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Moving Beyond Fragmented Touchpoints: AI-enabled Platforms for End-to-End Stakeholder Engagement in MedTech



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Contents

03	Introduction
05	Defining the current state of MedTech stakeholder engagement
10	Reimagining stakeholder engagement through an end-to-end AI-enabled platform
19	Establishing the business case and key success factors for adoption
25	Conclusion

Introduction

MedTech engagement models are increasingly focused on curating personalized, end-to-end experiences across the device life cycle. Multiple factors drive this heightened focus – the increasing integration of digital capabilities into traditional MedTech solutions, the rise of digital channels, and the evolving expectations of Healthcare Professionals (HCPs), patients, Key Opinion Leaders (KOLs), and other MedTech stakeholders for personalized, connected experiences across all touchpoints.

Achieving stakeholder-centric engagement, however, is not the most straight-forward ask. Today's hybrid ways of working, siloed data sources and teams, and legacy systems that are not built for dynamic, multichannel engagement make it difficult to orchestrate the level of personalization and responsiveness required for a truly stakeholder-centric engagement model.

To thrive in this environment, leading MedTech organizations are reimagining stakeholder engagement as a strategic, organization-wide platform capability, one that connects the various stages of the device life cycle – from clinical development through post-commercialization, aligns incentives, and enables seamless, insight-driven interactions across multiple touchpoints.

This Viewpoint shares our findings from a survey of 78 MedTech executives to understand pain points in the current stakeholder engagement landscape across clinical, commercial, medical, and patient services functions and their expectations from an end-to-end, AI-enabled engagement platform.

In this report, we focus on:

- Shortcomings in the current stakeholder engagement landscape
- Key organizational expectations from the ideal engagement journey
- The functional building blocks and strategic use cases of an end-to-end AI-enabled engagement platform
- Potential business benefits and Return on Investment (RoI) expectations
- MedTech willingness to adopt an AI-enabled engagement platform and key change management priorities

MedTech organizations can use this report to understand how an AI-enabled stakeholder engagement platform can eliminate silos, drive cross-functional integration, and optimize stakeholder engagement across the device life cycle -- from clinical development to post-commercialization. It also shows how automation can boost internal team productivity by handling routine tasks.

To understand how the MedTech industry prioritizes AI-enabled stakeholder engagement platforms, Everest Group surveyed 78 senior-level MedTech executives, including C-level executives, presidents, senior vice presidents, directors, senior managers, and functional leaders overseeing clinical, commercial, medical, and patient services functions.

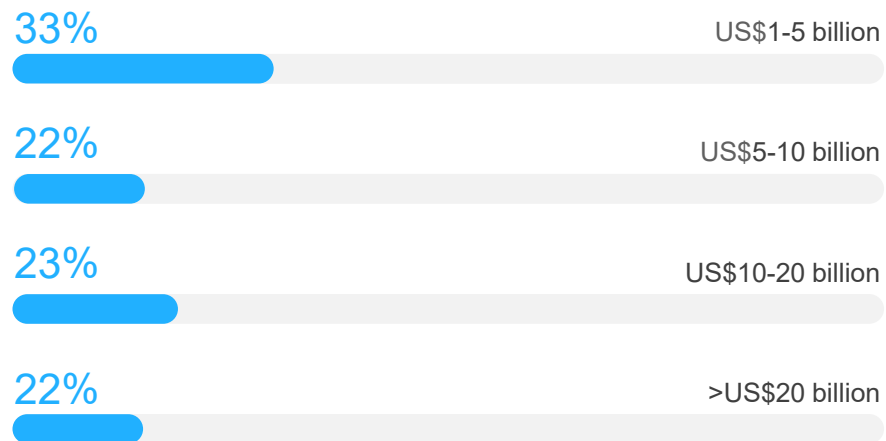
Exhibit 1 represents the distribution of respondents by organization size.

Exhibit 1: Respondents by organization size

Source: Everest Group (2025)

Split of respondents by global annual revenue

n = 78



Defining the current state of MedTech stakeholder engagement

The engagement imperative: where MedTech engagement stands today

The current state of MedTech engagement falls short due to underlying operational and technological gaps. Siloes both within and across functions hinder seamless engagement delivery, which is further amplified by technology systems that operate in isolation.

Until recently, many MedTech organizations saw curating stakeholder-centric engagement strategies as a good-to-have priority. However, post-pandemic, it quickly emerged as a strategic imperative, topping organizational priorities as a key competitive differentiation driver. Organizations began activating this vision in pockets within individual functions, for instance, through increased focus on omnichannel engagement to personalize and synchronize digital and non-digital HCP interactions. While such initiatives delivered some benefits, siloed execution across organization functions often resulted in fragmented experiences. With numerous stakeholders involved across the device life cycle – from R&D and clinical trials to marketing, sales, and post-commercialization – creating a cohesive engagement journey requires shared access to insights and data across teams. For example, when sales reps engage an HCP for post-launch support, their ability to deliver relevant, meaningful experiences greatly improves if they can tap into insights from the HCP's earlier participation in advisory boards or training sessions, ensuring continuity and alignment in messaging and support.

