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TRANSFORMATIONAL GROWTH LEADERSHIP

A CEO Perspective

From AI Assistance to Agentic Execution: A Conversation on the Future of Data-driven Healthcare

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in conversation with

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Healthcare and life sciences are entering a new phase of transformation; one where artificial intelligence (AI) is no longer limited to assisting decisions but is increasingly capable of orchestrating them across complex workflows. At the same time, rising clinical trial complexity and fragmented data ecosystems are creating pressure to move beyond pilots toward scalable, trusted AI deployments.

In this Transformational Growth Leadership discussion, [Eron Kelly](#) shares how [ConcertAI](#) is enabling this shift through agentic AI, high-integrity data foundations, and a platform-driven approach to delivering measurable outcomes.

“ AI is evolving from simply assisting decisions to actually driving action across workflows, reducing manual effort, removing inefficiencies, and enabling faster, more consistent decision-making at scale.”

— Eron Kelly, CEO, ConcertAI

Transformative Trends Shaping Healthcare

Aarti Chitale: *When you look at the industry today, what would you say are the three biggest trends really transforming healthcare and life sciences right now?*

Eron Kelly: The first is the shift from “AI that assists” to AI that can act, also known as agentic AI. For years, we’ve had models that summarize, search, draft, and suggest. Useful, but still dependent on a human to stitch ten steps together across systems and teams. What’s changing now is the ability to orchestrate workflows end-to-end (with the right guardrails) across clinical development, operations, and even how evidence gets generated and monitored. That’s a meaningful unlock in healthcare, because the work isn’t one decision: it’s a chain of decisions, approvals, documentation, and handoffs.

Second, the cost and complexity of drug development keeps rising, and it’s not just inflation. Trials are more global, endpoints are more nuanced, protocols are more demanding, and operational burden is real. We’re watching sponsors and CROs hit a wall where “working harder” doesn’t fix cycle times, enrollment friction, amendments, data quality issues, or feasibility misfires. That creates urgency, and opportunity, to take wasted motion out of the system in a way that’s measurable, not theoretical.

Third, healthcare is increasingly demanding timely, decision-ready data for real-world clinical applications. The challenge isn’t a lack of data, it’s seamlessly making sense of a vast amount of data in an industry that is fragmented by design due to different regulatory requirements, care pathways, and operational constraints. The trend therefore can’t just be “more tech.” It’s a shift towards accelerating the consolidation of the right

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data at the right time, a crucial aspect of supporting critical decision-making in the right moments. That’s where strong data foundations and agentic systems start to matter, because they shorten the distance between data capture and clinical insight, enabling more responsive, intelligent decision making across care delivery and clinical research.



From AI Potential to Real-world Execution

Aarti Chitale: *How are these trends shaping both the opportunities and challenges for ConcertAI as you scale in this space?*

Eron Kelly: These trends create a very straightforward mandate for us: make AI real for customers across healthcare – in production, in highly regulated environments, with trust and repeatability.

The opportunity is huge: if agentic AI is going to move from demos to deployed capability, someone has to do the hard work of marrying high-integrity data, workflow context, and governance into something customers can run at scale. In healthcare and life sciences, that means building for auditability, explainability, and safety from day one. It also means building systems that respect how decisions actually get made, across clinical, medical, safety, regulatory, and operations.

The challenge is the same thing: healthcare systems don't operate in the same way as consumer tech. You can't succeed with a "move fast and break things" mindset in oncology or clinical development. Our job is to move fast without breaking trust, treating necessary clinical or regulatory guardrails as a product feature, not a compliance tax.

A Platform Vision for Scalable Healthcare Innovation

Aarti Chitale: *As you think about ConcertAI's long-term direction, what are your big growth ambitions, and where do you see the company over the next five years?*

Eron Kelly: My aspirational goal is simple to say and hard to do: build the platform that teams across healthcare and life sciences rely on to make better decisions, faster, and at scale. Instead of focusing on creating a collection of point solutions, we're delivering a platform that performs consistently across therapeutic areas, use cases, and customer environments, and keeps earning trust because it delivers outcomes. This is the direction that guides our innovation.

In five years, I want ConcertAI to be viewed as:

- ▶ A company known for driving better outcomes for patients and providers through an intelligent use of AI and data.
- ▶ The execution engine behind next-generation evidence and next-generation trials, where AI doesn't just analyze, it reduces friction across the full clinical development lifecycle.
- ▶ The quiet infrastructure that providers rely on – successfully embedded into clinical and research workflows and serving as an invisible backbone to improved and enhanced care delivery across a broad set of therapeutic areas.
- ▶ A partner that helps customers increase what I care about most: participation and engagement. Participation of sites, clinicians, and patients in research; participation of teams across functions in better decisions; participation of ecosystems around shared goals.

