Veeva MedTech

2026 Medtech Commercial Content Benchmark Report

Executive Summary

The 2026 Veeva MedTech Commercial Content Benchmark Report, based on insights from more than 100 commercial and regulatory leaders across the U.S. and Europe, reveals a widening gap between growing content demand and the systems needed to support it. At the center of this gap is content operations; specifically the daily process of creating, reviewing, and approving marketing materials. With a 24% year-over-year surge in approved marketing materials, AI has emerged as a key accelerator for faster, high-volume content creation. However, underlying workflows have not kept pace and pushing content into disconnected systems merely increases the manual workload for lean review teams. When we look closer at the numbers, this friction shows up as clear roadblocks across the commercial content lifecycle.

Review strain and misaligned priorities

The pressure falls heaviest on Medical, Legal, and Regulatory (MLR) teams with 65% of marketing assets now trapped in 3-5 rounds of review - a staggering 86% increase from two years ago. Furthermore, deep cross-team silos hurt commercial agility for 93% of respondents. A friction that is compounded by conflicting goals: 46% of marketers remain focused on speed-to-market, while 69% of regulatory leaders prioritize compliance accuracy.

Global-to-local and field execution gaps

This disconnect extends directly downstream. Although 74% of organizations utilize a global core with a local adaptation model, 64% report that local regulatory re-review remains the primary barrier to hitting the market. Local affiliates are frequently forced to rebuild assets from scratch because they lack the connected systems. Once in the field, confidence takes precedence over speed, as 55% prioritize absolute compliance over delivery speed.

The AI Readiness and Claims Gap

Corporate AI ambitions are moving far ahead of actual infrastructure readiness. While 63% of organizations are actively piloting advanced AI use cases, 39% still rely on manual spreadsheets to manage critical compliance data, and an additional 20% fall into a trap of completely disconnected data systems. According to our survey, the lack of a clean data foundation is a primary barrier keeping advanced automation stuck in the experimental phase.

Shifting Operational Priorities

These operational hurdles are shifting priorities. With 59% of commercial leaders now prioritizing operational efficiency over traditional speed-to-market, the path forward is no longer just about creating more content, faster. Instead, the data shows an industry shift toward building a connected enterprise foundation – focusing investments on unified content and claims tracking, agentic MLR reviews, and seamless global-to-local execution.

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Navigating the Market Shifts in 2026

The 2026 Veeva MedTech Commercial Content Benchmark Report surveys commercial and regulatory leaders across the U.S. and Europe to examine how medtech companies manage content and claims, and the operational roadblocks that stand in their way.

True speed depends on how seamlessly content, claims, and supporting evidence move through the organization, from initial creation to final approval and field deployment. This report evaluates the claims and content lifecycle across six foundational themes, identifying where operational gaps persist and where the greatest opportunities for improvement lie:

01. **The Evolution of Review Cycles:** Analyzing multi-round review bottlenecks, U.S. vs. Europe timeline gaps, and tool redundancies.
02. **Centralized Claims Repositories:** Tracking the shift to a single source of truth to eliminate manual, high-risk tracking spreadsheets.
03. **Optimizing Cross-Functional Operations:** Resolving persistent silos and friction between marketing and regulatory teams.
04. **Global-to-Local Dynamics:** Addressing execution breakdowns that force regional teams to rebuild assets from scratch.
05. **The Impact of AI:** Moving past stalled pilots by establishing the clean data foundation required to scale impact.
06. **Marketing-Sales Alignment:** Securing final-mile field readiness by balancing sales speed with absolute compliance.

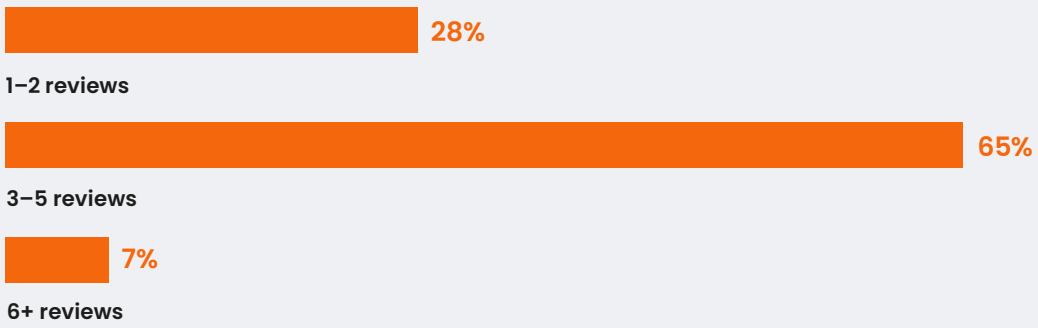
Together, these themes demonstrate that sustainable medtech growth requires companies to look beyond pure content volume creation, treat commercial systems as a strategic asset, and build the unified operational foundations needed to succeed with next-generation AI.

