2026 Medtech CRM Benchmark Report

Closing the Insight Gap and Transforming CRM into a Strategic Engine

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Executive Summary

Most medtechs know their digital ecosystems are underperforming. However, our research reveals that what is often dismissed as administrative friction has evolved into a full-scale insight gap that is now a primary barrier to commercial growth. To understand the depth of this industry challenge, we recently surveyed 57 global medtech leaders to define the specific strategic shifts required to break this cycle. What makes this research unique is a rare shift in perspective: senior executives now agree with the field that administrative burden is a direct threat to growth, not just a minor operational annoyance.

The Consensus from the Top

Unlike typical studies that focus on user frustration, this report highlights rare, unanimous agreement among leadership:

- 100% of VP+ level respondents categorize manual workload as a high-impact drag on growth—proving this is no longer just a minor IT headache, but a major bottleneck to hitting revenue targets.
- While middle management has developed workarounds to cope with subpar tools, 50% of C-level executives now describe their CRM as "below functional". They recognize that a "passive archive" cannot inform a proactive commercial strategy.
- Budget size is actually a negative predictor of AI success. Due to application sprawl and legacy complexity, large enterprises (>$5B) trail mid-market and enterprise medtechs in AI maturity (46% vs. 64% and 67% respectively).

From "Filing Cabinet" to Strategic Engine

To bridge the insight gap (ranked as the #1 challenge), leadership must pivot from passive administration to predictive execution. The goal is no longer just tracking activity, but sharpening field precision and anchoring institutional memory.

To quantify this, we asked respondents to rate the potential value of operational CRM capabilities. The percentages below represent the overwhelming share of survey participants who identified these areas as either a "high value" or "critical value" priority for their organization.

- **Strategic Alignment (90%):** Unifying sales, marketing, and medical teams to act as a single source of truth.
- **Revenue Protection (84%):** Safeguarding existing accounts and market share by giving leadership early visibility into competitive threats, pricing pressures, and at-risk business before it impacts the bottom line.

This report moves past simply documenting the industry's data problem to show you how to transform your sales solutions into a well orchestrated commercial asset. More importantly, it looks ahead at how next-generation technology can transform real-world field intelligence into strategic Commercial Evidence™ eliminating blind spots and protecting your revenue.

The Vicious Cycle of Medtech CRM

Over the past decade, medical device and diagnostics organizations have invested hundreds of millions of dollars into software designed to drive commercial success. Yet, despite this massive capital outlay, commercial teams are increasingly caught in a vicious cycle where administrative burden far outweighs strategic impact. While this tension isn't new, it remains an unresolved problem.

This cycle functions as a self-reinforcing loop of diminishing returns:

- **Administrative Friction:** Field teams are burdened by high volumes of manual data entry.
- **Poor Data Quality:** This heavy workload leads to low-quality or incomplete data, creating organizational blind spots.
- **Insight Gap:** Siloed information makes it impossible to see the big picture or provide specific guidance to field reps.
- **Strategic Paralysis:** Without clear direction, field teams default back to manual, reactive work, which requires more administrative upkeep and restarts the cycle.

Ultimately, this strategic paralysis results in missed quotas and slow growth at critical stages of the product lifecycle.

