

# Speaking with one voice: an integrated and innovative planning framework for clear and consistent communications

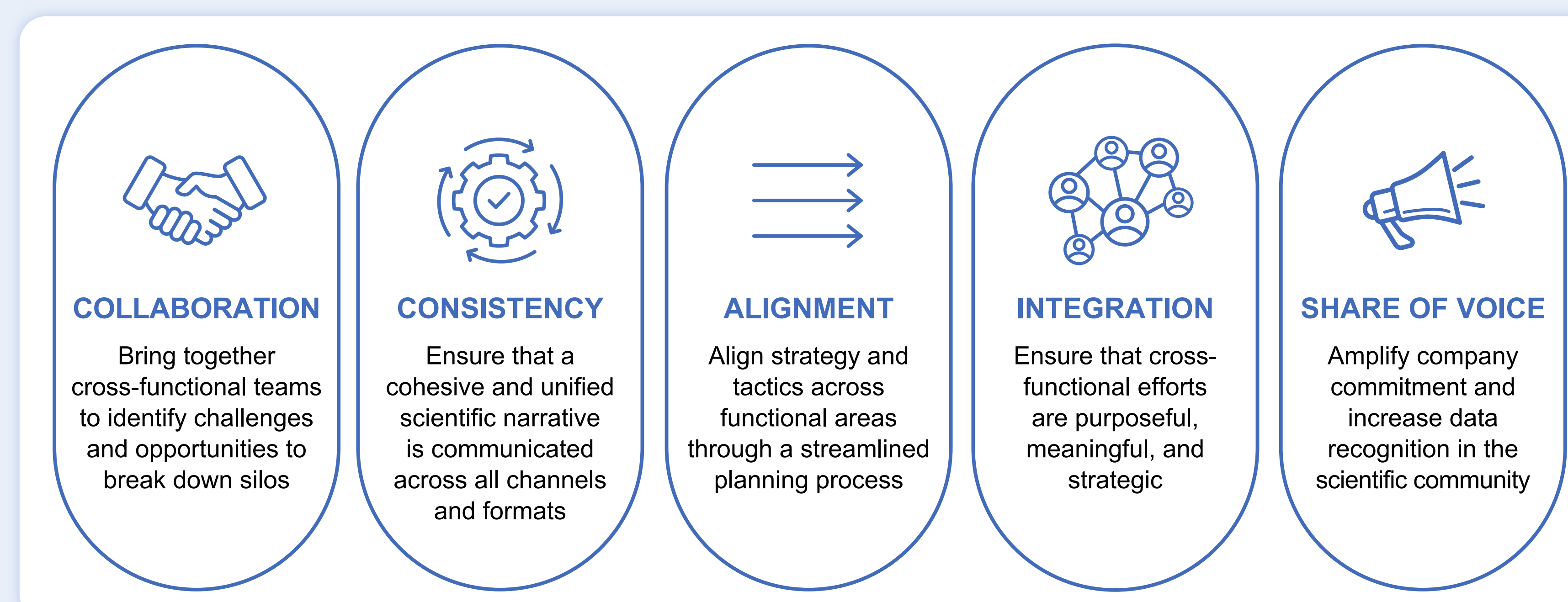
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## Why are integrated medical communications plans needed?

- Integrated medical communications plans (IMCPs) within the pharmaceutical industry are becoming increasingly important as companies move toward an omnichannel approach to scientific evidence dissemination<sup>1</sup>
- Developing an IMCP will ensure alignment of scientific communications to common strategic goals, foster internal collaboration, reduce inefficiencies, provide clear and cohesive scientific messages, and strengthen share of scientific voice (SOSV)
- Too often, medical communications are developed in silos without cross-functional awareness or input, leading to disjointed communications and inconsistent content that fails to meet the needs of stakeholders
- We aimed to develop a framework with practical tools for overcoming internal barriers, with the goal of achieving an integrated approach to cross-functional planning