01. The Evolution of Review Cycles

AI content generation has become faster and easier for medtech marketing teams, but the scrutiny required to ensure compliance has intensified. This heightened scrutiny shows up clearly in the data with 65% of commercial leaders indicating that marketing assets now require three to five rounds of review. This is a massive 86% increase from just two years ago when only 35% of content needed that much rework.

Figure 1: Cycles to Review Marketing Assets

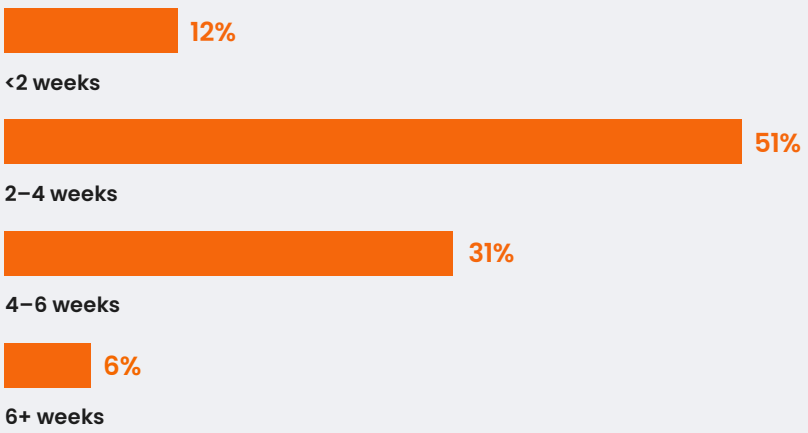
Marketing assets now require three to five review rounds, reflecting increased compliance scrutiny.



When looking at overall approval times, nearly two-thirds (63%) of organizations still manage to complete reviews in under 4 weeks. Within that group, the teams staying ahead are the 28% who use software specifically built for medical, legal, and regulatory (MLR) reviews. However, more than a third of medtechs still take more than 4 weeks to approve materials due to the increasing volume of complex content.

Figure 2: Marketing Asset Approval Timelines

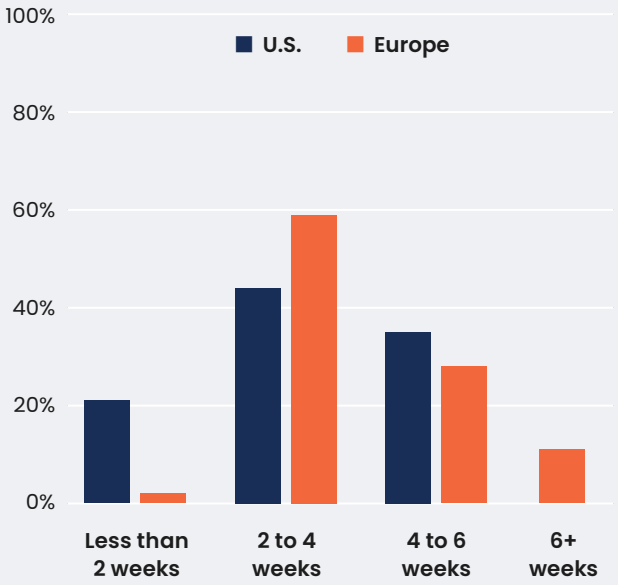
37% of organizations require more than four weeks to approve marketing assets.



The Geographic Bottleneck

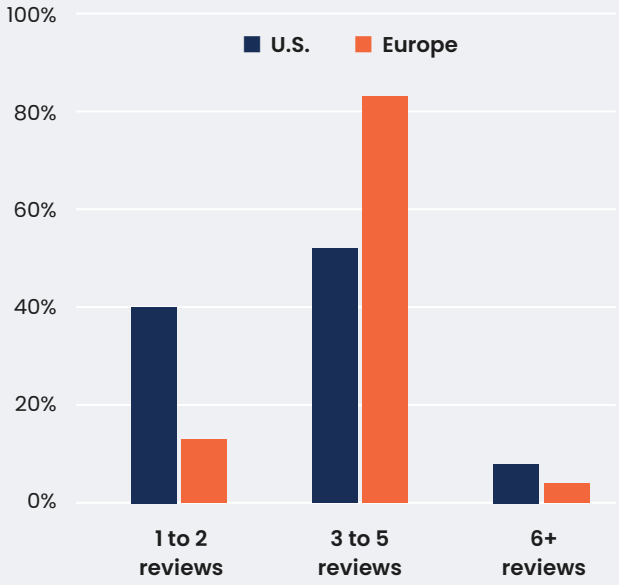
These long review times look very different depending on where you are. While the U.S. market finds ways to move quickly, the realities of dealing with multiple countries and languages in Europe stretch out timelines and add more review rounds.

