

Market Access AI Readiness: Maximizing Strategic Alignment Through Organizational Insights

Author(s):

Wright E.J.¹, Jost J.², Walzer S.²

¹WRIGHT Pharma Partnering Ltd., ²MArS Market Access & Pricing Strategy GmbH

Objectives:

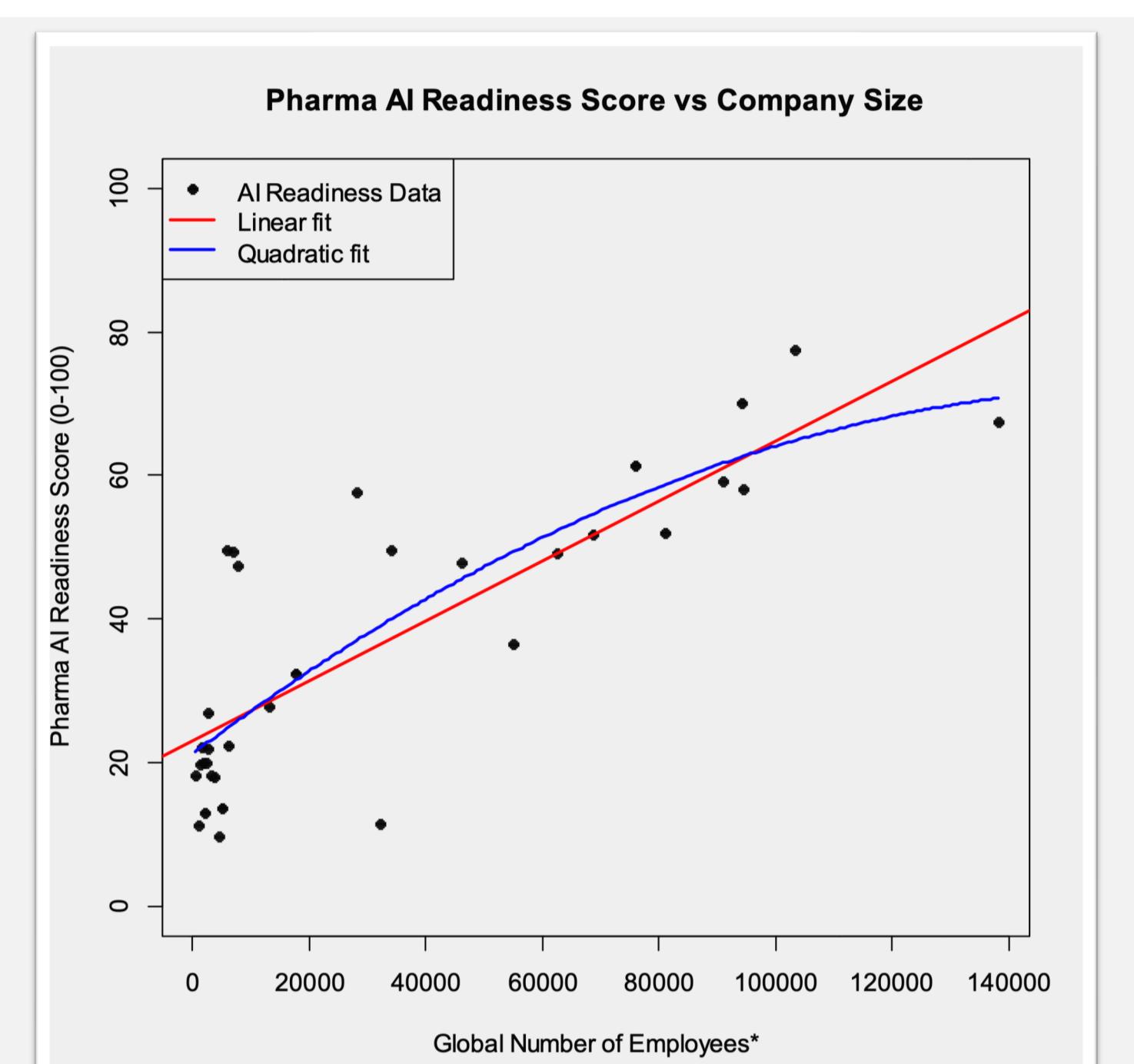
Artificial Intelligence (AI) is increasingly embedded across pharmaceutical R&D, pricing, and Market Access. This preliminary study explored whether company size correlates with AI readiness and developed a Market Access-specific AI Readiness Framework to identify measurable, actionable enablers of successful 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 ($Y = \text{AI Readiness Score}$, $X = \text{Global Employees}$) 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 ($>25^{\text{th}}$ percentile by size) typically exceeded 49/100.



*from Pharma company websites as of December 2024.

