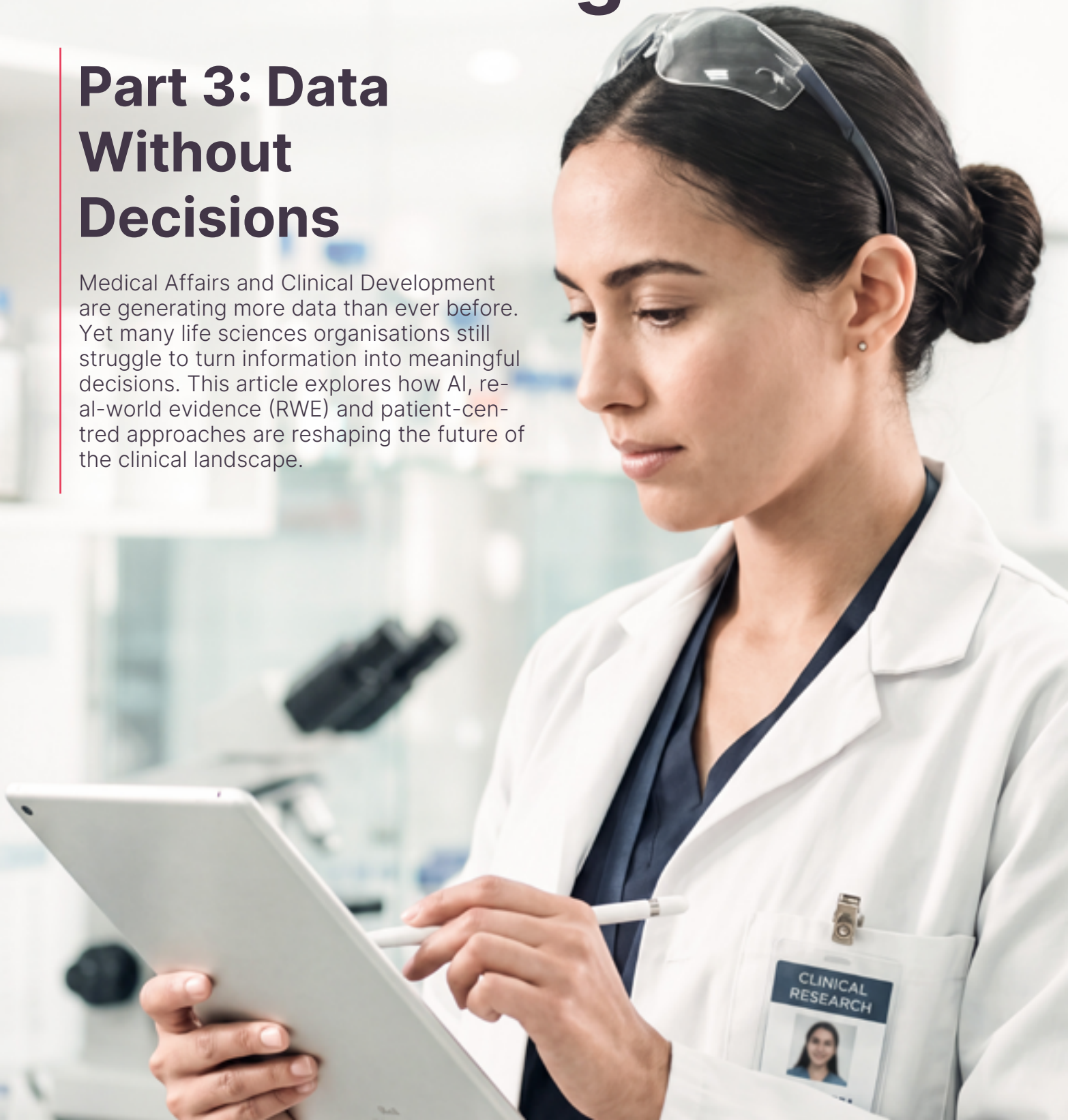


ARCONDIS INSIGHTS

Turning Complexity into Advantage

Part 3: Data Without Decisions

Medical Affairs and Clinical Development are generating more data than ever before. Yet many life sciences organisations still struggle to turn information into meaningful decisions. This article explores how AI, real-world evidence (RWE) and patient-centred approaches are reshaping the future of the clinical landscape.



