

The Evolution of Field Team Orchestration in an AI World

Insights from TechIQ 2025

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While digital channels and AI-driven tools are changing the landscape of customer engagement, the role of field teams remains essential. The question is not whether field teams are still relevant — they absolutely are — but how we empower them to succeed in a fast-moving, data-rich environment.

Field teams continue to account for the majority of global engagement spend. Personal interactions and rep communications consistently deliver higher impact than digital-only channels. Field teams reach healthcare professionals who may not actively seek out brand information and provide the trusted, human connection that digital channels often lack.

The new reality for field teams

The landscape is shifting. Healthcare professionals are increasingly time-constrained and rely on digital tools for quick, relevant information. Pharma companies must balance the need to make quality information discoverable with the imperative to find ways to push information and messages through the noise to reach busy customers.

[According to the 2025 ChannelDynamics Global Reference Report](#), 73% of global engagement spend is allocated to personal channels — including field sales teams, Medical Science Liaisons (MSLs), and live events, demonstrating the continued strategic importance of human-led interactions in pharma engagement. The same report found that Net Promoter Scores (NPS) for personal interactions (such as face-to-face meetings, onsite events, and rep-initiated communications) are



Charles speaking at TechIQ 2025 in London

substantially higher than those for digital-only channels, highlighting the enduring value of human connection in driving customer impact.

This dual challenge requires a new approach to orchestration, one that leverages AI to empower field teams to better engage healthcare professionals at the right times with more useful, impactful dialog.

Introducing IQVIA Field Force Agent

This year, we launched our new [Field Force Agent](#) to help address these challenges. AI, and in this case, Agentic AI is revolutionizing how field teams operate. Machine learning has already improved targeting and ROI, but advanced AI is now unlocking deeper, faster insights from rich, unstructured data. Field Force Agent supports reps with actionable recommendations, call preparation, and territory planning. The shift is from static, quarterly call plans to dynamic, data-driven targeting, enabling field teams to adapt weekly and respond to new market signals.



This transformation is not just about technology. It is about building systems that are intuitive, accessible, and relevant to the daily realities of field teams. By anchoring orchestration strategies around the human experience, we can close the gap between what technology delivers and what users expect. This is how we drive engagement, adoption, and better outcomes for our customers and patients.

Human-centered orchestration

As organizations look to scale their engagement strategies, the way we think about orchestration is evolving quickly. Dynamic call planning and targeting allow field teams to be more responsive and optimized, taking advantage of rich data and fast-moving insights. Next best action programs complement traditional approaches, but full automation is not always optimal. Human judgment remains crucial.

Field Force Agent is now supporting a range of roles, from reps to MSLs to territory managers, with actionable insights and recommendations. Customer 360 is evolving from a dashboard to a living data model, integrating behavioral insights, preferences, and predictive analytics. AI agents can surface insights, recommend engagement strategies, and even simulate HCP interactions.

Compliance, change management, and the human element

AI is also enabling richer, compliant call notes, reviving a practice previously limited by legal and operational constraints. AI-driven risk rating and pharmacovigilance tools streamline compliance and safety reporting, making it easier for field teams to focus on high-value interactions.

Successfully orchestrating field teams in an AI world requires leadership commitment, clear process mapping, and modular, scalable technology adoption. Voice interfaces and mobile-first tools are critical for reps on the go. Change plans must address both the innovative aspects of AI and the everyday realities of field work.

Conclusion

At TechIQ 2025, we saw firsthand that the evolution of field team orchestration is not just a technical challenge. It is a strategic priority for organizations that want to lead in healthcare and life sciences. Success depends on building strong data foundations, investing in modular AI agents like Field Force Agent, and fostering a culture of collaboration and continuous improvement. By taking these steps, we can unlock the full potential of AI and empower our field teams to deliver more targeted, efficient, and impactful customer engagement.

KEY TAKEAWAYS

- Field teams remain central to pharma engagement, delivering trusted, high-impact interactions
- Investing in both technology and people unlocks the full potential of AI in customer engagement
- Successful orchestration balances technology investments with operational readiness and human judgment
- Progress and agility matter more than perfection; organizations should focus on continuous improvement and adaptability