Growth, to me, is a byproduct of being indispensable and delivering solutions that truly address the pain in healthcare. If we do that, scale follows.

Driving Growth Through Outcomes, Platforms, and Partnerships

Aarti Chitale: *What do you see as the biggest levers or opportunities that will help you achieve those growth goals?*

Eron Kelly: There are a few key levers that will drive our growth, all centered around delivering measurable outcomes and scaling trust across the ecosystem.

First, the number one driver of our growth will be how well we deliver better outcomes for patients, providers, and the life sciences organizations that support them with new therapeutics.

Second, agentic workflows that collapse operational friction are critical. One of the biggest misconceptions is that AI value comes from a single model output. In real operations,

value comes from removing multiple manual steps, preventing avoidable rework, and reducing cycle time without compromising quality. That's where agentic AI becomes practical, not replacing people, but collapsing friction, and doing it safely.

Third, platform expansion will be driven through repeatable "value stories." We need to consistently demonstrate a clear link between the problem, the solution, the customer impact, and what comes next. That's how trust and momentum are built in healthcare.

Finally, partnerships are a key scaling mechanism. Healthcare platforms don't scale purely through distribution; they scale through trust networks. Partnering intentionally is not optional; it's a core business model lever that allows us to move faster without cutting corners.



Competing Through Trust, Data, and Execution

Aarti Chitale: *In such a competitive and evolving space, how are you positioning ConcertAI to stay ahead, and what have you learned from others in the market?*

Eron Kelly: First, it's important to note that while other organizations may have point solutions in the same spaces we operate, ConcertAI is unique in our approach that combines our proprietary data foundation with advanced AI capabilities to deliver a solution that can sustain the changes in healthcare. Our data is differentiated by decades of curated clinical expertise and comprehensive, real-world patient insights, giving us an unmatched depth and proven longevity that other organizations cannot easily replicate. We stay ahead by being honest about what "scale" means in healthcare. You don't win by having the flashiest demo. You win by delivering repeatable execution across messy, real environments.

Second, we stay ahead by being product-driven and customer-centric, not theory-driven. The bar is: Does this ship? Does it get adopted? Does it measurably improve outcomes or operations?

What I have learned from competitors (both traditional and new entrants) is that everyone has strengths:

- ▶ Some are great at narrow depth in one workflow.
- ▶ Some are great at broad surface area, but struggle with credibility in regulated settings.
- ▶ Some are excellent at services-led delivery but can't translate that into a scalable product platform.

The lesson for us is to combine the best of those worlds: platform discipline, healthcare-grade trust, and real adoption.

Positioning as a Trusted Platform Builder

Aarti Chitale: *How do you want customers to think about ConcertAI as a partner, a platform, or something more?*

Eron Kelly: I want customers to view ConcertAI as the trusted partner that makes progress feel achievable, not reckless, not hype-driven, and not stuck in endless pilot purgatory. In leaning on our insights grounded in extensive clinical expertise and deeply curated datasets, we want to not only be seen as reliable but want to help customers feel confident that every clinical decision is backed by true evidence and context fit for real-world use. When people engage with us, they should feel energized and clear on the path forward, like they're part of something that's moving.

Brand-wise, I want to position our organization as optimistic platform builder: a team that takes what works at hyperscale and makes it real in healthcare, adapted to the realities on the ground.

In terms of leadership, we want to lead where we can create durable, compounding value:

- ▶ Oncology-focused real-world evidence platforms.
- ▶ AI-enabled clinical development and trial execution.
- ▶ Commercial solutions that improve outcomes along the patient journey.
- ▶ Applied AI that holds up under scrutiny—operationally and scientifically.
- ▶ Provider-facing decision support and workflow integration driven by real-world data.

AI as a Practical Tool for Real Impact

Aarti Chitale: *AI is at the center of everything today. How are you using AI internally and in your solutions, and how do you personally view its role in healthcare?*

Eron Kelly: We use AI in two ways: inside the company and embedded in what we deliver. Internally, we leverage AI to increase the speed and quality of execution, especially in areas like product workflows, customer support patterns, and operational decision-making. The goal isn't "AI everywhere." The goal is reducing cycle time while improving clarity, so teams spend more energy on the work that actually requires human judgment.

In adopting AI, we're able to compress time at a level that wasn't previously possible, drastically accelerating the speed at which data can be aggregated, translated, and acted on, supporting decision-making and workflows in near real-time. That level of acceleration is what makes new use cases emerge that weren't conceivable before.

We recognize that AI is only as valuable as the data and curation behind it, which is why we invest as heavily in the expert validation of real-world data as we do in human-led product development. In prioritizing AI curation, we are ensuring all insights are not only scalable but clinically credible for real-world use.

