



Pharma/Biotech GTN Summit

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Industry Benchmarking Report

At last year's Pharma/Biotech Gross-to-Net Summit, industry leaders explored GTN management strategies and cross-functional collaboration across finance, operations, pricing, and market access teams. The goal: equipping attendees with practical strategies to navigate regulatory shifts, optimize forecasting, and leverage technology solutions to address the evolving complexity of GTN.

This benchmarking report compiles insights directly from your peers at the Summit, reflecting the real challenges being faced - from reconciliation and AI integration to operations and benefit redesigns. The data underscores a critical theme: cross-functional collaboration is essential to staying ahead of emerging challenges, and effective GTN management requires alignment across all key stakeholders. GTN is now a team sport.

Created July 2026

Contents

- Pharma/Biotech GTN Summit 2025 Audience Breakdown
- Audience Insights
- GTN Insights
 - > Finance, Forecasting, AI & Data Analytics
 - > Operations
 - > Pricing & Contracting
 - > Market Access

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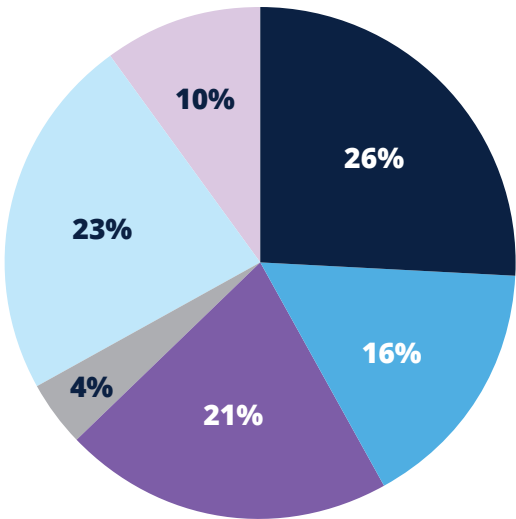
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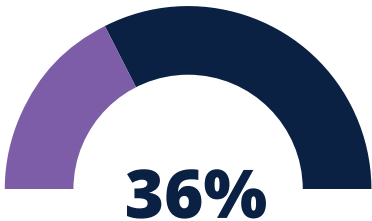


Pharma/Biotech GTN Summit 2025 Audience Breakdown

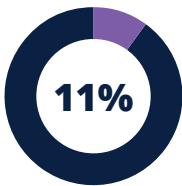
Job Title Breakdown



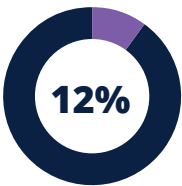
- Finance/FP&A/GTN **26%**
- Pricing & Contracting/Market Access/Trade & Channel **16%**
- Accounting/Controller **21%**
- Revenue Accounting/Revenue Management **4%**
- Services & Solutions/Business Development/Product Specialist **23%**
- Other **10%**