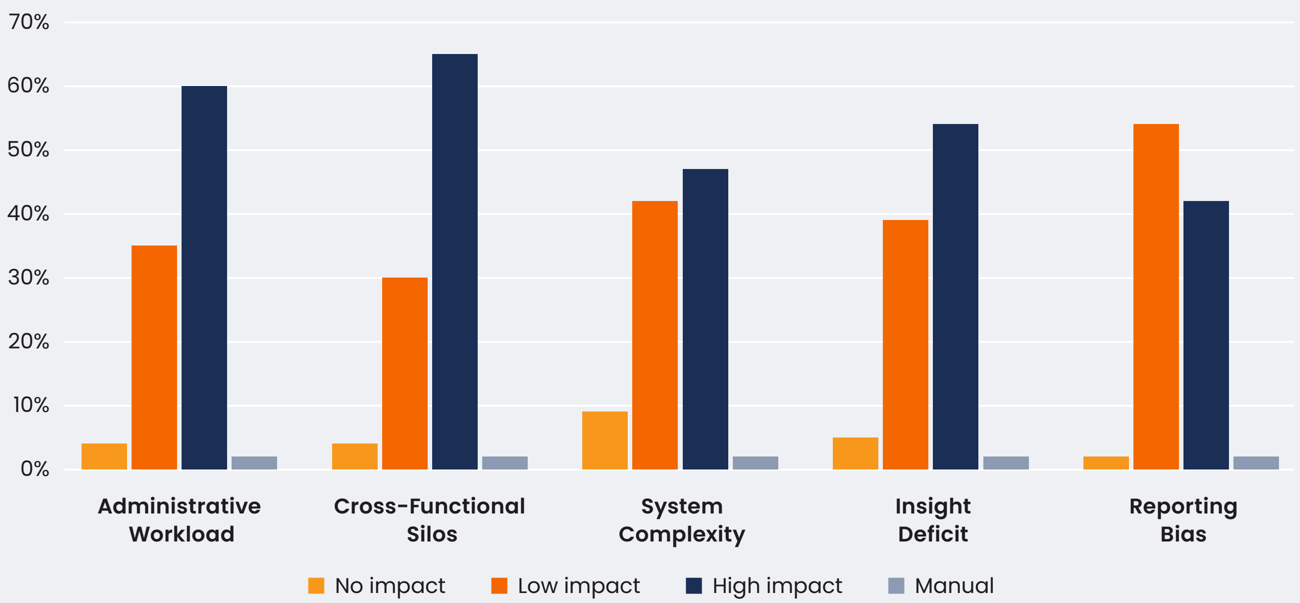
Leadership no longer views this as a minor IT inconvenience; they see it as a major bottleneck that prevents the company from responding to market shifts in real-time. Breaking this cycle requires more than a software patch; it requires an intentional shift away from passive record-keeping toward an AI-enabled future that delivers clear visibility into customer needs and proactively guides field interactions.

The Administrative Burden: A Barrier to Entry

While organizational silos rank slightly higher on our survey, the most immediate operational hurdle facing field teams today is the sheer volume of manual data entry. Research shows that 60% of respondents categorize administrative workload as a high-impact pain point for their organization.

Figure 1: CRM Pain Point Impact

Administrative workload and cross-functional silos emerge as the two anchors dragging down commercial agility.



This internal frustration matches broader industry data: 71% of field reps cite manual logging as the absolute biggest challenge to CRM utilization because it consumes too much time.[1] This heavy administrative workload drives a steep drop in user adoption, transforming the CRM from a valuable sales tool into a passive archive. Ultimately, when low adoption leaves commercial, medical, and market access teams operating out of sync, it creates critical tracking blind spots and directly leads to unrealized revenue.

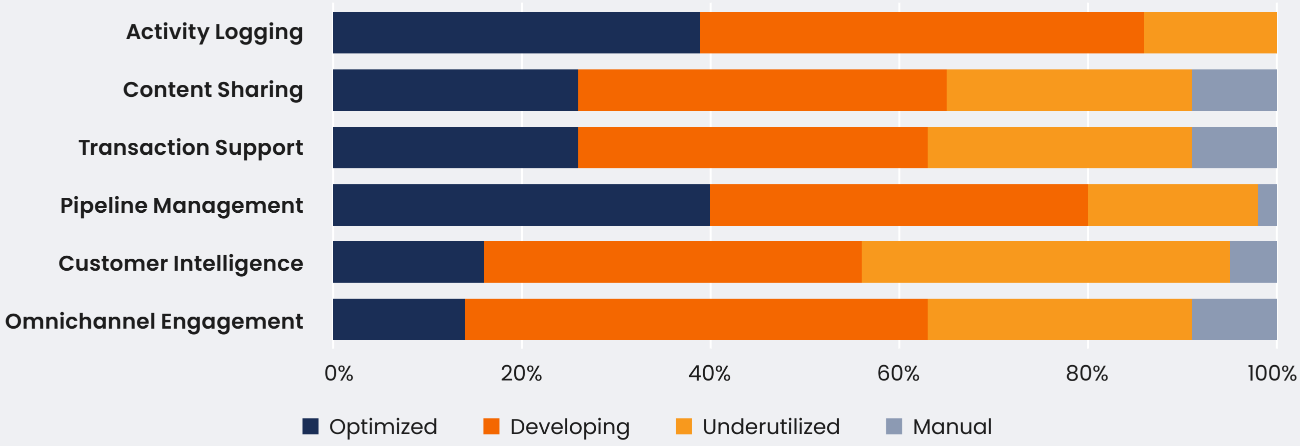
[1]Clari Revenue Intelligence Research, 2024

The One-Way Filing Cabinet: Data Without Value

In practice, this passive archive operates as a one-way filing cabinet. Representatives enter only the bare minimum data required for management documentation, leaving the system devoid of the detail needed to sell effectively. This gap is clear in the research findings: while 39% of teams have successfully optimized activity logging, a mere 16% have achieved that same advanced level for customer intelligence to drive sales.