Figure 3: Approval Timelines



In the U.S., 21% of respondents approve a typical marketing asset in less than two weeks, compared to 2% in Europe. Similarly, 11% of European reviews stretch past 6 weeks, while zero U.S. respondents reported timelines of that length.

Figure 4: Review Rounds



While 40% of U.S. respondents secure approval within just one to two rounds, only 13% of European respondents do. European workflows are heavily concentrated in three to five review rounds (83%), highlighting the impact of stricter compliance and sign-off processes.

Insight

While market speed is still a necessity, rising content volumes and local regulations have completely changed the traditional review process. Ultimately, trying to create more content without changing how you review it is a losing battle. Building a standardized workflow and a solid data infrastructure handles regulatory complexity right at the start. This foundation is the only way teams can move faster and scale up their content without risking non-compliance.

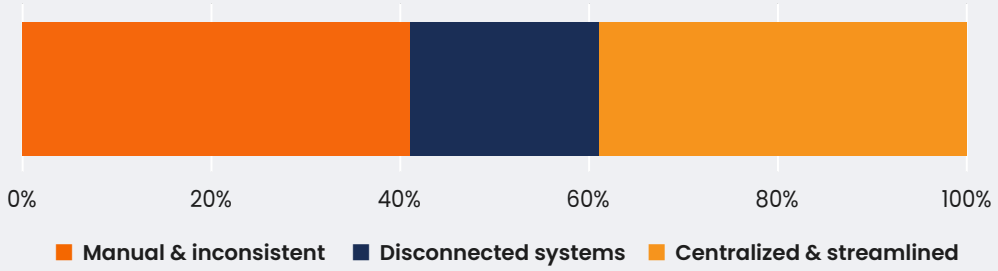
02. Centralized Claims Repositories

A key aspect of business process transformation in 2026 is the rapid adoption of a centralized claims library. This library serves as the single source of truth by explicitly linking claims, evidence, and promotional content. By moving away from scattered, manual documentation, organizations can reduce compliance risks and eliminate market disadvantages. This framework ensures that every team across the enterprise builds content from the exact same validated data.

In 2024, only 15% of respondents had streamlined claims with a central repository. By 2026, this figure increased to 39% – a 160% increase in adoption.

Figure 5: Claims Management Maturity

61% of organizations still use manual processes or disconnected systems to link claims to their evidence and content.



While progress is accelerating, an equal portion of the market has yet to transition, with 39% of medtechs still relying on inconsistent processes and manual inputs into spreadsheets, leaving them exposed to operational and regulatory vulnerabilities.

An additional 20% fall into a partial digitization trap. They have a clear process on paper, but run on a disconnected foundation where claims data, clinical evidence, and promotional content live in isolated systems. This separation forces teams to manually stitch data together, transforming routine compliance checks into a cumbersome, risk-prone tracking exercise.

Insight

A centralized repository is a necessary first step. True commercial excellence, however, requires more than static storage. Claims require dynamic lifecycle thinking: from upstream ideation, creation, and substantiation, to downstream launch and market distribution.

Because claims do not live solely in technical documentation but drive active commercial communication, medtechs need end-to-end visibility and embedded traceability to manage appropriately. Ultimately, moving to a connected claims library replaces fragmented systems with data certainty. This makes compliance reviews far more efficient and corporate risk much easier to spot ahead of time.

