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2026

REPORT

AI in *life sciences*

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“It’s one thing having a good model, but it’s another thing getting it to work in a **real-life drug discovery environment** and operate at a super-fast timescale. Like weaving your way through the woods on a bicycle, you need to be agile and quite fast at making decisions.”

Mishal Patel,
Senior Vice President of AI & Digital Innovation, Novo Nordisk

Source: PharmaVoice (2025)

The AI landscape: traditional, generative, and agentic AI

Traditional artificial intelligence (AI) refers to machine learning and statistical models that operate on structured data to automate, predict, and optimise decision-making processes. These systems are designed to identify patterns and improve outcomes in areas such as forecasting, risk management, and operational efficiency.

Generative AI (GenAI) extends these capabilities by using large language models (LLMs) and other generative architectures that are built to handle general inputs and outputs. GenAI can analyse and create content from unstructured data such as text, images, or audio, enabling more interactive and context-aware use of information. An assistant (often used interchangeably with agent) is an LLM configured to perform a specific task through prompt engineering and data access.

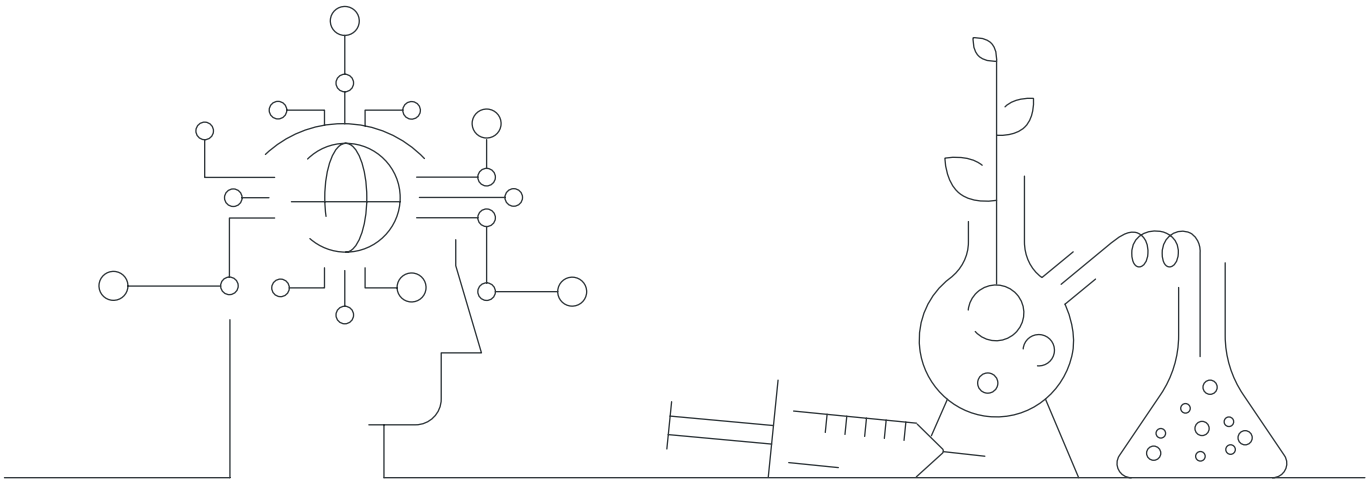
Agentic AI systems equip LLMs with a level of autonomy and access to a predefined toolbox allowing models to perform complex tasks such as writing code, drafting slides, querying databases, and accessing systems.

The state of AI in life sciences

Life sciences encompass the full arc from R&D-intensive drug discovery through commercial launch, manufacturing, and post-market operations – each stage carrying distinct regulatory nuances, data profiles, and AI maturity levels. The industry serves a global patient population through a value chain spanning research, quality assurance, tech transfer, manufacturing, supply chain, and batch disposition with commercial functions driving market access and revenue.

AI is already mission-critical in parts of the life sciences value chain. In R&D, investments, such as those made in Isomorphic Labs and Anthropic, signal that AI-driven drug discovery is moving from experimental to foundational. In operations, AI remains predominantly efficiency-focused, being used to optimise yield, predict maintenance needs, and streamline quality processes. On the commercial side, use cases such as competitor intelligence, content generation, and field-force coaching are gaining traction, though adoption varies dramatically between front-runners and laggards.