Figure 2: Field Team Effectiveness by Capability

While basic activity logging is widely optimized, a mere 16% of teams have reached that same advanced level for customer intelligence.

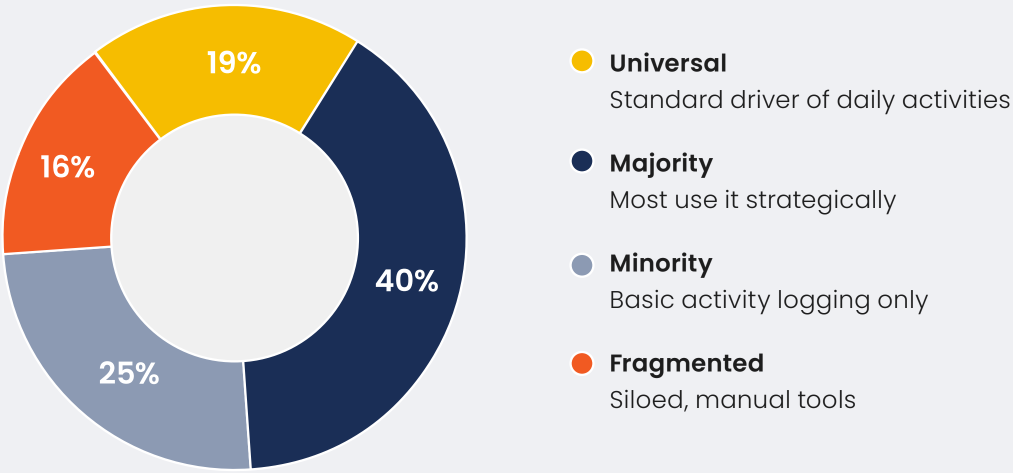


This lack of depth is compounded by a lack of participation; when data provides no value back to the field, adoption inevitably plateaus. Navigating with low adoption is like using half a map. Survey data shows that while 40% of organizations report majority CRM usage, only 19% have achieved universal adoption (defined as 75% or more of their field team).

When leadership tries to drive strategic business decisions using incomplete data they are operating with massive blind spots - leading to unreliable pipeline metrics and unpredictable forecasting.

Figure 3: CRM Field Adoption Rates

81% fall short of universal adoption, leading to forecasting blind spots.



This forecasting blind spot ripples across the entire organization. It creates deep cross-functional silos where sales, marketing, and medical teams - lacking a single, unified system - are forced to build workarounds. As a result, each department begins operating on a completely different set of data actively blocking the broader organizational strategy.

This breakdown is where commercial execution falters:

- 65% say these silos are the primary reason their commercial strategy stalls.
- When commercial, medical, and market access teams operate out of sync, it leads to fractured targeting and weak clinical documentation – making the company highly vulnerable to payer friction. According to Counterforce Health[2], navigating these hurdles inefficiently results in permanent annual revenue leaks of up to $3,000,000 per device portfolio due to unrecovered insurance denials.
- Siloed data is "invisible" data. For instance, if the medical team uncovers a crucial clinical insight about a surgeon that never reaches the sales team, the rep walks in blind and the company loses its competitive edge.

[2]Counterforce Health, 2025.

The Alignment Gap

While 65% report that cross-functional silos actively stall commercial execution, nearly 90% view strategic alignment as the single most valuable capability a CRM can provide. This 25-point gap highlights a critical shortfall in current market technology: today's systems are failing to connect sales, marketing, and medical teams when it matters most.

