

Insight Brief

The AI Advantage Won't Go to the Company with the Most Data. It Will Go to the Company That Can Trust It.

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Life sciences leaders are placing serious bets on AI. A lot of those bets are being placed on data foundations that were never built for the speed or the scrutiny AI now demands.

The uncomfortable part is that most companies don't have a data shortage. They have a confidence problem. Data is everywhere — spread across delivery channels, vendors, contracts, systems, owners, formats, and definitions that don't quite line up. That fragmentation doesn't just slow teams down. It quietly undermines the intelligence leaders are counting on to grow, manage risk, and compete.

The next real advantage won't come from acquiring more data. It will come from being able to apply trusted, governed, AI-ready data to decisions faster than the market moves.

Fragmented data isn't an IT problem; it's a growth problem

Executives often underestimate what fragmentation costs because the symptoms look operational. Files come in through different channels. Separate teams manage separate vendor relationships. Data dictionaries live in scattered places. Business users can't easily confirm what they bought, when it refreshes, what's in it, or whether it matches another source they already have.

The impact, though, is strategic. Fragmented data slows commercial response, chips away at confidence in analytics, drives redundant spend, adds governance exposure, and makes it harder to scale AI responsibly. When teams spend more time reconciling data than using it, they lose speed. When definitions differ across functions, trust erodes. When AI agents pull from poorly documented or inconsistently governed inputs, the risk compounds fast.

This isn't a technology gap. It's an operating model gap. And for companies trying to modernize commercial execution and compete on intelligence, it's getting harder to look past.



AI readiness starts long before the algorithm

AI won't fix a weak data foundation. It will expose it. Models, copilots, agents, and predictive engines are only as reliable as the data underneath them. If you can't explain what data you have, what it means, how it's governed, and whether it's fit for a specific purpose, AI just becomes an expensive way to amplify your uncertainty.

That's what puts metadata, ontologies, semantic layers, common terminology, lineage, and quality signals on the executive agenda. They aren't housekeeping items anymore. They're the wiring behind enterprise trust.

The investment case is straightforward: AI readiness doesn't come from buying another tool. It comes from creating a governed data environment where business, analytics, technology, and stewardship teams are actually working from the same source of truth.

Data delivery has to become a data experience

The old delivery model was built to move files. The new one has to move decisions.

That means giving customers one place where they can see what data they have, when it arrives, whether it hits quality expectations, what it means, who owns it, how it connects to everything else, and where it can be activated. These aren't administrative details. They're the control points that decide whether insight moves at business speed or gets stuck.

When we take friction out of access, governance, integration, and documentation, we do more than clean up a workflow. We shorten time-to-insight, cut avoidable spend, make compliance less nerve-racking, and build the kind of foundation executives can actually trust when AI is on top of it.

The model that wins is modular and built around organizational reality

There's no single path to modern data maturity. Some organizations just need a simpler way to access IQVIA data, with delivery visibility, documentation, metadata, quality context, and integration options in one place. Others need a broader environment that can also bring in first-party and third-party data, support mastering and harmonization, and get the enterprise ready for AI-enabled analytics at scale.

That difference matters. A smaller biotech is often trying to replace manual processes, scattered files, and vendor documentation that lives in email. A global pharma company may already have serious cloud architecture, warehouses, and analytics teams — but still hits friction around semantic alignment, validation, governance, and interoperability.

The answer isn't to push every customer into the same architecture. It's to build a modular, interoperable model that meets customers where they are and strengthens what they already run, from BI and CRM to cloud data platforms, analytics workflows, and the AI agents starting to show up alongside them.

Customers are telling us plainly: Fix the friction first

The market isn't asking for more complexity. It's asking for more confidence.

What we heard from an Offering Advisory Board of small and large pharma companies came through consistently: solve the basics that create daily friction. In one session, a senior director of Data Operations walked us through the email thread, two message threads, and several phone calls needed just to answer a simple question from his commercial team about what was changed in a recent refresh. He wasn't complaining. He was just showing us his Tuesday activity. Around the virtual session, other leaders agreed — they had all walked some version of the same process.

That's the friction customers want gone. They want one place to see purchased data assets, delivery schedules, data dictionaries, product updates, contract context, business contacts, and delivery status. They want to quickly answer whether a provider, organization, product, or patient universe is in a given data set. Fewer handoffs. Fewer email searches. Fewer disconnected documents. Fewer surprises.

The implication is worth sitting with. Before customers can really lean into advanced AI workflows, the data relationship itself has to become easier, more transparent, and more predictable. Once that's true, the higher-value work — automated validation, AI-enabled workflows, connected insights, ecosystem orchestration — becomes a lot more reachable.