The industry's AI strategy is predominantly top-down and leadership-driven, and is notably 'builder-happy', investing heavily in custom in-house AI applications alongside vendor partnerships rather than relying on off-the-shelf solutions. However, a large maturity gap persists: while frontrunners have established dedicated AI departments led by Chief AI Officers and multi-year roadmaps backed by extensive investment, many organisations remain in exploratory or pre-adoption phases. The near future will be defined by the tension between AI's transformative potential and the industry's characteristically low error tolerance and traditional predisposition towards human execution.



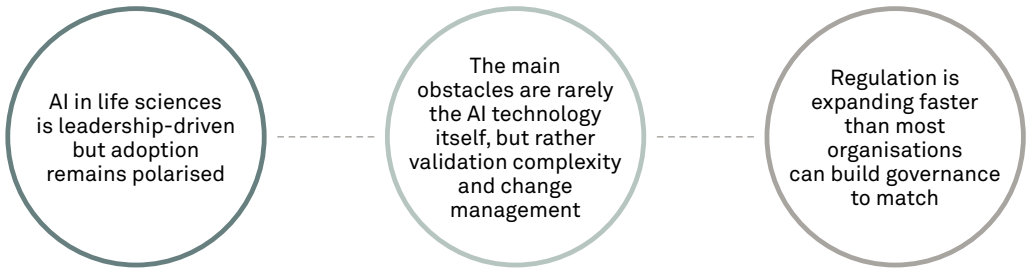
Life sciences are investing heavily in AI, but adoption remains polarised and the gap between frontrunners and laggards is widening

Current state of AI in the life sciences industry...
AI strategy across life sciences is predominantly top-down and leadership-driven, with organisations favouring structured planning over rapid experimentation. Frontrunner pharma companies have established dedicated AI organisations under Chief AI Officers and are investing heavily in custom in-house applications. Medical writing, specifically Draft 0 document generation, has emerged as one of the more advanced areas for generative AI, and use cases such as competitor intelligence, predictive maintenance, and content management are moving from pilot to production.

Yet overall maturity remains uneven. AI capabilities are mostly centralised in Centres of Excellence, and many smaller firms have not yet adopted even basic copilot tools. AI tends to live in isolated pockets rather than being embedded across end-to-end value chains, and adoption depends heavily on the digital maturity of the organisation.

... but what is hindering adoption?
The primary barriers to AI adoption in life sciences are structural and cultural, not technological. Ultra-low error tolerance creates an innovator's dilemma: AI may deliver a tenfold efficiency improvement, but at only 90% accuracy. Validation of AI solutions remains a black box, and GxP compliance requirements add cost and complexity to every deployment, while the EU AI Act introduces over 100 pages of new regulation that governance frameworks are racing to absorb.

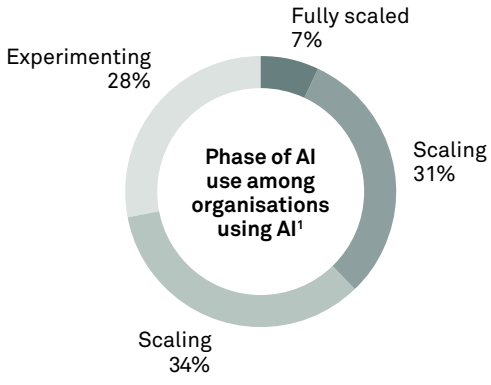
But the regulatory burden is only part of the story. AI initiatives are often IT-driven without direct business involvement, and **organisations consistently overestimate the technology while underestimating the behavioural changes needed.**



84% of business leaders believe that AI will have a significant impact on their business[1]

78% of organisations report using AI in at least one business function[1]

However, only 7% of the organisations using AI have fully scaled it, whereas the others are either piloting, scaling, or experimenting.



Sources: 1) Implement Analysis (2026), Rand (2024), Stanford HAI AI Index Report (2025), MIT CISR Enterprise AI Maturity Model (2024)

Digital transformation

AI across the value chain of digital transformation

AI is accelerating how life sciences organisations manage regulatory, safety, and quality processes, creating efficiency gains for early adopters and laying the foundation for autonomous workflows in the medium term.