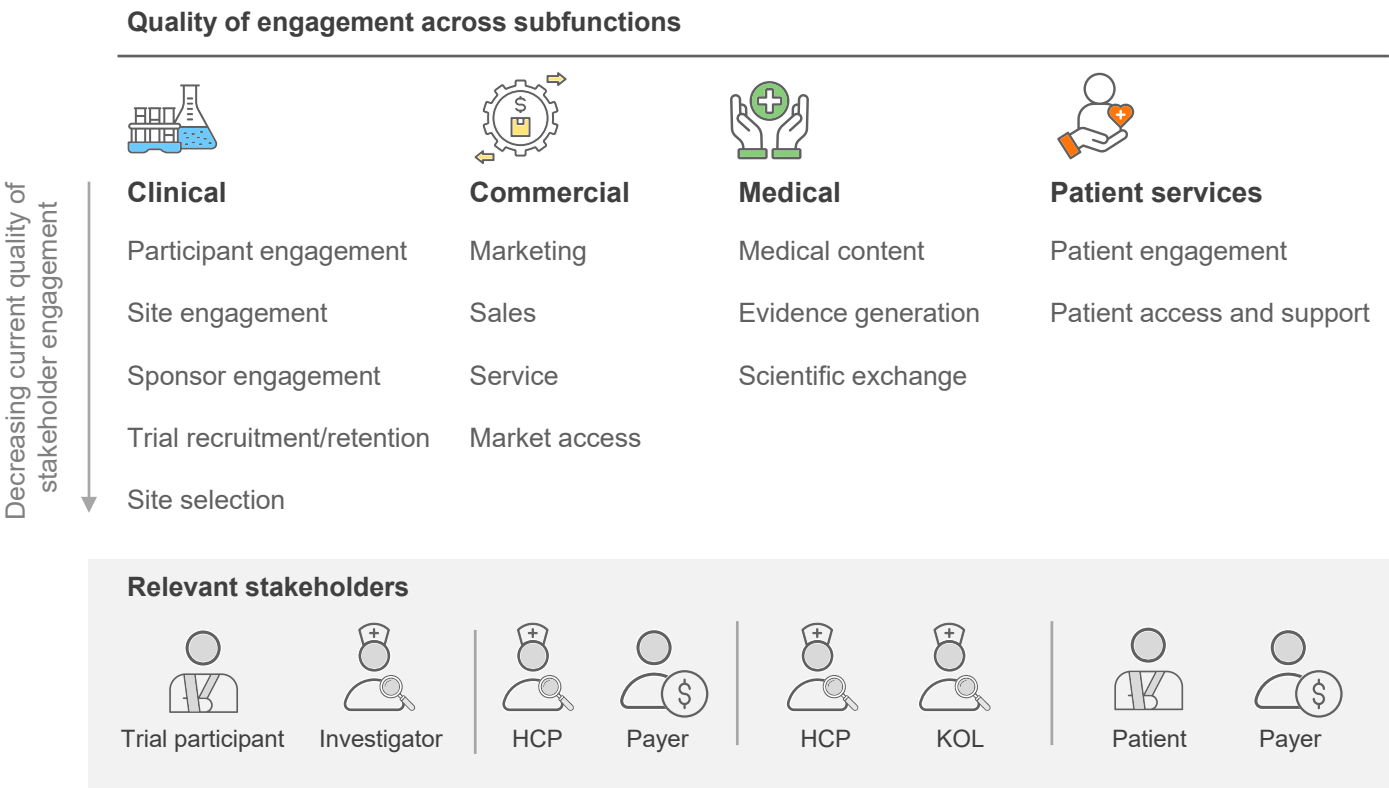
In this context, MedTech organizations are under growing pressure to deliver timely, contextual, and connected engagement across a diverse set of stakeholders – from external audiences such as HCPs, KOLs, Group Purchasing Organizations (GPOs), and patients to internal stakeholders including sales reps, Medical Science Liaisons (MSLs), and patient support staff. The real differentiator lies in delivering a cohesive engagement journey across the device life cycle through personalization, cross-functional alignment, and actionable insights. Yet, most organizations struggle to meet this bar, constrained by deep-rooted operational silos and uneven digital maturity.

Exhibit 2 explores the current quality of engagement observed across organizational functions and identifies areas where engagement remains suboptimal. Our analysis indicates relatively moderate and comparable quality of engagement across functions, with clinical positioned slightly better owing to lower volumes and complexity in MedTech clinical trials.

A closer look, however, reveals that certain functions demonstrate stronger engagement in specific contexts or stakeholder interactions. For instance, sales reps demonstrate superior engagement effectiveness when interacting with HCPs during device launches,

through robust awareness campaigns and HCP sentiment tracking to deliver tailored outreach. However, the quality of engagement diminishes as the same HCP is engaged as a KOL to facilitate speaker programs for device advocacy. Similarly, patients in device trials receive better engagement than those engaged post-commercialization for device onboarding and ongoing support. While the quality of engagement is relatively efficient in certain pockets such as marketing in commercial, these efficiencies remain locked within silos, rarely scaling across the organization.

Exhibit 2: Current engagement quality across functions and subfunctions
Source: Everest Group (2025)



Below are the major gaps observed in the current MedTech engagement landscape.

Functional silos limit engagement effectiveness

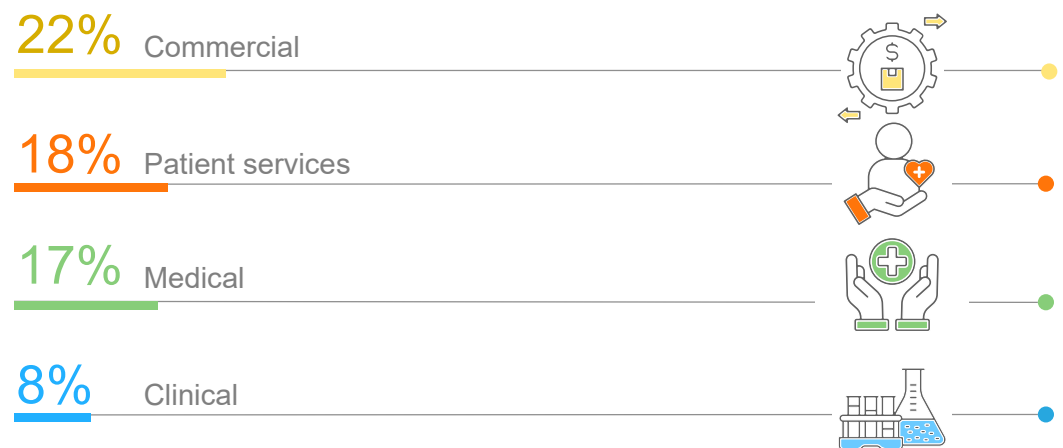
Fragmented data from disparate systems, inefficient workflows, and misaligned incentives across teams within an organization function are key contributors to internal silos. For example, in patient services, patient data is often scattered across multiple portals for support and access, making it difficult for teams to generate insights as essential information is lost within these silos. Within commercial, limited collaboration between field service teams and sales reps can result in continued promotional outreach to HCPs despite unresolved device service issues, undermining the HCP engagement experience.

Exhibit 3 highlights the internal fragmentation the survey results revealed. Commercial emerges as the most integrated function internally, with 22% of respondents rating it as fully integrated, followed by patient services (18%), medical (17%), and clinical, which lags significantly at just 8%. This internal fragmentation further reinforces that achieving high-quality engagement across the stakeholder landscape requires functions to work cohesively as one unit.