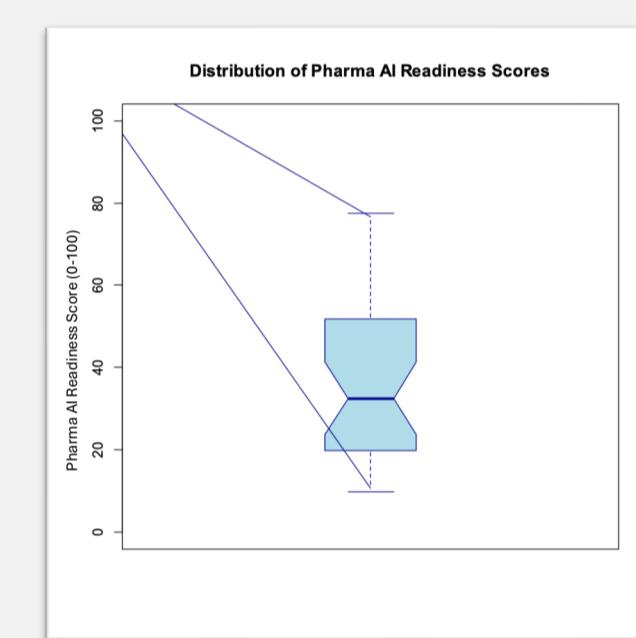
The Adoption of AI Readiness Score in Market Access

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.



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.

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.

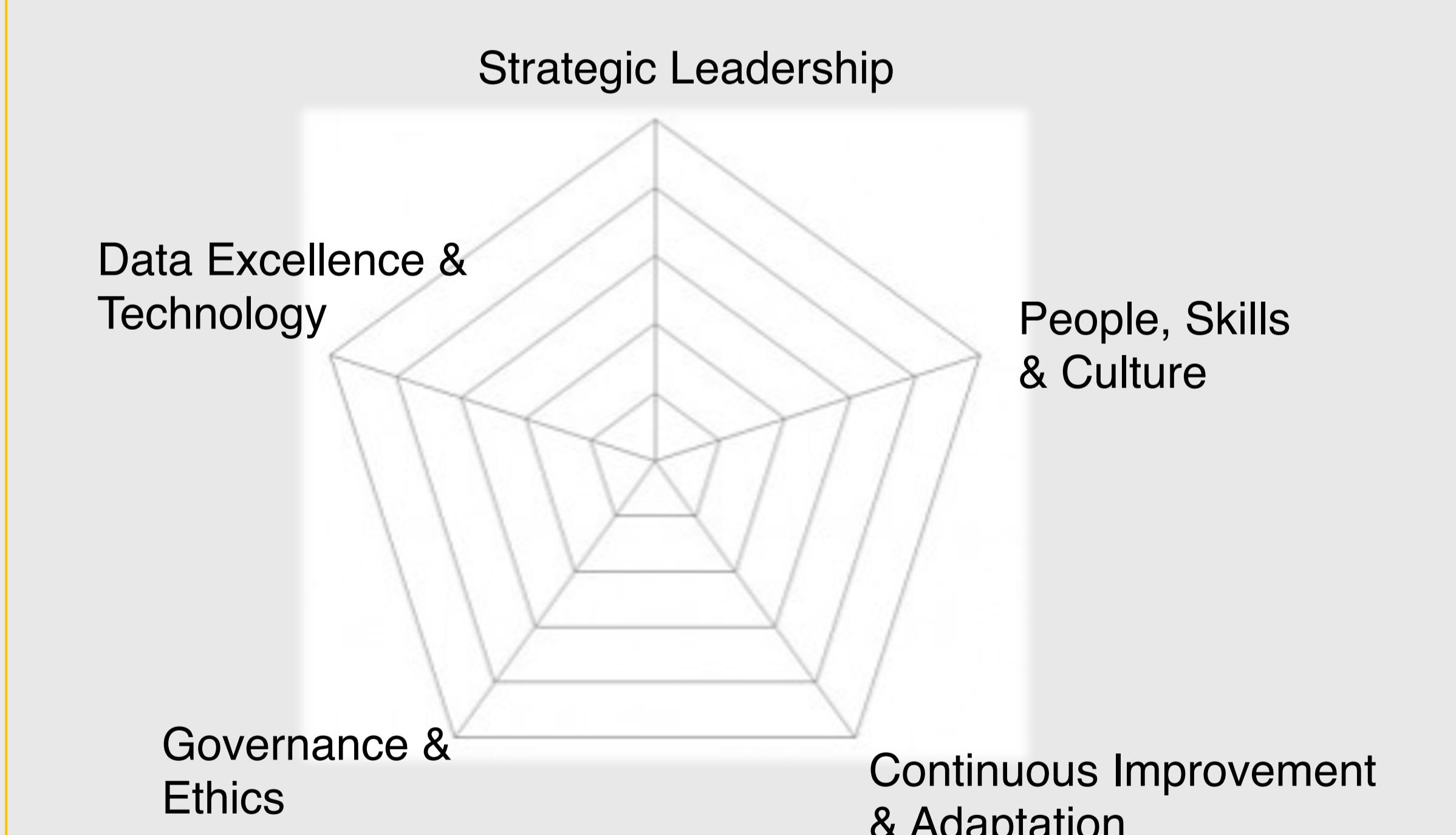
Data Excellence & Technology evaluates whether data assets and technical infrastructure are optimized for AI use; high-quality, well-integrated, and appropriately structured to support reliable and effective AI deployment in Market Access.

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.

The Visualization of the 5 Domains of Market Access AI Readiness



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.