USE CASES

	Use case	Description	Industry adoption[1] Emerging	Low	Medium	High
01. Commercial	Assisted creation of new records	AI-assisted categorisation and creation of adverse event and safety records from multi-language free-text	●	○	○	○
	Content tagging, structuring, & generation	AI-driven tagging, structuring, and generation of commercial content from existing approved libraries and templates	○	○	●	○
	MLR automation	Embedding automated medical, legal, and regulatory review into content creation workflows to catch compliance issues upstream	●	○	○	○
02. Research & development	Role-specific GenAI training	Targeted AI training programmes for specific life sciences roles rather than generic tool access	○	●	○	○
	Narrative writing	AI-assisted first-draft creation of clinical and regulatory narratives and documents	○	○	●	○
	Regulatory intelligence	AI-powered monitoring and synthesis of regulatory landscape changes and requirements	○	○	●	○
03. Quality	Process optimisation & capability	AI-driven process improvement leveraging existing client project frameworks	○	○	●	○
	Preventive actions based on quality analysis	AI-driven preventive actions from quality data analysis, including cross-language capability	○	●	○	○
	Intelligent quality records	Automated intelligent record creation across quality systems with cross-site learning	●	○	○	○
04. Manufacturing	Golden batch	AI-driven identification and replication of optimal batch parameters with real-time visibility and automatic parameter setting	●	○	○	○
	Computer vision for product quality control	Automated product quality inspection using computer vision models	○	○	●	○
	Predictive maintenance	AI prediction of equipment maintenance needs before failures occur	○	○	●	○

Highlighted AI use cases in digital transformation

Several advanced AI use cases in digital transformation are moving from pilot to production and can deliver significant returns on investment from early deployment.

USE CASES – Deep dives

01. Assisted creation of new records	Why:	Patient safety requires 24-hour categorisation of adverse events from complex multi-language free-text emails. Some organisations mobilise their entire pharmacovigilance team for this task, leaving no capacity for proactive safety analysis.
	Examples:	Adverse event emails in multiple languages are auto-categorised and assessed by AI within the 24-hour regulatory window. The system extracts structured data fields, prioritises by severity, and routes edge cases to human reviewers for final sign-off.
	Impact:	Increased quality, efficiency, and processing speed. Multi-language capability is particularly valuable for global organisations. Quantitative impact data is emerging as pilots mature.
02. Adoption of agents in native applications	Why:	Accelerating core life sciences processes could bring drugs to market faster, with each day earlier in market estimated at €10–40m in revenue. Yet vendors such as Veeva are slow to embed AI agents natively, creating a gap that organisations must bridge.
	Examples:	AI agents deployed for health authority interactions, marketing application generation, case narrative creation, TMF intake, and CRM voice and pre-call assistance, spanning the full application stack from clinical to commercial.
	Impact:	Significant resource savings on efficiency gains. Quantitative estimates suggest one day earlier to market translates to €10–40m in revenue, making even incremental acceleration highly valuable.
03. Process optimisation & capability	Why:	Process landscapes are getting increasingly complex, based on internal development, external requirements and regulations, mergers and acquisitions. The result is a scattered, often inefficient and ambiguous processes, with huge efforts needed to optimise through process excellence.
	Examples:	Agentic AI capabilities established to analyse SOPs, work instructions, and other written procedures for proper optimisation, identifying process improvements and ambiguity. Everything is orchestrated in Word by agents using Track Changes. An author, reasoning agent, and reviewer create new process documents for process owners to review and adopt, enabling workloads previously unimagined.
	Impact:	Reduction of the process landscape by typically 20–30%, ensuring coherent, leaner processes, removal of ambiguity and outdated terminology, roles, departments, and related constructs to ensure an increased level of quality and compliance. Building a completely new process excellence capability.
04. Intelligent quality records	Why:	An efficient quality function requires a preventive focus with proper causality and root-cause analysis across sites. Today, quality events are often poorly coupled, making it difficult to identify systemic issues before they escalate.
	Examples:	A quality assurance system that couples events correctly for root-cause analysis across multiple manufacturing sites, enabling preventive actions and cross-site learning from deviation patterns.
	Impact:	Quality assurance improvement and preventive action enablement. Cross-site pattern recognition reduces repeat deviations and strengthens the overall quality posture.

Implement reference cases

These cases illustrate how AI can accelerate compliance, reduce manual effort, and embed safe, scalable day-to-day adoption across regulated life sciences organisations.

USE CASES – Implement Consulting Group cases

Streamlining PQS and quality processes with AI for a leading pharmaceutical company

A client in a highly regulated industry struggled to keep pace with frequent regulatory updates across jurisdictions. Manual consolidation and assessment made compliance slow, error-prone, and difficult to scale. We designed an AI-driven compliance workflow that automatically screens regulatory updates, identifies relevant changes, and supports faster, more consistent regulatory adaptation with human oversight.