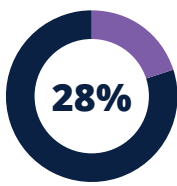
Director/Controller



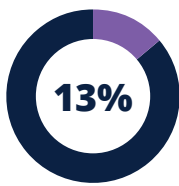
C-level/President/
Founder/VP



Head/Lead/
Senior



Senior Manager/
Manager



Other

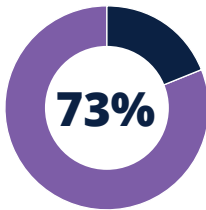
Life Sciences Audience Breakdown



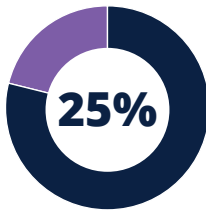
Commercial



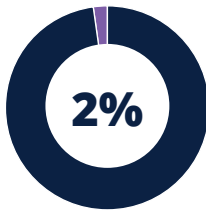
Pre-Commercial



Pharmaceutical



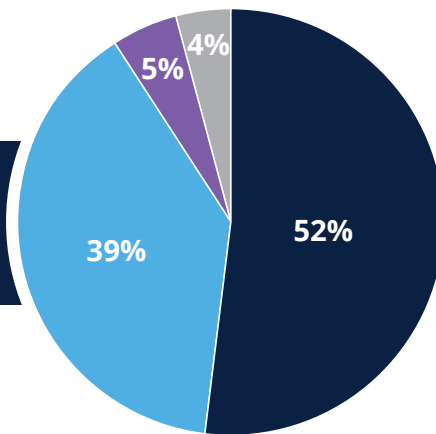
Biotech



Medical Device

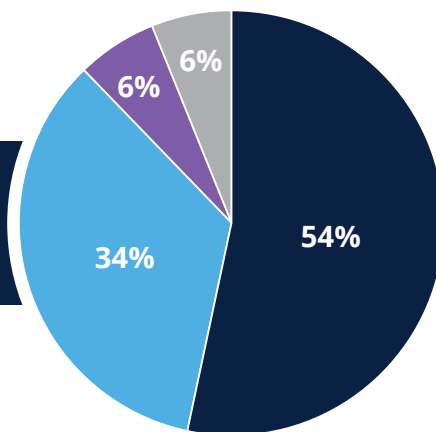
Audience Insights

Which best describes your organization's GTN function?



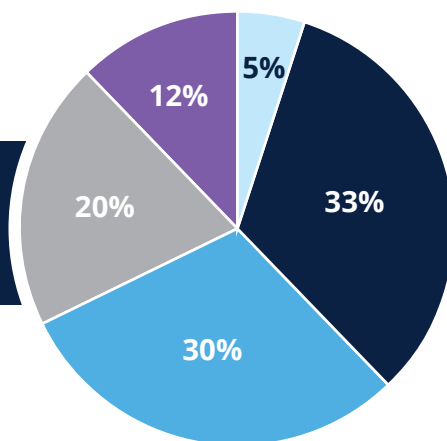
- Strong basis with timely cross-functional collaboration and sound analysis **52%**
- Fair process — Enhancements needed **39%**
- Immature — Process design needed/minimal cross-functional collaboration **5%**
- Have not launched yet — Early stages of GTN design **4%**

Which best describes your GTN controls environment?



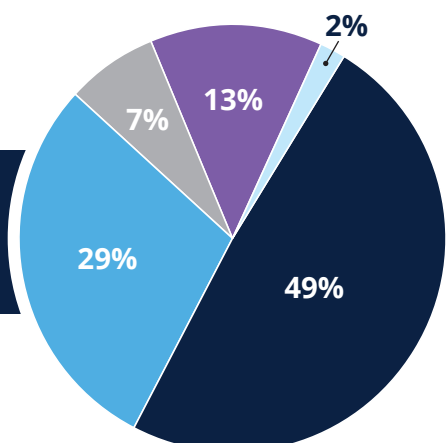
- Strong and periodically tested **54%**
- Fair with enhancements needed **34%**
- We are not required to have SOX controls and minimal effort on controls **6%**
- Have not launched but need to implement a controls framework **6%**

What type of products do you primarily support?



- Primary Care/Traditional Brand **5%**
- Specialty/Specialty Lite Brand **33%**
- Orphan/Rare Disease Brand **30%**
- Generics/Biosimilars **20%**
- Big Pharma with many product archetypes **12%**

What is the most stressful part of your GTN area?



- Copay **2%**
- Medicaid **49%**
- Benefit Redesign **29%**
- Medicare **7%**
- Returns **13%**

What is the extent of negative net sales for the key products for your company?



