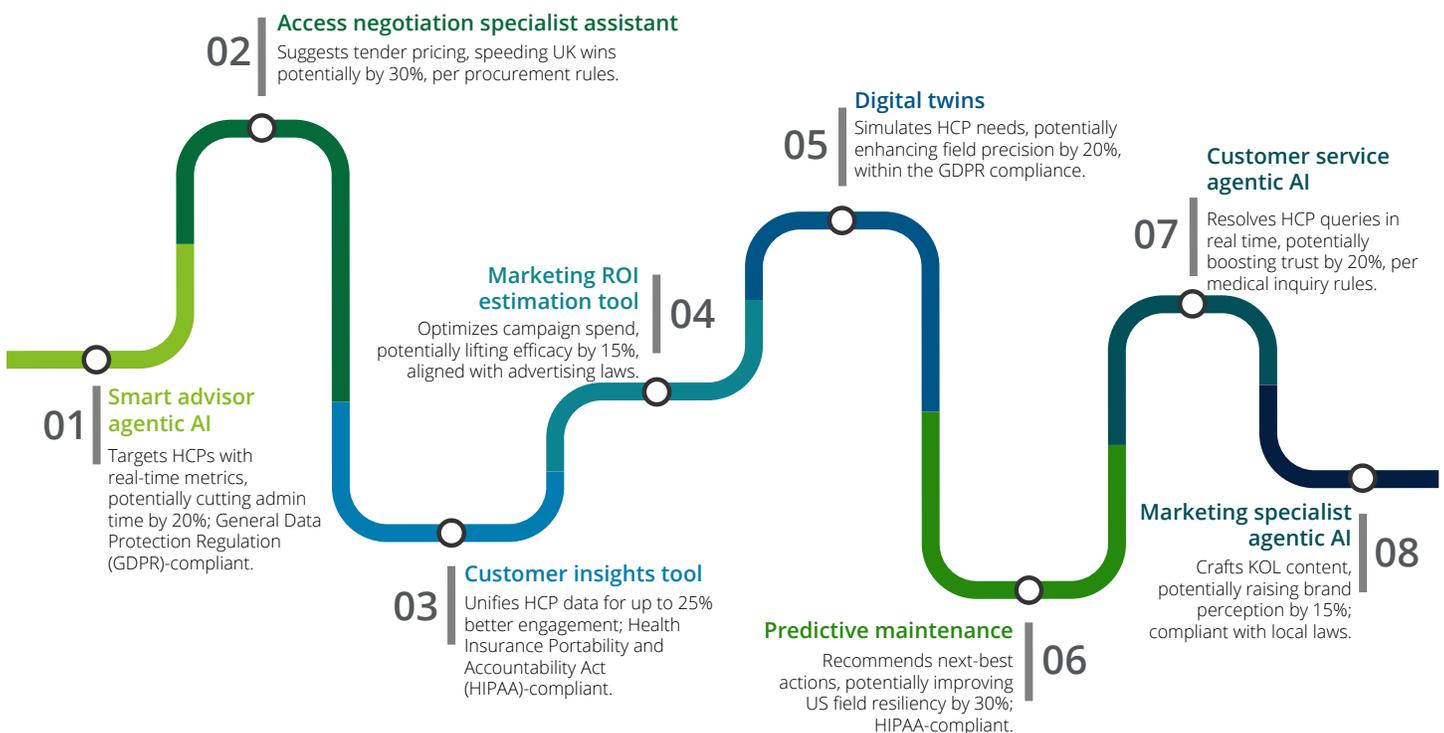
This convergence is a strategic mandate: Mid-cap generics and biosimilars firms should consider adopting FMCG's customer engagement to deliver value and trust within regulatory boundaries. Doing this, a company launching a new specialty therapy can leverage AI and machine learning to generate advanced cycle planning, and profiling and segmentation to achieve highly targeted interactions. Account and key account management tools enable strategic planning and collaboration across sales, medical, and market access teams. During HCP interactions, MSLs utilize key performance indicator ladders and medical inquiry tracking, while capturing real-time data point observations. Content management and events modules deliver personalized, compliant information at every touchpoint, and AI-powered suggestion management surfaces next-best actions. Comprehensive reporting and analytics provide actionable insights, guiding training and coaching for continuous improvement, while contract, incident, and access and reimbursement management streamline complex processes and support seamless HCP and patient experiences.

The transformation: AI as the catalyst

Embracing AI and digital platforms isn't just about efficiency; it is about reimagining customer relationships and unlocking revenue streams. The integration of Generative AI, cloud platforms, and interoperable data is reshaping life sciences. AI-enabled digital transformation is projected to offer US\$5 billion to US\$7 billion in peak value over five years by scaling AI, per industry estimates.¹

Picture a future where generics and biosimilars firms mirror FMCG's agility, powered by AI and unified data, all within regulatory guardrails. Envision a European country's sales rep using smart advisor agentic AI to deliver compliant key opinion leader (KOL) insights, boosting generics prescriptions by 15%. Imagine US biosimilars teams leveraging access negotiation specialist assistants to secure formulary placements in weeks, saving millions while meeting Sunshine Act transparency requirements. See Asian pharmacists selecting biosimilars, guided by customer insights tools that comply with pricing laws. This FMCG-inspired transformation is within reach when companies enable their data and embrace AI.