Impact

- 50% faster regulatory review processes
- 50%+ reduction in early compliance labour costs
- Improved accuracy and consistency, enabling a more proactive and risk-resilient compliance approach

Quality management | Compliance GenAI

Building everyday AI habits in a global life sciences company

A global life sciences company sought to accelerate responsible generative AI adoption across its organisation. Over six months, Implement designed and delivered a role-based learning programme spanning four modules across 50 instructor-led sessions, combined with microlearning, a refreshed AI learning hub, and structured feedback loops. The programme targeted practical use cases, governance, and output quality to build confidence and safe, routine AI usage in daily work.

Impact

- Trained more than 1,600 employees in six months, with classes nearly fully booked within a week of launch
- Daily unique users of the company GPT solution doubled from approximately 350 to 750, with two hours saved per week on average after training
- Established consistent, compliant usage patterns and positioned the company to continue scaling AI value

Change management | Generative AI

Operations

AI across the value chain of operations

AI is reshaping life sciences manufacturing and supply chain operations, with early adopters achieving measurable gains in yield, quality, and planning efficiency across the value chain.

USE CASES

	Use case	Description	Industry adoption[1] Emerging	Low	Medium	High
01. Tech transfer	Collaboration platform with CDMO	AI-enabled collaboration platform with contract development and manufacturing organisations	○	●	○	○
	Matching recipes to capabilities & parameter translation	AI-assisted matching of product recipes to manufacturing site capabilities with parameter translation	○	●	○	○
	SoW to process flow optimisatio	Converting statements of work to optimised process flows with robustness analysis	○	●	○	○
02. Supply chain & planning	Forecasting of raw materials	AI-based demand forecasting for raw materials and supply chain market analysis	○	○	●	○
	Production scheduling optimisation	AI-driven production scheduling to maximise throughput and minimise downtime	○	●	○	○
	Supply chain control tower	Real-time P&L visibility across the supply chain with agentic workflows for planning, scheduling, and forecasting	○	●	○	○
03. Manufacturing	Golden batch	AI-driven identification and replication of optimal batch parameters with real-time visibility and automatic parameter setting	●	○	○	○
	Computer vision for product quality control	Automated product quality inspection using computer vision models	○	○	●	○
	Predictive maintenance	AI prediction of equipment maintenance needs before failures occur	○	○	●	○
04. Batch disposition	Deviation / CAPA management	AI-assisted deviation and CAPA management for batch processes	●	○	○	○
	Batch review	AI-assisted review by exception of batch records	○	●	○	○
	Cross-system batch data analysis	Combining data sources across Veeva, MES, SOPs, and deviation systems for integrated batch analysis and disposition decisions	○	●	○	○

Highlighted AI use cases in operations

Several advanced AI use cases in operations are moving from pilot to production and can deliver significant returns on investment from early deployment. Implement reference casesThese cases illustrate how agentic AI can streamline complex pharma operations, improve compliance and consistency, and free up expert capacity through scalable, real-time support.

USE CASES – Deep dives

01. Golden batch	Why:	Batch manufacturing relies on recurring processes where even small parameter deviations can cause costly failures. Identifying the 'golden batch' provides optimal parameter configurations, but doing so manually across thousands of historical batches is impractical.
	Examples:	AI identifies optimal process parameters from historical batch data, monitors real-time deviations against the golden standard, and can provide operator with insights on adjustments to equipment settings to maximise yield throughout the batch cycle.
	Impact:	Reduction of batch losses and deviations, improved yield, potentially better lead times, lower cost of goods, and higher revenue per batch. Quantitative benchmarks are emerging as implementations mature.
02. Supply chain control tower	Why:	Life sciences supply chains are fragile, yet existing visibility processes are immature. Planners lack real-time P&L transparency, making it difficult to respond to disruptions or coordinate across manufacturing sites and contract organisations.
	Examples:	A phased approach: define scope and critical data flows, integrate data from MES, ERP, and planning systems, create simple agents and agentic workflows with MES integrations, and deploy a chat-enabled simulation interface for supply chain decisions.
	Impact:	Shortened time to next-best-action, real-time operational insights, improved forecast accuracy, reduced planner workload, and lower overall supply chain costs.
03. Cross-system data integration	Why:	Data is currently siloed across QMS, MES, OT, SOP repositories, preventing holistic analysis and making it impossible to identify root causes that span multiple systems or sites.
	Examples:	Combining multiple data sources to find root causes for equipment issues; combining MES data with CMMS to predict production maintenance gains. AI unifies disparate data sources into an integrated analytical layer.
	Impact:	Improved production flow and reduced cost through holistic visibility. Enables downstream use cases such as golden batch and predictive maintenance that depend on cross-system data access.
04. Matching recipes to capabilities & parameter translation	Why:	Tech transfer involves multiple processes with multiple data sources at very different abstraction levels. Streamlining this process and closing consistency gaps between sites is critical for speed and first-pass quality.
	Examples:	AI assistants for overview simplification, agentic collaboration across data sources, conversational interfaces with technical documents and manuals, and flow simulation to validate parameter translations before physical transfer.
	Impact:	Reduced lead time, cost savings, improved process performance qualification (PPQ) outcomes, and increased first-pass quality at receiving sites.