Exhibit 3: Extent of internal function integration in delivering stakeholder engagement

Source: Everest Group (2025)

Percentage of MedTech respondents who rated the function as **fully integrated**



Weak cross-functional alignment disrupts engagement continuity across the device life cycle

In the current engagement landscape, clinical, commercial, medical, and patient services functions operate in silos – each designed to meet specific needs, with little focus on cross-functional synergies. This disconnect reinforces fragmentation and prevents the kind of cross-functional integration needed for seamless stakeholder engagement. For instance, feedback from surgeons gathered during device trials (such as patient recovery outcomes or device usability insights) is rarely integrated into the organization's CRM systems. This gap limits marketing's ability to craft compelling, evidence-based messaging and market access teams from leveraging Real-world Data (RWD) in payer interactions. Similarly, valuable insights from medical teams' interactions with KOLs during post-market surveillance often do not reach field reps, resulting in missed opportunities for tailored outreach or timely alignment on clinician concerns. In places where some coordination exists, such as between clinical and medical, the lack of shared systems limits engagement depth and effectiveness.

Exhibit 4 illustrates this current state of weak cross-functional integration between functions, where clinical-medical integration ranks highest, with 26% of respondents viewing it as fully integrated, while clinical-commercial integration lags significantly at just 8%. These gaps disrupt seamless engagement across the device life cycle, where true impact depends on activating cross-functional synergies.

Exhibit 4: Extent of cross-functional integration in delivering stakeholder engagement
Source: Everest Group (2025)

Percentage of MedTech respondents who rated cross-function integration as **fully done**

	Patient services	Medical	Commercial
Clinical	22%	26%	8%
Commercial	12%	12%	
Medical	23%		

“Enterprise teams often invest in a common CRM, yet compliance-driven firewalls fragment user access, leaving commercial and medical teams with disconnected insights and an incomplete stakeholder view, limiting the true potential of cross-functional collaboration.”

– Customer Engagement Lead, leading MedTech enterprise

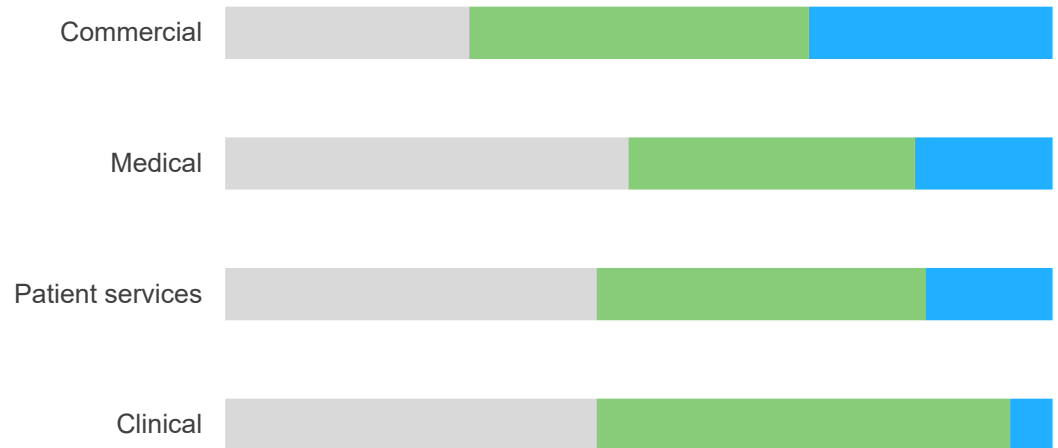
Fragmented technology maturity hinders integration

Technology maturity remains uneven across functions, limiting the ability to deliver seamless engagement throughout the device life cycle. As shown in Exhibit 5, commercial functions lead the way, with CRM, Content Management Systems (CMSs), marketing automation, and sales enablement platforms among the most advanced in AI adoption, supporting personalized HCP/patient outreach, Next Best Action (NBA) recommendations, and real-time demand forecasting. This reinforces the earlier observation of strong internal integration within commercial teams, with 22% of respondents rating them as fully integrated. In contrast, clinical lags significantly, as only 5% of survey respondents rated Clinical Trial Management System (CTMS) at Stage 3 (advanced), echoing earlier observations that just 8% view clinical teams as fully integrated. Meanwhile, medical and patient support platforms are making strides toward AI enablement, through personalized scientific content dissemination, AI-assisted publication planning, or real-time patient support based on behavioral insights. However, these capabilities remain in early stages and are yet to reach the full potential of AI adoption.

Exhibit 5: Current technology maturity across clinical, commercial, medical, and patient services

Source: Everest Group (2025)

- Stage 1: basic (limited capability)
- Stage 2: established (data-driven personalization, moderate automation)
- Stage 3: advanced (highly automated, AI-driven personalization)



Taken together, these findings highlight that high-quality stakeholder engagement depends not just on the performance of individual functions but on how well they integrate across the device life cycle, both operationally and technologically. Functions with more mature digital infrastructure are better positioned to enable real-time collaboration, data continuity, and seamless engagement, while those with underdeveloped platforms **continue to struggle** with siloed execution.

Disparities in platform maturity across functions unveil a key insight: the ability to deliver end-to-end, AI-enabled engagement is only as strong as the infrastructure that supports it. Today's stakeholders expect continuity, context, and relevance at every touchpoint, enabled through personalized, data-driven interactions. Meeting this expectation requires reimagining the engagement platform to one that is purpose-built to break down silos and enable unified, cross-functional synergies across the device life cycle.

Reimagining stakeholder engagement through an end-to-end AI-enabled platform

Shifting to stakeholder-centric engagement across the MedTech device life cycle

The ideal MedTech engagement journey is anchored around evolving stakeholder needs across the device life cycle. An AI-enabled platform that unifies data, leverages cross-functional synergies, and applies intelligence to deliver timely, personalized interactions is the key.

In the MedTech landscape, engagement has long been fragmented as traditional engagement models did not account for evolving stakeholder roles across the device life cycle. Different functions typically handle separate parts of the journey with little to no visibility into prior interactions. As a result, interactions often feel transactional, considering stakeholder needs as an afterthought rather than a guiding principle. But as stakeholder expectations evolve, requiring more personalized, real-time, and intelligent interactions, the current engagement model is no longer fit for purpose.

Stakeholders today rarely interact with just one function or stay in a single role. For instance, an HCP who was initially engaged to seek inputs on device design may subsequently play a key role in gathering structured feedback on in-field use and streamlining this feedback to inform the next generation of device designs. Payers engaged initially to secure reimbursement may re-emerge post-commercialization, with evolving evidence requirements for ongoing payment decisions. A patient who initially participated in device usability tests could transition into an active advocate, post-commercialization, influencing patient communities. Despite the dynamic nature of stakeholder roles across the engagement life cycle, most MedTech organizations engage stakeholders in isolation, with minimal context from previous interactions and little alignment across functional teams. This lack of continuity risks creating disjointed experiences that frustrate stakeholders and diminish trust.

