

Continuous commercial orchestration

Connecting signals, decisions and actions to continuously improve commercial outcomes in life sciences with agentic AI

Make it real.

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This POV is part of our *Rearchitecting life sciences for agentic AI series*, which explores how organizations can turn agentic AI into real value across the enterprise. This POV examines three specific workflows where agentic AI is reshaping commercial operations through continuous orchestration.

Introduction

AI investments among life sciences organizations are projected to grow from $4.51 billion in 2026 to $13.64 billion by 2031[1], a compound annual growth rate of nearly 25%. Yet greater spending will not necessarily translate into greater value unless the way work gets done evolves with it.

Despite growing adoption of AI, many life sciences organizations still operate through static, function-by-function workflows: Marketing still plans in campaign cycles. Medical and commercial teams operate across carefully managed boundaries. Field teams often assemble context from multiple systems before each interaction.

This model, long the standard, has become increasingly mismatched with the modern commercial environment, which requires cross-functional collaboration, speed and adaptability.

Unfortunately, this is not a challenge that can be solved by additional AI investments alone. Organizations must reexamine how work gets done and connect what have historically been separate steps signals, decisions, actions and outcomes into a single, continuous loop, where each outcome informs what happens next.

This is what we call continuous commercial orchestration. Powered by agentic AI, it represents a fundamental shift from periodic planning and disconnected execution toward a commercial organization that can continuously sense, decide, act and learn.

Fig 1. What continuous commercial orchestration looks like in practice



Unlocking commercial value in orchestrated workflows with *agentic AI*

Launch success, access, pricing, medical insight, patient support and field execution are increasingly interdependent. Yet most commercial AI applications have been deployed one use case at a time, improving individual tasks or decisions without necessarily connecting the broader workflow.

Agentic AI creates an opportunity to change that. Unlike traditional automation, which typically executes predefined tasks, agents can interpret changing signals in context, coordinate activity across systems and functions, operate within defined guardrails and initiate appropriate actions. This capability is what makes continuous commercial orchestration increasingly practical.

In this section, we explore three specific workflows where agentic AI has the opportunity to connect traditionally fragmented activities and enable continuous commercial orchestration.

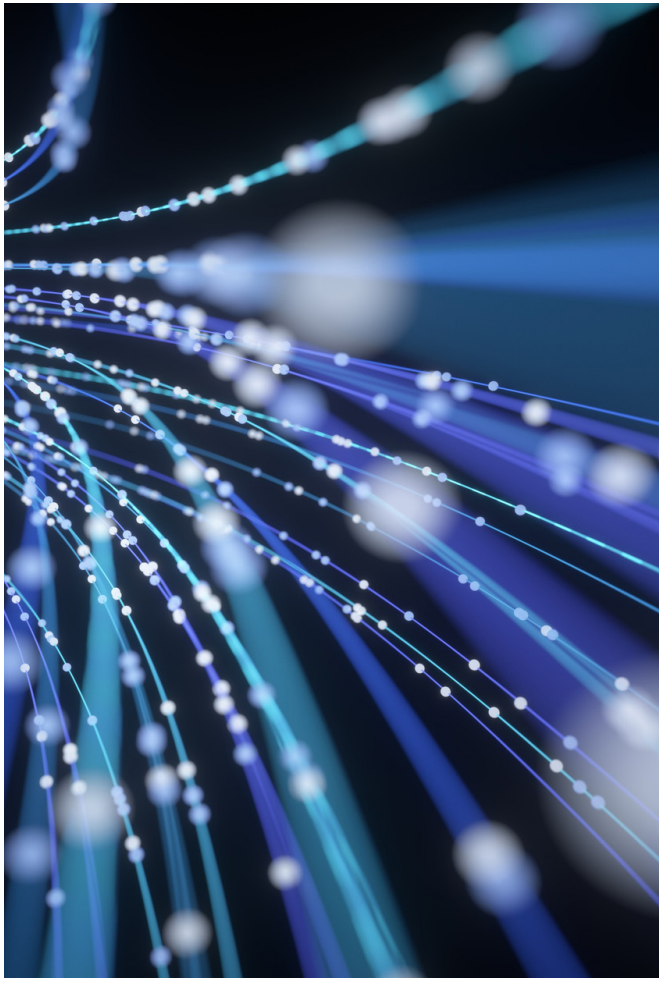
Workflow 1 | Intelligent marketing orchestration

Commercial marketing has traditionally been organized around campaign planning, content production, channel execution, and periodic measurement. But as HCP time and attention become increasingly scarce, disconnected execution is becoming a bigger liability. Today, 65% of HCP engagements[2] are not synchronized, leaving sales and marketing without the connected view needed to coordinate interactions effectively.