## What are we aiming to accomplish?

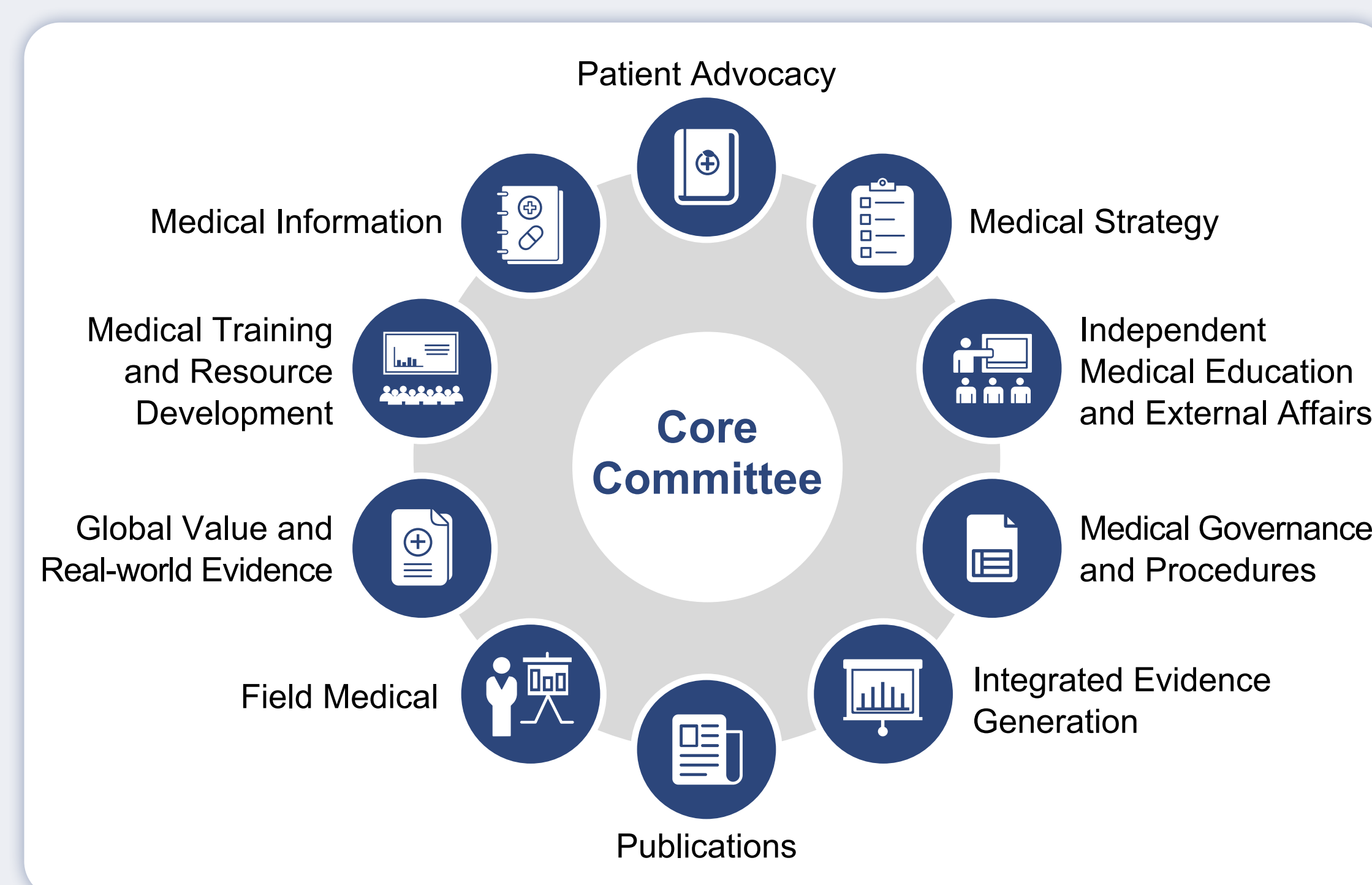


## How are we working to develop an integrated planning framework?

- 1 INITIATION**: enlist the help of internal stakeholders to champion the effort
- 2 RESEARCH & DISCOVERY**: identify current challenges and opportunities to improve our ways of working
- 3 DEVELOPMENT**: determine best practices and create easy-to-use tools to support an integrated cross-functional plan
- 4 DEPLOYMENT**: implement use of the tools and evaluate and refine the process
- 5 MEASUREMENT**: establish benchmarks before implementation of the IMCP and evaluate impact after implementation

## 1 INITIATION

- Members of a core committee comprising representatives from all medical affairs teams across each therapeutic area as well as partner stakeholders serve as champions for this project, providing valuable feedback throughout the process to ensure that the framework fits company-specific needs