Transparency is turning into a competitive weapon

In an AI-driven enterprise, transparency isn't documentation. It's how companies create trust at scale. It's what tells us whether we know what data we have, whether it fits the decision in front of us, where it overlaps with other assets, how it's governed, and how confidently it can be used.

For data stewards, transparency cuts administrative load and tightens control. For analytics teams, it speeds up ingestion and reconciliation. For commercial leaders, it strengthens the numbers behind performance reporting, targeting, market event interpretation, and the story executives tell about the business. For compliance teams, it means cleaner lineage and clearer oversight.

Maybe most importantly, transparency changes the customer conversation. It shifts the question from, "Did the file arrive?", to "Can this data help us make a better decision more quickly?".

The future belongs to connected data ecosystems

The future of data isn't more isolated assets delivered through more channels. It's a connected ecosystem where IQVIA data, customer first-party data, and third-party data can be integrated, harmonized, validated, governed, and made ready for AI.

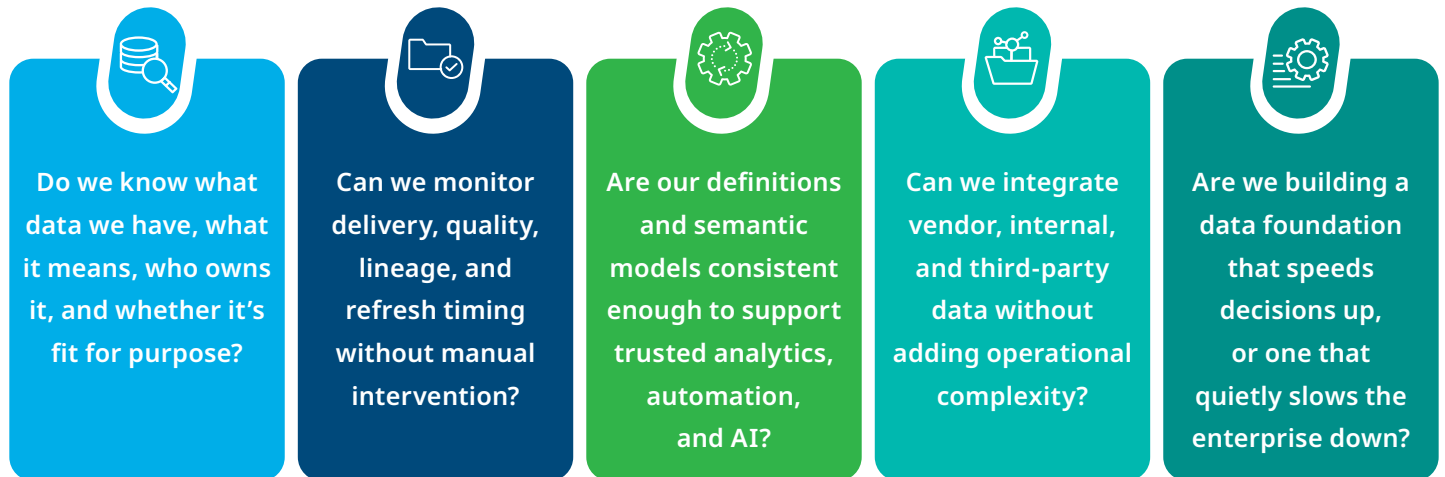
That future moves effort away from wrangling files and toward applying intelligence. It supports more automated validation, more consistent semantic models, and AI agents that draw from governed, in-context data instead of disconnected inputs. It lets market events, commercial activity, patient insights, provider relationships, payer dynamics, and operational signals be read through a single enterprise lens.

The companies that build this foundation won't just use AI. They'll operationalize intelligence — move faster, carry less drag, and turn data from something they manage into something that gives them an edge.

The CEO question: Are we scaling intelligence or scaling complexity?

For senior leadership, data experience is no longer a back-office concern. It shapes growth strategy, commercial execution, risk, AI adoption, customer insight, and how quickly the organization can turn. The question isn't whether to invest in AI. It's whether the enterprise is ready to trust what AI produces.

Every C-suite team should be asking:



The answers will separate the companies that experiment with AI from the ones that scale intelligence with real confidence.

A new standard for data partnership

The next era of data partnership won't be defined by volume, frequency, or delivery mechanics. It'll be defined by how easily organizations can understand, govern, integrate, and activate trusted data across the enterprise.

For IQVIA, the job is to keep building with customers, not just for them. The Offering Advisory Board model helps hold us to that: listen to the practical friction, test our assumptions, prioritize the use cases that actually matter, and shape the roadmap around customer value we can measure.

The goal is plain — make IQVIA data easier to access, easier to understand, easier to integrate, and easier to trust, so our customers can power the next generation of AI-enabled insight with confidence.

In a market where speed, precision, and trust are becoming the basis of competition, AI-ready data delivery isn't a technical upgrade. It's a C-suite priority.



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