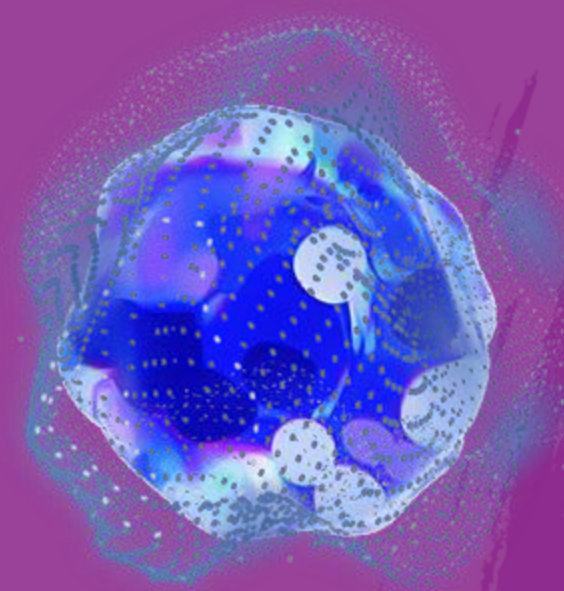


Segmenting for Success: A Framework for Driving **AI** Adoption Across the Commercial Organization

Presenters: Brett Ramos & Nicole Ventrone



Poll Question:
How many of you have
seen an increase in AI
budgets?



Poll Question:
How many of you have
full company-wide
adoption of AI?



The Real Problem Isn't the Technology

The real problem is Change Management



Pace of Change — AI is moving faster than organizations can adapt.



Human Fears — Tech only works when people buy into the tools.



Learning Avoidance — Overwhelmed teams opt out without support.



Internal Alignment — Effective leadership requires contextual support.

**Why do 95%
of GenAI
pilots fail?**



**Just like when starting to
learn tennis, most of your
shots don't go in.**

**AI adoption is a learning process
where each miss is a lesson.**



AI works — when it gets adopted

92%

of early adopters report
positive returns

96%

face significant challenges
getting AI to scale

86%

of adopters report “time
to insights” improvement

What we learned about AI Adoption: Myths

“People who say they’re excited about AI are actually using it.”

Reality:

Enthusiasm ≠ Usage. Many pay for personal subs but have low data fluency.

Myth 1 —
“Attitude”

1

Myth 2 —
“Role”

2

“Analytics/IT lead AI adoption. Sales and marketing lag.”

Reality:

Every function has multiple mindsets. Compliance can block as much as fear.



“Younger employees adopt AI faster than older ones.”

Reality:

Curiosity beats age. “Quiet Experts” span every generation.

3

Myth 3 —
“Generation”

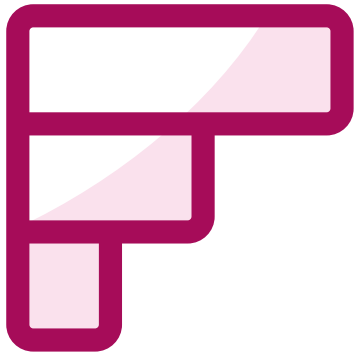
4

Myth 4 —
“Education”

“More training will solve AI adoption.”

Reality:

Training fades without relevant use cases and practice time.



How would you describe your organization's overall readiness to adopt AI in commercial functions?

Where Is Your Organization on Its AI Journey?

Self-reported AI maturity stage across commercial pharma respondents

78% of respondents are still in the **early or building stages** — only **2%** self-identify as **leading**.