In the ideal engagement journey, MedTech organizations are required to adopt stakeholder-centric engagement, one that reflects the full arc of the device life cycle and responds to the evolving needs of each stakeholder along the way. Exhibit 6 illustrates this life cycle in action, using survey insights to map key stages of stakeholder interaction and identify the primary and supporting functions responsible for delivering coordinated engagement at each stage. It also highlights relevant AI use cases MedTech organizations are prioritizing across each function to enable unified engagement.

Exhibit 6: Stakeholder-centric engagement journey mapped across the device life cycle
Source: Everest Group (2025)

	Key stakeholders to engage		Primary function(s)	Secondary function(s)
Clinical development 	 Trial participant	 Clinical investigator	Clinical: patient recruitment, site coordination, trial oversight	Patient services: participant onboarding, support
Pre-launch 	 KOL	 Payer  Clinical investigator	Medical: activate KOL and advisory boards, evidence preparation, publication strategy Commercial: HCP segmentation, early engagement, go-to-market messaging, access strategy	Clinical: trial insights
Launch 	 HCP	 Integrated Delivery Network (IDN) / GPO	Commercial: sales rep enablement, omnichannel rollout, campaign management, field force-MSL coordination, value communication with IDNs/GPOs	Medical: align on market messaging, KOL activation Clinical: trial data and insight access Patient services: support infrastructure setup (nurse helpline, onboarding portals)
Post-launch support 	 HCP	 Patient	Patient services: product onboarding, remote monitoring, training, technical support Commercial: Real-world Evidence (RWE)-driven engagement strategy, account servicing	Medical: adverse event and safety reporting, RWE collation and dissemination Clinical: adverse event and safety reporting
Post-commercialization 	 HCP	 Patient  Payer	Medical: RWE generation, post-market surveillance, outcome research Patient services: device feedback integration, experience monitoring	Commercial: access optimization

During clinical development, trial participants seek clear education on trial protocols, timelines and personalized engagement through eConsent and Electronic Patient-reported Outcomes (ePROs), while investigators prioritize seamless site-sponsor-patient coordination and real-time trial alerts. Meeting these needs requires alignment between clinical teams managing device trial execution, and patient services ensuring onboarding and participant support. In the pre-launch phase, KOLs, investigators and payers expect early visibility into progress made on device design and development to shape market-facing narratives. This calls for close coordination between medical and clinical functions to activate advisory boards, personalize scientific messaging and assess publication impact.

In parallel, commercial teams begin profiling HCPs and undertake go-to-market planning using data-driven segmentation and predictive analytics that inform territory planning. As devices near launch, HCPs and IDNs/GPOs expect clarity into product value, access strategy, and fit within existing care pathways. To meet these expectations, commercial teams equip field teams with content recommendation engines to tailor outreach and coordinate closely with medical teams, ensuring sales reps are aligned with MSLs to deliver consistent scientific and promotional messaging.

During post-launch support, organizations prioritize seamless patient and HCP onboarding, supported by device training, in-person demos, and post-sale support, requiring patient services to work in tandem with commercial and medical teams. This experience is enhanced through real-time query resolution, predictive tools that flag disengagement, and personalized nudges to ensure adherence. In the post-commercialization stage, the emphasis shifts to RWE and continuous device experience monitoring. Medical, commercial, and patient service teams must stay closely aligned to capture device/patient outcomes data and integrate real-time feedback – from wearable device insights to HCP/patient sentiment analysis – to optimize device design, commercialization strategy and patient support.

It is evident that AI is vital in enabling the cross-functional integration required to deliver a seamless, stakeholder-centric journey across the device life cycle. As stakeholders interact with multiple functions during their journey, organizations must activate cross-functional synergies, ensuring that insights gathered in one stage inform and enhance engagement in another. AI enables this cross-functional integration by unifying data, aligning workflows, and delivering shared, real-time intelligence across touchpoints. This allows MedTech organizations to anticipate stakeholder needs, streamline decision-making, and deliver context-aware interactions, shifting away from the current reactive engagement model to a proactive one. Exhibit 7 highlights the survey findings on key AI use cases that MedTech organizations are prioritizing both within individual functions and across cross-functional workflows, to enable this unified, end-to-end engagement across the device life cycle.

Exhibit 7: Function-specific and cross-functional AI use cases MedTech organizations prioritize

Source: Everest Group (2025)

■ Applicable functions for each highlighted use case

Prioritized AI use cases	Stakeholder impacted		Clinical	Commercial	Medical	Patient services
Automate participant matching and enrollment to reduce dropout rates and streamline trial execution	 Trial participant	 Trial investigator	■			
Enable demand forecasting and real-time inventory monitoring for effective order management	 HCP	 Patient		■		
Leverage analytics to track KOL sentiment, measure publication impact, and refine medical engagement strategies	 KOL				■	
Predictive analytics to assess adherence risk using real-time health indicators	 Patient					■
Leverage RWE from patient support programs, HCP interactions, and clinical trial outcomes on device performance and usability to guide device design	 HCP	 KOL	 Patient	■	■	■
Facilitate coordinated HCP/KOL engagement from clinical to post-commercialization to ensure consistent messaging and avoid redundancy	 HCP	 KOL	■	■	■	
Inform pricing and market access strategies by combining RWE with commercial engagement insights to support discussions with payers	 HCP	 Payer		■		■
Continuously monitor patient journeys, from trial to therapy, to personalize support interventions	 Patient		■			■
Synchronize field-force and digital marketing efforts to ensure consistent, compliant messaging through real-time medical, legal, and regulatory reviews and audit trails	 HCP	 KOL		■	■	
Leverage RWE from HCP interactions, medical inquiries, and patient adherence to refine scientific and promotional content	 HCP	 KOL	 Patient	■	■	■

Exhibit 7: Function-specific and cross-functional AI use cases MedTech organizations prioritize (continued)

Source: Everest Group (2025)

■ Applicable functions for each highlighted use case

Prioritized AI use cases	Stakeholder impacted		Clinical	Commercial	Medical	Patient services
Equip field teams with personalized insights drawn from support services used by target HCP's patients	 HCP	 Patient				
Integrate clinical data and KOL feedback into CRM to ensure market access messaging is consistent with medical narratives	 KOL					