Implement reference cases

These cases illustrate how agentic AI can streamline complex pharma operations, improve compliance and consistency, and free up expert capacity through scalable, real-time support.

USE CASES – Implement Consulting Group cases

AI-assisted pharma deviation reporting: faster and more consistent

A client with complex regulatory demands sought to simplify and accelerate its deviations management process amid rapid growth. Implement supported the client by delivering a production-grade AI module where orchestrated AI agents generate section-by-section drafts grounded in historical deviations, approved templates, and global process descriptions. Each draft is automatically validated against governing SOPs, site-specific rules, and data requirements, reducing rework and minimising iterations between authors, QA, and process owners.

Impact

- Reduced deviation handling time by 10–15%, equivalent to 400–900 working days per site per year
- Strengthened quality, consistency, and auditability through standardised, SOP-aligned content across sites
- Freed SME capacity for higher-value work without compromising compliance or traceability

Agentic AI | Compliance GenAI

State-of-the-art agentic AI solution with potential to simplify tech transfer

A solution paradigm intended for those seeking to move beyond static documents and sequential, interdependent processes. Projects deploy an autonomous, agentic AI solution. Implement supports clients by deploying specialised AI agents that collaborate directly to resolve complex process steps in real time, addressing central bottlenecks. The decentralised architecture enables low-latency, targeted responses to SMEs and establishes a scalable foundation for future add-ons.

Impact

- Low-latency resolution of complex process steps
- Delivers SME-relevant responses by leveraging core data
- Establishes a scalable foundation that is accessible to operations 24/7

Product operations | Agentic AI

Commercial

AI across the value chain of commercial

AI is already transforming life sciences commercial operations, from launch preparation through content management to field-force effectiveness, creating competitive advantages for early adopters.

USE CASES

	Use case	Description	Industry adoption[1] Emerging	Low	Medium	High
01. Launch preparation & market insights	Market research	AI-powered overview of market activities and industry trends using large volumes of reports and direct AI queries	○	○	●	○
	Forecasting	AI-prepared inventory and pricing forecasts, plus GenAI interrogation of existing forecasting models	●	○	○	○
	Competitor intelligence	Continuous AI-powered monitoring and extraction from third-party databases to track competitor pipelines	○	○	●	○
02. Content management	Content tagging, structuring, & generation	AI-driven tagging, structuring, and generation of commercial content from existing libraries and templates	○	○	●	○
	News summaries	Tailored summaries of complex research and competitor information for individual departments	○	●	○	○
	MLR automation	Automated medical, legal, and regulatory review embedded in content creation workflows	○	○	●	○
03. Patient engagement	Generative Engine Optimisation (GEO)	Ensuring accurate pharma product representation in generative AI chatbot responses to patient queries	○	●	○	○
	SoMe intelligence	Social media trend analysis for rapid commercial response	○	●	○	○
	Digital patient experience	Interactive apps and digital experiences for patient engagement and loyalty	○	●	○	○
04. Growth & commercial excellence	Real-world evidence	Using AI to harmonise real-world data to identify new indication opportunities	○	○	●	○
	Field coach	Pre-call planning and post-call summarisation for field reps via voice bots and CRM integration	○	○	●	○
	Next best action	Recommendation of next-best-action for field reps via CRM integration	○	●	○	

Highlighted AI use cases in commercial

Several advanced AI use cases in commercial life sciences are moving from pilot to production and can deliver significant returns on investment from early deployment.