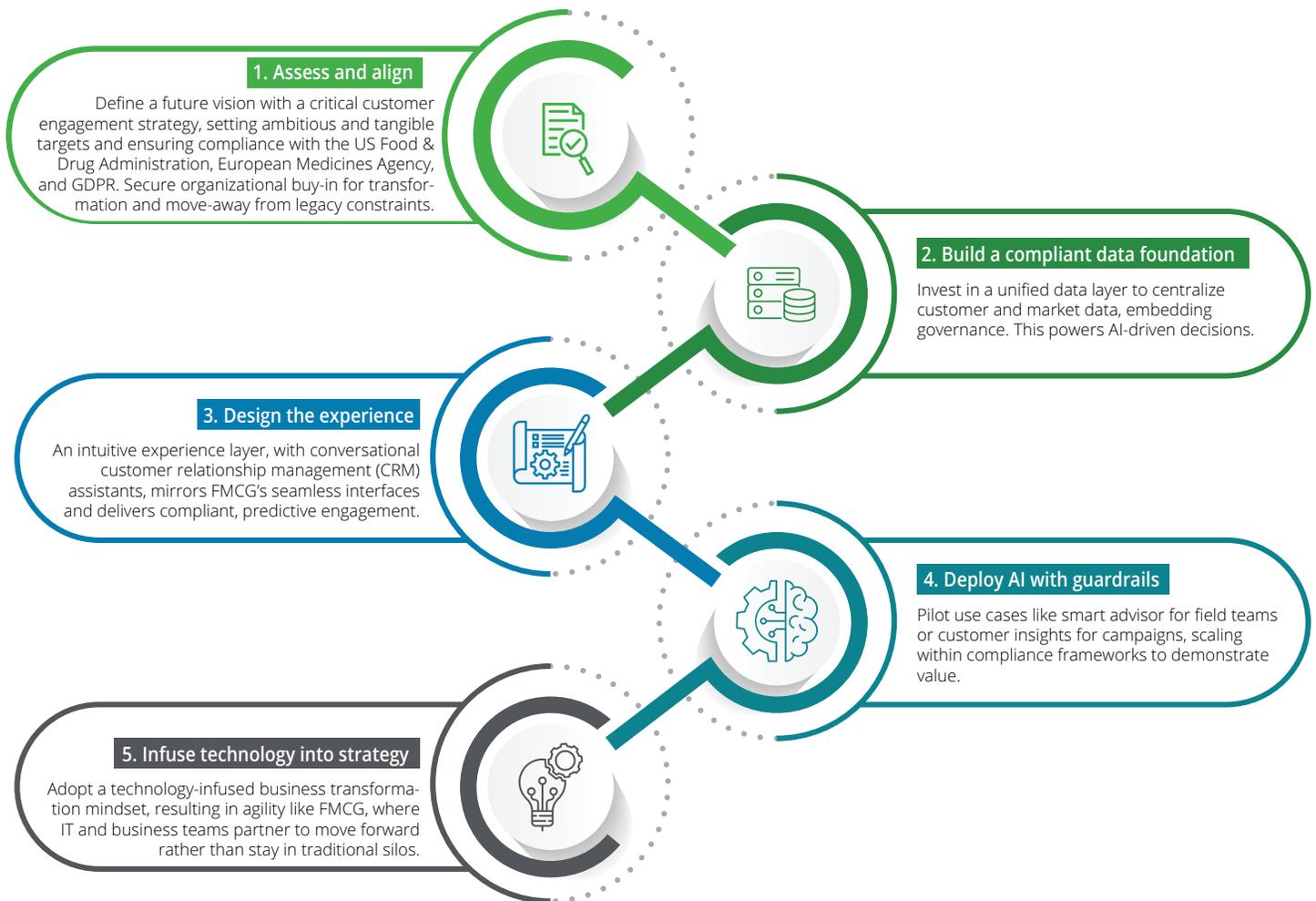
Key AI use cases, drawn from FMCG's digital strategies, include:*



*This list is non-exhaustive. The percentages listed are based on qualitative experience and not quantitative data, and may vary depending on individual circumstances.

Activating the transformation: A strategic path

The future demands a technology-centric approach with multimodal data strategies—robust analytics infrastructure and data science expertise. To harness this FMCG-inspired, AI-driven future, generics and biosimilars firms can consider several steps, including:



The future of customer engagement, amid the changing landscape, can feel daunting and yet it presents exciting opportunities. It's a future in which generics and biosimilars companies will be able to unlock new growth opportunities presented by AI: slashing time-to-market by months, boosting margins with precision pricing, and forging HCP and KOL partnerships that are built on trust and field teams focused on building those partnerships, not on paperwork—and many more. This transformation is not an idea on paper anymore—it's within reach.

Working with Deloitte

This is where Deloitte steps in as your trusted adviser. We have the knowledge and experience to help you set the strategic outlook, setting the goals essential to charting a new transformative path. Our CRM Transformation Toolkit—tailored for this moment in life sciences and informed by deep industry collaboration—offers a structured, iterative approach to reimagine customer engagement. We assess your business objectives, technology infrastructure, and governance principles, then design and implement an end-to-end future-state experience customized to your market, customers, and operating model.

Let's travel this road together...

Contact us to explore how we can help translate your vision into a reality.

Get in touch

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Endnotes:

1. Karen Taylor, Marcia Costa, and Emily May, Life sciences and health care predictions 2030: Accelerating the future, Deloitte, 2024. And hyperlink the report title with this URL: <https://www.deloitte.com/content/dam/assets-shared/docs/industries/life-sciences-health-care/2024/life-sciences-health-care-predictions-end-to-end-transformation-of-pharmas-commercial-activities.pdf>

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