49%
Significant

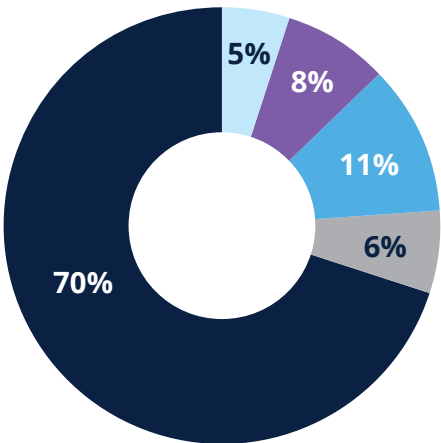


31%
Insignificant



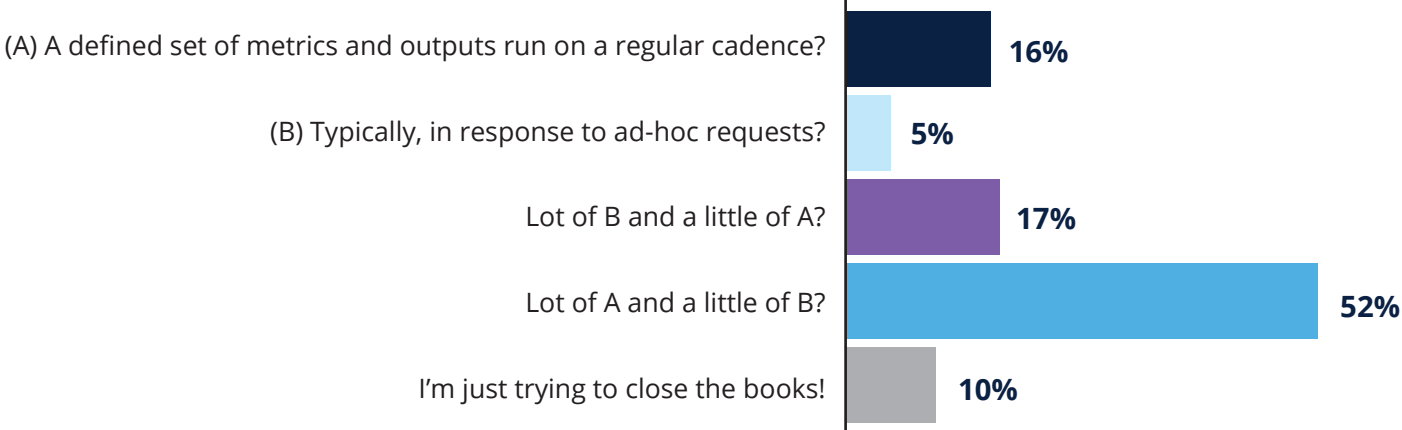
20%
Unsure

If you could enhance your finance team’s impact on commercialization decisions, which of the following would be most valuable?



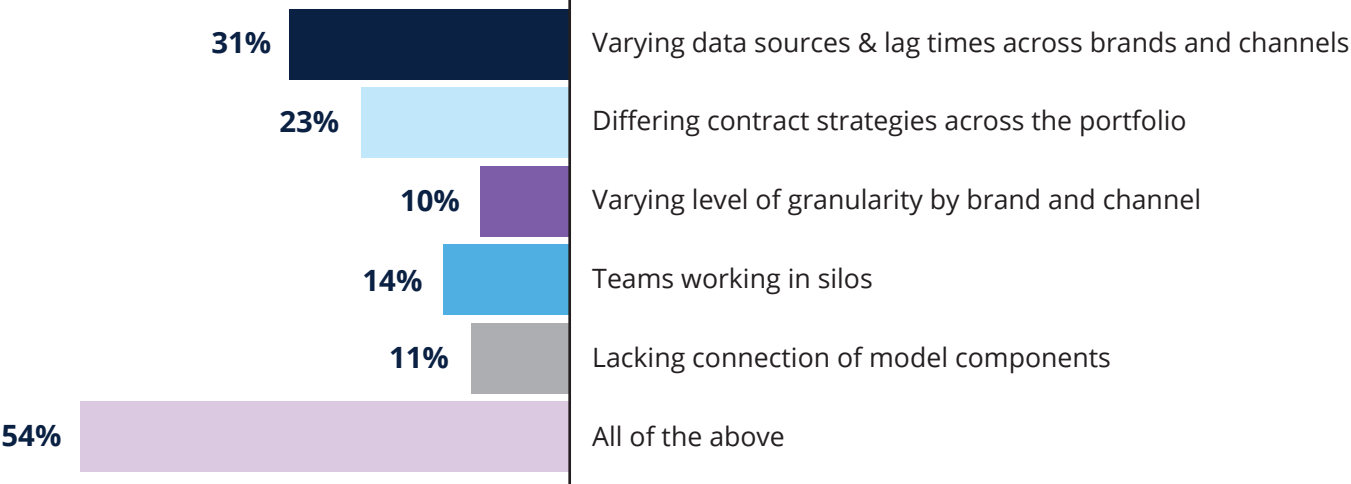
- Engage earlier in strategic decision-making **5%**
- Improve consistency and alignment in finance engagement **8%**
- Build deeper expertise in market access and pricing dynamics **11%**
- Strengthen collaboration with cross-functional teams **6%**
- All of the above **70%**