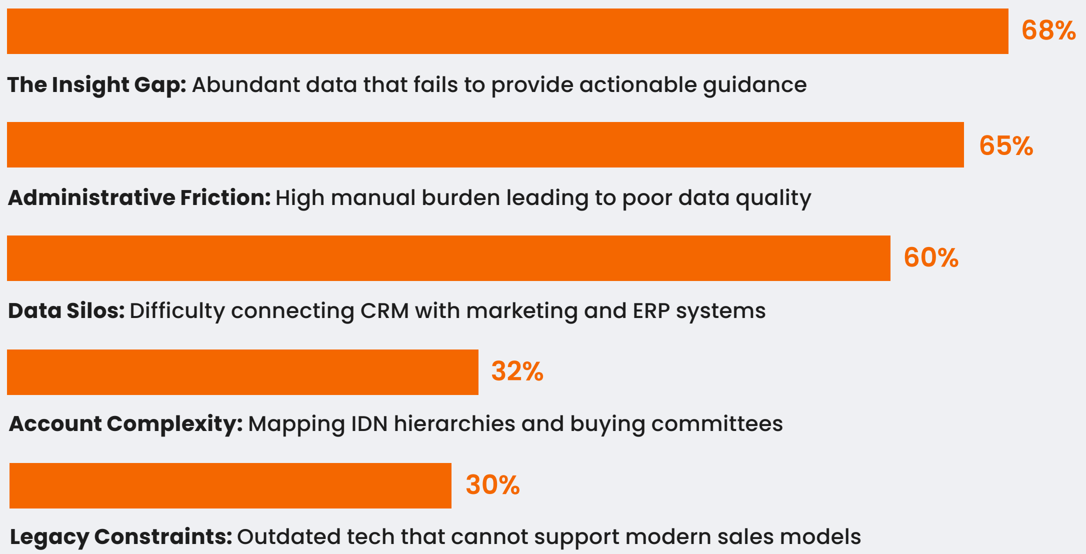
These numbers prove that the stakes have moved beyond simple field productivity. True commercial value comes from a system that seamlessly connects marketing content and automation tools directly to the CRM, providing full visibility into what actually works in the field. Leaders don't need another way to track calls; they need to know exactly where reps are spending their time and how their top performers are driving commercial success. Ultimately, they need a platform that connects these disconnected functions and keeps their strategy on track.

Turning Information into Action: Bridging the Insight Gap

The ultimate consequence of low data quality and isolated functional silos is a guidance vacuum. Medtech teams no longer suffer from a lack of information but from an inability to turn that information into a clear plan. This insight gap is ranked by 68% of respondents as their #1 strategic challenge for 2026.

Figure 4: Top Commercial CRM Challenges

68% indicate an insight gap with data that provides no actionable guidance.

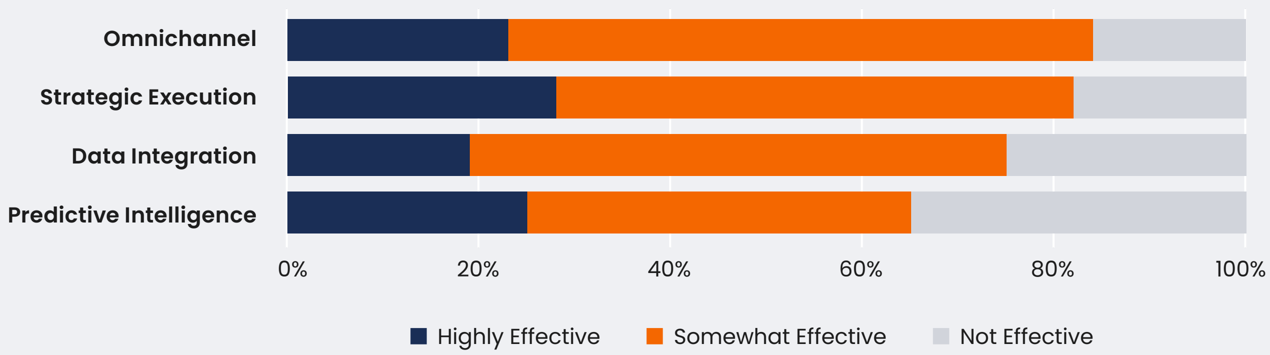


This gap is most visible in the disconnect between communication and targeting. Even when organizations possess the tools to reach a customer, they are often flying blind when deciding which customers to prioritize:

- 61% of medtechs report that their omnichannel delivery is only somewhat effective (the "how").
- 35% rate their predictive intelligence — knowing exactly who to call on and when — as completely ineffective.

Figure 5: CRM Operational Effectiveness

Modern platforms are largely effective at delivering baseline communications but fail completely at predictive intelligence.



