AI Adoption in Commercial Operations:

AI Commercialisation Pulse Survey →

Survey Publish date: 31st March 2025 survey closed 31st December 2025

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OVERVIEW

This pulse survey captures how senior commercial leaders in life sciences are approaching AI adoption. Respondents span MedTech and Pharmaceuticals, with primary activity across North America and Europe and some wider regional coverage. Overall maturity is early-stage: most organisations are exploring use cases, with smaller cohorts piloting or using AI in selected areas, and very few operating at full commercial-scale integration. Current priorities concentrate on core execution, led by sales planning and forecasting, followed by market access and pricing, with additional interest in segmentation, tendering and procurement, and evidence-driven insights.
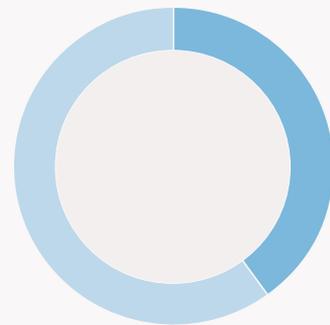
1/ Which of the following best describes your role? →

■	20.0%	C-Level Executive
■	40.0%	Senior Manager/Director
■	40.0%	Commercial/Business Development Professional
■	0.0%	Market Access Professional
■	0.0%	Other
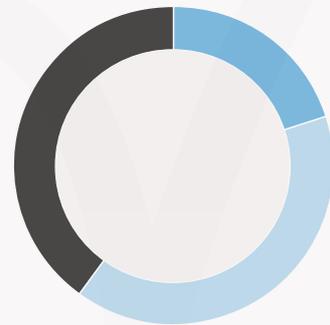
2/ Which segment best describes your organisation? →

■	40.0%	Pharmaceuticals
■	60.0%	MedTech (Incl. Medical Equipment Manufacturers)
■	0.0%	Biotech
■	0.0%	Healthcare Provider
■	0.0%	Other

3/ What region do you primarily operate in? →

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■	40.0%	North America
■	40.0%	Europe
■	20.0%	Middle East & Africa
■	0.0%	Asia-Pacific
■	20.0%	Latin America

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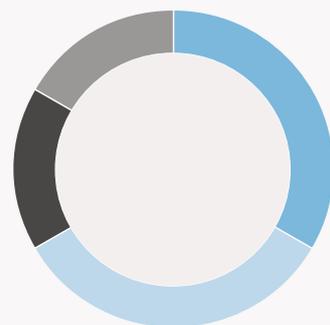
4/ How would you describe your organisations current adoption of AI in commercial operations? →

- 0.0%   Not using AI
- 80.0%   Exploring use cases
- 20.0%   Piloting AI initiatives
- 20.0%   Actively using AI in selected areas
- 0.0%   Fully integrated AI across operations
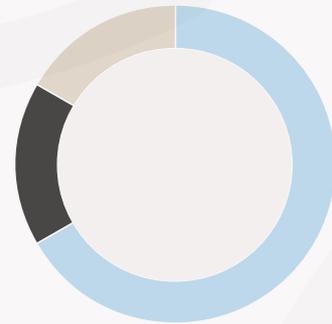
5/ Which commercial areas are you using or exploring AI for? →

- 40.0%   Market access & pricing
- 60.0%   Sales planning & forecasting
- 20.0%   Customer segmentation
- 20.0%   Tendering & procurement
- 20.0%   Real-world evidence & insights
- 0.0%   None currently
- 20.0%   Other
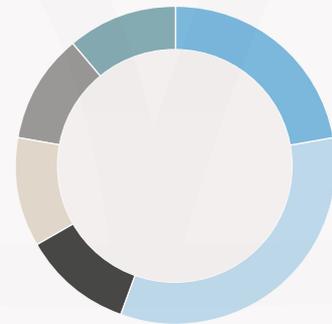
CONCLUSION

The results point to a market in transition. Commercial teams are converging on a shared direction: AI should be applied first where it can improve decision quality, increase execution speed, and reduce operational drag without expanding headcount linearly. Forecasting and planning emerge as the most immediate entry point, with pricing and market access close behind, indicating a growing appetite for AI that can defend margin and sharpen go-to-market choices under tightening buyer expectations.

The gap is not interest. The gap is scale. Most organisations are still moving from evaluation to implementation, and few have reached a fully integrated state. The next phase will be defined by how effectively teams convert pilots into repeatable systems, align stakeholders on governance, and build a credible measurement layer that proves impact. Organisations that treat AI adoption as an operating model shift, not a tool rollout, are best positioned to industrialise these gains and extend them across regions, product lines, and procurement environments.