In customer-facing solutions, our business approach to differentiation means AI has to be:

- ▶ grounded in strong data foundations,
- ▶ built with guardrails,
- ▶ designed for adoption,
- ▶ and tied to outcomes customers can measure.

On the "savior or curse" question, I would have to say neither. AI is a tool. If you treat it like magic, you'll create risk and disappointment. If you treat it like a threat, you'll miss a generational opportunity to reduce friction and expand access to better decisions. The right posture is pragmatic optimism: we can build this, we can scale it, and here's the proof.

A Disciplined Approach to Innovation

Aarti Chitale: *How do you approach innovation within the organization, especially in a space where the stakes are so high?*

Eron Kelly: I am very product-minded about innovation as a guiding discipline, not a one-time brainstorm or business add on.

We focus on:

- ▶ Starting with a real customer problem (not a feature wishlist).
- ▶ Building toward repeatable execution.
- ▶ Measuring progress by adoption and outcomes, not internal excitement.

Failures are part of the deal, but we try to fail cleanly. This means exploring small, contained experiments, defining clear success criteria so we go in eyes wide open, and applying fast learning loops to guide future innovation.

The only failure I don't tolerate is the quiet kind, where we don't say what we learned, or we keep shipping something that customers can't operationalize. In healthcare, you owe customers and patients more respect than that.

Balancing Innovation with Trust

Aarti Chitale: *On a more personal note, what excites you most about where the industry is headed and what concerns you the most?*

Eron Kelly: What excites me is that we're finally at a point where the industry can move from "innovation theater" to real execution, and the impact this will have on real patients. We're moving into a reality where data, AI, and partnerships can coordinate into platforms that perform consistently. I love building teams and products that make hard things feel doable. That's the work.

What keeps me up at night is trust, because trust is hard won and easily lost. In healthcare, if we get governance wrong, if we oversell, if we move fast in the wrong way, the industry won't just reject a product; it will slow down progress for everyone. That's why I'm so focused on guardrails as a feature, not an afterthought, and on making sure we're always value-forward, practical, and grounded in outcomes.

Closing Reflection: From AI Potential to Agentic Execution

The evolution of ConcertAI reflects a broader shift in healthcare and life sciences, from isolated AI applications toward integrated, agentic systems that can orchestrate decisions across complex workflows.

As the industry moves beyond experimentation and pilot-stage innovation, the focus is increasingly on delivering AI in production, supported by high-integrity data, embedded governance, and real-world applicability. In this context, ConcertAI's emphasis on platform-driven innovation, curated data foundations, and measurable outcomes positions it as a key enabler of scalable, trusted transformation.

Looking ahead, organizations that succeed will be those that can move from insight to action, leveraging AI not just to analyze, but to reduce friction, accelerate decision-making, and improve outcomes across clinical development and care delivery.





Eron Kelly | CEO, ConcertAI

Eron Kelly is the **Chief Executive Officer of ConcertAI**, where he leads the company's mission to advance healthcare and life sciences through AI-driven, data-centric innovation. He brings over two decades of experience in enterprise technology, cloud computing, and product leadership.

Prior to joining ConcertAI, he served as President at Inovalon, helping transform the business into a cloud-based SaaS and data platform company while advancing AI adoption. Earlier, he held senior leadership roles at Amazon Web Services and Microsoft, contributing to the growth of major cloud and software platforms, including AWS services and Microsoft Office 365.

At ConcertAI, he focuses on scaling generative and agentic AI solutions powered by real-world clinical and genomic data to improve decision-making, clinical trials, and patient outcomes.



Aarti Chitale | Industry Principal, Frost & Sullivan

Aarti Chitale brings 15+ years of expertise in pharmaceutical contract research and technology enabled drug development. She leads the Contract Research Services program, guiding strategy across tech vendors, eClinical providers, and central lab ecosystems. As a trusted growth expert, she supports global stakeholders in navigating disruption and identifying high impact opportunities

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Annexure: Advancing Agentic AI and Data-driven Healthcare

As healthcare becomes increasingly data-driven, organizations are adopting AI-enabled platforms that integrate real-world data, clinical workflows, and advanced analytics. Agentic AI is accelerating this shift by enabling more intelligent, automated, and scalable decision-making across clinical development and care delivery.

At the same time, the need for high-quality data, governance, and interoperability is becoming critical to ensure that AI-driven insights are both clinically credible and operationally actionable.

To support organizations navigating this transformation, Frost & Sullivan provides forward-looking intelligence across AI in healthcare and data-driven innovation, including:

- ▶ [Frost Radar™: Artificial Intelligence-enabled Clinical Trials, 2026](#)
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