The Data Dilemma: More Information, Fewer Decisions

Medical Affairs and Clinical Development sit at the center of one of the most significant transformations underway in the life sciences industry. As scientific innovation accelerates, organisations are generating more data than ever before through clinical trials, real-world evidence (RWE), digital health technologies, patient engagement platforms and increasingly sophisticated AI-driven analytics.

In fact, healthcare data volumes are projected to grow at a compound annual rate of more than 36%, making healthcare one of the fastest-growing data sectors globally.¹ Yet despite this abundance of information, many organisations continue to struggle to convert data into timely decisions.

“Organisations are generating and accessing increasing volumes of data but often lack the capabilities and operating structures required to translate this data into meaningful insights and decisive action.”

The role of Medical Affairs has evolved considerably over the past decade. [LG1.1] While scientific exchange and stakeholder engagement remain core responsibilities, Medical Affairs has increasingly expanded its strategic role across evidence generation, product strategy, patient engagement and cross-functional decision-making.

At the same time, Clinical Development teams are under pressure to accelerate study timelines and generate evidence that reflects real-world patient experiences. This challenge remains significant, with industry studies indicating that more than 80% of clinical trials experience delays due to recruitment issues.²

While digital transformation has delivered important advances, much of the industry's progress has been incremental and unsystematic. Valuable insights often remain trapped within individual systems and stopped by organisational boundaries. As a result, organisations frequently find themselves generating more information without achieving a corresponding increase in strategic clarity.



What This Means for Life Sciences Companies

The future of Medical Affairs and Clinical Development will be defined by how effectively organisations turn data into insight and action. As data volumes continue to grow, life sciences companies must move beyond fragmented initiatives and create connected operating models that support continuous learning and evidence-based decision-making.

Medical Affairs must evolve into a strategic knowledge function that connects insights across patients, healthcare professionals and RWE to guide business and medical strategy. Clinical Development must become more adaptive and patient-centred by incorporating decentralised trials, digital endpoints and real-world data to generate more relevant evidence.

Both will require significant organisational change to become effective.

At the same time, AI adoption will require new organisational capabilities and strong governance to ensure transparency, trust and scientific integrity. The capabilities must include lifecycle management of digital health solutions and Software as a Medical Device (SaMD), which are rapidly becoming key aspects of the global healthcare ecosystem.



Key Strategic Tensions Shaping the Future of Medical Affairs and Clinical Development

Data Growth vs Insight Generation

Organisations are generating and accessing increasing volumes of data but often lack the capabilities and operating structures required to translate this data into meaningful insights and decisive action.

AI Innovation vs Measurable Value

AI has the potential to transform evidence generation and decision-making. However, success will depend on moving beyond experimentation towards use cases that deliver measurable scientific, operational and patient value.

Patient Expectations vs Traditional Clinical Models

Patients increasingly expect healthcare experiences that are accessible, convenient and relevant to their everyday lives. Many clinical processes remain designed around protocols rather than people. Organisations must find new ways to generate evidence while creating more patient-centred development models.

Functional Expertise vs Connected Decision-Making

Medical Affairs, Clinical Development, Regulatory Affairs and Commercial teams each play an important role in bringing therapies to market. However, siloed ways of working often limit the value of the insights they generate. Future success will depend on stronger collaboration and more connected decision-making across the product lifecycle.

Digital Adoption vs Organisational Change

Digital health solutions, AI and SaMD are becoming core components of modern healthcare. Technology alone will not create value. Organisations must also evolve their operating models, governance frameworks and capabilities to fully realise the benefits of these innovations.





How Arcondis Helps

As Medical Affairs and Clinical Development evolve from operational support functions into strategic drivers of evidence and decision-making, life sciences organisations need more than technology implementation. They need integrated operating models that connect data, people, processes and governance. Arcondis helps organisations bridge this gap by combining deep life sciences expertise with digital, clinical and regulatory capabilities to create measurable business and patient outcomes.

Transforming Medical Affairs into a Strategic Knowledge Engine

Arcondis helps organisations strengthen Medical Affairs capabilities by improving strategy, operations, medical communications, evidence generation and field medical excellence. Rather than treating Medical Affairs as a reactive information function, we help clients establish connected ecosystems that generate actionable insights, support healthcare decision-making and demonstrate the value of medical strategies.