Continuous commercial orchestration can help close that gap. With agentic AI, signals from HCP engagement, field activity, and channel performance can continuously inform what happens next, helping teams identify relevant content, coordinate decisions across channels, execute within defined guardrails, determine the next recommended action.

The value of applying AI in this way within existing commercial workflows has been proven. For example, one top-10 biopharma company used AI-powered next-best-action recommendations[3] to help field reps uncover new opportunities and reach previously unresponsive HCPs. Within nine months, reps who engaged more frequently with the recommendations generated 14% higher sales, which translated into $2.5 million to $8 million in incremental revenue.

Agentic AI creates an opportunity to go beyond this singular step within the commercial process and redesign how the broader workflow operates. For example, a global biopharma organization preparing to launch a specialty therapy can use an agentic orchestration layer to continuously connect HCP feedback, campaign performance, and field observations with decisions across omnichannel engagement, field execution, medical education and market access. Instead of those functions interpreting and acting on signals through separate cycles, agents can help coordinate the decisions and actions that follow improving engagement, reducing coordination effort, and enabling more consistent execution across markets.



Workflow 2 Revenue & pricing operations

Revenue management is becoming significantly more complex as GLP-1 and other high-growth programs require increasingly sophisticated commercial models. Pricing, access, patient services, direct fulfillment, telehealth and gross-to-net (GTN) management are becoming parts of one interconnected revenue workflow, where a change in one area can quickly affect outcomes elsewhere.

Most organizations, however, still focus on individual pricing and revenue functions. When payer, hub, fulfillment and patient support program (PSP) data sit in separate systems, it becomes difficult to understand how a contracting change might affect affordability, fulfillment, treatment persistence and ultimately net revenue. The signals exist, but connecting them quickly enough to inform a coordinated revenue decision remains a challenge.

Continuous commercial orchestration can close that gap. With agentic AI, organizations can continuously monitor signals across the revenue ecosystem, interpret their implications and coordinate the decisions that follow. Humans establish pricing guardrails, approval thresholds and risk appetite, while agents monitor performance, identify potential leakage, test scenarios and recommend governed actions. Outcomes can then be fed back into the system to inform the next decision as market conditions change.

Similar to the previous section, the potential value of connecting these decisions at a basic level has been established. For example, one top-10 global pharmaceutical company[4] embedded a data orchestration engine and pricing co-pilot directly into their existing Salesforce environment to create contextual pricing recommendations. In just 12 months, the company reported a 73% increase in contracting process efficiency, a 17% increase in win rates, and 9% margin expansion on contract revenue.

Again, agentic AI creates an opportunity to move beyond optimizing individual decisions and instead orchestrate the broader revenue workflow. For example, a pharma company expanding a GLP-1 program across direct fulfillment, telehealth-supported onboarding, and patient support could undergo a change in payer rules that could affect affordability, fulfillment, conversion, persistence, and GTN simultaneously. Rather than relying on separate teams to identify and respond to those effects, agents could continuously connect signals across the workflow, assess their implications, coordinate decisions within defined guardrails and monitor the outcomes. This helps teams identify leakage earlier, respond faster, and protect margins as conditions change.

Workflow 3 Medical, commercial, and patient loop

As patient ecosystems expand across support programs, telehealth, direct fulfillment, field engagement and real-world evidence, more signals are being generated across more touchpoints, making the ability to connect them increasingly important. The challenge is connecting those insights quickly enough to inform action while maintaining the appropriate compliance boundaries.

But the problem may be less about compliance and more about how work is organized. In fact, 71% of executives[5] say their operating model, rather than compliance, is the main barrier to effective medical-commercial collaboration.

