IntuitionLabs

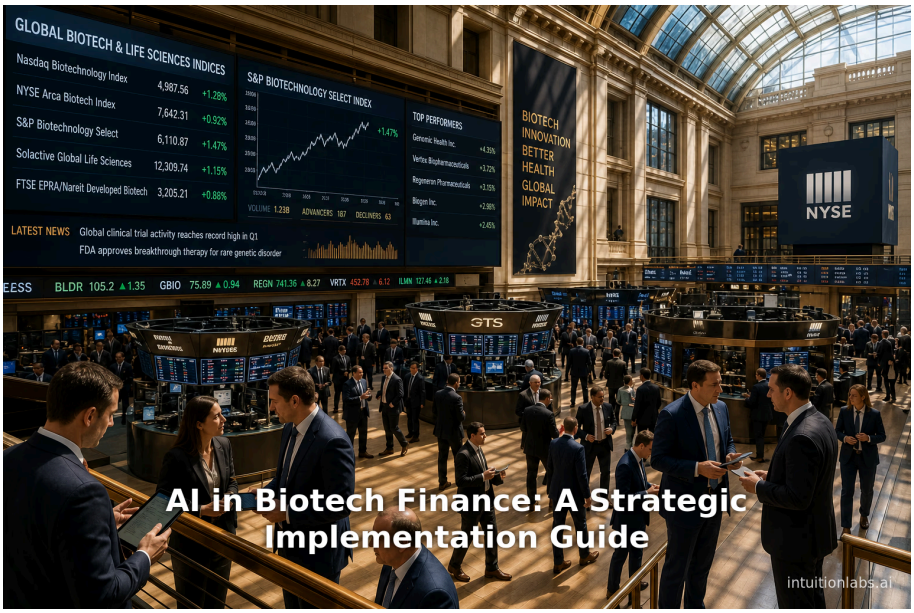
INTUITIONLABS / RESEARCH & PRACTICAL GUIDANCE

AI in Biotech Finance: A Strategic Implementation Guide

> Build practical AI for pharma and biotech with IntuitionLabs. We help life-science teams turn complex information and workflows into useful software, governed knowledge systems and AI tools.

Published by IntuitionLabs · 2026-06-22 · ai in biotech finance · biotech financial operations automation · ai in biotech · life sciences ai enablement · biotech erp ai integration · finance automation biotech · biotech operations strategy · clinical trial accrual automation

Original article: https://intuitionlabs.ai/articles/ai-in-biotech-finance-operations



In this article

1. Executive Summary
2. Introduction and Background
3. Key Changes: How AI Is Reshaping Biotech Finance and Operations
4. Automating the Close and Core Accounting Workflows
5. Clinical Trial Accrual and CRO Spend Management
6. FP&A, Scenario Planning, and Cash Runway Modeling
7. ERP Modernization and System-of-Record Consolidation
8. Procurement, Vendor Spend, and Gross-to-Net Revenue Analytics
9. Governance, Compliance, and Regulatory Disclosure
10. Implementation Considerations and Process Changes
11. Data Analysis and Evidence
12. Case Studies and Real-World Examples
13. Biogen: Governance-First AI Deployment in Finance and Regulatory Affairs
14. Gossamer Bio to Lineage Cell Therapeutics: Scaling a Lean Finance Team with Automation
15. IQVIA: Agentic AI Applied to Clinical Trial Site Payments at Scale
16. TandemAI: NetSuite-Based Project-Finance Integration for AI-Driven Drug Discovery
17. AI in R&D Tax-Credit and Compliance Workflows: Neo.Tax as a Non-Biotech Example
18. Implications and Future Directions
19. Frequently Asked Questions (FAQs)
20. Conclusion

Executive Summary

Artificial intelligence (AI) has moved from a research-lab curiosity to a working tool inside biotech finance and operations, but adoption is uneven and the economics are still being proven out. Global spending projections capture the shift: enterprise AI investment in life sciences organizations nearly doubled in a year, with average projected 12-month AI spending rising from $114 million in the first quarter (Q1) of 2025 to $207 million in Q1 2026, according to KPMG's quarterly Pulse Survey (kpmg.com). At the same time, only 17 percent of finance teams report using AI in core workflows, with most usage limited to pilots or administrative tasks, per CFO Connect's *State of AI in Finance 2026* report (cfoconnect.eu). Biotech finance sits squarely inside that gap between promise and practice.

The economic case is sizable at the industry level. PwC's Strategy& estimates that pharmaceutical companies could add $254 billion in annual operating profits worldwide by 2030 if they industrialize AI use cases across the enterprise, with enabling functions such as finance, IT, HR, and legal contributing 11 percent of that impact (strategyand.pwc.com). The global market for AI applied specifically to biotechnology was valued at $3.8 billion in 2024 and is projected to reach $11.4 billion by 2030, a 20 percent compound annual growth rate (CAGR), according to Research and Markets (finance.yahoo.com). Within finance specifically, more than 70 percent of clinical-stage biotechs still calculate contract research organization (CRO) trial accruals outside their enterprise

resource planning (ERP) system, a gap Archer Insights, an implementation specialist, links to manual processes; the firm separately reports that manual revenue schedules add 3–5 days to the average biotech close (archerinsights.com).

The named deployments in this report illustrate both the opportunity and the discipline required to capture it. At Biogen, chief financial officer (CFO) Robin Kramer described AI-assisted medical writing that measurably shortened the preparation of regulatory submission packages, while the company mandates human review of all AI-generated financial information (bioxconomy.com). At Gossamer Bio, founding employee Jill Howe (now CFO of Lineage Cell Therapeutics) helped build finance infrastructure that scaled the company from six employees to more than 200 while running accounts payable with a single person, because automation absorbed the repetitive processing work (insights.personiv.com). IQVIA's Clinical Trial Financial Suite (CTFS), launched in 2025, is built on infrastructure that has already processed over $15 billion in site payments and targets up to a 50 percent reduction in processing time using agentic AI (iqvia.com).

Successful implementation hinges less on the AI models themselves than on the unglamorous prerequisites: clean master data, documented processes, and governance. Vertex Pharmaceuticals' Scott Godsoe stressed that "AI doesn't fix bad processes" and that results are only as good as the underlying data (bioxconomy.com). For emerging and mid-size biotechs operating with lean teams and finite cash runway, this report finds that AI in finance and operations delivers the most reliable near-term value in close acceleration, clinical trial accrual automation, ERP consolidation, procurement, and investor-facing reporting, while judgment-intensive forecasting, valuation, and capital allocation remain firmly human-led with AI as an augmentation layer. IntuitionLabs, a life-sciences and AI consultancy, frames this as process optimization work that pairs AI and automation with the operational discipline life sciences finance teams already apply to compliance.

Introduction and Background

Biotech finance has always carried more operational complexity per dollar of revenue than almost any other industry vertical. A pre-revenue clinical-stage company can be running dozens of active vendor contracts, tracking milestone-based revenue recognition under Accounting Standards Codification (ASC) 606, estimating CRO accruals against invoices that arrive 30 to 90 days after services are rendered, and preparing for a public listing that will subject its books to Sarbanes-Oxley Act (SOX) scrutiny, all while headcount remains deliberately lean to preserve cash runway. That combination of complexity and scarcity is precisely the environment in which artificial intelligence tools have begun to gain traction, not as a replacement for finance professionals but as a way to compress the manual, repetitive work that consumes a disproportionate share of a small team's capacity.