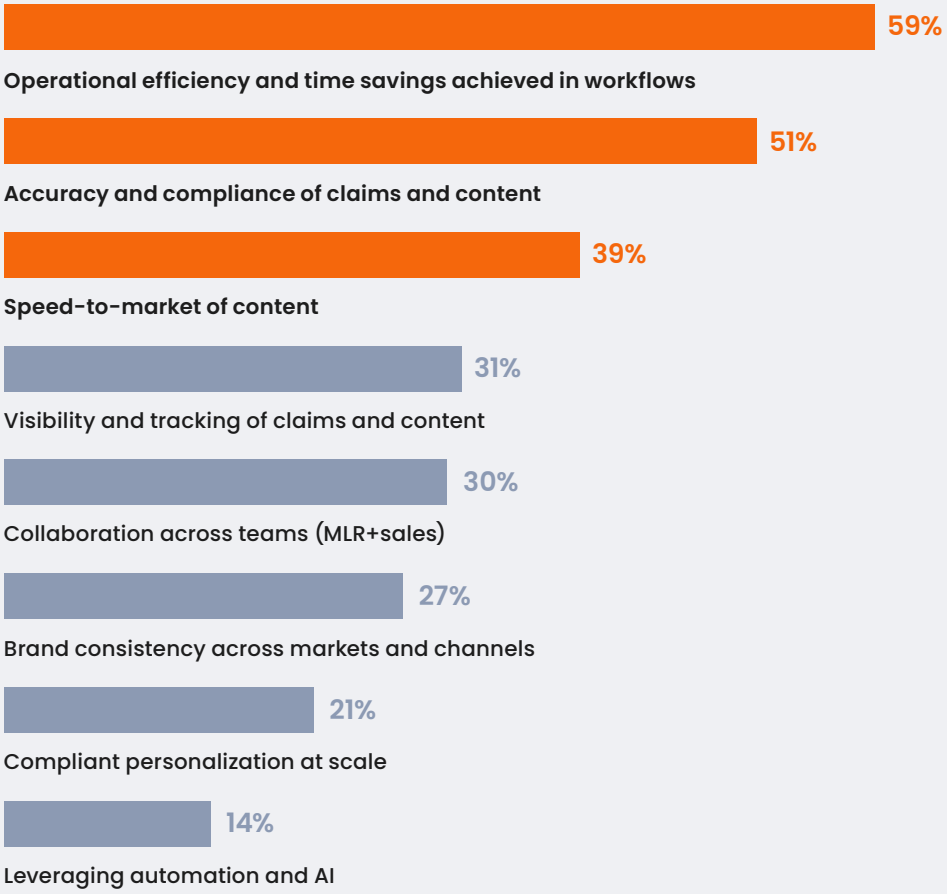
03. Optimizing Cross-Functional Operations

While ownership of the MLR process is increasingly combined, the operational silos between marketing, regulatory, and legal teams remain a primary barrier to market speed. Improving this workflow requires moving past simple reorganization and focusing on how these cross-functional teams actually work together day-to-day.

A shift in industry objectives occurred between 2024 and 2026. In 2024, speed-to-market was the leading priority, cited by 56% of executives. By 2026, when identifying their top three improvement priorities for the upcoming year, 59% of commercial leaders prioritized internal operational efficiency and 51% focused on compliance accuracy. This shift reflects a significant departure from traditional speed-to-market (39%), highlighting the industry's increase on improving underlying workflows.

Figure 6: MLR Improvement Priorities

59% prioritize operational efficiency, making it the leading MLR improvement priority.

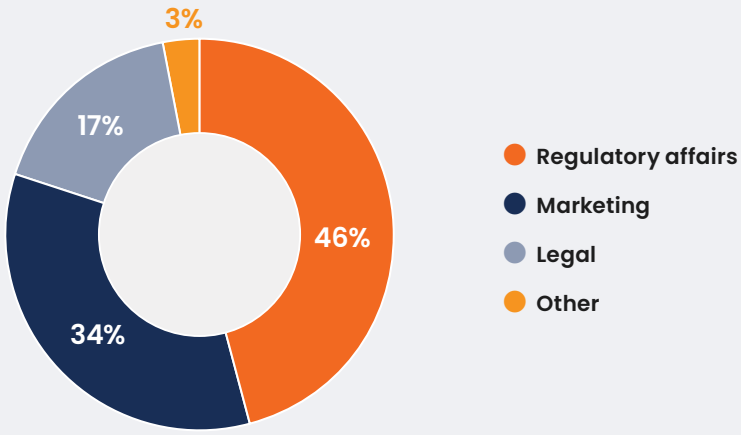


Data reflects a stack-ranked selection where respondents selected up to three distinct priorities.

Regulatory affairs leads the MLR process at 46% of companies, followed by marketing operations/ communications at 34%, and legal at 17%. This highlights a clear reality: though marketing teams own the commercial mandate to build promotional materials and engage the market, the actual process pipeline is dominated by regulatory and legal oversight. This operational design effectively places the compliance function in the driver's seat of commercial execution.

Figure 7: MLR Process Ownership

46% identify regulatory affairs as the primary owner of the MLR process.

