



# Market Access AI Readiness: Maximizing Strategic Alignment Through Organizational Insights

**Author(s):**

Wright E.J.<sup>1</sup>, Jost J.<sup>2</sup>, Walzer S.<sup>2</sup>.  
<sup>1</sup>WRIGHT Pharma Partnering Ltd., <sup>2</sup>MArS Market Access & Pricing Strategy GmbH

**Objectives:**

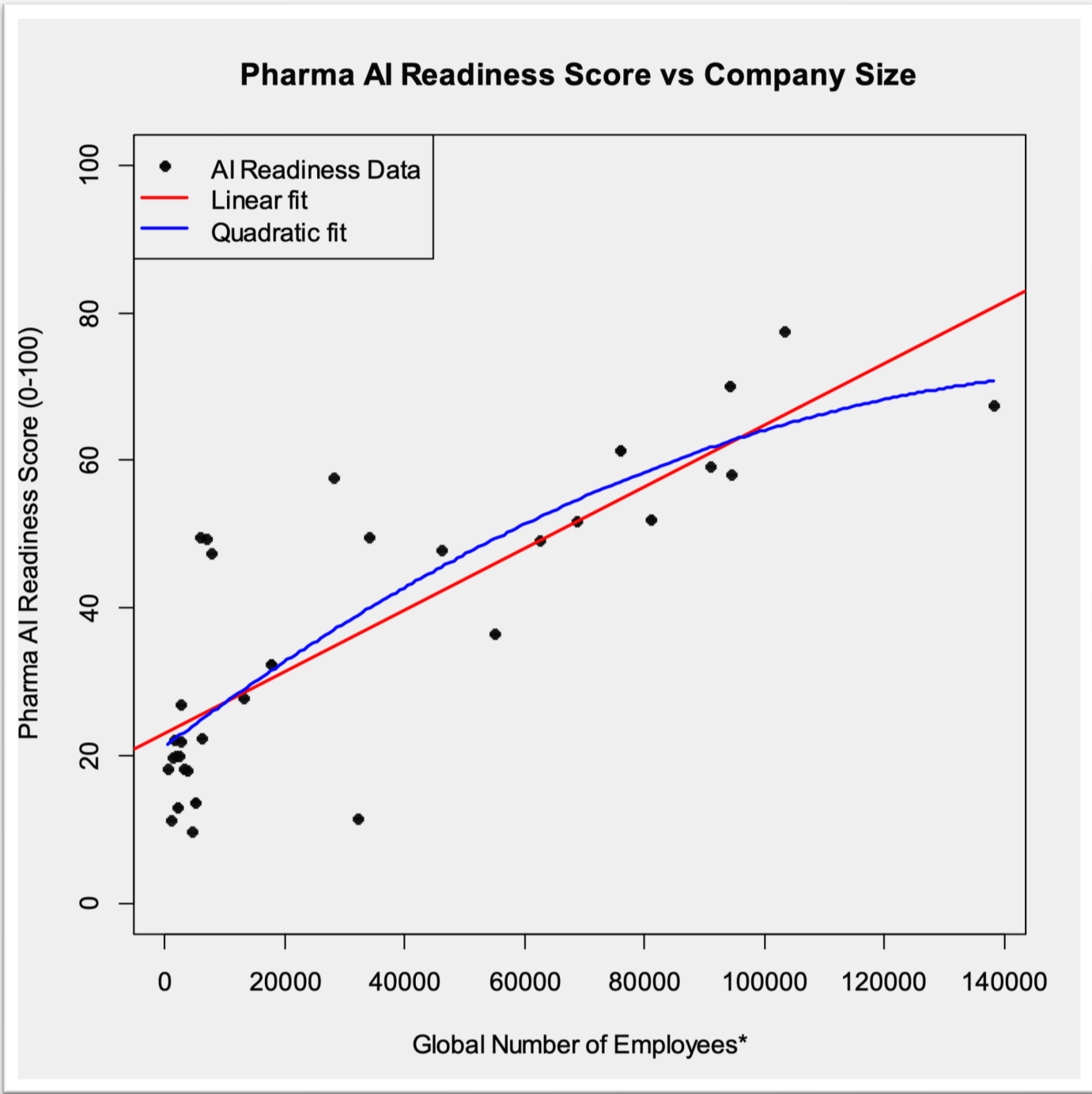
Artificial Intelligence (AI) is increasingly embedded across pharmaceutical R&D, pricing, and Market Access. This preliminary study explored whether company size correlates with AI readiness and developed a Market Access-specific AI Readiness Framework to identify measurable, actionable enablers of successful AI integration.

