



# Why AI Isn't Solving Go-to-Market Failure in Pharma

— and what actually will

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# The gap between strategy and reality

Most go-to-market strategies look robust until they meet the market.

They are built on a set of assumptions about HCP behaviour, market dynamics, and value perception. Those assumptions are often reasonable, but they are rarely tested in a meaningful way. Once set, they tend to persist.

The issue is not that strategies are poorly constructed. It is that they are not designed to adapt.



## Reality sets in

As new evidence emerges, competitors shift, and stakeholder response becomes clearer, the original logic begins to diverge from reality. Targeting no longer reflects how decisions are actually made. Positioning lands differently than expected. Uptake does not follow the model.

At this point, most organisations respond with reactive executional changes.

# Treating the symptom, not the cause

This is where AI is most frequently used today. To optimise channels, refine imagery, or improve messaging. These are useful capabilities, but they operate on top of decisions that were never fully validated.

Post-launch challenges are therefore less about execution and more about decisions that were set early and never re-tested. That is the underlying issue.



# A different approach is needed.

Strategy must be treated as something to be iterated, and something that evolves over time rather than being fixed at launch.

In practice, this means being able to test how strategic choices are likely to land before execution and again after launch, understand the behavioural drivers behind stakeholder response and refine that understanding as new data emerges, integrate real-world signals as they develop, and recalibrate decisions as conditions change.

# What this looks like in practice

This is where BGB Group's Innovation & Intelligence (IxI) approach starts to shift the model. By combining behavioural insight with AI-enabled simulation and signal tracking, strategy becomes something that can be continuously validated and refined.

Not replaced.  
Not automated.  
But improved.

The next phase of AI in pharma will not be defined by how much of the process is automated.

It will be defined by whether it helps organisations make better decisions and continuously improve them over time.

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To explore how this applies to your next launch, reach out to me at [hmackinnon@bgbgroup.com](mailto:hmackinnon@bgbgroup.com).



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## About BGB Group

BGB Group is a commercial solutions company that partners with pharmaceutical, biotech, and medical device companies to navigate complex challenges. With integrated capabilities, including strategic advisory, market access, medical communications, and advertising, and a commitment to client success, BGB Group helps clients achieve meaningful outcomes that improve patient lives.