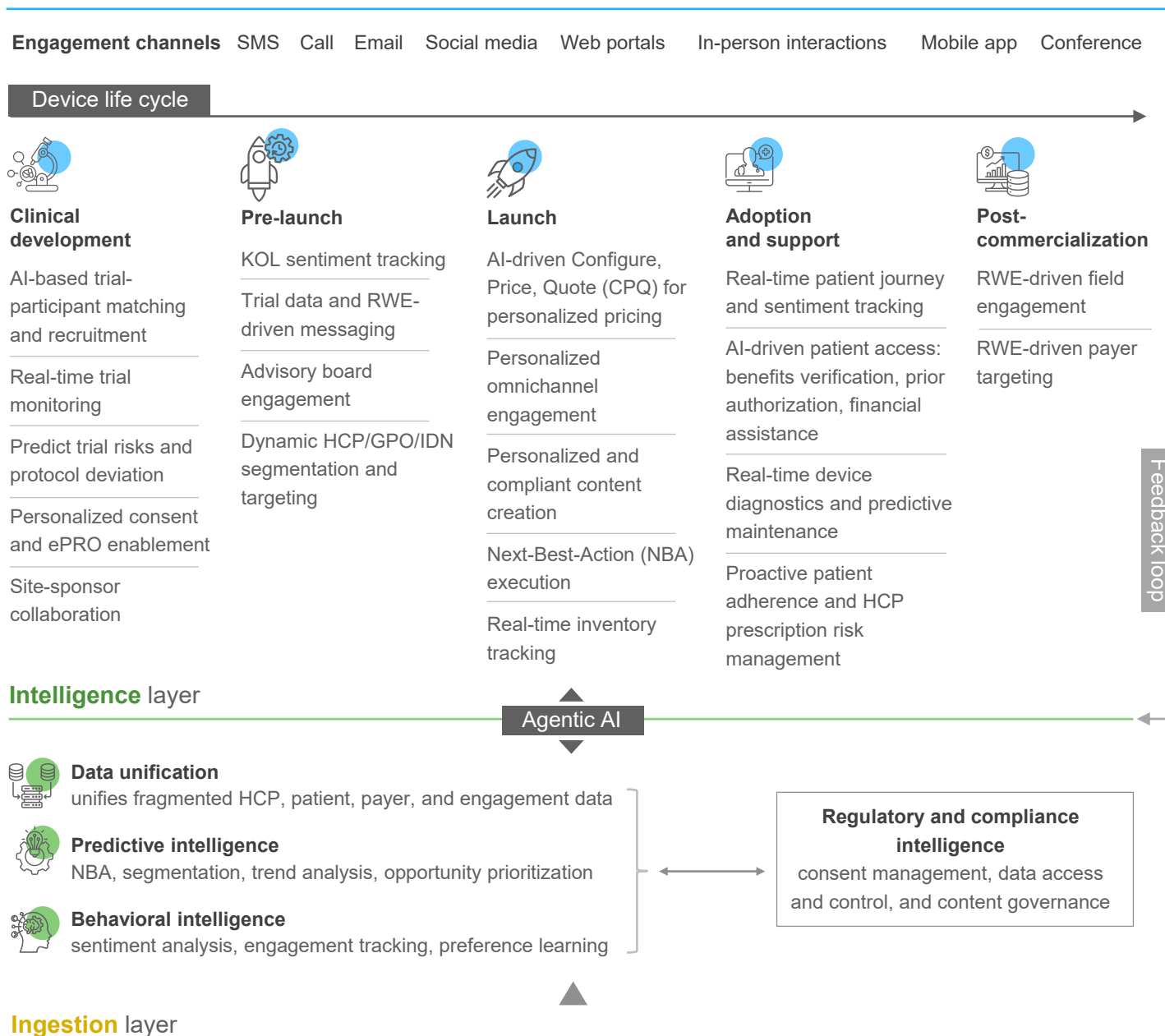
Together, these functional and cross-functional AI-enabled use cases signal a decisive evolution in how MedTech organizations are perceiving AI as the underlying architecture of a future-ready stakeholder engagement platform. Integrating AI into engagement strategies is now an operational imperative. For instance, AI can analyze remote device data to schedule proactive maintenance and reduce emergency support incidents. It can also track HCP engagement metrics (such as webinar attendance, content downloads) to help sales reps identify HCPs at the risk of churn and recommend the optimal mix of digital versus in-person touchpoints for each HCP based on past interaction outcomes, enabling reps and MSLs to tailor their outreach. Such transformation extends beyond automation to intelligence, anticipating needs, personalizing interactions at scale, and enabling competitive differentiation for MedTech organizations. As a result, AI acts as an extended arm for stakeholder-facing teams, reducing cognitive load, streamlining execution, and enabling more consistent engagement across stakeholder touchpoints.

AI-enabled engagement platform blueprint: building blocks and AI use cases

An AI-enabled engagement platform must move beyond siloed point solutions to function as a unified system, one that integrates cross-functional insights making them accessible to the relevant stakeholders at the right time. Exhibit 8 illustrates the functional and technology building blocks of such a platform, one that is built on three layers – the ingestion layer to unify data, the intelligence layer to convert the data into insights relevant for stakeholders, and the impact layer, which transforms the insights into actionable engagement strategies.

Exhibit 8: Three-layered AI-enabled stakeholder engagement platform

Source: Everest Group (2025)

Impact layer

Ingestion layer: building a unified data hub

At the core of this technology stack is the ingestion layer, which serves as the foundation for data unification. Data that is essential to drive contextualized stakeholder engagement is trapped in multiple, disparate sources in the MedTech organization technology landscape, across CTMS, CRM, publication management, and patient engagement platforms in addition to third-party and external data sources. Moreover, organization functions also struggle with data that is often spread across digital and non-digital touchpoints, which further adds to the fragmentation. By integrating structured and unstructured data across these diverse sources, the ingestion layer eliminates silos and creates a unified ecosystem, providing a 360-degree view of the stakeholder across the device life cycle.