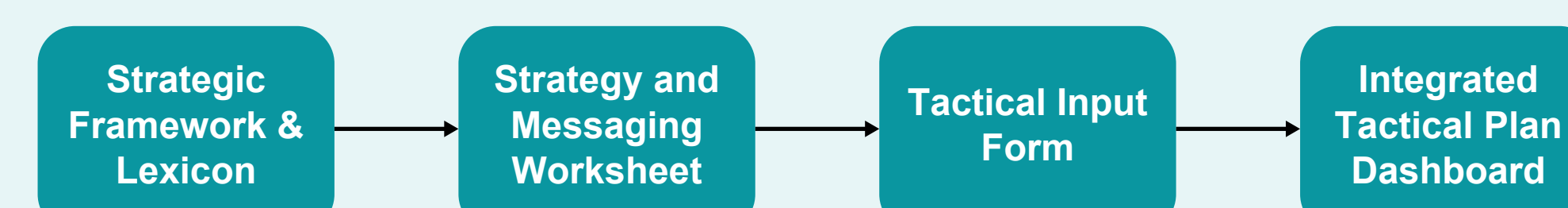
## 2 RESEARCH & DISCOVERY

- Through a series of workshops, the core committee identified challenges with the current ways of working within silos and aligned on several opportunities when implementing an IMCP

Challenges	Opportunities
Siloed teams and incongruent communications	Create a centralized place to find/identify information, keep teams informed
Duplicate workstreams	Align scientific messages to strategy and establish more meaningful connections between tactics
Management of both proactive and reactive planning	Organize more regular and efficient cross-functional meetings
Incorporating external feedback/preferences/perspectives into plans	Identify areas for greater efficiency
Inefficient/unclear internal processes	Foster a collaborative mindset

## 3 DEVELOPMENT

- The core committee identified the need for several tools to achieve an IMCP



### Otsuka-Standard Strategic Framework and Lexicon

- A strategic framework to be rolled out across all functions and assets for annual medical planning was aligned upon to create more streamlined plans that ladder up to a common strategic goal and to allow for data integration



Comm, communication; GVRWE, global value and real-world evidence; MA, medical affairs; pub, publication.

- The aligned-upon framework is designed to guide planning from the asset vision down to the drivers that will help translate strategy to tactic
- It recognizes that certain objectives may only be accomplished by specific functions while maintaining strategic imperatives that are common to all, thus helping to avoid structurally imposed siloing into plans
- A lexicon with associated definitions was developed to further ensure alignment across teams

### Strategy and Messaging Worksheet

- Populated by team leads, the strategy and messaging worksheet covers all aspects of an asset's strategic plan from asset vision down to scientific messages; it serves as the foundation for the user-friendly tactical input form

Asset Indication	SI 1	SI 2	SI 3	SI 4
Asset Vision				
SOs	SO 1	SO 1	SO 1	SO 1
	SO 2	SO 2	SO 2	SO 2
	SO 3	SO 3	SO 3	SO 3
	SO 4	SO 4	SO 4	SO 4
SMs	SM 1	SM 1	SM 1	SM 1
	SM 2	SM 2	SM 2	SM 2
	SM 3	SM 3	SM 3	SM 3
	SM 4	SM 4	SM 4	SM 4

SI, strategic imperative; SM, scientific message; SO, scientific objective.

### Tactical Input Form

- Planned tactics for the year are input by project leads into an MS Form with mostly pre-populated choices as a result of the information gathered in the strategy and messaging worksheet; there is little reliance on "free response" answers to ensure seamless integration of data as well as an easier and less time-intensive user experience
- The form captures essential information that enables each planned tactic to be categorized and linked to medical strategy and communication components (strategic imperatives, strategic objectives, scientific messages, audience, format, etc)
- The Excel output from the form serves as the data source for building a Power BI-based tactics dashboard

### Example Tactic Form Questions

Tactic type:  Abstract,  Advisory board,  Commercial booth,  HCP engagement,  Infographic,  Manuscript,  Medical information booth,  Oral presentation,  Patient outreach,  Podcast,  Poster,  Poster reception,  Press release,  Print supplement/monograph,  Roundtable,  Social media post,  Standard response letter,  Symposium,  Web/digital education,  Other

Target audience:  Physicians,  Nurses and physician assistants,  Pharmacists,  Patients and caregivers,  Payers,  Other