The urgency behind this shift is visible in the investment numbers. KPMG's most recent Pulse Survey data shows average projected AI spending among life sciences organizations climbing from $114 million in Q1 2025 to $207 million projected for Q1 2026, alongside AI agent adoption growing from 11 percent to 54 percent of organizations over the same period (kpmg.com). Two thirds of life sciences leaders describe AI as a "recession-proof" investment priority that they will continue funding even if a downturn hits over the following 12 months, and the same survey data show that scaling remains the exception rather than the rule, with fragmented data environments, legacy platforms, unclear return on investment (ROI) measurement, and workforce readiness gaps cited as the primary barriers keeping AI initiatives stuck in pilot mode. More than 75

percent of life sciences and biopharma organizations globally now report using AI in at least one business function, up from 55 percent just a few years earlier, evidence that adoption is broadening even as depth of use inside any single function, including finance, remains shallow (agmigroup.com).

The broader industrial case for AI in pharmaceutical and biotech operations was quantified most concretely by PwC's Strategy& consultancy, which modeled more than 200 real-world AI use cases across the pharmaceutical value chain and concluded that companies that fully industrialize AI could effectively double their current operating profits by 2030, with an aggregate additional $254 billion in annual operating profit available worldwide (strategyand.pwc.com). Of that value, operations account for the largest share at 39 percent, R&D contributes 26 percent, commercial functions add 24 percent, and enabling functions, including finance, IT, human resources (HR), and legal and compliance, contribute the remaining 11 percent (strategyand.pwc.com). That 11 percent figure understates finance's practical importance, however, because finance systems, master data, and controls are frequently the rate-limiting factor that determines whether AI investments in R&D and commercial functions can even be measured and trusted.

This report examines how AI is being implemented specifically in biotech finance and corporate operations functions, distinct from AI's better-documented role in drug discovery and clinical development. It draws on named executive commentary from Biogen, Johnson & Johnson, Vertex Pharmaceuticals, Alnylam Pharmaceuticals, Gossamer Bio, and Lineage Cell Therapeutics; vendor and platform data from KPMG, Sage Intacct, NetSuite implementations, IQVIA, and emerging biotech-specific financial planning and analysis (FP&A) platforms; and independent market and survey data from PwC, Research and Markets, and CFO Connect. The goal is a grounded, quantified picture of where AI genuinely changes the economics of running a biotech finance and operations function as of July 2026, and where the industry remains in early, unproven stages of adoption. Adjacent operations functions that feed directly into the finance numbers, including R&D procurement, gross-to-net revenue management, and deal-related due diligence, are examined as well, since AI adoption in those functions has direct, measurable effects on the figures a biotech's finance team ultimately reports.

Key Changes: How AI Is Reshaping Biotech Finance and Operations

Automating the Close and Core Accounting Workflows

The monthly and quarterly close remains the most labor-intensive recurring process in biotech finance, and it is also the process where AI-enabled automation shows the clearest, most measurable gains. Archer Insights, a NetSuite implementation specialist focused on life sciences, reports that the average pharmaceutical close cycle runs more than 15 days, with finance teams losing an estimated 30 to 40 percent of that time to manual consolidation steps such as intercompany eliminations and multi-entity reconciliation; once accrual schedules, revenue recognition, and intercompany elimination are automated inside the ERP rather than maintained in parallel spreadsheets, the firm's data shows close cycles compressing from 15-plus days to under seven, roughly a 50 percent reduction (archerinsights.com).

Individual company case data corroborates the scale of that opportunity. CFO Connect's 2026 finance survey documents a case at cloud spend-management vendor Spendesk where continuous, AI-powered reconciliation runs throughout the month rather than being batched at period end, with the company's chief executive officer (CEO) Axel Demazy describing the effect as compressing "month-end into a continuous close" (cfoconnect.eu). At OpenAI, an internal contract-review AI tool extracts terms, applies ASC 606 and International Financial Reporting Standard (IFRS) 15 revenue recognition logic, and auto-generates journal entries, which the company credits with letting its finance team operate at roughly 22 percent of the headcount of comparable technology firms (cfoconnect.eu).

Vendor-side accounting platforms built for the sector, such as Sage Intacct, now embed AI directly into core general ledger (GL) and time-tracking functions rather than treating it as an add-on. Sage markets a "dimensional, AI-powered GL" alongside AI-driven timesheets that learn researcher work patterns and pre-populate time entries against grants, trials, and programs (sage.com). One customer, Halloran Consulting Group, reported adding $4 million in new profit after implementing Sage Intacct, with CFO Tania Zieja attributing part of the gain to improved visibility that let the company "improve profitability and make faster, better decisions" (sage.com).

Clinical Trial Accrual and CRO Spend Management

Clinical trial accruals are widely regarded as the single most error-prone and time-consuming estimate in biotech accounting, because the operational data that drives the estimate, such as site activation status, patient enrollment, and completed procedures, lives outside the finance system entirely. Archer Insights found that more than 70 percent of clinical-stage companies still calculate these accruals outside their ERP, typically in spreadsheets fed by CRO invoices that arrive weeks or months after the underlying services occur (archerinsights.com). That gap is precisely where a growing set of AI-native vendors have concentrated their product development.

IQVIA, the publicly traded (NYSE: IQV) clinical research and healthcare data company, launched its Clinical Trial Financial Suite in September 2025, an AI-enabled platform that unifies budgeting, contracting, forecasting, and payment workflows that had previously been siloed across separate systems (iqvia.com). Its first module, CTFS Site Payments, uses agentic AI, meaning autonomous software agents that can execute multi-step workflows with defined guardrails, to set up budgets, process invoices, and identify anomalies, and is built on infrastructure that has already processed more than $15 billion in payments across over 200 geographies (iqvia.com). IQVIA's launch announcement lists, as a vendor projection rather than a realized result, customer outcomes of up to a 50 percent reduction in processing time, with general commercial availability slated for Q1 2026 (IQVIA's product page describes Site Payments as the first module launched on the platform but does not state a general-availability date) (iqvia.com). Bernd Haas, IQVIA's senior vice president of Digital Products & Solutions, described the platform as intended to be "the financial backbone for modern clinical trials, unified, globally scalable and powered by agentic AI" (iqvia.com).

A cluster of smaller, venture-backed platforms is targeting the same accrual problem specifically for biotech sponsors rather than large contract research organizations. These tools generally connect directly to CRO data feeds, Clinical Trial Management Systems (CTMS), and Electronic Data Capture (EDC) systems to translate patient-visit-level operational events into GAAP-compliant accrual entries in close to real time,

replacing what has historically been a manual, invoice-lagged spreadsheet exercise. The shift reflects a broader move toward what practitioners describe as "agentic finance ops," in which governed software agents observe operational systems, reconcile transactions, apply policy thresholds such as fair market value (FMV) payment limits, and prepare outputs for human sign-off rather than requiring a person to execute every step. Because clinical trial spend frequently represents the largest controllable cost line for a clinical-stage biotech, even modest improvements in accrual accuracy and speed translate directly into more reliable burn-rate forecasting for the board and investors.