Not Started

No respondents

0%

Early Stages

Exploring use cases

33%

Building

Active pilots underway

45%

Advancing

Scaling across functions

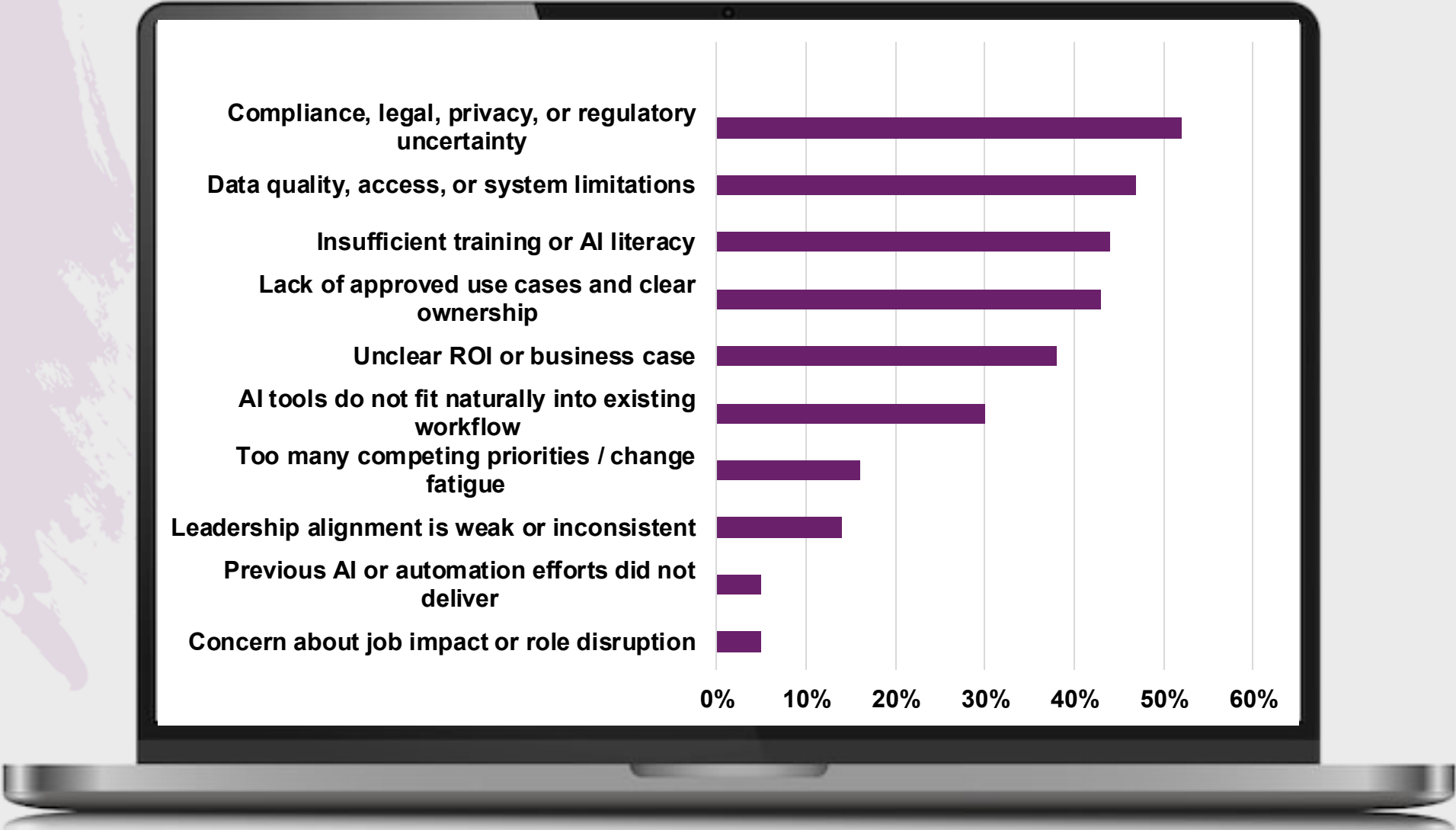
20%

Leading

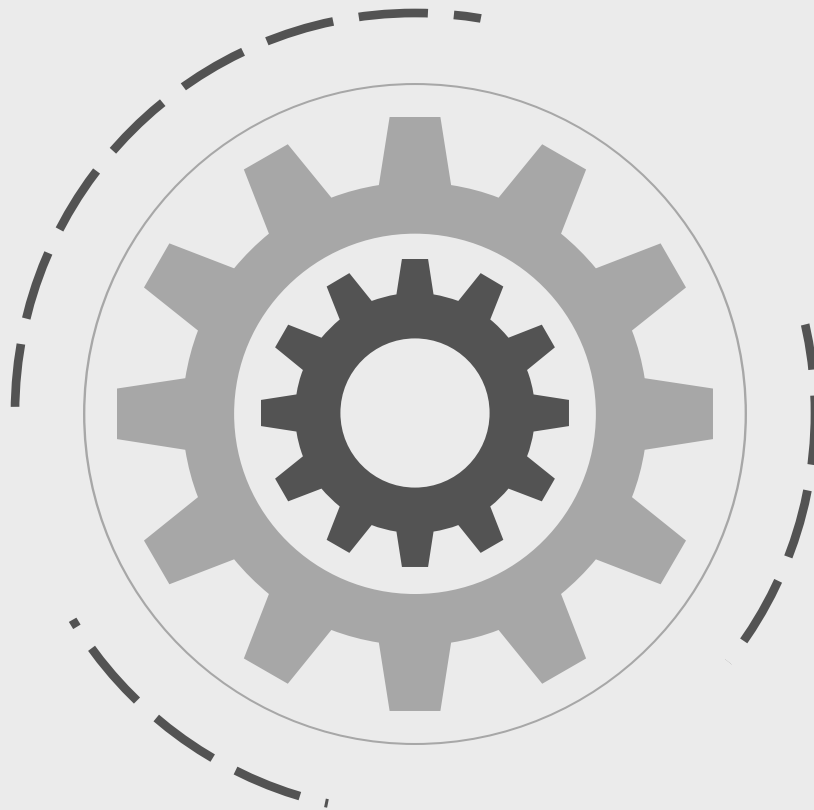
Embedded & strategic

2%

What do you see as the biggest barriers to AI adoption in your area?



Percent of Respondents (N=100)