Are your GTN analytics and reporting deliverables:

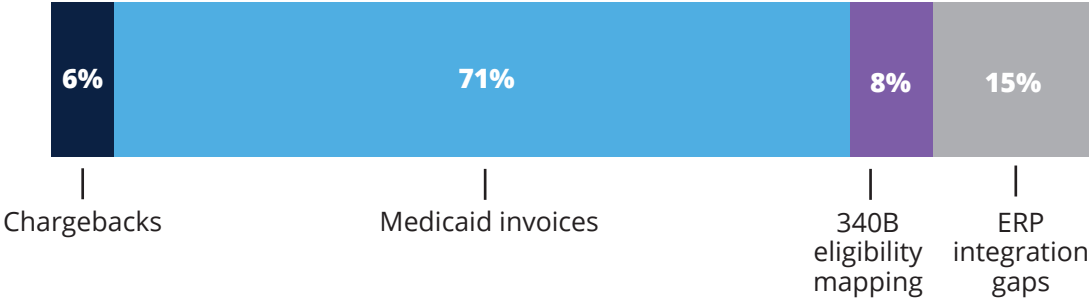


Which of these challenges does your organization currently struggle with?

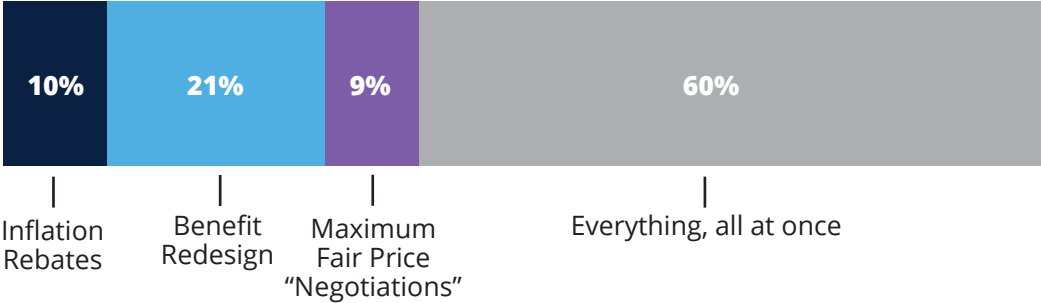
*Multiple selection



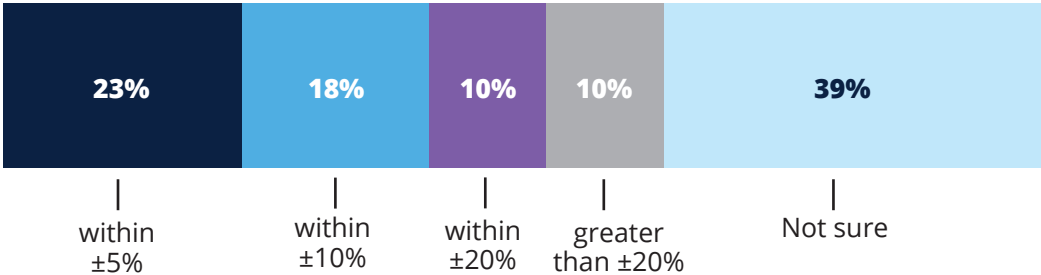
Where do you struggle most with GTN reconciliation?



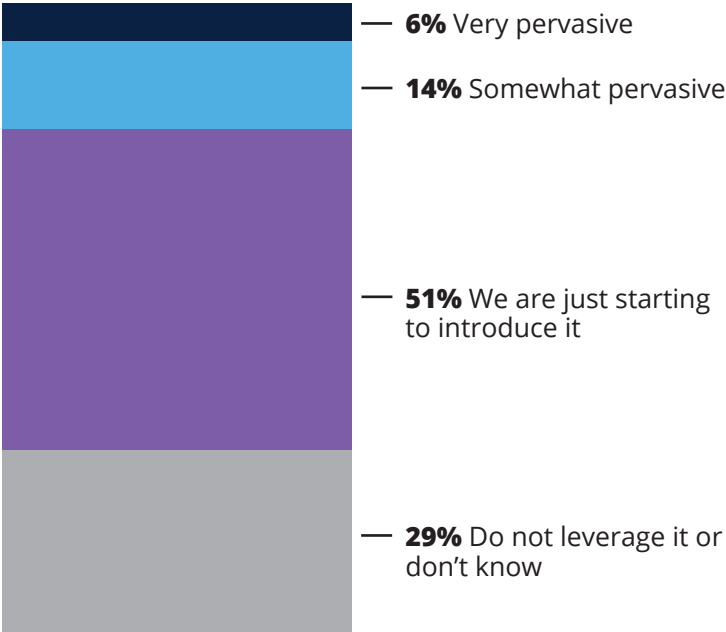
Which Pillar of the IRA has been most challenging to forecast?