FP&A, Scenario Planning, and Cash Runway Modeling

For pre-revenue and early-commercial biotechs, cash runway, the number of months a company can operate before it exhausts available capital, is arguably the single most important number the finance function produces. AI is increasingly embedded directly into the FP&A tools used to model that number. Exigyn, an AI-powered FP&A platform built specifically for biotech and described by its founders as "the agentic operations platform for Biotech Finance & Operations," offers modules covering headcount planning, clinical program spend, capital expenditure (CapEx) tracking, and cash runway scenario comparison, with the stated goal of live deployment in as little as one day and no migration fees (exigyn.com). The platform's stated client base includes clinical-stage biotechs such as Alector, Synthekine, and Lyell Immunopharma, and it was built by operators with prior finance experience at Gilead, AstraZeneca, Alexion, and PwC, according to the company's own site.

The broader FP&A category shows the same pattern of AI embedding into existing workflows rather than replacing the underlying tools. CFO Connect's 2026 survey found that the most common AI use cases among finance teams today are preparing financial presentations and board reports, reporting assistance and data analysis, variance analysis and reconciliation, and spend categorization and forecasting, rather than fully autonomous decision-making (cfoconnect.eu). Generalist large language model (LLM) tools currently dominate usage: ChatGPT leads with 35 percent adoption among finance teams surveyed, ahead of purpose-built finance AI platforms, largely because CFOs are testing low-risk use cases before committing budget to specialized software (cfoconnect.eu).

At Johnson & Johnson's Innovative Medicine North America business, CFO Salvatore Giovine described early integration of AI into demand planning and demand forecasting as part of the commercial finance function, calling himself "really optimistic" about what AI enables on the business side (bioxconomy.com). At Biogen, Sean Godbout, chief accounting officer and corporate controller, described the company as "very early in the stage of using actual AI," with current use limited to bots in certain areas, some machine learning, and early exploration of predictive analytics for forecasting (bioxconomy.com). That gap between large, well-capitalized biopharma companies actively deploying AI in forecasting and smaller biotechs that have not yet embedded these tools into core operations appears consistent with the executive accounts above.

ERP Modernization and System-of-Record Consolidation

AI adoption in biotech finance is inseparable from the underlying ERP and data infrastructure question, because AI tools are only as reliable as the data they draw on. Salvatore Giovine, CFO of Johnson & Johnson's Innovative Medicine North America business, pointed directly to this dependency, describing the

company's "Signify" program to consolidate its systems into a single ERP framework as a prerequisite: "once we get to that place and knock down some of the master data pieces that we've been talking about, that really I think will be the point at which the AI piece accelerates" (bioxconomy.com). KPMG's own Digital Finance practice illustrates the scale of this work in a real engagement: the firm enabled a rapid Transition Service Agreement (TSA) exit for a medical device spin-off by consolidating hundreds of legacy systems into an integrated SAP ERP environment and standing up independent back-, middle-, and front-office finance processes across more than 20 global locations (kpmg.com).

At the deal level, Biogen CFO Robin Kramer described a deliberate strategy of adopting industry-leading platforms with native AI capabilities rather than building custom tooling from scratch, citing the company's implementation of procurement platform Coupa for contract-to-pay processes as an example (bioxconomy.com). A comparable pattern shows up at TandemAI, an AI-driven drug discovery company that implemented Oracle NetSuite to standardize R&D processes, unify procurement and inventory management, and integrate external systems, with the explicit goal of enabling project-finance alignment across its research and development lifecycle (melintech.com).

The vendor landscape reflects strong convergence on this integration point. Exigyn lists direct integrations with SAP, Oracle, NetSuite, Sage Intacct, and Coupa on the ERP side, alongside clinical systems such as IQVIA, Veeva, Medidata, and Benchling, reflecting the reality that useful AI in biotech finance increasingly means connective tissue across a fragmented software stack rather than a single monolithic platform (exigyn.com). IntuitionLabs similarly frames AI-powered data solutions for biotech around integration with modern cloud-based data warehousing platforms including Snowflake, Redshift, or BigQuery to ensure secure, compliant, and scalable data management.

Procurement, Vendor Spend, and Gross-to-Net Revenue Analytics

Two adjacent operations functions, R&D procurement and commercial gross-to-net (GTN) revenue management, feed directly into the finance function's numbers and are drawing increasing AI investment in their own right. On the procurement side, life sciences-specific purchasing platforms report that AI-assisted supplier comparison and spend analytics can materially cut R&D purchasing costs: Labviva, a procurement platform purpose-built for life sciences research and development organizations, reports that customers see 20 percent cost savings on average in the first year of implementation (labviva.com). A procurement leader at one large biopharma customer credited the platform with reducing time spent on purchasing by 60 percent in its first year while giving the finance and research organization more visibility into spending patterns than it had previously had, adding that "our researchers are finishing projects on time and on budget" as a result (labviva.com).

On the commercial revenue side, gross-to-net erosion, the gap between a drug's list price and the net revenue that remains after rebates, discounts, chargebacks, and fees, has moved from a back-office accounting exercise to what management consultancy ZS describes as "a C-suite strategic imperative," with AI-driven analytics increasingly used to identify pricing leakage patterns that traditional, manual GTN reconciliation methods miss (zs.com). ZS frames the shift in terms of "agentic thinking," meaning a move from passive, after-the-fact GTN reporting toward continuous, autonomous monitoring that can flag and intervene on revenue leakage before it affects the bottom line, a capability particularly relevant for commercial-stage biotechs

managing complex, multi-payer rebate structures for the first time after launch (zs.com). Given that GTN concessions can exceed half of gross U.S. brand revenue for some products, even small improvements in reconciliation accuracy translate into outsized effects on the net revenue figures finance ultimately reports to the board and to investors.

Expense management and corporate card platforms have also built AI-enabled, life sciences-specific compliance features directly into everyday spend workflows. Ramp's finance automation platform for life sciences companies markets AI-assisted invoice scanning and line-item tagging for accounts payable, live dashboards that track R&D, clinical, and other operational expenditure (OpEx) as it happens, and built-in Federal CMS Open Payments and Sunshine Act transparency reporting integrated with MedPro Systems for real-time healthcare-provider (HCP) search (ramp.com). One customer, Lingraphica's director of finance, described enrolling 150 employees in a fully functional expense system within three weeks and closing books eight days faster after the rollout (ramp.com). Ramp states that customers close their books eight times faster on average once card transactions sync automatically into accounting platforms including NetSuite and Sage rather than being entered manually (ramp.com).

AI is also reaching into deal-related finance work outside the recurring close cycle, specifically due diligence for licensing and mergers and acquisitions (M&A) transactions. According to life sciences advisory publisher BiopharmaVantage, AI-powered document review tools can now flag key contractual clauses, such as change-of-control provisions, anti-assignment clauses, and most-favored-nation terms, across large licensing data rooms far faster than manual first-pass review, directing scarce diligence bandwidth toward interpreting risk rather than locating it (biopharmavantage.com). The publisher is explicit, however, that this remains a human-supervised process for licensing decisions specifically because the cost of a missed finding is asymmetric: AI systems operating at roughly 90 percent accuracy are well suited to first-pass extraction and flagging, but "they are not a substitute for expert human review of findings that impact risk assessment, probability of success, and ensuing valuation" (biopharmavantage.com).

