

Launch Readiness Is an Organisational Capability

Why Successful Launches Depend on More Than Plans and Checklists

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Launch readiness is often treated as a technical exercise. Timelines are established, deliverables are tracked, and readiness is assessed against predefined checklists. When problems arise post-launch, the explanation is often that something was missed or delayed.

In practice, most launch issues are not caused by missing activities. They arise because the organisation was not ready to make the decisions the launch required. Launch readiness is less about task completion and more about organisational capability under pressure.

The Limits of the Checklist Approach

Checklists provide structure and visibility, but they do not provide judgment. They confirm that processes exist, not that trade-offs are being managed appropriately or that risks are acceptable.

Launch Decisions Under Constraint

Most launch decisions are made with incomplete data, ongoing regulatory interaction, and local market variation. The key question is rarely whether the organisation is ready in principle, but whether it is ready to decide and act given what is known now.

The Role of Medical Affairs

Medical Affairs sits at the intersection of scientific integrity, governance, access, and commercial expectation. Where positioned as a senior advisory function rather than a delivery function, Medical Affairs can materially influence launch readiness.

Local Markets and Execution Reality

In markets such as Australia, local teams must interpret global strategy, adapt to regulatory and site constraints, and make decisions without continuous access to global leadership. Readiness depends heavily on experienced local medical judgment.

What Readiness Actually Looks Like

Organisations that are genuinely launch-ready demonstrate clear decision rights, alignment on acceptable risk, trusted medical leadership, and the ability to prioritise what matters most at launch.

Conclusion

Launch readiness is not achieved by completing a checklist. It is achieved when an organisation can make sound decisions under pressure and act with confidence despite uncertainty. Medical Affairs contributes most to readiness through the quality of judgment it brings to launch decisions.