USE CASES – Deep dives

01. Competitor intelligence	Why:	Pharma pipelines are public since clinical trial registrations, regulatory filings, and patent databases are openly accessible, but continuous monitoring across all therapeutic areas and geographies is manually infeasible. Commercial strategy teams need timely, structured intelligence to inform portfolio decisions and launch timing.
	Examples:	Automated listening on ClinicalTrials.gov and other databases to track competitor pipeline activity. AI extracts, structures, and summarises trial phase transitions, new indications, and approval milestones into curated intelligence feeds.
	Impact:	Time saved in information gathering, increased data processing capacity across a broader competitive landscape, reduced fact-checking burden, and improved accuracy. Primarily a cost saver with medium adoption reflecting established tooling.
02. Content tagging, structuring, & generation	Why:	Manual content tagging is incomplete and error-prone, leading to underutilised content libraries. Pharma organisations maintain large repositories of approved marketing materials that are difficult to search, reuse, and customise without comprehensive metadata.
	Examples:	AI identifies elements within images (patient presence, product type, therapeutic context) and auto-tags content to achieve complete library coverage. Generation capabilities create new content variants from approved templates and existing materials.
	Impact:	Improved tagging coverage, enhanced content customisation, higher compliance rates, and measurable cost impact through reduced manual effort and faster content cycles.
03. MLR automation	Why:	Medical, legal, and regulatory review is a known bottleneck in content creation workflows. Embedding automated review upstream – catching compliance issues before formal review cycles – can dramatically shorten content cycle times.
	Examples:	AI assistants for overview simplification, agentic collaboration across data sources, conversational interfaces with technical documents and manuals, and flow simulation to validate parameter translations before physical transfer.
	Impact:	Reduced lead time, cost savings, improved process performance qualification (PPQ) outcomes, and increased first-pass quality at receiving sites.
04. Field coach & next best action	Why:	Field reps spend significant time travelling between HCP conversations. Up-to-date information and post-call summaries improve time utilisation and CRM data integrity, but today reps rely on manual preparation and retrospective data entry.
	Examples:	Voice bots deployed in vehicles provide pre-call planning with relevant HCP history, conversation topic recommendations based on next-best-action algorithms, and post-call CRM data input via natural language eliminating manual entry.
	Impact:	Top-line growth through improved HCP engagement quality and customer experience improvement. CRM data completeness and accuracy increase as a secondary benefit.

Implement reference cases

These cases illustrate how GenAI can drive sustainable commercial growth, improve customer engagement, and strengthen pharmaceutical visibility and narratives across emerging AI channels.

Leveraging generative AI for sustainable growth in a global pharmaceutical company

A global pharmaceutical company was facing a significant scale-up to grow their business. The company prepared to launch into new therapy areas, while also expanding the product portfolio within current therapy areas. This also entailed reaching new target groups, more HCPs, and more patients. Accordingly, the company needed to ensure sustainable growth. GenAI was perceived as a key lever for achieving sustainable growth, but the client needed a clear direction and roadmap on where and how to leverage GenAI across the commercial organisation.

Impact

- 40% reduction in time spent on LMR processes
- 30% efficiency gains in market research and competitor intelligence
- 20% efficiency gains in field force HCP targeting and HCP engagement

Content & insight generation | Field force excellence

Generative search engine optimisation to increase visibility across AI search engines