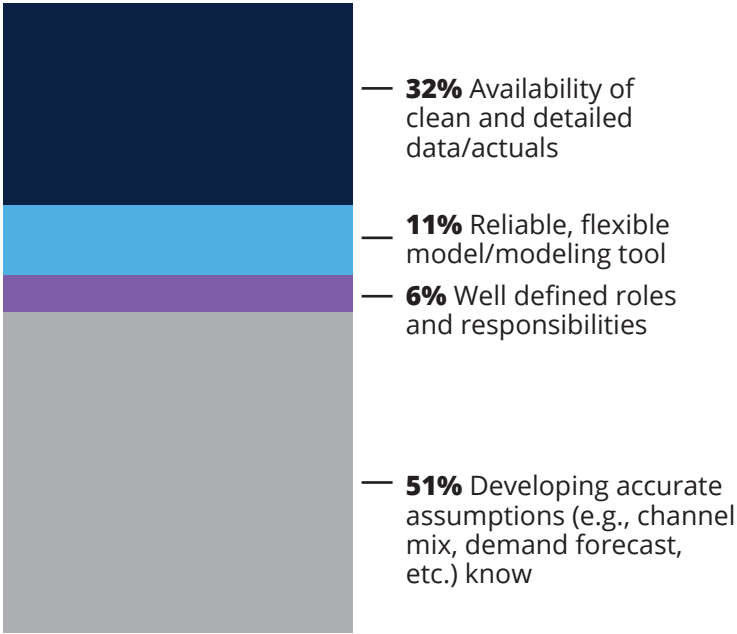
How closely do your GTN exposure forecast for benefit redesign estimates align with actual CMS invoices?



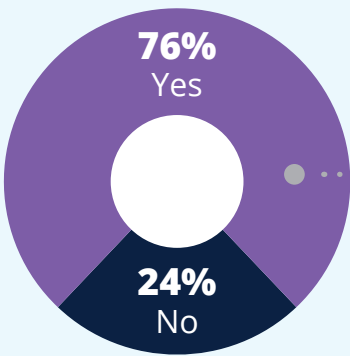
To what extent is your organization incorporating AI Automation within your data management approach?



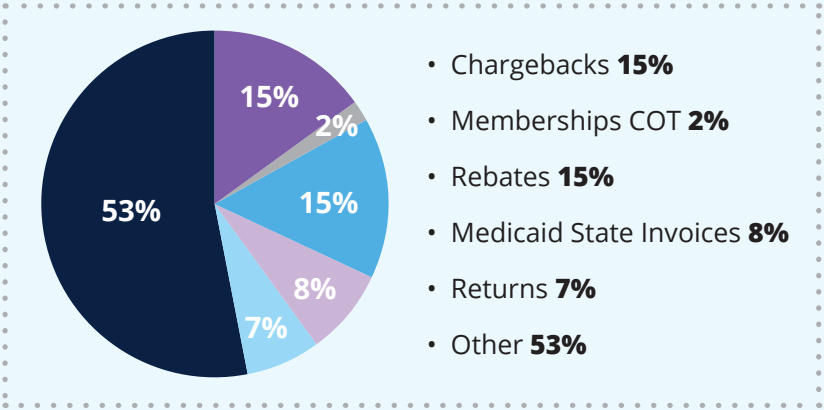
What is your biggest challenge to effective GTN analytics?