Governance, Compliance, and Regulatory Disclosure

Governance has emerged as the second consistent theme across every executive account of biotech AI adoption in finance, alongside data quality. At Biogen, governance policies and procedures require mandatory human review of all AI-generated financial information from an ethics and accuracy standpoint, a control Kramer described as essential to maintaining trust in outputs (bioxconomy.com). That same emphasis on human validation shows up in adjacent finance-and-compliance tooling built specifically for regulated industries. Neo.Tax, an AI platform used by enterprise tax teams to automate research and development (R&D) tax credit substantiation, a workflow many biotechs rely on to offset R&D spend, runs continuous AI agents over payroll, ledger, and engineering-system data but still routes every output through human review before filing, with one customer noting that "having Neo.Tax AI do the work and then me review really reduces my time and also creates a more accurate and quality product" (neo.tax). The platform maps qualifying research activity by tracing each dollar of claimed credit back to an underlying data source, a design principle its provider describes as "every figure traced to source," a discipline directly analogous to the audit-trail requirements biotech finance teams must satisfy for CRO accruals and grant compliance reporting (neo.tax).

At Alnylam Pharmaceuticals, controller Gina Tracey emphasized that governance and cybersecurity must be worked through jointly with information technology (IT) partners rather than owned solely by finance, noting the importance of staying "lockstep and working very closely with your IT partners" as AI tools are evaluated (bioxconomy.com). Vertex Pharmaceuticals' Scott Godsoe offered the sharpest formulation of the underlying discipline required: before evaluating any technology solution, finance teams should understand their current-state processes and pain points, because "AI doesn't fix bad processes," and results depend on clean data or the system will simply produce "garbage in and garbage out" outcomes at greater speed (bioxconomy.com).

Compliance requirements specific to life sciences add further weight to governance considerations. AI vendors targeting biotech finance routinely build to 21 CFR Part 11, the U.S. Food and Drug Administration (FDA) regulation governing electronic records and electronic signatures, alongside the Health Insurance Portability and Accountability Act (HIPAA) and the General Data Protection Regulation (GDPR), reflecting the reality that finance data in a clinical-stage biotech frequently touches trial documentation and investor communications that carry independent regulatory exposure (exigyn.com). IntuitionLabs likewise builds compliance considerations, including HIPAA, GDPR, FDA 21 CFR Part 11, and EU Annex 11, directly into its advisory and implementation methodology for pharmaceutical and life sciences clients. The same compliance posture extends to adjacent finance-adjacent tooling: Neo.Tax, the R&D tax credit automation platform discussed earlier in this report, markets SOC 2 Type II certification, single-tenant deployments, and closed-off large language models with zero data co-mingling as prerequisites for passing enterprise infosec procurement, describing itself as "the only AI in tax that has actually been through enterprise procurement" (neo.tax).

Implementation Considerations and Process Changes

Biotech finance and operations leaders who have deployed AI successfully converge on a small set of practical lessons that recur across the executive interviews and case data gathered for this report. First, evaluation should not sit with the CFO alone. Lineage Cell Therapeutics CFO Jill Howe described making the final technology decision herself but deliberately involving the team throughout the evaluation process, explaining that "getting the team involved in the process also dramatically increases adoption," because people who choose tools that address their own pain points are more likely to actually use them (insights.personiv.com). Second, technology must be sized to the organization rather than aspirational for where the company hopes to be. Howe noted that a common and costly mistake is bringing in tools that "overwhelm what you're trying to do," turning what should be an efficiency gain into a maintenance burden (insights.personiv.com).

Third, master data quality is a prerequisite, not a parallel workstream. Giovine recalled that Johnson & Johnson's former controller described managing master data in finance as "just about the least sexy thing we can do as finance professionals," but Giovine was explicit that without addressing it, master data becomes "a real sort of rate limiter in terms of what we can do" with AI (bioxconomy.com). Alnylam's Gina Tracey echoed the point in blunter terms: "Clean master data is a big one. If there are things you're doing repeatedly because you're missing a field or manipulating data, focus there" (bioxconomy.com).

Fourth, biotechs do not need to build AI capability entirely in-house. Vertex's Scott Godsoe noted that outsourcing partners and specialized vendors are making substantial AI investments of their own, meaning "some of your biggest AI investments might not be in-house but through partners who incorporate AI into their offerings, making it a really attractive value proposition" for smaller finance organizations without dedicated data science staff (bioxconomy.com). This is consistent with the broader life sciences market: more than 75 percent of organizations globally now report using AI in at least one business function, up from 55 percent in prior years, indicating adoption is increasingly happening through embedded vendor capability rather than custom internal builds (agmigroup.com).

Fifth, financial discipline should apply to AI investments the same way it applies to any other capital allocation decision. Johnson & Johnson's Giovine cautioned that AI spending has often been "immune to the sort of returns analysis" that would apply to comparable investments, warning against a mentality of "we have to AI, AI, AI" without a clear articulation of expected return (bioxconomy.com). Biogen has responded to this risk by establishing a dedicated team within its IT organization specifically to oversee AI deployment, set policy, and manage the initiative pipeline, explicitly to avoid what Kramer called remaining in "permanent pilot zone" without yielding measurable benefits from deployment (bioxconomy.com).

Sixth, change management timelines should be set honestly. Howe cautioned against a "we're wiping everything out on Monday and it's done by Friday" approach to introducing new finance technology, noting that genuine modernization initiatives typically run 12 to 24 months and require bringing affected staff into the process early so they understand what will eventually be removed from their workload rather than experiencing a sudden disruption (insights.personiv.com). CFO Connect's 2026 research proposes a concrete sequencing model consistent with this pacing: a first 30 days spent identifying one high-friction manual workflow and auditing AI features already embedded in the existing ERP and FP&A stack before buying anything new, a following 90 days spent building governance frameworks and naming internal "AI champions" who bridge finance and IT, and a 6-to-12-month horizon in which proven use cases are standardized across teams and AI moves from innovation project to infrastructure (cfoconnect.eu) (strategyand.pwc.com). The same research found that 68 percent of CFOs report being slow to adopt AI specifically because they do not know where to start, underscoring the practical value of a staged roadmap over an open-ended mandate to "use more AI" (cfoconnect.eu). Finally, human judgment remains explicitly load-bearing. Johnson & Johnson's Giovine predicted some displacement in "basic tasks that are highly definable, rules-based," but advised early-career finance professionals to build skills around "decision support, data analysis, data synthesis," framing AI fluency as a complement to, not a substitute for, financial judgment (bioxconomy.com).

Data Analysis and Evidence

The quantitative picture of AI adoption in biotech finance draws on several independent data sources that broadly corroborate one another while also revealing meaningful gaps between ambition and execution. At the market-sizing level, the global AI-in-biotechnology market was valued at $3.8 billion in 2024, is estimated to reach $4.6 billion in 2025, and is projected to hit $11.4 billion by 2030, a 20 percent CAGR, according to Research and Markets' analysis, which names NVIDIA, Tempus AI, Recursion Pharmaceuticals, Schrodinger, and Sophia Genetics among the dominant players in the space, though these figures span R&D and diagnostic AI applications rather than finance-specific tooling alone (finance.yahoo.com). The underlying

research report itself spans 142 pages and covers 50 data tables analyzing the market by product type, deployment model, application, and end user, reflecting how fragmented and multi-dimensional the AI-in-biotechnology category still is compared with more mature enterprise software markets (finance.yahoo.com).