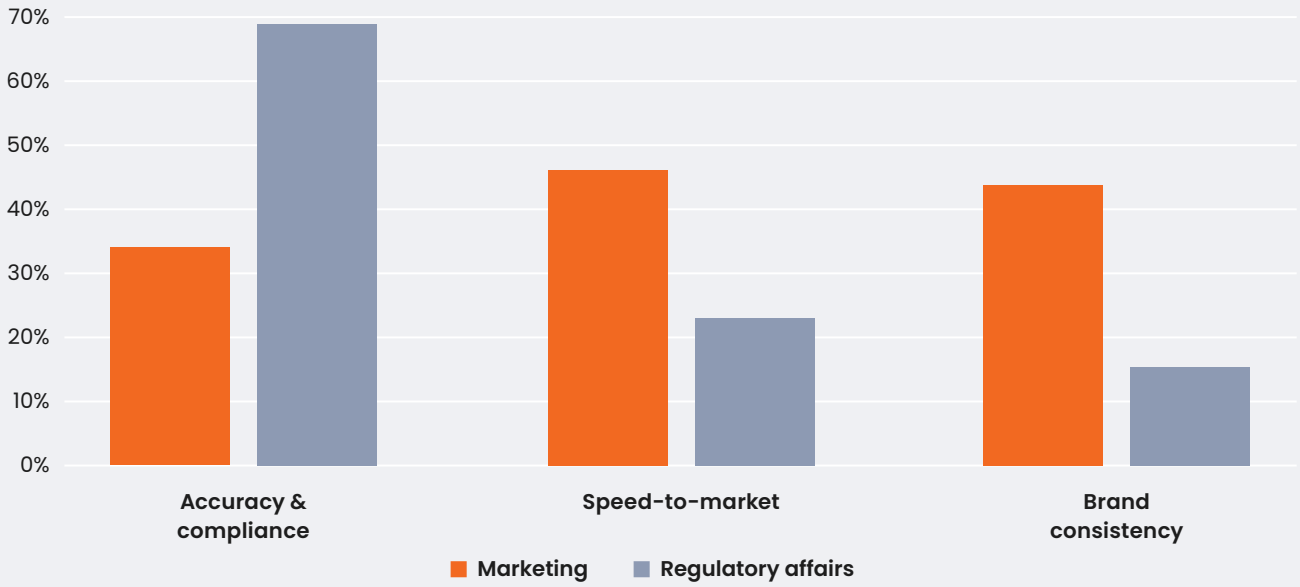


The ongoing friction between commercial and regulatory teams is now clearly quantified, showing how competing interests pull content operations in opposite directions:

- **Speed-to-market:** Remains a high priority for 46% of marketing professionals, but drops to 23% for regulatory affairs.
- **Accuracy and compliance:** Drives the day-to-day focus for 69% of regulatory respondents, compared to 34% of marketers.
- **Brand consistency:** Serves as a key priority for 44% of marketing, while capturing only 15% of regulatory focus.

Figure 8: Marketing vs. Regulatory Priorities

Marketing teams emphasize speed-to-market and brand consistency, while regulatory affairs prioritizes accuracy and compliance.

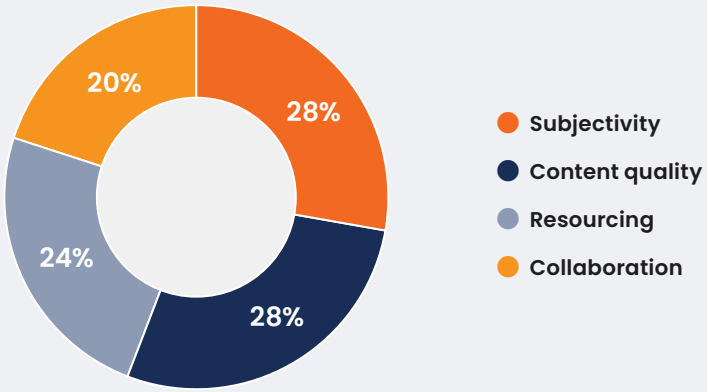


In fact, 93% of leaders report that cross-team silos hinder operations, with 24% classifying it as a "significant challenge". Rather than moving through a cohesive pipeline, commercial and regulatory functions' goals remain isolated from one another.

This structural tension is further compounded by localized resource constraints. While subjectivity in assessments (28%) and poor initial content quality (28%) tie as the primary day-to-day bottlenecks, under-resourced review teams follow closely as a critical operational hurdle for 24% of organizations.

Figure 9: MLR Operational Challenges

Subjectivity and content quality emerge as the leading operational challenges for MLR teams.



Insight

This decline in speed-to-market as a standalone priority reflects a shift in operational maturity. Leaders recognize that without internal workflow efficiency, assets are continually stuck in repetitive, multi-round edits. This gridlock happens because while marketing drives content speed, compliance teams carry the heavy burden of enforcing accuracy - often forced to act as a manual filter to catch basic errors before approval.

Commercial leaders cannot scale digital production without treating the reviewer experience as a core component. True operational efficiency requires establishing a company-wide infrastructure that handles regulatory parameters upfront, ensuring marketing delivers compliant, audit-ready materials from the start.