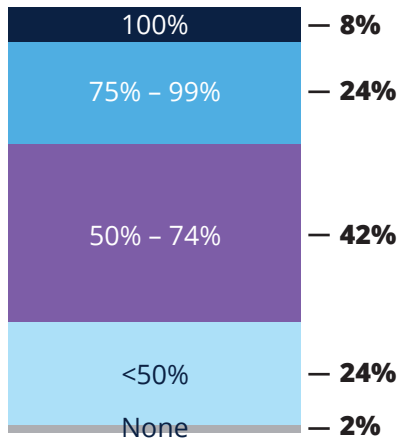
Have your companies done a process optimization exercise?



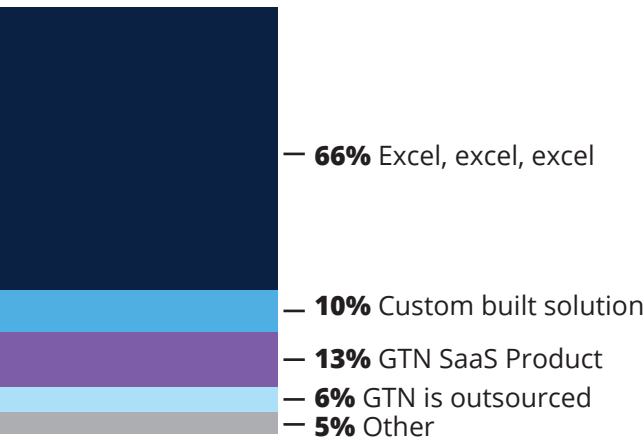
In what area were process optimization improvements done?



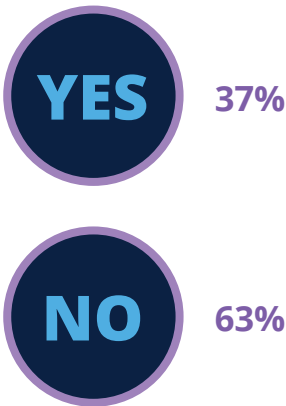
How much of your Data Management activities rely on 3rd party vendors?



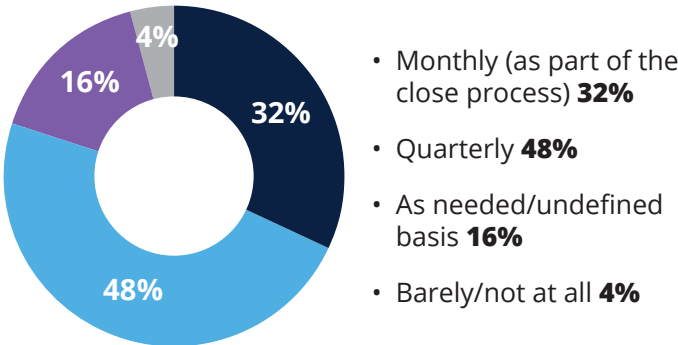
What type of system do you use for your GTN process?



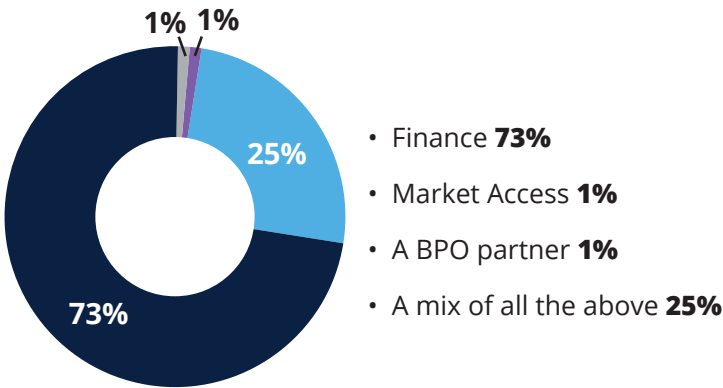
Does your company currently have a Revenue Management System?