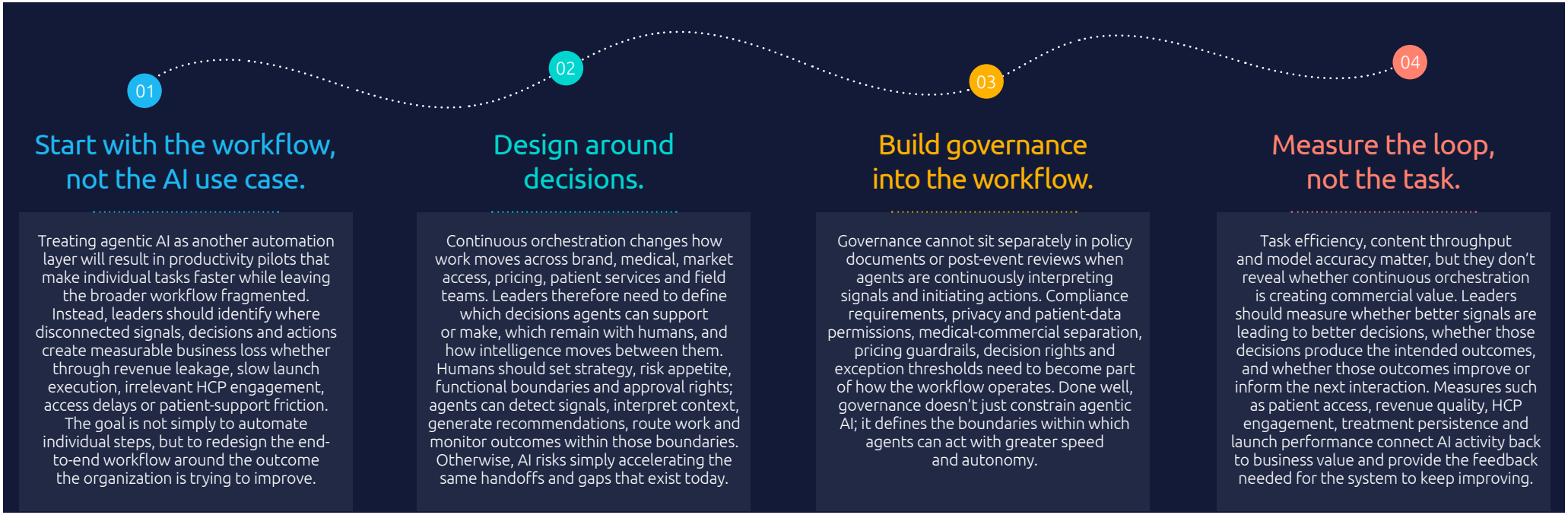
Continuous commercial orchestration provides a way to close that loop without blurring the boundaries between functions. With agentic AI, medical insights can be synthesized and routed appropriately, patient-support signals can identify emerging barriers, and commercial engagement can surface new HCP needs. Agents can help determine which signals require action, route them through the appropriate governance and measure what happens next.

Consider a biopharma company that sees treatment persistence decline within a specific patient cohort. Patient-support interactions indicate adherence barriers, MSLs hear recurring physician questions about treatment management, and commercial teams see lower engagement with support services. Traditionally, those signals might be reviewed separately and acted upon at different speeds. In an agentic workflow, they can become part of the same governed insight loop: agents synthesize the signals, route them to the appropriate functions, recommend compliant educational or engagement actions, and monitor whether those interventions improve persistence.

This helps create a more connected and responsive model one in which medical insight, commercial action and patient outcomes can continually inform one another, without compromising the governance that separates them.

Redesigning workflows for continuous commercial orchestration: *4 best practices*

AI agents are at the heart of continuous commercial orchestration, but realizing their full value requires more than layering them into existing workflows. Leaders need to rethink how work flows across the enterprise. Here we offer four key recommendations to guide that transformation.



Turning AI investments into continuous value

Most life sciences organizations plan to increase their AI investments, particularly as it relates to commercial applications. But the value won't necessarily follow if teams layer AI into processes and workflows that were never meant to support intelligent technologies.

The focus therefore shifts from use case to workflow. Instead of asking "Where can AI automate a task?", leaders must instead think: "Which workflows can we redesign so signals lead to better decisions, governed action and continuously improving outcomes?"

That is the promise of continuous commercial orchestration: AI that doesn't simply create value at individual points in time, but builds on each signal, action and outcome to make the next one better.

Are you ready to unlock the power of continuous commercial orchestration with agentic AI? Capgemini can help. *Contact our authors to learn more.*

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