US-Europe Divergence

The struggle for direction varies by geography. U.S. respondents rank the insight gap higher (72% vs. 64%), suggesting that while they collect massive amounts of data, they struggle to extract actionable value. In contrast, European medtechs are nearly twice as likely to cite account complexity (44% vs. 24%), reflecting the structural challenge of navigating diverse, multi-market hospital hierarchies and complex procedural networks.

Strikingly, having a more advanced CRM does not automatically close this gap. Organizations that indicate they have an advanced "strategic engine" platform are actually more likely to flag the insight gap as a top challenge (73%) compared to those operating with basic systems. This occurs because an advanced system immediately exposes the “noise” of unorganized data the second a team attempts to leverage it for predictive guidance or AI models. This highlights a deeper infrastructure barrier: the platform cannot act as a navigator if its foundation is still just a passive archive.

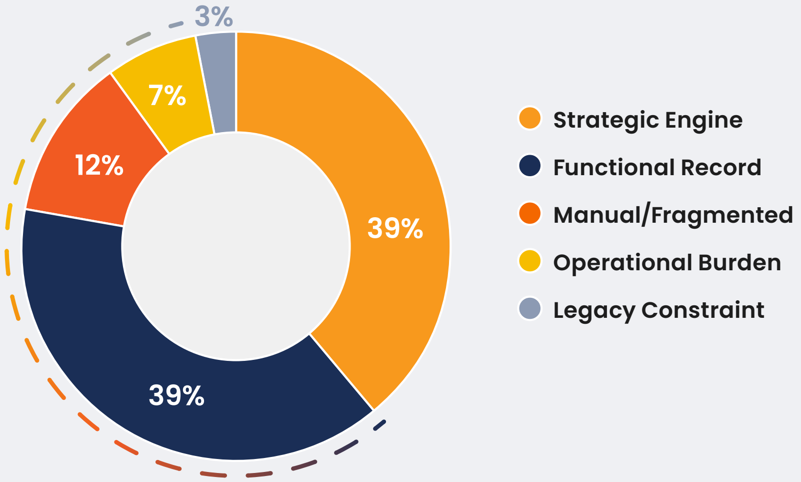
Strategic Paralysis: The Infrastructure Barrier

Looking at the industry as a whole, a clear 61% majority of medtech organizations are stuck using their CRM as a basic database rather than a competitive edge (see Figure 6).

This pain is felt acutely at the top, revealing a disconnect when you break the data down by leadership tier: 50% of C-level respondents describe their CRM capabilities as "below functional" (meaning they see them as a legacy constraint, an operational burden, or a manual process), compared to just 18% of frontline managers. Executives closest to the P&L recognize that the traditional filing cabinet model – which merely logs past activities – cannot help a sales team anticipate customer needs or target the right clinical opportunities.

Figure 6: Current CRM Operational Status

Only 39% of organizations have a strategic engine, leaving a 61% majority stuck using their CRM as a passive database.



**Data represents total survey respondents across all organizational levels.*

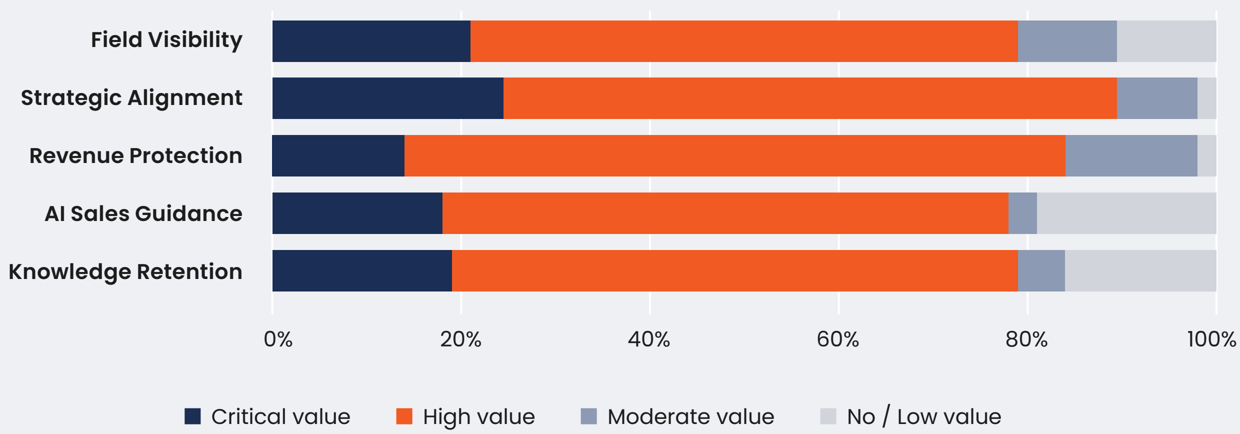
Faced with systems that merely log past data rather than drive future strategy, medtech leaders are changing their priorities. They are shifting focus toward strategic alignment, knowledge retention, and revenue protection to stabilize their operational foundation:

- **90% cite strategic alignment as a top priority.** This is the top demand for a reason. Internal silos are no longer viewed as just an operational annoyance – they are recognized as a primary barrier that keeps sales, marketing, and medical teams from working as a cohesive unit.
- **79% say knowledge retention,** such as territory relationship continuity, is now a critical focus. With the total cost of losing a single medical device representative ranging from $150,000 to over $300,000 per open vacancy,[3] leaders are prioritizing platforms that secure full account histories and clinic dynamics within the company so that vital relationships remain protected the moment a representative exits the territory.
- **84% identify revenue protection — specifically identifying at-risk accounts to prevent business loss — as a high-value necessity.** By keeping teams aligned and ensuring territory data stays within the company, leadership can spot these vulnerabilities early and defend their market share before competitive threats hit the bottom line.

This shift proves that the goal has changed: it is no longer about just tracking activity, but about securing the institutional memory required to protect and grow the business.

Figure 7: Perceived Value of Core CRM Capabilities

Strategic alignment and revenue protection dominate executive priorities.



[3]MDliaison, 2026.

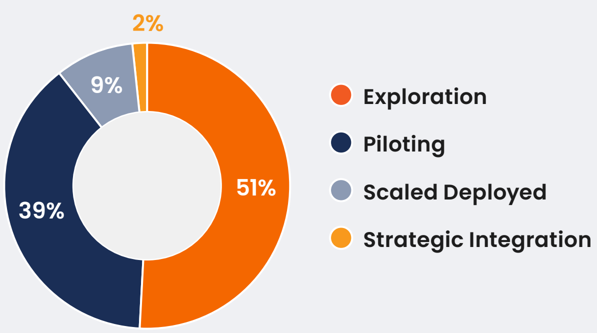
AI: Breaking the Cycle

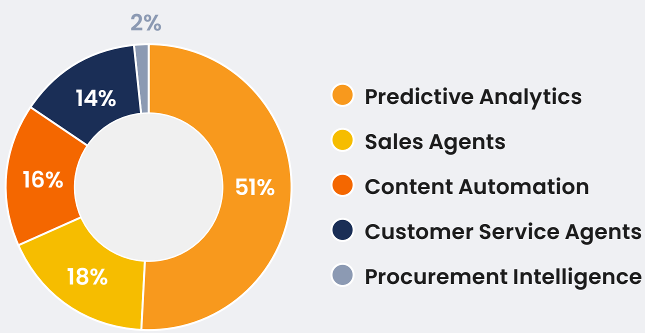
AI has the potential to break the vicious cycle of administrative burden, yet it remains the most hyped and least deployed tool at scale in medtech. While 89% of organizations have yet to deploy AI in a meaningful way, 51% see predictive analytics as the key to solving the “who and when” problem for their reps.

FIGURE 8:
AI Deployment Progress

FIGURE 9:
Promising AI Use Cases

While medtech organizations overwhelmingly target predictive analytics to solve field execution challenges, the vast majority remain grounded in early exploration or pilot phases.