**Methods for Pharma-Wide AI Readiness Investigation**

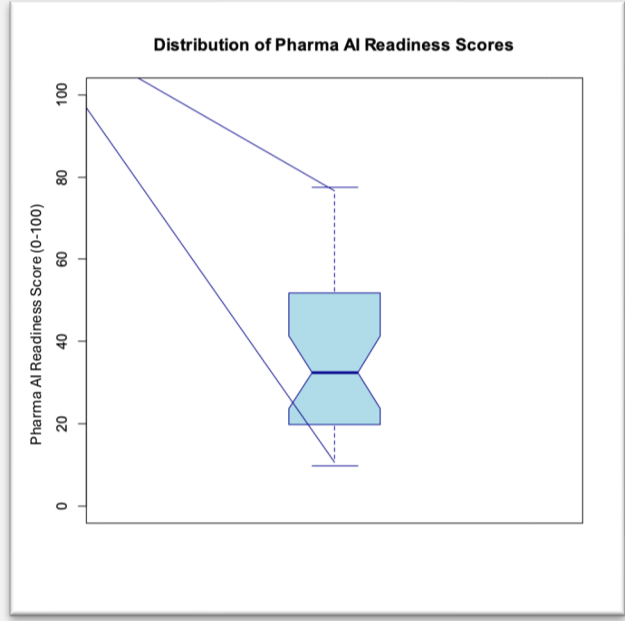
- Workforce data from 34 pharmaceutical companies were extracted from official websites and matched with AI Readiness Scores published by CB Insights (companies without published scores were excluded).
- A simple and quadratic regression model (Y = AI Readiness Score, X = Global Employees) was tested using R (v4.4.1).
- Goodness-of-fit was assessed via Akaike Information Criterion (AIC) and Pearson’s correlation coefficient (r).

**Results and Discussion**

- A strong positive correlation was observed between company size and AI Readiness (r = 0.82, p < 0.001).
- The linear model (AIC = 260.03) provided a better fit than the quadratic model (AIC = 260.47).
- Median AI Readiness Score = 32.5/100; larger companies (>25th percentile by size) typically exceeded 49/100.



\*from Pharma company websites as of December 2024.



While scale confers an advantage, several smaller firms (Moderna, BioNTech, Biogen) exhibited disproportionately high readiness, reflecting data-centric organisational philosophies and agile innovation cultures.

Among large firms, Roche and Bayer exemplify how AI maturity reflects **strategic intent and structural integration**: Roche leverages unified data and global research networks, while Bayer applies cross-sector digital transformation and partnerships to embed AI across operations.