Intelligence layer: transforming data into insights

The intelligence layer transforms raw data into insights through AI and advanced analytics. What makes this layer powerful is not just advanced analytics, but the ability to anticipate gaps across the device life cycle through predictive and behavioral intelligence, such as detecting shifts in HCP conversion rates linked to competitor launches, flagging patterns in device utilization data to highlight targeted opportunities for training/upselling, or anticipating inventory shortfalls based on real-time demand signals. While these insights often originate within individual functions, their impact is amplified when shared across the organization, enabling coordinated action. For instance, feedback collected during pre-launch device demos may reveal unexpected challenges in device usability or workflow integration, especially across different care settings. Such early insights can prompt R&D and product teams to prioritize enhancements – whether user interface updates or setup simplification. Simultaneously, commercial teams can recalibrate their messaging to better align with HCP priorities, emphasizing practical ease of use and procedural efficiency. Medical affairs teams can concurrently align their scientific communications and evidence dissemination strategies to reinforce device efficacy and value. This alignment across functions ensures that insights do not just stay confined within functions but instead translate into orchestrated organization-wide responses that enhance overall stakeholder experiences. However, the broad accessibility and cross-functional use of these insights require robust compliance measures. Embedded compliance intelligence addresses this core need by ensuring that access to insights is governed by user roles and engagement objectives, maintaining trust and regulatory integrity across the engagement life cycle.

Impact layer: operationalizing insights

The true value of AI-generated insights is realized only when they are translated into actionable engagement strategies. Agentic AI serves as the key enabler here, acting as a dynamic bridge between the intelligence and impact layers (we will explore the role of agentic AI in detail in the following section). In today's hybrid engagement landscape, where stakeholders move fluidly between digital and non-digital touchpoints, the impact layer ensures stakeholder-centric insights are synthesized and accessible at the right moment, through the right channel. For example, agentic AI can solve the persistent **last-mile** challenge by enabling field teams to capture insights from HCP/KOL

conversations through voice-to-text agents or guided sales rep input forms, which are then integrated into the CRM system, to provide personalized follow-ups. This automation allows sales reps to shift their focus from routine administrative tasks such as manual entry into CRM systems to higher-value stakeholder interactions, enhancing productivity and accelerating HCP response time.

Furthermore, the impact layer also supports dynamic, context-aware stakeholder engagement based on device lifecycle stage. During clinical development, AI accelerates trial execution by flagging potential enrollment delays, enabling proactive patient onboarding and streamlining sponsor-site-participant collaboration. As products move into the pre-launch stage, AI is utilized to streamline KOL identification, ensuring relevant KOLs are engaged to effectively guide advisory programs. Furthermore, AI helps profile high-value HCPs, IDNs, and GPOs to focus efforts on the most strategic opportunities that can maximize revenue for MedTech organizations. At launch, AI enables tailored content dissemination and messaging, while leveraging tools such as CPQ to support account- or region-specific pricing strategies. Once products have entered the market, the post-launch support phase prioritizes improving patient and provider experiences through AI-powered remote device monitoring, proactive service interventions, and training prompts that take signals from user behavior. Following this, RWE integration and device feedback in the post-commercialization stage support continuous refinement of engagement strategies.

Together, the three pillars of the AI-enabled engagement platform create an insight-to-action continuum, where data fuels insight, insight drives action, and each interaction elevates the next, enabling MedTech organizations to compound the engagement impact across each stage.

Agentic AI: the catalyst in transforming MedTech engagement landscape

As MedTech organizations reimagine engagement through a stakeholder-centric lens across the device life cycle, agentic AI emerges as a transformative force. Unlike traditional AI models that passively analyze data and require explicit instruction, agentic AI goes a step further by actively adapting to the context of each stakeholder, including HCP, patient, and KOL, to autonomously create and act on personalized engagement strategies.

Agentic AI's impact can be assessed across three key dimensions. First, it democratizes access to intelligence, equipping all stakeholder-facing functions, from clinical development to post-commercialization, with access to a unified layer of contextual, cross-functional insights that help teams eliminate duplicated efforts and manual handoffs.

Second, it enables personalization at scale, tailoring messages and actions based, not just on stakeholder type, but also on where they are in their engagement journey. Third, it enables real-time responsiveness, interpreting behavioral signals and adjusting strategies to meet evolving stakeholder needs and expectations.

Agentic AI's strength lies in its ability to act as the orchestration layer across the various device lifecycle stages. For instance, agents can detect early signals of delayed product adoption in key accounts – such as drop in HCP onboarding rates or lagging device utilization – and alert commercial teams to rethink messaging and outreach, while parallelly coordinating with medical teams to engage these HCPs with targeted scientific evidence. Patient services can also be looped in to proactively address onboarding barriers and personalize support delivery. By synchronizing engagement signals across functions, agentic AI enables shared intelligence that sets AI-powered platforms apart from legacy engagement systems – driving smarter resource allocation, cost efficiencies, and more meaningful stakeholder interactions.

Agentic AI automates routine engagement tasks across multiple touchpoints, enabling sales reps, MSLs, and patient support teams to boost productivity and focus on priority accounts and strategic relationship-building. For instance, agents can analyze HCP purchasing trends and device utilization to proactively flag cross-sell opportunities for sales reps to introduce complementary devices, strengthen HCP relationships, and maximize account value.

For field teams, agents serve as a dynamic assistant, delivering pre-visit checklists, generating NBA recommendations, and leveraging sales rep interaction transcripts to set up automated follow-ups. Similarly, to ensure proactive patient support, agents can trigger early interventions by analyzing treatment history and predicting potential risks. Integrating agentic AI into the connected stakeholder engagement platform enables teams to engage their audiences more effectively through real-time data orchestration and predictive intelligence that allows them to anticipate stakeholder needs and engage them more effectively.

Across its diverse capabilities, agentic AI does not replace human expertise, it simply amplifies it, enabling MedTech organizations to shift their focus toward strategic priorities such as high-value account targeting, identifying emerging markets for expansion, HCP/KOL relationship management, and designing workforce change management initiatives.

To truly capitalize on this potential, MedTech organizations must avoid the common pitfall of focusing on isolated use cases at the expense of a cohesive, long-term strategy. Integrating agentic AI as a core enabler of stakeholder interactions can empower organizations with increased operational agility to deliver seamless stakeholder experiences across the device life cycle.

Establishing the business case and key success factors for adoption

Unleashing business value with AI-enabled stakeholder engagement

MedTech organizations increasingly recognize the potential benefits from AI-enabled engagement. While momentum is building, industry readiness is yet to catch up. Moving the adoption needle requires establishing cross-functional KPIs and people-centric change management.