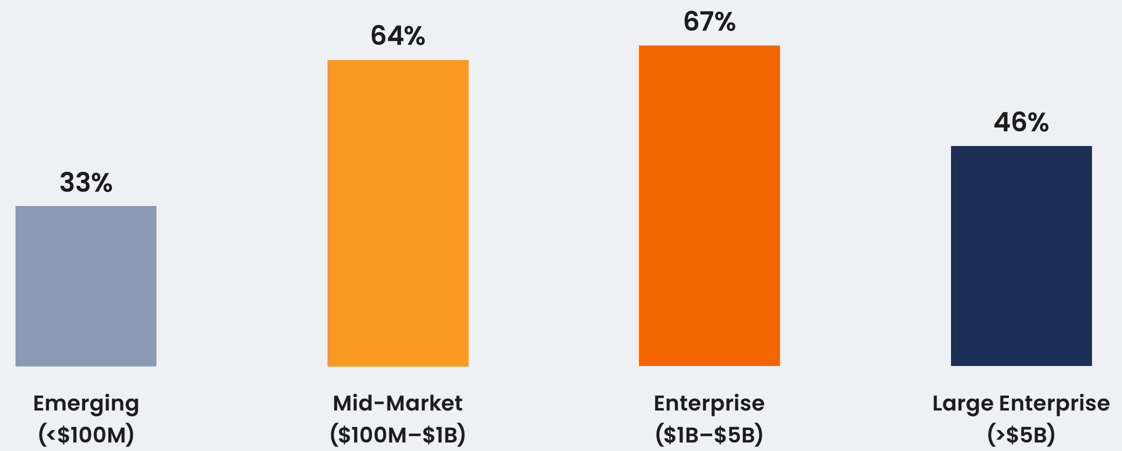


Budget size alone does not guarantee AI execution; instead, medium and enterprise organizations ($100M-$5B) are the clear leaders in the AI race.

As shown in Figure 10, active AI pilots and deployments peak among enterprise medtechs at 67%, closely followed by medium organizations at 64%. In contrast, the largest multi-billion-dollar conglomerates ($>5B) lag behind at just 46%. While smaller, emerging companies are often restricted by limited budgets (33%), global enterprises are bottlenecked by legacy IT system sprawl and rigid compliance protocols that stall rapid deployment.

Figure 10: AI Maturity by Organizational Size

Mid-market and mid-tier enterprise companies are outpacing multi-billion-dollar conglomerates in active AI pilots due to lower legacy software complexity and faster deployment agility.



**Data represents the % of respondents within each revenue segment who have moved past initial exploration into active AI pilots, scaled deployment, or strategic integration.*

Regional AI Priorities

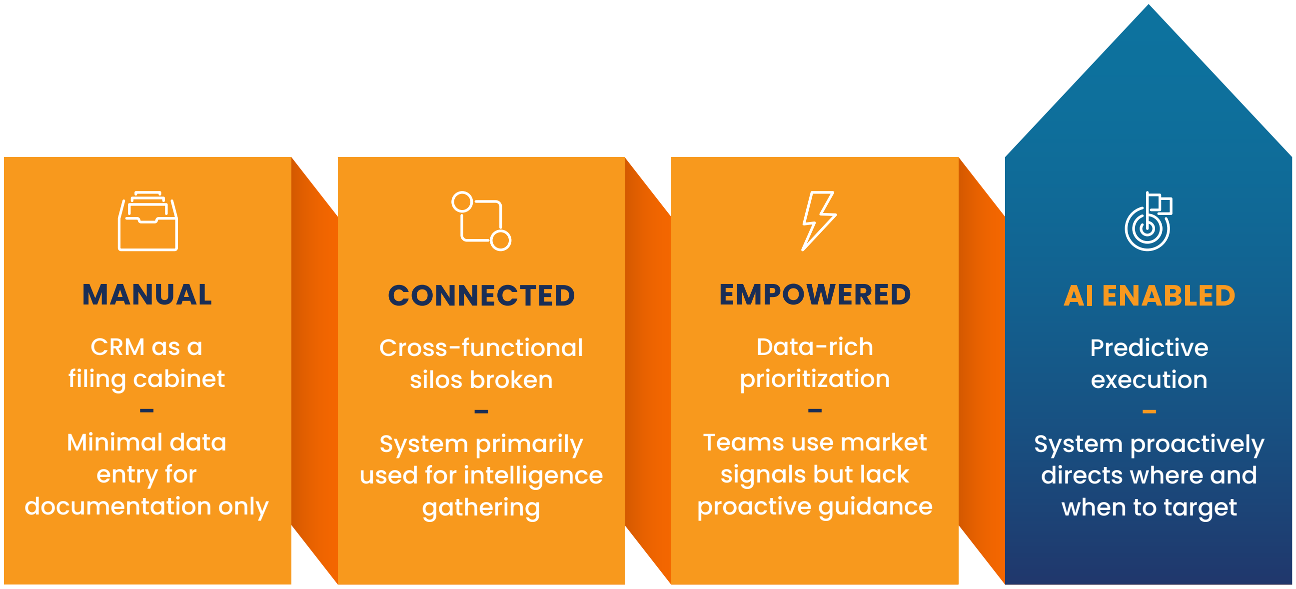
While predictive analytics is the top priority in both regions, European respondents are significantly more likely to prioritize sales agents (24% vs. 14% in the U.S.). Strikingly, no European respondents selected customer service agents, compared to 28% of their US peers. This sharp divide reflects Europe's rigid regulatory landscape, which drives demand toward internal, automated compliance within rep workflows. Meanwhile, U.S. organizations are focused heavily on customer-facing AI deployment.

