

# **A New Methodology to Achieve Commercial Agility As Digital Content Explodes**

Integrating AI Pre-MLR Review to Accelerate  
Promotional Content Development and Review

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# This White Paper explores a new methodology\* for integrating artificial intelligence (AI) into the biopharmaceutical promotional review process for greater commercial agility.

Quality content is the lynchpin of organizational agility and customer centricity. If promotional content entering the system is of poor quality, the entire promotional review process slows down, making it impossible to rapidly and fluidly deliver bite-sized content to the targeted channel.

For decades, the process to ensure that promotional content entering the review and approval process is of high quality has been manual. It is time consuming for reviewers to manually check content for accuracy and quality. A manual process also increases the likelihood of errors and redundancies, and creates variability in approved content.

That's why there is a solid business case for moving from manual content quality checks to AI-powered pre-checking software for end-to-end promotional review efficiency. It is only by automating *the* process to improve the quality of content from the *very* beginning—upon asset development and prior to submission for review—that promotional review becomes a business enabler, rather than a roadblock. This is an untapped opportunity.

It is imperative for the industry to embrace AI pre-MLR review. The expected outcomes of using AI at the earliest point are faster approval of quality assets and increased knowledge sharing. These are considered critical success factors for commercial agility given the explosion of content cycling through the promotional review process.

*Despite the exponential growth in volume and customization of promotional materials, nearly all biopharma companies manually check content.*

**99%**  
of companies surveyed by Momentum use a manual process



## Increase Agility...

- With an always-current database of approved promotional messages
- By zeroing in on specific changes from approved messaging to shorten review meetings
- Through at-a-glance analytics and a new set of data about content quality
- By making every content change visible for real-time collaborative discussions

\*Based on two Momentum Promotional Review Virtual Summit activities: a survey of attendees (N = 100), 10/23/20, and a panel presentation by contributors to this White Paper; interviews with executives on the AI journey; and testing AI software during a Proof of Concept (POC).

## METHODOLOGY AT A GLANCE

### 1 MAKE THE BUSINESS CASE THAT AI IS CRITICAL FOR CUSTOMER CENTRICITY AND AGILITY

- Educate management on why automating content quality and knowledge sharing fulfills the commercial strategy
- Streamline contracting and onboarding of external subject matter experts to accelerate innovation where external support is needed
- Maintain consistent communication with leadership about current progress and future potential

### 2 START AT THE EARLIEST POINT IN THE REVIEW PROCESS FOR THE GREATEST IMPACT END-TO-END

- Embrace AI pre-MLR review as fertile ground for greater accuracy, consistency, efficiency, and capacity
- Evaluate AI internally to identify interdependencies across all quality initiatives underway
- Demonstrate Return on Investment to counter misperceptions that AI is cost-prohibitive

### 3 AVOID DISRUPTING THE WORKFLOW BY PHASING IN AI FOR BUY-IN AND SUSTAINABILITY

- Identify internal champions who can help drive change management and build organizational support
- Remain flexible when executing an AI Proof of Concept (POC) and consider a parallel approach
- Be realistic and understand that embedding AI pre-MLR review is a journey

# 1 MAKE THE BUSINESS CASE THAT AI IS CRITICAL FOR CUSTOMER CENTRICITY AND AGILITY

**Educate management on why automating content quality and knowledge sharing fulfill the commercial strategy.** Content is exploding for a number of reasons: use of digital channels requires rapid approval of content customized to meet the needs of diverse audiences; shifts to a new marketing hybrid of nonpersonal (virtual) plus in-person promotion; and telehealth as a communication platform for engaging HCPs and patients with promotional and educational content.

According to [Accenture](#), new content must now address education on the remote treatment of patients; patient resources to navigate remote care; information on patient assistance; telehealth platforms; virtual interactions between HCPs with virtual peer programs; and virtual product launches. For example [McKinsey](#) explains that providers have rapidly scaled telehealth offerings and are seeing 50 to 175 times the number of patients via telehealth than they did before Covid-19.

Once the C-suite understands the quantifiable impact on the commercial business of improving content quality with AI, more companies will fund a focused AI initiative. Currently, few companies are prioritizing the use of AI for review agility.