Drug - Indication:  Drug 1 - Indication 1,  Drug 1 - Indication 2,  Drug 2 - Indication 3,  Drug 3 - Indication 4,  Above brand

Does your tactic align with strategic imperative 1 (SI 1) for Drug 1 - Indication 1?  
 <Critical action 1 to achieve asset vision>  
 Yes  
 No

Submit

### Integrated Tactical Plan Dashboard

- Data from the tactic form are integrated and visualized in Power BI for analysis and insight
- Any gaps in tactical plans or duplication of efforts should become evident
- This can also serve as a source of inspiration by seeing what other teams across therapeutic areas have planned



## CONCLUSIONS

- Creating a collaborative, cross-functional IMCP ensures that each planned tactic across medical affairs, including publications, is purposeful and supports a consistent scientific narrative
- Developing tools to increase visibility across functions moves us closer to the goal of creating a truly integrated strategic plan that will support an omnichannel approach to scientific communications and ultimately strengthen our SOSV

## 4 DEPLOYMENT

- The integrated tactical plan dashboard for 2025 planning will house strategies and plans for the full year
- Users can sort and filter the plan as needed to facilitate analysis
- Teams can add and refer to the plan over time, as needed, to ensure alignment and adjust plans for optimal impact
- Iterative updates to the dashboard will be made based on user feedback to ensure that the most meaningful data and analyses are presented

## 5 MEASUREMENT

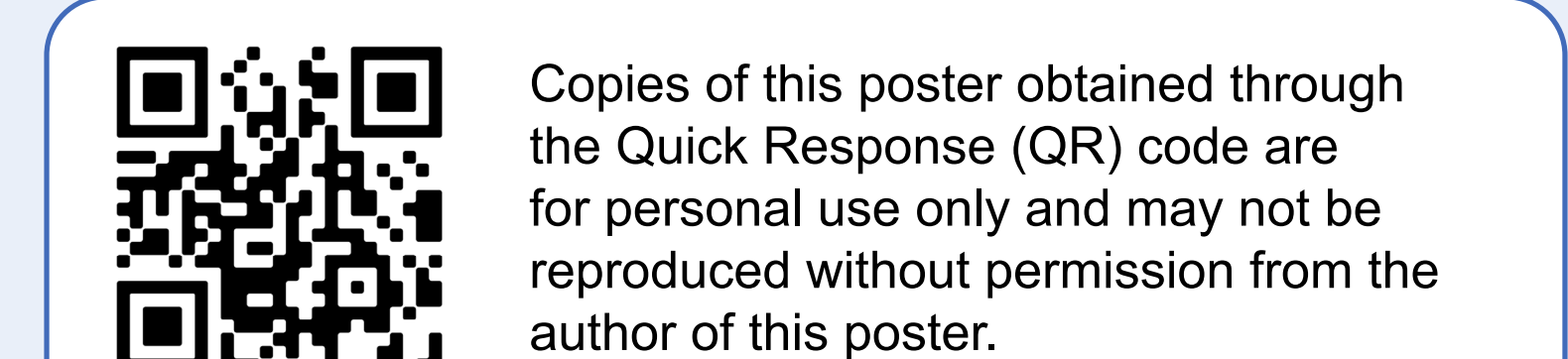
- We are in the process of building a measurement plan to assess specific external and internal metrics over time, to show the value and impact of our medical plans on SOSV
- External metrics may include social listening, publications metrics, MSL metrics, independent medical education engagement, etc

**References**  
1. Ahmad F, Bhatthana H, Baker C, D'souza E, Solo P. Integrated Medical Communications Strategy and Plan. Medical Affairs Professional Society FAWG Whitepaper. January 21, 2022. Accessed October 5, 2024. <https://medicalaffairs.org/wp-content/uploads/2022/05/WP-IntegratedComm-1.20.2022.pdf>

**Acknowledgments**  
The authors wish to thank the members of the core committee and all stakeholders who have contributed to piloting the tools developed for the framework

**Disclosures**  
DM, KW, and CC are employees of Otsuka Pharmaceutical Development & Commercialization, Inc. (Princeton, NJ, USA); ZT, LT, and KA are employees of HCG (New York, NY, USA)

Presented at the International Society for Medical Publication Professionals (ISMPP) 21st Annual Meeting, Diversity and Innovation: In Concert; May 12-14, 2025, Washington, DC



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