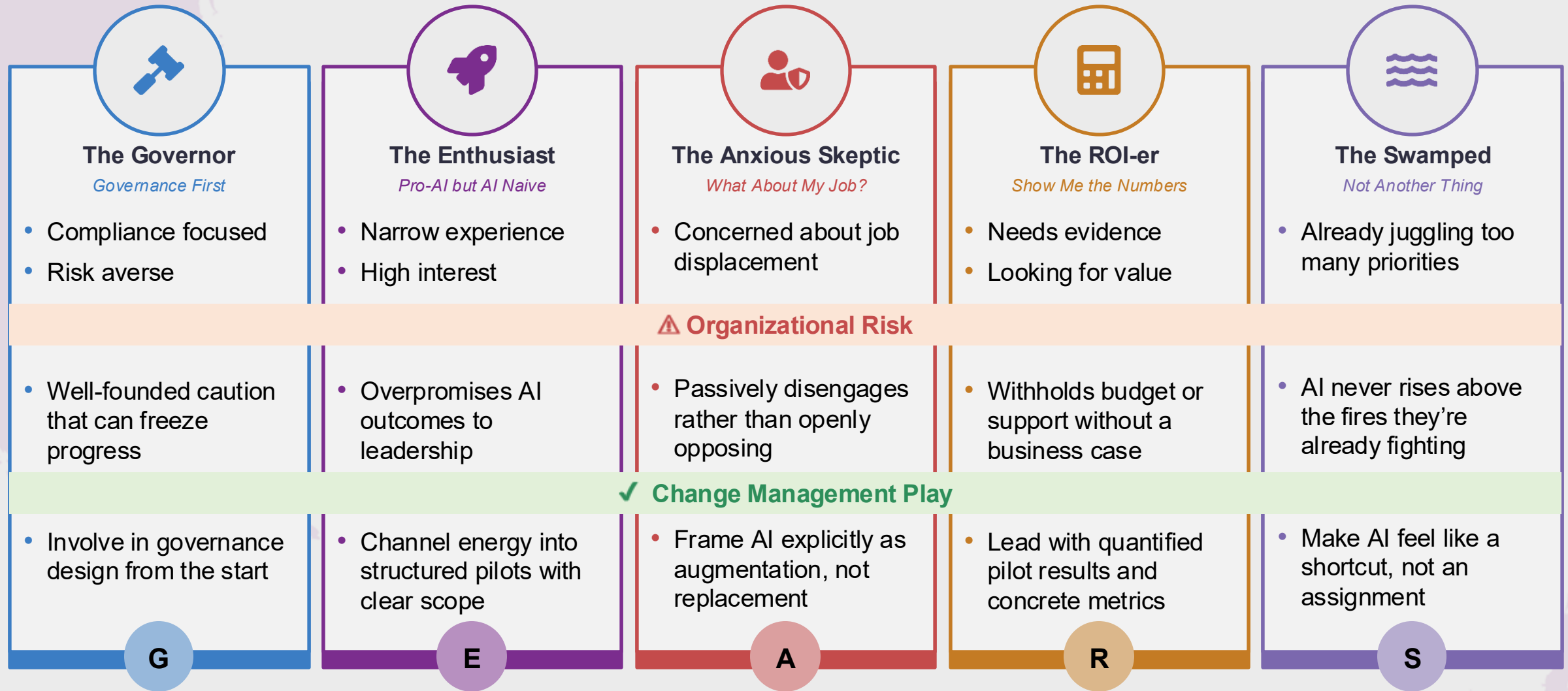


GEARS

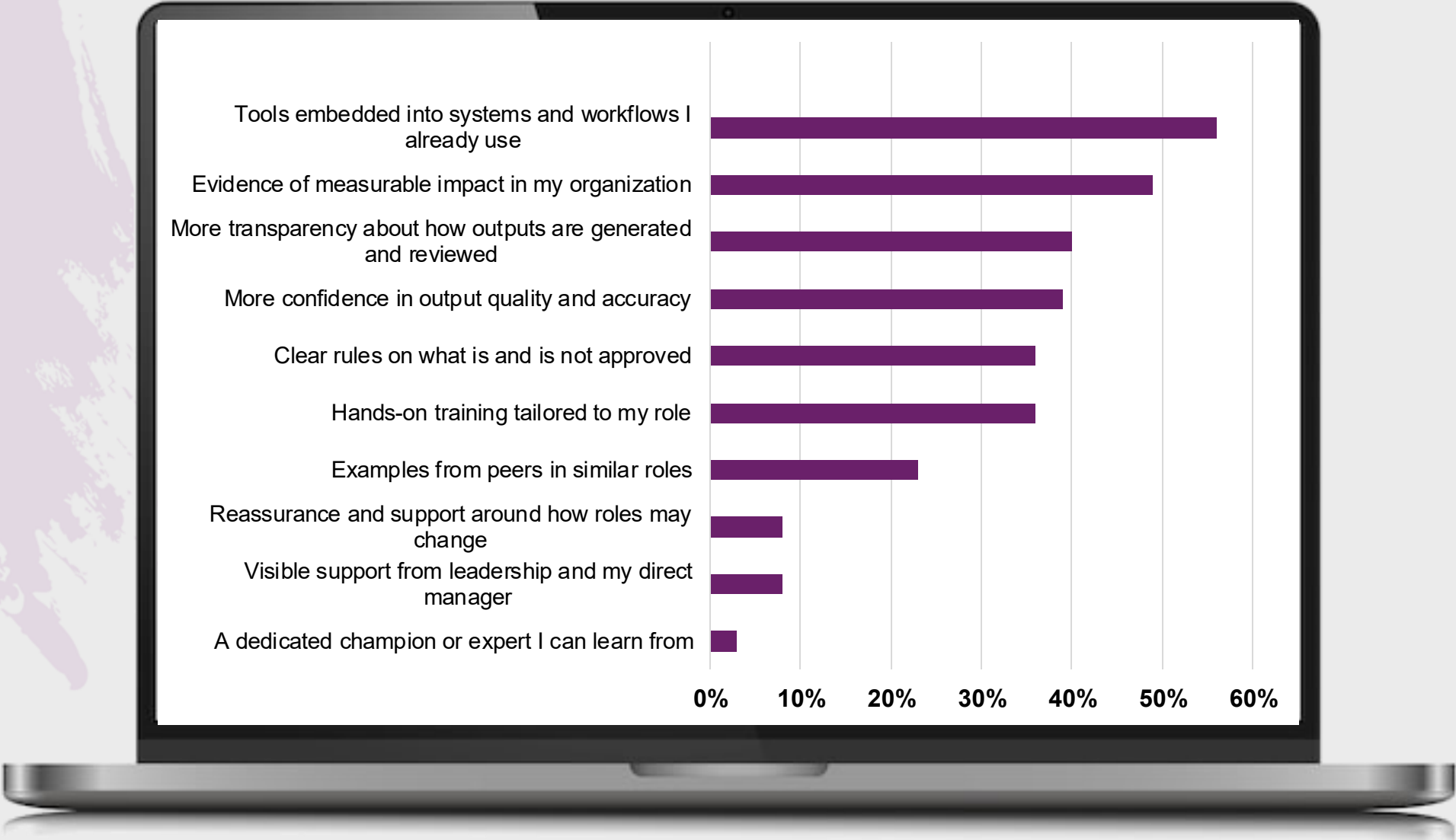
Governor · Enthusiast · Anxious Skeptic · ROI-er · Swamped

A Behavioral Segmentation Framework for AI Adoption

GEARS: Five Behavioral Segments of AI Adoption in Commercial Organizations



What would most increase your personal willingness to use AI more in your work?



Recommendations

- 
- **Appoint AI champions**
 - **Normalize imperfection**
 - **Focus on a few key priorities**
 - **Solve real business problems**
 - **Invest in dedicated, ongoing AI learning**
 - **GEARS for AI adoption**

Q & A



What questions do you have for us?

Thank you!