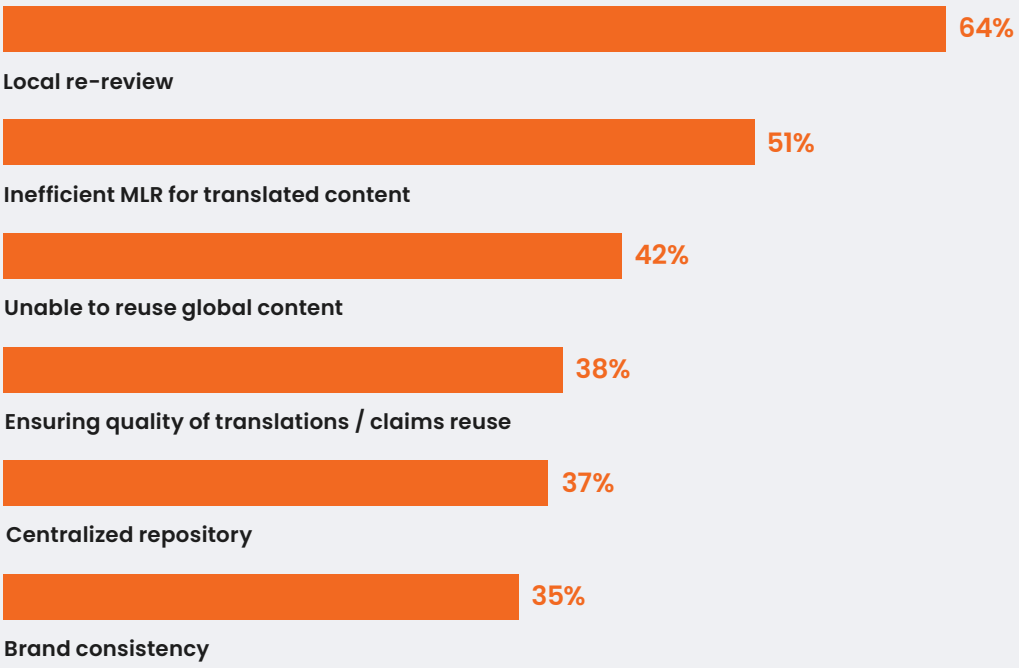
04. Global-to-Local Dynamics

Managing content across borders introduces another layer of operational complexity. The vast majority of the industry has aligned on a common approach, with 74% of medtechs utilizing a "global core with local adaptation" model to balance brand consistency with regional compliance requirements. Regionally managed footprints follow at 14%, hybrid or outsourced models at 8%, and fully local the least at 4%.

However, downstream execution routinely hits a wall when global assets reach local markets. Despite this global alignment, the top challenge impacting go-to-market speed in localization is the requirement for local regulatory and legal re-review (64%). Local execution is further constrained by inefficient MLR workflows for translated content (51%), a systemic inability to reuse global assets (42%), and ongoing friction regarding the quality of translations and claims reuse (38%).

Figure 10: Top Challenges Impacting Go-to-Market Speed

64% identify local re-review as the leading barrier to faster market execution.



Data reflects a stack-ranked selection where respondents selected up to three distinct priorities.

Insight

This data highlights why so many organizations continue to face significant challenges in the cross-border execution of content operations. Under centralized models, local affiliates are often forced to operate with limited resources while maintaining significant responsibility for regional compliance.

Because they cannot easily adapt global content, local teams routinely get trapped in endless re-reviews and are frequently forced to rebuild assets. This operational disconnect negates the exact economies of scale and cost savings that centralized teams were built to achieve.

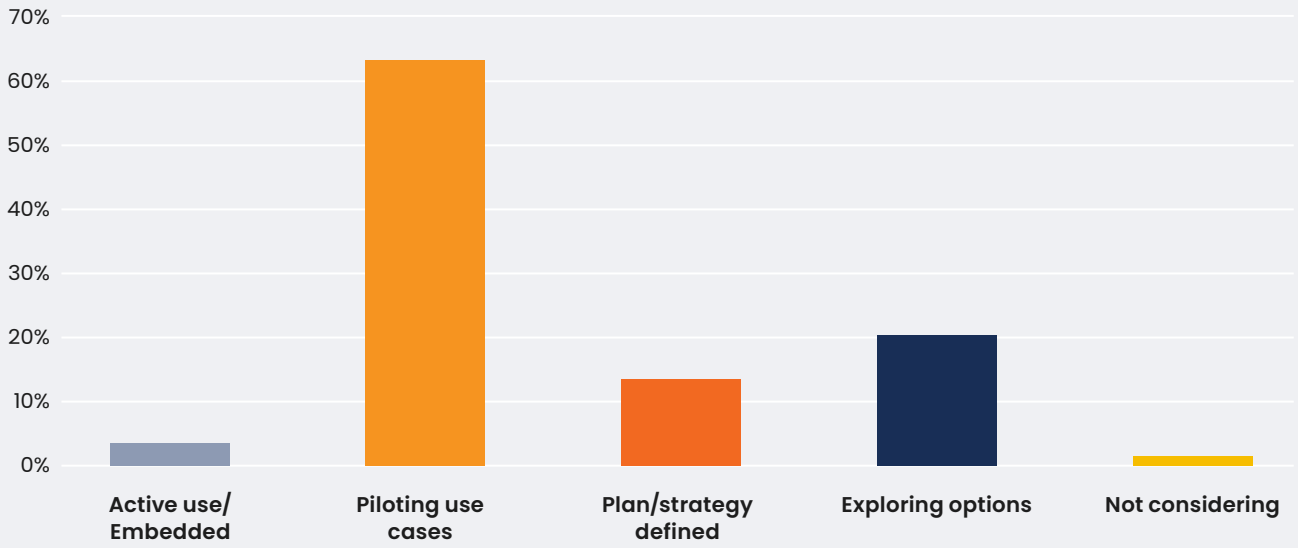
To resolve this, simple asset distribution isn't enough. True efficiency requires a localized content infrastructure that actively supports regional execution, that respects their specific market and compliance realities from the start.