At the pharmaceutical industry level, PwC's Strategy& analysis, based on more than 200 real AI use cases, breaks the projected $254 billion annual operating profit opportunity down by geography: $155 billion in the United States, $52 billion in emerging markets, $33 billion in Europe, and $14 billion in the remaining regions, extrapolated from a baseline 5.7 percent compound annual growth rate for the pharmaceutical industry absent AI effects (strategyand.pwc.com). *Table 1* below summarizes the principal quantitative findings gathered across the sources reviewed for this report, spanning investment levels, close-cycle performance, and adoption rates.

Table 1: Selected quantitative findings on AI in biotech and pharmaceutical finance operations

Metric	Figure	Source
Average projected 12-month AI spend, life sciences organizations	$114M (Q1 2025) rising to $207M (Q1 2026)	KPMG Pulse Survey (kpmg.com)
AI agent adoption among life sciences organizations	11% (Q1 2025) rising to 54% (Q1 2026)	KPMG Pulse Survey (kpmg.com)
Additional annual pharma operating profit from full AI industrialization by 2030	$254 billion globally	PwC Strategy& (strategyand.pwc.com)
Share of PwC's AI value attributable to enabling functions (finance, IT, HR, legal)	11%	PwC Strategy& (strategyand.pwc.com)
Global AI-in-biotechnology market size	$3.8B (2024) to $11.4B (2030 projected), 20% CAGR	Research and Markets (finance.yahoo.com)
Clinical-stage companies calculating trial accruals outside their ERP	>70%	Archer Insights (archerinsights.com)
Close-cycle time saved from automated accrual and consolidation	15+ days to under 7 days (50% faster)	Archer Insights (archerinsights.com)
Finance professionals using AI in their work generally	56% (per CFO Connect; the report's 2023 baseline is internally inconsistent and the underlying poll's sample is not specified)	CFO Connect State of AI in Finance 2026 (cfoconnect.eu)
Finance teams using AI in core, not just administrative, workflows	17%	CFO Connect State of AI in Finance 2026 (cfoconnect.eu)
IQVIA CTFS Site Payments cumulative volume processed	>$15 billion	IQVIA (iqvia.com)

The table illustrates a consistent pattern: enterprise-level and industry-level projections of AI value in pharma and biotech finance are large and growing quickly, but actual embedded, core-workflow usage inside finance teams remains a minority practice, with the 17 percent figure for core-workflow AI use standing in sharp

contrast to the 54 percent AI agent adoption figure cited above, since agent "adoption" in that broader survey appears to capture any integration into business functions and processes generally, a looser bar than sustained use in core, judgment-relevant financial workflows (cfoconnect.eu).

Workforce data adds another dimension to this picture. Fierce Pharma's analysis of annual report data from 17 major pharmaceutical companies found the industry reduced headcount by more than 22,000 employees in 2025, with all but one of the companies that cut staff recording an increase in revenue per employee, a pattern consistent with, though not proof of, AI and automation contributing to productivity gains alongside cost discipline in a sector bracing for a projected $300 billion decline in prescription drug revenues between 2025 and 2030 due to patent expirations (gxpnews.net). This trend of shrinking headcount coexisting with rising productivity per employee mirrors what smaller biotechs describe at a much smaller scale, where CFOs such as Jill Howe explicitly link automation investment to keeping teams lean without compromising output quality.

The pattern is not uniform, and the exceptions are instructive for what actually drives productivity per employee. Novo Nordisk and Eli Lilly, the two companies most associated with the GLP-1 obesity drug boom, together created more than 36,000 jobs between 2021 and 2025, with Eli Lilly's workforce growing 42.9 percent to roughly 50,000 employees alongside a 36 percent increase in revenue per employee, the largest gain in Fierce Pharma's sample and one driven overwhelmingly by product demand rather than back-office automation (gxpnews.net). By contrast, Sanofi's divestment of a controlling stake in its consumer health division improved its revenue per employee by 21.8 percent in a single year, and Johnson & Johnson's spin-off of Kenvue cut headcount by roughly 20,800 positions, illustrating that corporate restructuring, not AI deployment alone, still accounts for a large share of the productivity swings observed across the industry (gxpnews.net). Isolating AI's specific contribution to headcount efficiency from these structural moves remains difficult with publicly available data, which is one reason CFOs interviewed for this report, including Giovine at Johnson & Johnson, insisted on applying conventional ROI discipline to AI investments rather than assuming productivity gains by default. Companies that grew headcount organically rather than through restructuring show a more mixed picture: AstraZeneca's headcount expanded from 83,100 in 2021 to 96,100 in 2025, including 1,800 new roles added in the most recent year alone, while Roche recorded the smallest headcount fluctuations of any company in the Fierce Pharma sample over the same five-year window (gxpnews.net). At the macroeconomic level, PwC's 2017 "Sizing the Prize" analysis of AI's economic impact projected that global GDP would be 14 percent higher in 2030 as a result of AI, the equivalent of an additional $15.7 trillion, a scale of potential impact that helps explain why life sciences leaders continue to treat AI spending as a strategic priority even amid the cost discipline visible in 2025 headcount data (pwc.ro).

Case Studies and Real-World Examples

The named deployments profiled in this section span large public biopharma companies, clinical-stage biotechs, and the vendors and implementation partners that serve them. *Table 2* below summarizes the quantified outcomes each organization or platform reports, before the narrative case studies that follow discuss context, governance, and lessons learned in more depth.

Table 2: Quantified outcomes reported by named organizations and platforms profiled in this report

Organization / Platform	AI Application	Reported Outcome
Spendesk	Continuous, AI-powered reconciliation replacing batched month-end close	Month-end compressed into a continuous close, per CEO Axel Demazy (cfoconnect.eu)
OpenAI internal finance team	AI contract-reader applying ASC 606/IFRS 15 logic and auto-generating journal entries	Finance team operates at roughly 22% of headcount of comparable tech firms (cfoconnect.eu)
Gossamer Bio	Automated accounts payable processing across an 18-company platform	1 AP staffer supporting the finance function at scale (insights.personiv.com)
Halloran Consulting Group	Sage Intacct dimensional GL and reporting	$4 million in new profit added since implementation (sage.com)
IQVIA CTFS Site Payments	Agentic AI for clinical trial site payments and CTA ingestion	Up to 50% reduction in payment processing time projected; $15B+ already processed (see Table 1 above)
Lingraphica (via Ramp)	AI-assisted corporate card and expense automation rollout	150 employees onboarded in 3 weeks; close accelerated by 8 days (ramp.com)
Labviva customers (biopharma R&D procurement)	AI-assisted supplier comparison and spend analytics	20% average cost savings in year one; 60% less time spent on purchasing at one large customer (labviva.com)
KPMG Digital Finance client (medical device spin-off)	Finance transformation and SAP ERP consolidation for a Transition Service Agreement exit	Hundreds of legacy systems consolidated into one SAP ERP across 20+ global locations (detailed in the ERP Modernization section above)

Table 2 makes clear that the largest, most confidently quantified gains cluster around two categories of work: high-volume, rules-governed transaction processing (accounts payable, site payments, corporate card reconciliation) and one-time systems consolidation projects tied to a corporate event such as a spin-off. Forecasting, valuation, and other judgment-intensive categories are conspicuously absent from vendors' quantified outcome claims, consistent with the qualitative executive commentary gathered elsewhere in this report that AI has not yet displaced human judgment in those areas.