Implementing an AI-enabled platform to drive cross-functional synergies and deliver connected, personalized, stakeholder-centric engagement across the device life cycle represents a major organizational transformation. It demands significant capital investment and long-term commitment. To drive adoption, senior leadership must build a compelling business case that clearly articulates the platform's strategic and operational value. Survey insights highlight the top business benefits MedTech organizations prioritize, based on their perceived impact:

- Reduced operational costs and increased operational efficiency**
 Increased operational efficiency tops the list of business benefits, with 21% of respondents giving it a perfect score. AI-driven engagement platforms unlock this value by streamlining time-intensive tasks, slashing manual effort, and eliminating redundancies. For instance, AI can analyze medical-inquiry trends, auto-draft summary responses, and route patient grievances to the right support team – chores that once drained hours. Offloading these repetitive tasks frees teams to focus on high-touch work, such as deepening stakeholder relationships. The result: faster execution, smarter resource use, and meaningful cost savings across the organization.
- Enhanced customer retention and adherence**
 Patient and HCP/KOL retention and adherence are consistent challenges throughout the device life cycle. AI-enabled engagement platforms can help address these issues effectively. For patients, AI can improve trial participation by accurately matching individuals to trial eligibility criteria during the clinical development phase. As devices enter the market, personalized nudges, proactive risk intervention based on usage patterns, and real-time health indicators help deliver personalized ongoing patient support, thereby improving patient adherence. For HCPs, automated device updates, intuitive self-service portals, real-time access to patient usage insights keep them informed and in control, reinforcing long-term commitment to the treatment.
- Enhanced stakeholder experiences**
 AI empowers organizations to deliver more relevant, timely, and personalized interactions, significantly elevating stakeholder experiences. About 31% of respondents rated this benefit a 9 or 10, making it one of the top AI adoption drivers.

Whether it is tailoring onboarding content based on a surgeon's device familiarity, sending real-time alerts to service teams when anomalies are detected, or personalizing patient education based on treatment stage, AI ensures each touchpoint is aligned to stakeholder needs and roles, highlighting the shift from volume-based outreach to relationship-driven engagement that places stakeholders first.

- **Enhanced regulatory compliance**

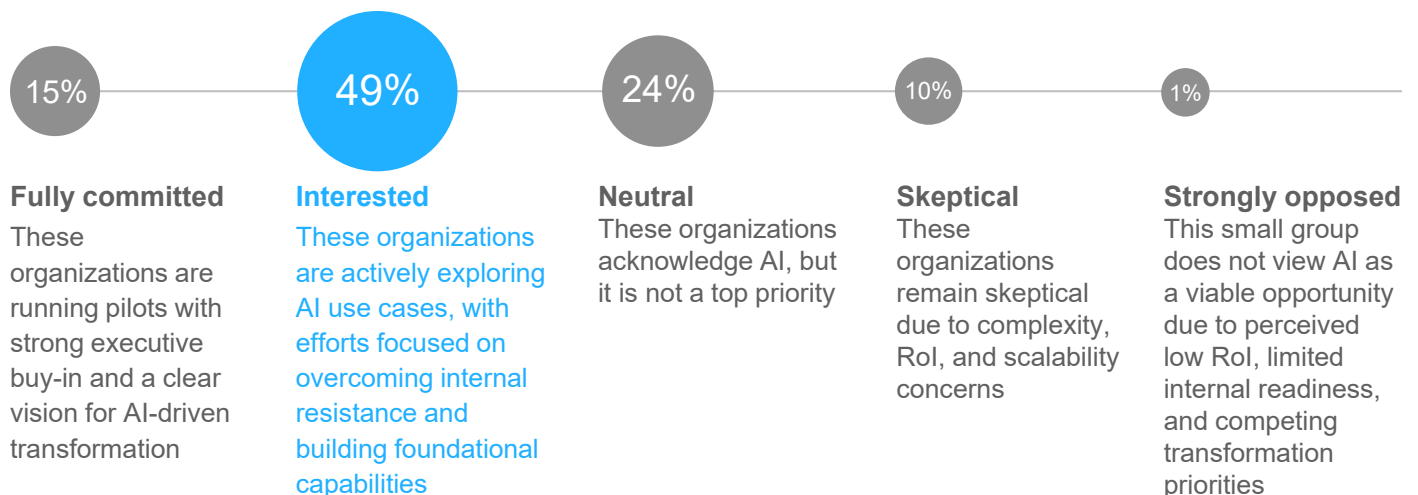
As AI adoption accelerates, regulatory scrutiny around data privacy, compliant AI use, and content governance is becoming increasingly important. AI-driven stakeholder engagement helps organizations meet these demands by leveraging predictive analytics to detect emerging risks – such as potential off-label messaging, unauthorized scientific claims, or patient data confidentiality breaches – before they escalate. These platforms further ensure compliance with regulations such as HIPAA and GDPR through automated encryption, role-based access controls, and data anonymization, ensuring compliance is embedded at every stage.

Gauging MedTech willingness and readiness for AI-enabled stakeholder engagement

Despite recognizing AI-enabled engagement's potential, survey results reveal varying levels of organizational willingness to adopt such platforms. Exhibit 9 captures this varied sentiment.

Exhibit 9: Organizational sentiment toward AI-enabled stakeholder engagement platform adoption

Source: Everest Group (2025)



While there is growing recognition of AI's potential, organizational willingness to adopt it remains uneven. Many are still grappling with RoI justification, operational integration, and digital readiness. Early adopters in the industry are conducting pilot studies and exploring isolated use cases before committing to large-scale deployment. Meanwhile, those still evaluating AI's role in optimizing stakeholder engagement are looking for success stories around full-scale deployment to build confidence.

Although momentum is building, overall readiness among MedTechs remains in its early stages. Survey findings point to moderate preparedness, with many organizations taking a **wait and see** stance, signaling cautious optimism. However, industry readiness is poised to evolve over the next couple of years as MedTech organizations begin looking at differentiated engagement delivery to gain competitive advantage.

“There is growing recognition in my organization of the strategic value of an AI-enabled engagement platform that connects clinical, commercial, medical, and patient services. Interest and momentum are building, but so are concerns around data interoperability, regulatory compliance, and the complexity of managing it all.”

– Director, Clinical Operations Management, large MedTech organization

Key success factors to navigate adoption challenges

Moving the adoption needle requires MedTech organizations to confront the challenges that stall readiness and progress. Exhibit 10 categorizes these challenges identified in the survey into three buckets, starting with foundational challenges, such as data silos and regulatory hurdles, which top MedTech organizations' concerns. This is followed by operational hurdles, such as cross-functional integration, RoI uncertainty, lack of AI model transparency, and change management resistance. The last layer highlights strategic challenges, such as misaligned objectives across functions.