05. The Impact of AI

In 2026, medtech organizations have transitioned from solely evaluating AI projects to active execution. The vast majority (63%) are currently piloting use cases, while 13% have a formal plan or strategy defined for the next one to two years. Meanwhile, 20% remain in the early stages of exploring options, and only a mature 3% have successfully embedded AI into their active, core processes.

Figure 11: AI Adoption Maturity

63% of organizations are piloting AI, but only 3% have fully embedded it.



When evaluating where AI can deliver the highest operational impact, leaders point to localization (27%) and content creation (22%), followed by automated compliance checks (18%) and claims (11%).

Figure 12: AI Impact Areas

27% identify localization as AI's greatest opportunity for operational impact.

While the potential value of AI is widely recognized, medtechs face clear hurdles to scaling it. The data identified the top three challenges currently hindering enterprise deployment:

- **Strategy:** The lack of a clear roadmap leaves initiatives without a cohesive blueprint for growth.
- **Talent:** An internal capability gap, specifically a lack of specialized skills required for effective deployment.
- **Data:** Inadequate data quality or fragmented systems, which prevents advanced tools from operating on a clean, unified foundation.

Together, these strategic, talent, and infrastructure barriers represent the core operational points medtech leaders must resolve before AI can be effectively scaled across the commercial enterprise.

Figure 13: Top-Ranked AI Challenges

Strategy and talent outrank data, cost, and culture as AI roadblocks

#1	Lack of clear strategy or roadmap
#2	Shortage of skilled talent
#3	Poor data quality and fragmented systems
#4	Cost and resource allocation
#5	Resistance to change and user adoption

Insight

The sharp increase in AI pilots demonstrates that medtech organizations are actively exploring new frontiers. We are in a collective learning phase and the widespread experimentation is promising.

While organizations are targeting the right high-impact use cases like localization and content creation, initiatives may stall in the pilot phase. Leaders must treat AI readiness as an organizational priority rather than a series of tech projects. The immediate next step requires defining a cohesive enterprise blueprint, upskilling or recruiting targeted technical talent, and stabilizing underlying data quality. Only with this foundation can these advanced tools deliver true scalable impact.

06. Marketing-Sales Alignment

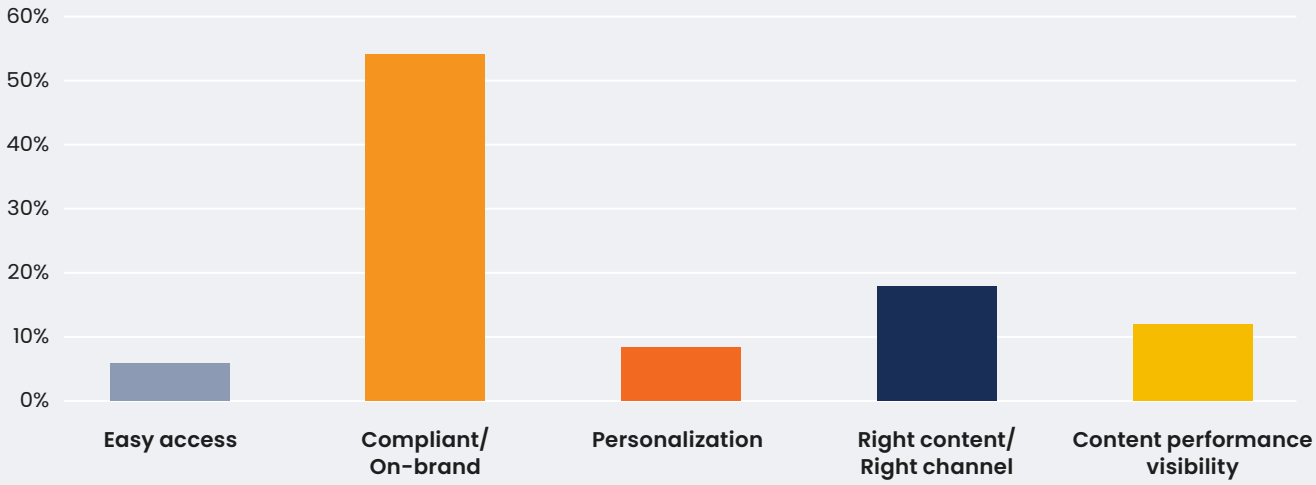
The ultimate goal of the content lifecycle is field readiness—equipping sales teams with approved messaging the moment they need it. While commercial teams push for speed, content delivery must minimize risk, ensuring reps only access fully validated materials.