Ultimately, you cannot automate what you haven't organized. The primary barrier to scaling these solutions is data readiness. In fact, data infrastructure has become such a bottleneck that companies are projected to abandon 60% of AI deployments due to lack of clean, AI-ready data.[4] The medtechs who stabilize their data foundation today will be the ones whose AI-enabled reps can accurately predict account needs, secure territory continuity, and protect market share tomorrow.

[4] Deloitte Tech Trends, 2026

The Medtech Commercial Maturity Roadmap

Moving your organization forward requires transforming your CRM from a digital filing cabinet into an active tool that helps your field teams sell. This transformation demands more than modernizing your software; it requires a fundamental shift in how you capture, understand, and use real-world market insights. Below is the path to moving your commercial organization past the tracking stage and into a strategic, data-driven engine:



From Manual to Connected

Break the adoption plateau by automating data entry – using AI tools to easily document call reports in the field – so your team gets their selling time back while effortlessly capturing the rich, qualitative details of their clinical interactions.

From Connected to Empowered

Move away from fragmented databases to an industry-specific platform that keeps account histories and clinical insights in one place. Clean up your data house now, as establishing high-integrity data today is the one way to eliminate blind spots and enable advanced enterprise workflows tomorrow.

From Empowered to AI-Enabled

Enable reps with internal and external market signals to help them prioritize their day without hunting for information. Bridge the insight gap by embedding smart prompts directly into the rep's daily workflows so they know exactly which accounts to prioritize and when.

AI-Enabled Field Workflows

Move to a system that is AI-enabled to give the field a true competitive advantage with the right targets at the most impactful moments.

The Next Frontier: Agentic Commercial™ and Commercial Evidence™

Reaching the AI-Enabled stage of the maturity roadmap is not a final destination; it is the launchpad into Agentic Commercial™ execution - a proactive, coordinated ecosystem where digital agents, field teams, and content work together to uncover real-world treatment barriers.

At its core, this model turns unstructured field interactions into Commercial Evidence™ - capturing the critical nuances that standard CRMs lose, and translating them into actionable sales insights. By capturing this deep qualitative context at scale, an agentic framework gives leadership the precise evidence needed to expose hidden roadblocks and maximize commercial agility.

Veeva Commercial Cloud provides the unified technology foundation for this agentic future, connecting sales, marketing, and medical teams on a single platform to achieve true customer centricity. Through tools like the Agentic Call Report™ in Vault CRM, field teams can compliantly capture detailed notes using natural voice and free text—moving from restrictive dropdowns to complete context. This real-world intelligence empowers organizations to sharpen target segmentation, deliver precise field suggestions that accelerate patient treatment, and dynamically tailor marketing campaigns to the immediate needs of healthcare providers.

Learn how a purpose-built CRM solution can help close the insight gap and become a strategic engine.

DEMOGRAPHIC SUMMARY OF SURVEY:

- Figures rounded for clarity.
- Online survey of 57 commercial operations, sales, marketing, and IT leaders in the medtech industry, January 2026 – March 2026.
- 51% of respondents from US, 46% Europe, 4% other
- Level of seniority/role:
  - 14%: **C-level**
  - 11%: **VP/SVP**
  - 37%: **Director/Senior Director**
  - 39%: **Manager/Senior Manager**
- Company size based on total revenue:
  - 23%: **Large enterprise (>$5B)**
  - 16%: **Enterprise ($1B-$5B)**
  - 25%: **Mid-Market ($100M-$1B)**
  - 37%: **Emerging (<$100M)**
- Area of operations:
  - 26%: **Diagnostics & Life Sciences**
  - 23%: **Capital Equipment**
  - 18%: **Implantable & Surgical**
  - 16%: **Consumables & Supplies**
  - 16%: **Digital Health & SaaS**
  - 2%: **Other**