Biogen: Governance-First AI Deployment in Finance and Regulatory Affairs

Biogen, a publicly traded biopharmaceutical company, offers one of the most extensively documented examples of AI deployment in biotech finance because its finance leadership has spoken publicly and repeatedly about both the successes and the guardrails involved. CFO Robin Kramer described a concrete case where AI-assisted medical writing significantly accelerated the preparation of a regulatory submission package during clinical development, stating the team "knocked significant time off of pulling the package together to support it, which knocked some significant time off the readout dates," with the strategic effect of potentially allowing the company to "leapfrog somebody else from a timing perspective" in a competitive drug-development race (bioxconomy.com). On the pure finance side, Biogen is implementing procurement platform Coupa for contract-to-pay processes and applying customized AI specifically to forecasting and trending work, while chief accounting officer Sean Godbout independently described the company's broader AI journey,

including bots and early machine learning applications, as still in its infancy after only six months to a year of active use as of late 2025 (bioxconomy.com). Notably, Biogen frames AI explicitly as "leverage, not replacement" for its finance staff, with governance policy requiring human review of every AI-generated output before it is used.

Gossamer Bio to Lineage Cell Therapeutics: Scaling a Lean Finance Team with Automation

Jill Howe's career trajectory across two biotechs offers a concrete before-and-after picture of automation's effect on headcount efficiency. As a founding employee at Gossamer Bio, Howe helped grow the company from six employees to more than 200 across 18 companies in a multi-platform structure, and during that period the finance function operated with a single accounts payable person because the underlying technology had been built to handle most invoice processing automatically (insights.personiv.com). Howe explicitly framed that experience as formative for her subsequent role as CFO at Lineage Cell Therapeutics, a publicly traded clinical-stage biotech developing cell therapies, where she operates with a lean cash position in a difficult fundraising environment and has been deliberate about not funding "redundant processing roles," instead directing capital toward staff who can problem-solve and advance the science (insights.personiv.com). Howe was also candid that technology decisions at Lineage take 12 to 24 months to implement responsibly and that she makes the final decision but deliberately avoids being the only one evaluating technology, instead building buy-in with the finance team before adoption to avoid resentment or duplicated, parallel manual processes running alongside the new system.

IQVIA: Agentic AI Applied to Clinical Trial Site Payments at Scale

IQVIA (NYSE: IQV), a global provider of clinical research services and healthcare data with approximately 90,000 employees across more than 100 countries, represents the largest-scale, most operationally mature example of agentic AI applied specifically to biotech and pharma clinical trial finance identified in this research (iqvia.com). The company's Clinical Trial Financial Suite launched its first module, CTFS Site Payments, in a Q4 2025 sandbox release ahead of general commercial availability that IQVIA's announcement slated for Q1 2026 (IQVIA's product page describes Site Payments as the first module launched on the platform but does not state a general-availability date), built on technology infrastructure that had already processed more than $15 billion in site and participant payments across over 200 geographies before the AI-enabled module's formal launch, per the platform's own product documentation cited earlier in this report. The platform uses AI agents to ingest Clinical Trial Agreements (CTAs) from varied document formats and automatically extract key terms for downstream payment processing, a task IQVIA describes as previously "a tedious, error-prone process causing delays and errors in study startup" when performed manually (iqvia.com). Beyond contract ingestion, the platform seamlessly pulls EDC data to auto-generate patient accrual logs for every clinical trial visit, directly addressing the accrual-transparency gap that Archer Insights and other sources identify as one of the most persistent pain points in biotech clinical finance (iqvia.com).

TandemAI: NetSuite-Based Project-Finance Integration for AI-Driven Drug Discovery

TandemAI, a technology company applying AI to drug discovery through integrated computation, chemistry, and automation for global biopharmaceutical partners, illustrates how AI-native biotechs approach their own back-office finance infrastructure. Working with NetSuite implementation partner Melin, TandemAI standardized R&D processes, unified procurement and inventory management, and integrated external systems, with the explicit objectives of enabling project-finance alignment, flexible contract management, and support for global operations while accelerating both R&D efficiency and commercialization capability (melintech.com). The project's stated benefits included integrated project and financial management, flexible sales contract management, end-to-end procure-to-pay process control, and a unified platform intended to support the company's future expansion, illustrating that even AI-focused R&D organizations require conventional ERP discipline to translate their scientific output into auditable, investor-ready financials (melintech.com). The case underscores a broader pattern visible across this report's other examples: companies building or selling AI capability, whether TandemAI's drug-discovery models or IQVIA's clinical trial finance agents, still rely on conventional, well-governed ERP and accounting infrastructure underneath, rather than treating AI as a substitute for that foundation (melintech.com).

AI in R&D Tax-Credit and Compliance Workflows: Neo.Tax as a Non-Biotech Example

AI is also being applied to narrow, high-volume compliance workflows that sit alongside finance and audit readiness, such as R&D tax credit management, where vendors including Neo.Tax market AI-driven substantiation tools. A customer testimonial on the Neo.Tax site, from Sean Cannizzaro, VP, Head of Tax Operations at Thomson Reuters (not a biotech company), reported that "Neo.Tax significantly reduced the number of interviews we conducted and helped us eliminate a major cost with an external advisor" (neo.tax). It illustrates how AI-assisted tooling can reduce outside advisory spend, but it is vendor-published and is not biotech-specific evidence.

Implications and Future Directions

Several structural implications follow from the evidence gathered in this report. First, the gap between AI investment growth and core-workflow adoption is likely to persist through at least the next several budget cycles, because the prerequisites, clean master data, consolidated ERP environments, and documented processes, take years to build even when funding is available immediately. Finance ranking among the functions most constrained by fragmented data environments and unclear integration paths, as multiple biotech controllers and CFOs in this report independently described, suggests that biotechs which have not yet consolidated their systems will continue to lag more mature organizations regardless of how much they spend on AI licenses (bioxconomy.com).

Second, the workforce effect is likely to resemble what several Reddit-based finance practitioners in the r/FPandA community described as compression rather than elimination. One commenter, describing themselves as building an AI agentic platform for FP&A teams, argued that "repetitive, process-heavy work will be automated. Judgment, context, and strategic decision-making won't. Humans aren't going anywhere in FP&A. The role just becomes more strategic and high-leverage" (reddit.com). Another practitioner offered a more specific version of the same argument, writing that "the repetitive analyst work gets automated first. Variance pulls, report refreshes, reconciliations, deck prep. That doesn't eliminate the function. It raises the bar for what's left" (reddit.com). A third, more skeptical practitioner cautioned that vendor platforms remain rigid and immature relative to real business needs, recounting that their organization sent an AI vendor a list of 20 questions from senior leadership after an initial meeting and received no response, concluding that available platforms are "too early to address most business needs" (reddit.com). That skepticism is a useful counterweight to vendor-sourced case studies and suggests biotechs should expect uneven vendor maturity and budget accordingly for pilot failures. A fourth practitioner, describing themselves as building automation software, offered a middle position consistent with the compression thesis: "AI isn't going to wipe out FP&A. But it absolutely will compress it. The people who understand systems, data flow, and automation will move closer to financial systems and ops. The ones who only operate spreadsheets probably feel more pressure" (reddit.com).