Exhibit 10: AI-enabled stakeholder engagement platform adoption challenges

Source: Everest Group (2025)



The technology architecture outlined below Exhibit 8 is designed to directly address the foundational barriers: data silos and regulatory hurdles, while also enabling cross-functional workflow integration, one of the key operational concerns for MedTech organizations. To overcome the remaining operational and strategic challenges, MedTech organizations must focus on the success factors outlined below:

- **Shared Key Performance Indicators (KPIs) across organizational functions**

Challenges mitigated: misaligned objectives, uncertain RoI

A lack of alignment in objectives across clinical, commercial, medical, and patient services is a major barrier to unlocking cross-functional synergies. Each function often operates with distinct priorities, for example, medical teams emphasize scientific integrity and compliance, while commercial teams focus on revenue growth and brand management. Hence, it is important to unify objectives and KPIs to drive coordinated engagement across the device life cycle. Survey results highlight organizations prioritizing five key KPI categories: time and efficiency, retention, compliance, business value, and cross-functional collaboration, as outlined in Exhibit 11, along with illustrative examples of how performance can be monitored to help build a clear case for platform investment

Exhibit 11: KPIs to measure AI-enabled stakeholder engagement impact

Source: Everest Group (2025)

Time and efficiency

- **Study start-up and site activation:** time to first patient in, time to last patient in, site activation rate, site overload, protocol completion time
- **Operational speed:** turnaround for data lock, regulatory submissions, marketing materials, and real-time insights, speed and pertinence of AI-driven quotations
- **NBA prediction accuracy:** percentage of NBA executed by teams

Compliance

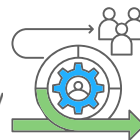
- **Regulatory alignment:** right-first-time documentation, minimal protocol deviations, time taken for regulatory approvals
- **Data quality:** screen failure rate, medical content accuracy, reduced human error in trial data capture
- **Safety and risk mitigation:** early signal detection, adverse event reporting efficiency

Retention

- **Patient retention:** dropout rate, adherence level, Patient Lifetime Value (PLV)
- **HCP engagement:** frequency/duration of HCP portal visits, prescription trends, content consumption ratio, KOL engagement frequency
- **Cross-channel touchpoints:** number of interactions per user, return visit rate, satisfaction scores, customer quality audit

Cross-functional collaboration

- **Seamless process integration:** fewer handoffs, coordinated workflows across functions, joint engagement planning rate (engagement campaigns codeveloped by at least two functions), average resolution time for cross-functional support issues
- **Connected data use across functions:** frequency of one function using another's insights (for example, RWE used in refining commercial strategy), number of content-related compliance errors (medical-commercial)
- **Aligned incentive structure:** percentage of organization-level goals reflected in at least two functions' performance scorecards, team-reported satisfaction on how well incentives motivate collaboration



Business value

- **Financial impact:** reduced operational costs, cost savings versus traditional methods, resource utilization metrics, warranty cost savings, inventory optimization achieved, YoY account growth
- **Revenue acceleration:** market penetration rate, time to market for new therapies or devices, sales cycle speed
- **Lifetime value measures:** PLV, NPS scores from HCPs, RoI on omnichannel initiatives, device failure prediction rate



While traditional RoI metrics focus on cost reduction and revenue gains, AI-enabled platforms create value through intelligence, enabling predictive insights, personalized engagement, and NBAs. Measuring impact, therefore, requires a multidimensional lens that includes assessing both tangible outcomes (such as operational efficiency, productivity enhancements, account growth) and strategic value (for example, cross-functional integration, stakeholder satisfaction). Measuring strategic impact is especially complex, as it hinges on defining and tracking cross-functional KPIs. For example, in the post-launch support phase, tracking how frequently field service insights are shared with medical teams to help KOLs advise on device usage reflects meaningful cross-functional coordination. Monitoring such metrics, alongside process integration, connected data, and aligned incentives, enables MedTech organizations to assess the broader strategic value of AI-enabled engagement.

- **People-centric change management initiatives**

Challenge mitigated: change management resistance

People are at the core of this transformation, making cultural readiness a core success factor to minimize internal resistance. Introducing AI reshapes how sales reps, field support teams, clinical trial teams, and other stakeholders carry out their day-to-day activities. To support this shift, MedTech organizations must invest in driving top-down alignment through organization-wide open forum discussions and role-specific training that reflect these roles' realities. For instance, a sales rep must be trained in leveraging AI-generated leads for HCP targeting and then integrating insights from the conversation into the system to automate follow-ups. Additionally, MedTech organizations must look at actively implementing solutions with inherently low barriers to adoption, such as intuitive, low-/no-code customization, embedded data migration tools, and user-friendly interfaces that enhance key engagement workflows. By choosing solutions purpose-built for rapid, frictionless integration, organizations can swiftly realize tangible business outcomes and empower teams to confidently adopt new ways of working. Finally, it is essential to recognize and reinforce change by celebrating early adopters, introducing workforce recognition programs for innovation in daily tasks, appointing change champions within each team, and publishing success stories of individuals using AI for assistance, to build internal momentum and minimize change resistance.

- **Enabling change through robust governance and trust in AI**

Challenge mitigated: lack of AI model transparency

As adoption scales across the organization, ensuring robust governance across each device lifecycle stage becomes important. Organizations must define clear regulatory and ethical guardrails, embed user access controls, and ensure data privacy across cross-functional workflows. A phased implementation approach that integrates compliance requirements helps minimize operational disruptions while ensuring readiness. With growing scrutiny following the introduction of generative and agentic AI, MedTech organizations must proactively vet and prioritize AI solutions that have built-in guardrails, ensuring sensitive data is neither viewable nor retained unnecessarily.

Platforms must extend beyond basic data protection standards such as HIPAA and GDPR and ensure rigorous model validation, transparent decision-making, and auditability for AI-driven decisions. To address these evolving needs, organizations are prioritizing techniques such as K-fold cross-validation to ensure model reliability and accuracy in addition to introducing explainable AI and human-in-the-loop approaches to address concerns around AI's black box nature and build trust in its decision-making

Conclusion

MedTech organizations recognize the strategic potential of AI-driven stakeholder engagement but often remain in a state of inertia – being aware of what is possible, yet uncertain how to move forward. The gap is not just one of technology; it is one of mindset, leadership priorities, and executional capability. What will distinguish the early adopters from the rest is not AI adoption alone, but the ability to reimagine stakeholder engagement across the device life cycle, leveraging cross-functional insights to deliver value at every stage. Realizing this vision requires the convergence of strategy, people, and technology to break through the silos of today's engagement models. Organizations that embrace this change will transform engagement delivery and define the next era of stakeholder engagement in the MedTech landscape.

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