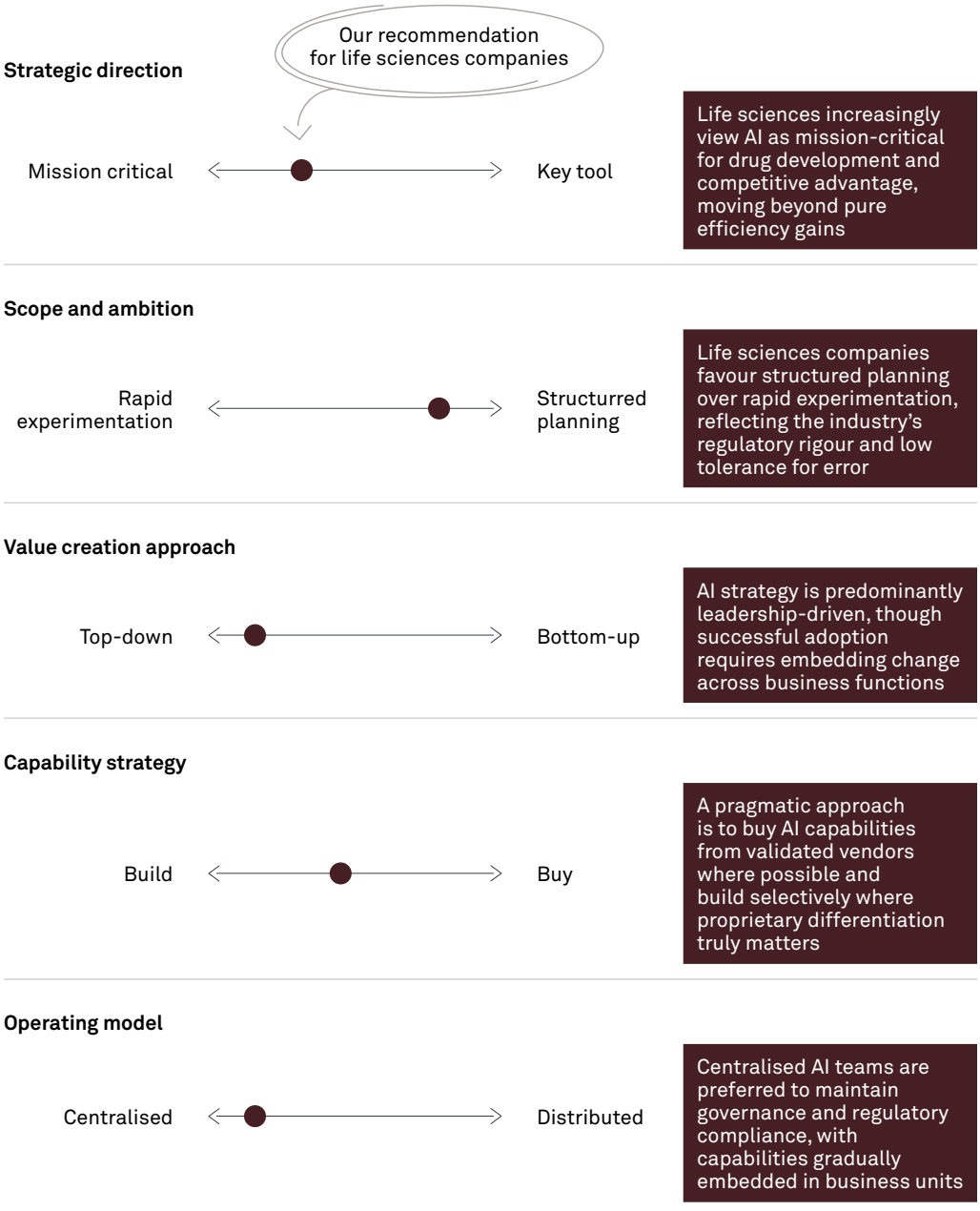
A global pharmaceutical company identified that its products and narratives were not consistently represented in the authoritative sources that AI search engines rely on, resulting in lower visibility versus competitors. As patients and healthcare professionals increasingly use AI-powered search to explore treatment options, Implement supported the client in actively shaping and strengthening its narrative across these sources to ensure AI-generated responses reflect accurate, current, and strategically aligned key messages.

Impact

- Expanded to 11 tracks across functions, engaging selected media outlets and authority sources to disseminate aligned key messages
- Early tracking indicates a shift in AI search responses towards the company's desired narrative
- Ambition is to scale across markets, increasing visibility and favourability while ensuring scientifically accurate information

Digital marketing | AI strategy

In our experience, life sciences must make explicit strategic choices to unlock the value of AI



There are no universally 'right' answers – but there is a cost to not making the choices explicit. Realising sustained AI impact is driven by a small number of deliberate strategic trade-offs.

Future outlook

The future is impossible to predict. But what is certain is that AI can no longer be treated as something to explore 'when the time is right'– the time is now.

Across life sciences, organisations are moving in a common direction. Not because the destination is known, but because standing still is no longer an option. The early leaders are not those with perfect roadmaps, but those who take AI seriously, invest early, and remain curious and experimental.

In the near term, progress starts with pragmatic use cases such as copilot adoption, raw materials forecasting, and computer vision for quality control that serve as entry points to build governance, validation frameworks, and regulatory readiness. The harder work lies inside the organisation: understanding where AI can fundamentally reshape value creation across the value chain, and where experimentation, not optimisation, is required.