## The Adoptions of AI Readiness Score in Market Access

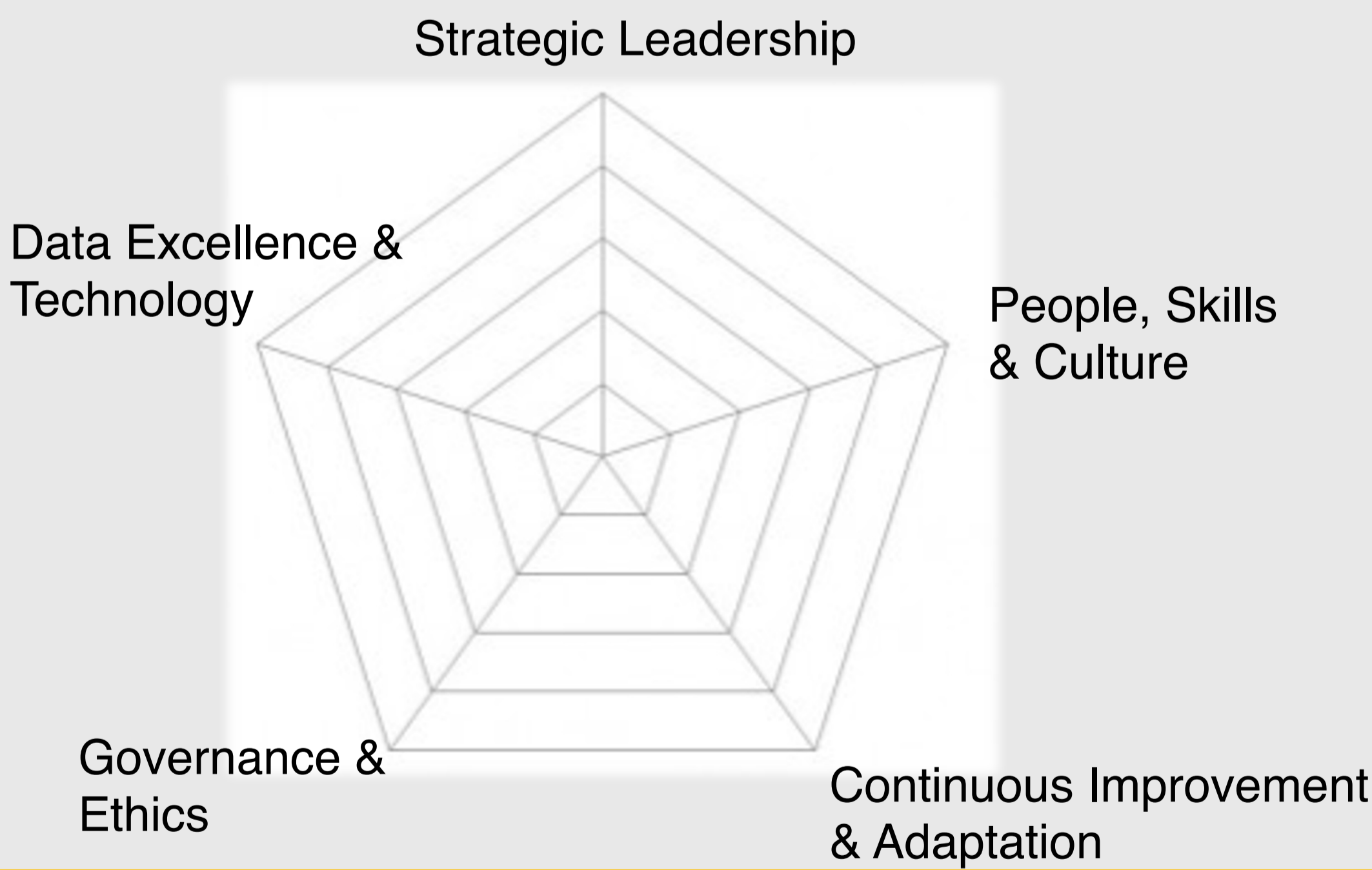
**Purpose**

Provide a **structured framework** to assess, benchmark, and strengthen how pharmaceutical organisations prepare for AI integration across market access functions.

**What the Market Access Readiness Score Does**

- Assesses readiness across strategy, data, technology, and culture.
- Benchmarks performance against peers and industry standards.
- Guides strategic planning, highlighting where to focus improvement.
- Mitigates risk by identifying barriers to AI adoption early.
- Tracks progress over time to measure growth in AI capability.
- Optimises resources, ensuring investment where AI adds the most value.
- Aligns culture and change, embedding the mindset needed for sustained AI use.

The Visualization of the 5 Domains of Market Access AI Readiness



**5 Domains of the Market Access AI Readiness Score**

Addressing all key enablers of AI integration within Market Access including HEOR and Pricing teams.

**Strategic Leadership** assesses your Market Access team, ensuring alignment with business goals and ensures leadership is building the right partnerships to drive future readiness.

**Data Excellence & Technology** evaluates whether data assets and technical infrastructure are optimized for AI use; high-quality, well-integrated, and appropriately structured to support reliable and effective AI deployment in Market Access.

**People, Skills & Culture** examines whether the right skills, oversight, and cultural conditions are in place to enable confident, responsible, and adaptive use of AI within the Market Access function.

**Governance & Ethics** assesses whether appropriate safeguards, regulatory awareness, and ethical standards have been established to ensure AI is used responsibly and in compliance with relevant requirements.

**Continuous Improvement & Adaptation** explores whether AI use is being actively maintained, monitored, and refined, ensuring that systems evolve with changing needs and that Market Access strategies are continually informed by AI-driven insights.

**Conclusions:**

- **Larger** pharmaceutical companies **show greater AI readiness**, yet high-performing smaller firms demonstrate that **mindset and design can offset scale** limitations.
- A structured assessment of AI readiness within Market Access and HEOR functions can **help smaller firms identify priorities and accelerate transformation**.
- The *Market Access AI Readiness Score* provides a **novel, practical framework** for organisations to measure, benchmark, **and guide their AI adoption** journey, ultimately enhancing patient access and operational efficiency