A majority of respondents (55%) state that ensuring all in-market content is "compliant and on-brand" is the most important factor when delivering content to the sales team.

Downstream commercial priorities vary, with 18% prioritizing delivery of the right content to the right channel, 12% prioritizing visibility into content performance, and 9% identifying compliant personalization as a primary focus.

Figure 14: Field Content Delivery Priorities

Ensuring content is compliant and on-brand remains the top priority when delivering materials to sales teams.



Insight

These findings show that for most medtech commercial leaders, compliance takes precedence over distribution speed and performance tracking. Achieving true field readiness is not just about how fast materials reach the field, but guaranteeing they are fully validated and easily accessible. This requires a connected infrastructure that links the upstream review process directly with the downstream sales repository. By bridging this gap, organizations can instantly retract expired or unapproved content from the field. Ultimately, this control gives leadership total confidence that what is being said on the ground matches exactly what was approved at the core.

Building the Next-Generation Commercial Content Engine

The data in this report points to a systemic bottleneck: medtech organizations are trying to support a modern, AI-driven environment using outdated, manual infrastructure. Investing more resources into creating content without addressing the underlying operating model has only increased the pressure on already overwhelmed review teams, drags out approval cycles, and forces local markets to duplicate work.

Breaking this cycle requires more than incremental fixes. Commercial and regulatory leaders must shift their focus from isolated, short-term patches to building the enterprise-wide foundations needed for true scale. The following recommendations outline the components required to build a more connected, efficient, and AI-ready commercial content operating model.

01. Build the centralized content and claims foundation

Medtechs should prioritize moving away from manual spreadsheet tracking and disconnected folders that isolate claims data from clinical evidence and promotional materials. Adopting a centralized claims management infrastructure establishes an end-to-end single source of truth, providing total visibility from initial substantiation to final distribution. This ensures both teams and AI agents always pull from the exact same validated data, reducing duplicate work, protecting brand consistency, and creating a reliable operational foundation.

02. Adopt Agentic MLR™ to transform the review model

Redirect AI investments toward one of the highest-impact bottlenecks in the entire content lifecycle: medical, legal and regulatory (MLR) review. By deploying intelligent agents to autonomously handle routine compliance checks, apply established rules, and flag clear risks, organizations can automatically filter out basic errors. This can reduce manual review burden, accelerate approvals, and ensure that human experts can focus their time and energy where it adds the greatest value – such as complex judgment calls.

03. Connect global content to local execution and the field

Eliminate the local re-review tax by connecting global content creation, local adaptation, and field distribution into a single operating model. This setup enables local teams to easily access and adapt global materials to meet local compliance rules without completely restarting their review process from scratch. Extending this connectivity to the field ensures sales teams always use active, compliant materials, while expired or unapproved content is instantly and automatically pulled from circulation.

The Path Forward

The data from this benchmark report confirms that the next era of medtech growth belongs to organizations that treat their commercial infrastructure as a strategic asset. By replacing fragmented, short-term workarounds with a completely connected content lifecycle, companies can reduce operational waste, accelerate speed-to-market, and secure field readiness. Additionally, stabilizing this core foundation allows leaders to move past isolated AI experiments and confidently scale the next generation of intelligent, agentic commercial operations.

DEMOGRAPHIC SUMMARY OF SURVEY:

- Figures rounded for clarity.
- Online survey of 100 medtech leaders, January 2026-April 2026
- 52% of respondents from U.S., 48% from Europe
- Functional role:
  41% **Marketing**
  39% **Regulatory Affairs**
  20% **N/A**
- Level of seniority/role:
  16% **VP/SVP**
  40% **Director/Senior Director**
  44% **Manager/Senior Manager**