At Implement, we see early leaders investing not just in technology, but in AI factories, data foundations, validated environments, and most importantly, organisational learning. Lasting impact will depend on organisations' ability to bridge the widening gap between frontrunners and laggards, and to disrupt themselves from the inside out.

We can support you throughout your AI journey

We believe in co-creation to deliver successful solutions, and we bring together a team of experts in machine learning, data engineering, security, and change management. We help clients with:

Our offerings:

AI strategic advisory

- AI strategy
- Identification of AI ambition
- AI roadmap development
- Organisational readiness assessment
- AI operating model

AI use-case discovery and piloting

- Use-case identification and prioritisation
- Feasibility assessment
- Proof-of-concept development
- Co-development of advanced pilot prototypes

AI solution delivery

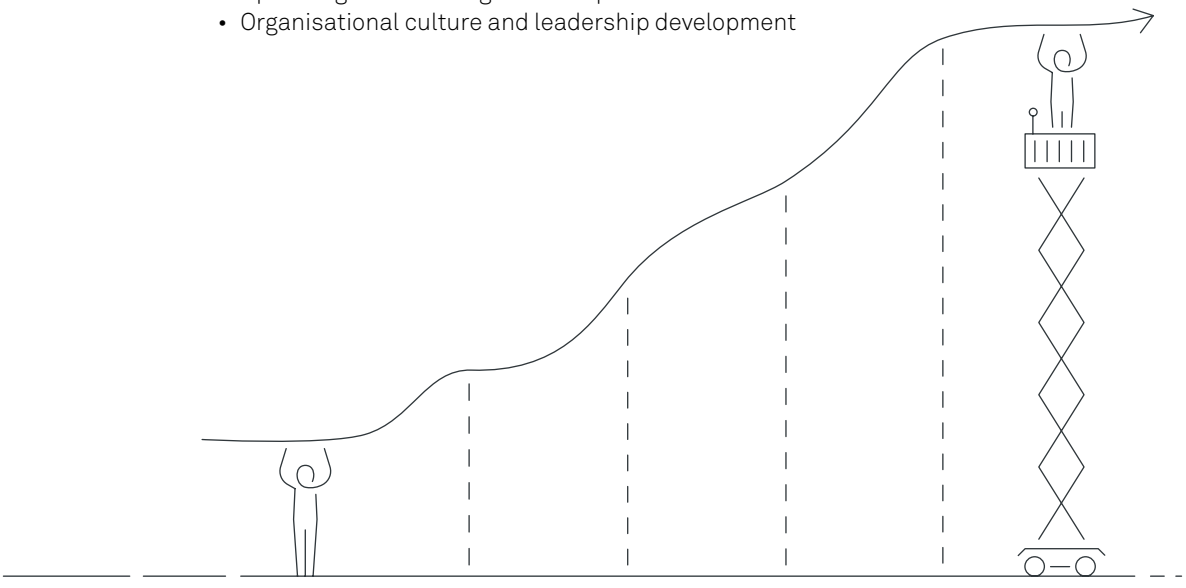
- Scaling proof-of-concepts
- Deployment of ready-to-use AI solutions
- AI delivery model management
- Integration with existing systems

AI security and compliance advisory

- Risk assessment and mitigation
- Data privacy and confidentiality
- Compliance with regulations and standards
- AI architecture

AI learning journeys and adoption

- Productivity increase through AI training
- AI change management planning and execution
- Operating model changes and implementation with AI
- Organisational culture and leadership development



About Implement

Local roots, global perspective.

Born in Denmark with offices in Copenhagen, Aarhus, Stockholm, Malmö, Gothenburg, Oslo, Zurich, Munich, Hamburg, Düsseldorf, and Raleigh, NC. With 1,800+ employees, multinational clients, and worldwide projects, we offer expertise with a global perspective.

We believe that great organisational impact leads to great impact for humanity. Implement was created to help turn true expertise into real change.

- Founded in 1996
- Employee-owned
- Average CAGR of 20%
- Working globally

Ready to unlock AI's potential?

Daring to dream. Ready to Implement.
AI holds immense potential but demands gradual steps to fully realise it. We are at the early stage of innovation, much like when the lightbulb was first invented, with more breakthroughs yet to come. The challenge is to imagine what is possible and focus on achieving disruptive impact through concrete actions.

At Implement, we translate imagination into reality, collaborating to prototype and bring about change while addressing the natural concerns that come with new technologies. Join us in harnessing AI's transformative power to create tangible benefi

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