Turning Data into Evidence and Evidence into Action

Many organisations struggle to connect clinical data, RWE and stakeholder insights into a coherent decision-making framework. Arcondis helps clients design evidence-generation strategies that combine clinical research, real-world evidence and patient insights to support regulatory, medical and commercial objectives. This enables organisations to move beyond reporting data towards generating meaningful evidence that drives decisions and improves outcomes.

Embedding AI with Trust, Governance and Scientific Rigor

The value of AI depends on more than the technology itself. It requires governance, transparency and clear alignment with scientific and regulatory expectations. Arcondis helps organisations identify high-value AI use cases, establish governance frameworks and integrate AI into Medical Affairs and Clinical Development workflows in a way that supports compliance, traceability and human oversight. This enables organisations to accelerate insight generation while maintaining trust and scientific integrity.

Advancing Patient-Centred Clinical Development

As decentralised trials, digital endpoints and real-world evidence become more important, organisations must ensure that evidence generation reflects real patient experiences. Arcondis supports patient-centred clinical development through patient journey analysis, workflow assessment and evidence-generation strategies that incorporate patient perspectives from study design through to post-market evaluation. This helps organisations create more relevant evidence and improve patient engagement throughout the product lifecycle.

Enabling the Future of Digital Health and SaMD

SaMD and digital health solutions require continuous lifecycle management rather than a one-time regulatory approval mindset. Arcondis provides end-to-end support across medical product development, clinical evidence generation, regulatory compliance, risk management and post-market optimisation. By aligning clinical, medical, quality and digital functions, we help organisations maximise the long-term value of digital health products while maintaining patient safety and regulatory compliance.

Delivering Sustainable Change Through Integrated Expertise

The future of Medical Affairs and Clinical Development depends on breaking down silos and connecting strategy with execution. Arcondis combines expertise across Medical Affairs, patient insights, digital transformation, data and compliance to help life sciences organisations build learning systems that continuously generate insights, improve decision-making and adapt to changing market demands. The result is a more agile, evidence-driven organisation capable of delivering both business value and better patient outcomes.



From Insight to Impact

Selected thought leadership pieces on how life sciences organisations turn complexity into advantage in Medical Affairs and Clinical.

Future-proofing AI use in Medical Affairs

Explore how Medical Affairs teams can move beyond AI experimentation to a scalable, compliant implementation by aligning high-value use cases with evolving regulatory frameworks. It highlights practical applications of AI across workflows, while outlining the governance, data and workforce strategies needed to deliver impact without compromising quality or trust.

Scan the QR code to read the full article.



The Future-Proof, Cost-Effective Method for Drug Approval and Market Access

Is Real-world Evidence (RWE) the new gold standard for data generation? Our latest whitepaper investigates how RWE is transforming the pharma industry, offering a future-proof, cost-effective approach to drug approval and market access.

Scan the QR code to read the full article.

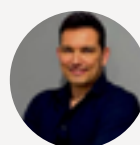


References:

1. L.E.K. Consulting, Tapping Into New Potential: Realising the Value of Data in the Healthcare Sector, December 2023.
2. Deloitte, Global Life Sciences Outlook 2023: R&D – Innovation is fundamental to the global life sciences industry. Deloitte, 2025 Global Life Sciences Outlook.

Connect with Our Experts

Turning complexity into advantage requires the right perspectives and experience. If you would like to discuss how these challenges apply to your organisation, our experts are available to share insights and explore potential approaches..



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We make healthcare better globally!

Arcondis is a global professional services company exclusively focused on the life sciences and healthcare sector. Owned by a Foundation and committed to healthcare improvement, we accelerate value creation for our clients in R&D, Manufacturing & Supply Chain, Marketing, Sales & Services, to ultimately benefit patients.

Our solutions and services include Digitalisation, Data, IT & Infrastructure; Product Lifecycle Management; Industry Compliance & Managed Services and People & Culture. As an independent solutions and Managed Service provider, we have the flexibility to prioritise our clients' best interests without being constrained by exclusive partnerships. We follow an outcomes-based approach – from strategy to hands-on delivery and beyond.

With a well-established reputation built over two decades, we have earned the trust of leading companies in Pharma, MedTech, Healthcare and Start-ups. Headquartered in Switzerland, we employ more than 250 specialists and professionals, with offices in North America, Europe and APAC.

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