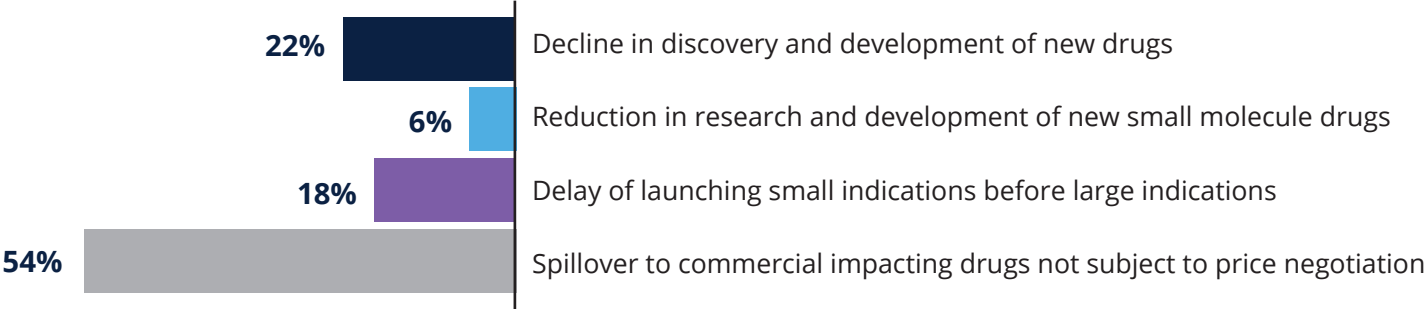
How often do cross-functional teams (Finance, Market Access, Trade, etc.) meet to review the impact of channel-by-channel trends on GTN accruals?



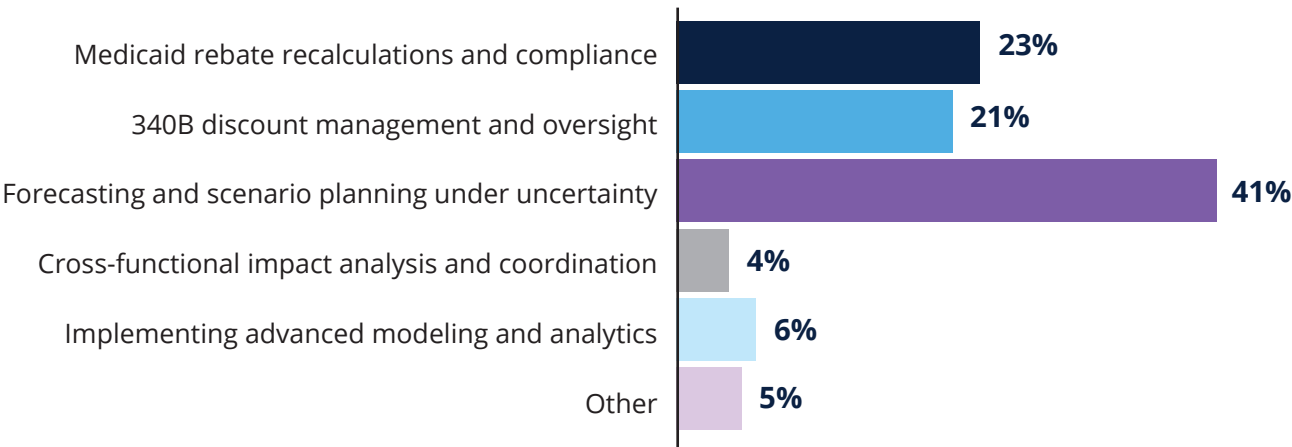
Who owns your GTN process today?



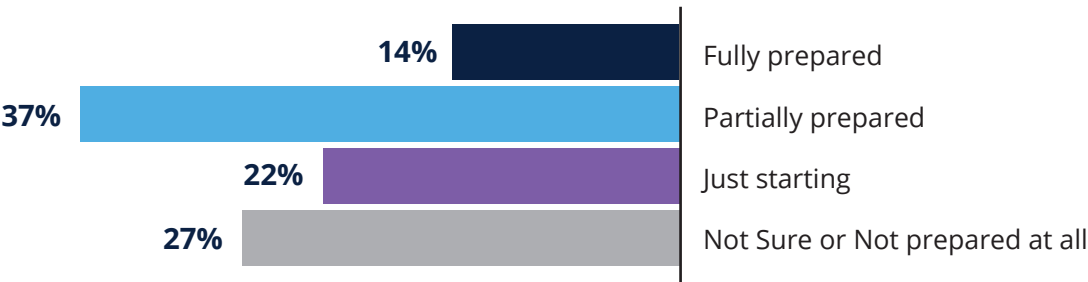
Which of the following implications of Medicare price negotiation will be most impactful for your organization?