Third, the industry-wide headcount data lends some support to the productivity argument even without proof of direct causation. Fierce Pharma's analysis found that among the 17 major pharmaceutical companies it examined, only three had reduced headcount in 2022, compared with all but five doing so by 2025, with the companies still expanding headcount, such as Eli Lilly and Novo Nordisk, driven overwhelmingly by demand for GLP-1 obesity therapies rather than operational strategy (gxpnews.net). For smaller biotechs without a blockbuster franchise driving growth, the more relevant comparison is the productivity-per-employee gain reported across nearly all companies that reduced headcount, a pattern consistent with automation absorbing routine finance and operations work even where it cannot be definitively separated from other cost-cutting measures (cfoconnect.eu).

Fourth, regulatory and compliance expectations around AI use in finance are likely to tighten rather than loosen over the coming reporting cycles, particularly for public and pre-IPO biotechs. Implementation specialists in this space consistently note that Sarbanes-Oxley Act remediation undertaken after a public listing costs several times more than building the underlying controls before the IPO, a dynamic that argues for embedding AI-assisted controls, audit trails, and 21 CFR Part 11-compliant electronic signatures into finance infrastructure well before a company approaches the public markets rather than retrofitting them under an S-1 filing deadline, a pattern consistent with the SOX-readiness gap described earlier in this report.

Fifth, AI's reach into biotech finance is extending beyond recurring operational workflows into episodic, high-stakes transactions such as licensing and M&A, where the finance function's diligence and valuation work directly shapes deal terms. Life sciences advisory publisher BiopharmaVantage notes that AI-powered document review now lets diligence teams direct scarce bandwidth toward interpreting risk rather than manually locating clauses buried in large data rooms, a shift with direct relevance for biotech finance leaders preparing a company for its first out-licensing transaction or acquisition (biopharmavantage.com). The same publisher's caution that AI operating at roughly 90 percent accuracy is not a substitute for expert human review of valuation-relevant findings echoes, in a deal-specific context, the governance principle every biotech CFO

interviewed for this report applied to recurring finance workflows (biopharmavantage.com). Commercial-stage biotechs face an analogous AI-assisted analytics shift on the revenue side, where management consultancy ZS argues that gross-to-net optimization is moving from passive quarterly reporting toward continuous, agentic monitoring of pricing and rebate leakage (zs.com).

Finally, the role of external advisory and implementation partners is likely to grow rather than shrink as AI capability becomes more embedded in finance software by default. IntuitionLabs, in its work with pharmaceutical and life sciences organizations, frames this as helping clients navigate digital strategy, process optimization, and technology assessment specifically so that AI adoption decisions are grounded in operational reality rather than vendor marketing, an approach reflected in the firm's competitive intelligence analysis of 33 real generative AI implementations across major pharmaceutical companies, offered to inform client AI adoption strategy. Consultancies with both regulatory and technical expertise may be able to help biotechs sequence master data cleanup, ERP consolidation, and AI rollout in the order that data suggests actually works, rather than pursuing AI deployment as an isolated initiative disconnected from the underlying systems of record.

Frequently Asked Questions (FAQs)

What does AI actually do inside a biotech finance department today? Based on the evidence gathered in this report, the most common and best-documented uses are automating the monthly close (accrual schedules, revenue recognition, intercompany elimination), processing clinical trial site payments and CRO invoices, generating board and investor reporting, pre-populating time and expense entries against grants and clinical programs, and increasingly, monitoring gross-to-net revenue and R&D procurement spend for leakage and savings opportunities (cfoconnect.eu) (sage.com) (zs.com).

How is AI being used to automate biotech financial operations specifically, beyond generic corporate finance use cases? Biotech-specific use cases concentrate on problems generic finance AI tools do not address well: CRO trial accrual estimation from CTMS and EDC data, milestone revenue recognition tied to clinical or regulatory triggers under ASC 606, and grant compliance tracking tied to specific sponsors and research programs, all reflected in the module design of biotech-native FP&A and clinical finance platforms profiled throughout this report (iqvia.com).

Does AI reduce headcount needs in biotech finance teams? The evidence suggests AI compresses certain roles, particularly transactional accounts payable and repetitive analyst work, more than it eliminates the finance function overall. Gossamer Bio operated with one accounts payable person across a portfolio of 18 companies because of automation, and industry-wide, pharmaceutical companies that cut headcount in 2025 mostly saw revenue per employee rise, though causation cannot be isolated to AI alone (insights.personiv.com) (gxpnews.net).

What is the biggest barrier to scaling AI in biotech finance beyond pilot projects? Data quality and system fragmentation are cited consistently as the primary constraint. Fragmented data environments and unclear ROI measurement are the top barriers named across the survey and executive-interview data gathered for this report, while multiple biotech CFOs and controllers independently emphasized that clean master data is a prerequisite, not a parallel initiative (bioxconomy.com) (zs.com).

Can a small, pre-revenue biotech afford AI-enabled finance tools? Vendors have increasingly designed for this segment specifically. Exigyn advertises a same-day setup with no migration or implementation fees, and smaller biotechs are encouraged by industry voices like Vertex's Scott Godsoe to access AI capability through third-party vendors and outsourcing partners rather than building custom infrastructure, lowering the capital outlay required relative to a custom build (exigyn.com) (bioxconomy.com).

How should a biotech finance team measure whether an AI investment is actually working? Johnson & Johnson's Salvatore Giovine advised applying the same returns analysis discipline used for any capital investment rather than treating AI spend as exempt from scrutiny, and biotechs evaluating their own deployments can benchmark against outcomes documented elsewhere in this report, such as the roughly 50 percent close-cycle reduction from automated accrual and consolidation workflows, or the comparable 50 percent processing-time reduction projected for AI-enabled clinical trial payment platforms.

Does AI-driven finance automation extend to R&D procurement and vendor spend, or only to accounting? It extends well beyond the general ledger. Life sciences procurement platforms report customers achieving average cost savings of 20 percent in the first year of AI-assisted supplier comparison and spend analytics, with one large biopharma customer reporting a 60 percent reduction in time spent on purchasing, benefits that flow directly into the cost figures finance ultimately reports (labviva.com).

How does AI integrate with existing biotech ERP systems rather than replacing them? Across every vendor and case study reviewed for this report, AI is layered on top of, or embedded within, established ERP platforms rather than deployed as a standalone replacement. Exigyn connects directly to SAP, Oracle, NetSuite, Sage Intacct, and Coupa; IntuitionLabs implements AI-driven analytics alongside cloud data warehousing platforms such as Snowflake, Redshift, or BigQuery layered on top of a client's existing systems; and Ramp's corporate card platform syncs automatically into QuickBooks, Xero, NetSuite, and Sage rather than requiring a separate general ledger (ramp.com). This integration-first pattern is consistent with the emphasis Johnson & Johnson and Biogen executives placed on consolidating master data inside a single ERP framework as a precondition for AI to function reliably.

