



From Scientific Exchange to Strategic Action

The role of integrated insights in advancing Medical Affairs excellence



WRITTEN BY:

Erin Kavanagh, MS

Principal, Lumanity Medical Affairs Consulting

In today's rapidly evolving healthcare environment, Medical Affairs (MA) teams are under increasing pressure to demonstrate strategic value, contribute to evidence generation, and shape clinical practice. To succeed, MA must go beyond siloed data collection and invest in an **Integrated Insights Program (IIP)**, a structured, cross-functional approach to gathering, synthesizing, and actioning insights from diverse sources such as field medical teams, advisory boards, scientific congresses, digital channels, and real-world evidence.

An IIP driven by Medical Affairs enables organizations to:

- Detect and act on scientific, clinical, and competitive trends
- Identify and address critical data gaps impacting access, utilization, and clinical decision-making
- Align global and regional strategy across the product lifecycle
- Inform development strategy, accelerate therapeutic adoption, and actively advocate for patient needs

This blog outlines the value of an integrated insights program and provides a framework for effective implementation.

The strategic value of integrated insights

1. Insights as strategic intelligence

Insights are not metrics or facts—they are synthesized observations grounded in context and supported by data. Traditional approaches to insight generation, which is largely dependent on field medical reporting and fragmented stakeholder feedback, can sometimes result in missed signals, duplication of effort, and delayed decision-making. An integrated program enables timely triangulation of insights from multiple engagements and geographies, facilitating pattern recognition and strategic action.

Actionable insights serve as the “currency” for Medical Affairs, informing medical strategy, guiding resource allocation, and enabling competitive differentiation.



2. Accelerating evidence and access

Clinical trial data alone rarely tell the full story. Medical Affairs teams work to identify clinical data and knowledge gaps, inform study designs, and ensure that sufficient evidence is available to support guidelines, pathways, and treatment decisions.

An IIP connects cross-functional data sources, allowing medical teams to:

- Identify evolving unmet needs
- Prioritize data gaps for evidence generation
- Validate medical strategy assumptions
- Shape lifecycle planning and indication sequencing



3. Driving cross-functional alignment

MA teams must not only engage externally but also bring back insights to shape internal decisions from early development through post-launch life cycle management. An integrated insight approach supports coordinated planning across headquarters and regions, reducing inconsistencies and enabling tailored external engagement. It also strengthens scientific credibility by grounding communications and medical activities through real-world validation and scientific trends. An IIP formalizes this bridge, aligning field teams, scientific communications, HEOR, and commercial colleagues around shared insight themes and actions.



Operationalizing an integrated insights program: high-level approach

1. Define IIP governance and lifecycle ownership

Medical Affairs acts as the driver, setting the course, leading the development and execution of the IIP. From Medical Affairs, representation may include leadership from Headquarters (HQ), Field Medical, Scientific Communications, Medical Information, and HEOR. Cross-functional partners, such as representation from New Product Planning, Marketing/Commercial, Market Access, Clinical Development, and Clinical Operations may also be involved once the forum is established (see step 5 on the next page).

The **Insight Forums** will occur on a set cadence (i.e., quarterly, 90-minutes) and serve as the core vehicle for reviewing, analyzing, and escalating insights.

Best practices:

- Anchor insights in strategic imperatives and lifecycle stage
- Designate functional leads for each insight source or function to present during the forum
- Prioritize top 3–4 top insights per function (or region) with supporting rationale that is sent ahead of the forum as a pre-read to all participating team members

2. Standardize capture and qualification

Unified nomenclature and structured submission criteria are essential to streamline collection and prioritization. Top, vetted insights from each source or function should:

- Be appropriate for a Global-level discussion (versus a more regional-specific insight)
- Reflect perception, sentiment, or barriers (not facts) with rationale
- Be relevant to the medical strategy or patient access
- Include source (i.e., 1:1 engagement, congress, podium presenter, advisory board, medical information request, social listening, etc.), frequency, and geographic context

3. Analyze, triangulate, and prioritize

In the structured Global Insight Forums, insights are bucketed, prioritized, and evaluated for:

- Strategic impact
- Opportunity for action or escalation
- Overlap across functions

Following discussion, the top 3-4 insights are converted into action plans—defining the “WHY”, identifying methods to address the insight (is there already work on going?), who is responsible, timelines, and measures of impact.

4. Track, communicate, and close the loop

The IIP workstream lead (i.e., a Global Medical Director or Director of Field Medical, etc.) circulates a consolidated Insight Action Plan report and monitors the status of these decisions, which are reviewed at the start of each insight forum to reinforce the value of the program. Feedback is shared with insight contributors and cross-functional partners to close the loop and underpin learning.

5. Expand to cross-functional integration

After foundational maturity (e.g., ≥ 3 insight forums), Medical Affairs may expand the IIP insight forum meetings beyond the MA functions to include cross-functional partners, engaging:

- Clinical development (e.g., for discussion about future indications, patient populations, potential protocol refinement)
- Clinical operations (e.g., for enrollment or site feedback)
- New product planning (e.g., for medical unmet need validation, landscape changes)
- Commercial/marketing (e.g., for aligned messaging and differentiation)
- Market access (e.g., to address payer-related barriers early)

In effect, this elevates Medical Affairs as a strategic pillar that not only enhances cross-functional alignment but also reinforces Medical Affairs' value as a proactive, data-driven partner in advancing patient outcomes.

Conclusion

Insights as a strategic lever

As the expectations of Medical Affairs organizations continue to rise, establishing an Integrated Insights Program is no longer optional, it is essential. Done well, this program enhances strategy, accelerates data generation, and deepens engagement with the scientific community.

In an era where evidence, credibility, and agility define success, the ability to lead with insights is what defines high-performing Medical Affairs organizations.



1. Crowley-Nowick, P. Why Life Sciences Needs Medical Affairs. Lumanity. (2022)
2. Algazy J et al. A Vision For Medical Affairs 2030: Five Priorities for Patient Impact. McKinsey & Company. (2023)
3. Virzi AL et al. The Value and Strategic Implementation of Insights Management. MAPS & Within3.

“Medical Affairs is the force that propels movement in the right direction for patients.” Lumanity (2022)

Empowering Your Medical Affairs Strategy

Our Medical Affairs programs empower your team to uncover, analyze, and act on critical insights. We help you identify the most valuable insights from your in-house and field teams, then leverage that knowledge to strengthen engagement with thought leaders and build advanced data generation programs. With these strategies, your medical team can lead with confidence, demonstrating maximum value to your organization and brand.

We can help you:

- Build a Medical Affairs Organization
- Develop Medical Affairs Strategy and Tactics
- Accelerate Launch Readiness
- Create an Insights-Driven Culture
- Execute Data Generation Programs
- Leverage Real-World Data & Insights
- Optimize Medical Science Liaison (MSL) Talent
- Implement Effective Thought Leader Engagement
- Produce Compelling Scientific Communications
- Realize the Potential of Digital Innovation
- Leverage Actionable Patient Advocacy and Engagement

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