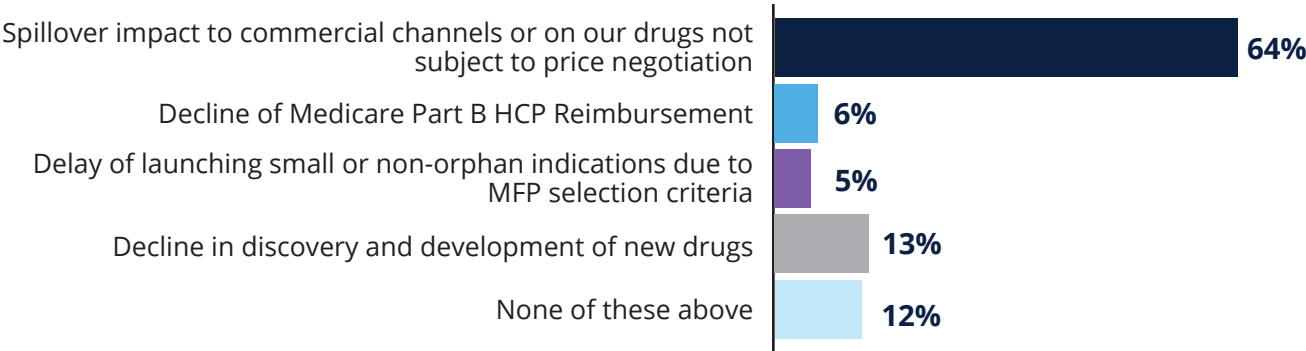
Which area has posed the greatest operational challenge for your organization in response to recent government pricing policy changes?



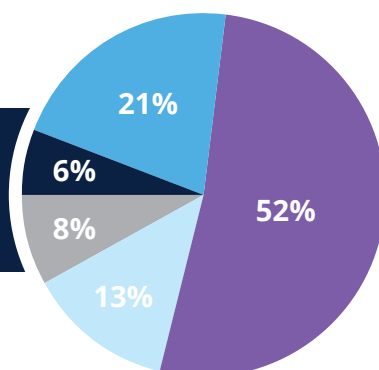
How prepared is your organization for MFP requirements?



Which of the following implications of Medicare price negotiation is most concerning for your organization?

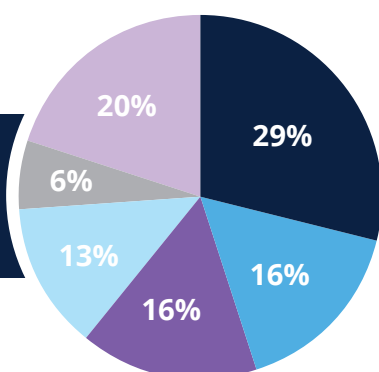


Which of the following is your most significant market access challenge?



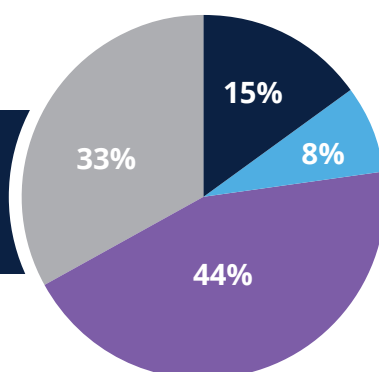
- Utilization restrictions **6%**
- Formulary exclusions **21%**
- Escalating rebates **52%**
- High patient out-of-pocket costs **13%**
- Unsure **8%**

What would be your most compelling reason to audit your copay program claims?



- To look for program processing errors **29%**
- To look into pharmacies to uncover fraudulent activities **16%**
- To match pharmacy purchases to their claims activity **16%**
- To examine PBM rebate processing activities **13%**
- To use audit savings to "re-fund" future programs and reduce my GTN **6%**
- To use as the base to optimize my copay programs to drive longer term sustainability **20%**

Do your teams currently collaborate with Market Access on a set cadence?



- Weekly **15%**
- Biweekly **8%**
- Monthly **44%**
- Quarterly **33%**

Join us at this year's Pharma/Biotech GTN Summit!

Get more valuable insights just like this — in real-time — at the **Pharma/Biotech GTN Summit** this November in Philadelphia! Grab the opportunity to talk strategic forecasting, estimates, analytics and reporting with your colleagues, benchmark your GTN models and maximize cross-functional collaboration to meet your business goals.

Register today