Is AI in biotech finance limited to accounting, or does it reach strategic decisions like licensing and M&A? It reaches strategic decisions too, though with more caution. AI-assisted document review is now used in pharma licensing and M&A due diligence to flag contractual risk clauses and accelerate first-pass review of large data rooms, but publishers covering the space are explicit that this remains a human-supervised process for the valuation-relevant judgment calls, not a fully autonomous one (biopharmavantage.com). The same caution applies to R&D procurement decisions: platforms such as Labviva report average savings, but final supplier and contract decisions remain with the biotech's own procurement and finance staff rather than being automated end to end (labviva.com).

What is the difference between how large pharmaceutical companies and small biotechs are using AI in finance? Large, well-capitalized companies such as Biogen and Johnson & Johnson are consolidating enterprise-wide ERP and master data programs before scaling AI, applying it to forecasting, medical writing, and demand planning within established governance structures. Smaller biotechs, by contrast, tend to adopt narrower, single-purpose AI tools, such as automated invoice processing or accrual tracking, precisely because they lack the budget and staff to run a multi-year systems consolidation program, a divide reflected

throughout the executive commentary gathered in this report between large biopharma CFOs describing mature, IT-governed AI programs and emerging biotech CFOs describing early-stage, vendor-dependent adoption.

Conclusion

AI in biotech finance and operations as of mid-2026 is a story of genuine, measurable progress inside a still-narrow band of well-defined use cases, layered on top of a much larger volume of investment, ambition, and unproven pilots. The close cycle, clinical trial accrual estimation, contract-to-pay processing, and investor and regulatory reporting have all produced concrete, quantified case data showing meaningful gains, from close cycles reported (by an implementation vendor) as cut roughly in half to faster contract-to-pay processing. At the same time, the core finance functions that require the deepest judgment, forecasting under genuine uncertainty, capital allocation, and valuation, remain firmly human-led, with AI serving as an augmentation layer rather than a decision-maker, a division of labor that the CFOs and controllers interviewed in the sources cited here broadly supported, though several described their own AI use as still early.

The path from pilot to production runs through unglamorous prerequisites that no AI vendor can shortcut: consolidated ERP systems, clean master data, documented processes, and governance frameworks that mandate human review of AI outputs before they reach the board or the auditors. Biotechs that treat AI adoption as inseparable from this underlying systems work, as Biogen, Johnson & Johnson, and the smaller organizations profiled in this report have done, appear positioned to capture disproportionate value relative to peers that purchase AI licenses without first addressing data quality. For emerging and mid-size biotechs operating with constrained capital and lean finance teams, the practical recommendation emerging from this research is to prioritize AI investment in the highest-friction, most process-heavy workflows first, such as CRO accrual management and close automation, while explicitly preserving human ownership of forecasting, valuation, and strategic capital decisions, and to lean on specialized implementation partners and vendors rather than attempting to build AI capability entirely from scratch given the scale economics involved.

Source links

Links cited in this article, in order of first appearance. Full addresses are provided for readers using extracted text.

1. https://kpmg.com/kpmg-us/content/dam/kpmg/pdf/2026/generative-ai-transformation-in-life-science.pdf
2. https://www.cfoconnect.eu/resources/reports/state-of-ai-in-finance-2026
3. https://www.strategyand.pwc.com/de/en/industries/pharma-life-sciences/re-inventing-pharma-with-artificial-intelligence.html
4. https://finance.yahoo.com/news/ai-biotechnology-research-report-2025-143800500.html
5. https://www.archerinsights.com/industries/life-sciences/biotech-pharmaceuticals
6. https://www.bioxconomy.com/finance-and-accounting/biopharma-cfos-say-ai-requires-strategy-governance-to-deliver-real-value
7. https://insights.personiv.com/cfo-weekly/automation-opportunities-biotech-finance
8. https://www.iqvia.com/solutions/technologies/clinical-trial-financial-suite/ctfs-site-payments
9. https://www.bioxconomy.com/finance-and-accounting/biotech-finance-leaders-caution

10. https://agmigroup.com/to-ai-or-not-to-ai-critical-business-functions-in-biopharma-and-biotech
11. https://www.sage.com/en-us/industry/services/biotech-life-science
12. https://www.iqvia.com/newsroom/2025/09/iqvia-announces-launch-of-clinical-trial-financial-suite
13. https://www.exigyn.com
14. https://www.melintech.com/en/case/tandemai
15. https://labviva.com/solution/purchasers
16. https://www.zs.com/insights/ai-gtn-optimization
17. https://ramp.com/industry/life-sciences
18. https://www.biopharmavantage.com/ai-pharma-due-diligence-licensing-ma
19. https://www.neo.tax
20. https://gxpnews.net/en/2026/03/less-is-more-why-major-pharma-companies-are-reducing-their-workforce
21. https://www.pwc.ro/en/press_room/assets/2017/EN/global-ai-impact.pdf
22. https://www.reddit.com/r/FPandA/comments/1rfcrkv/uncertainty_of_ai_on_our_industry

THE PUBLISHER

About IntuitionLabs

IntuitionLabs is an AI consulting, custom software development and data engineering firm serving pharmaceutical, biotechnology, medical-device and other life-science organizations. We work with clinical, regulatory, medical-affairs, commercial, quality and IT teams to connect technology decisions with the work people need to accomplish.

AI consulting and adoption

Our AI enablement services cover readiness assessments, use-case selection, governance and policies, team workshops, adoption measurement and ongoing advisory support. We help organizations structure the information layer behind AI: source material, context, permissions and maintained knowledge that make generated answers useful and reviewable. Private LLM inference and hosted AI options support teams evaluating how to operate AI with appropriate control over their data and infrastructure.

Software, data and life-science workflows

IntuitionLabs develops custom software for pharma and biotech, integrates enterprise systems, and builds data engineering and business intelligence solutions. Areas of focus include AI agents, regulatory research, medical writing, medical affairs, CMC information, competitive intelligence and clinical-document workflows. Our eTMF intelligence work includes cross-system reconciliation and inspection-readiness support.

Enterprise platforms and regulated delivery

We provide Veeva services, application support, managed services, integrations and custom applications, alongside enterprise content work involving platforms such as Egnyte. For regulated workflows, our services include GxP enablement, computer-system validation and software development addressing 21 CFR Part 11 requirements. The applicable controls, validation responsibilities and acceptance criteria are defined for each engagement.

Work with IntuitionLabs

Explore AI enablement, pharma and biotech software development, data engineering and BI, and Veeva services. Contact IntuitionLabs to discuss your workflow, information sources and implementation needs.

IntuitionLabs publishes educational research to help life-science teams make informed technology decisions. Coverage of a product or organization does not imply a client relationship, endorsement or partnership.

Website: https://intuitionlabs.ai

This article is educational. Verify consequential medical, legal, financial, regulatory and technical decisions with appropriate professionals and the cited primary sources. Company services are described separately from the article's research findings.