## **Streamline contractual and onboarding of external subject matter experts to accelerate innovation where external support is needed.**

Identify capabilities needed for an AI Proof of Concept (POC) and crossmatch them with internal expertise to identify whether external support is required. Once subject matter experts are brought in, companies will require a streamlined process to engage suppliers for pilots, while managing risk. Get started with partners who can document and pull learnings through so new intelligence can be applied and learnings can support future integration.

## **Maintain consistent communication with leadership about current progress and future potential.**

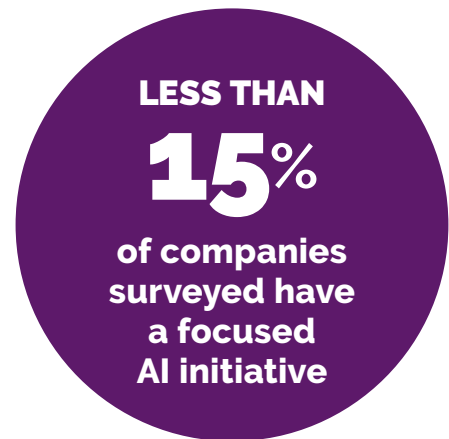
A company's leadership team, for example, Governance or Steering Committee, requires a business case to approve the initiation of an AI Proof of Concept (POC). Upon POC implementation, leadership needs evidence that initial investments are delivering results without increasing risk for the organization. It's important to provide updates and measurable outcomes throughout the process to ensure executive decision-makers are informed about POCs underway and to share industry developments.

### **AI Can Convert Review Into a Business Enabler**

*Personalization and virtual interactions put intense pressure on content originators to develop more content, and reviewers must approve more promotional assets quickly. AI can address two factors that have a direct impact on commercial success:*

*1) **Increasing the speed** with which a company can distribute content through multiple channels, in many cases instantaneously, to meet diverse customer needs*

*2) **Enabling more systematic knowledge sharing** among content creators and reviewers through real-time access to an always-current databases of approved content; and a history of approved and rejected phrases*



***For Consideration:** Create an accelerated 'fast track' agreement to streamline onboarding of external support to test the functionality and feasibility of new software.*

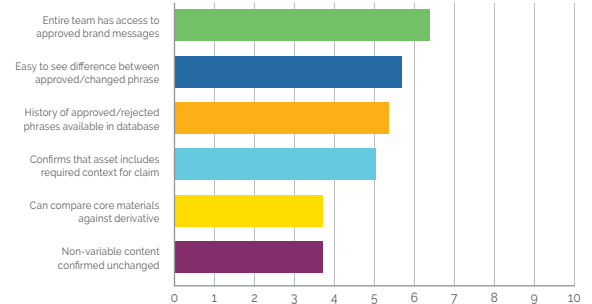
## 2 START AT THE EARLIEST POINT IN THE REVIEW PROCESS FOR THE GREATEST IMPACT END-TO-END

**Embrace pre-MLR review as fertile ground for greater accuracy, consistency, efficiency, and capacity.** AI can automate a wide range of manual steps to eliminate preventable errors and provide decision-support pre-MLR review. AI precision delivers specific and concrete efficiencies, like checking for small and significant errors or signaling the need for claims substantiation. This is particularly useful for review of derivative (child) materials when core (parent) materials have already been approved. Responses to the Momentum survey shine a spotlight on the current unmet needs.

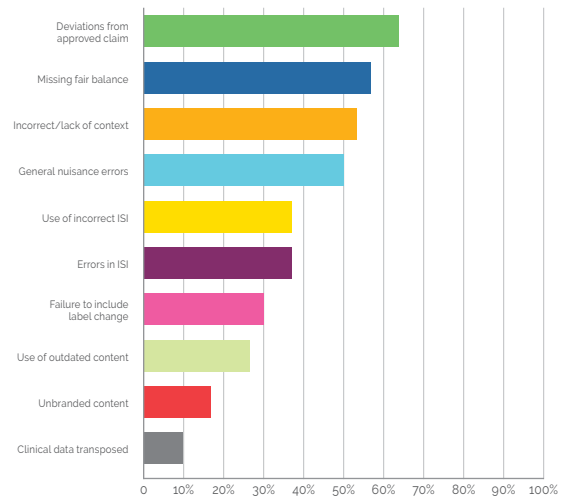
**Evaluate AI internally to identify interdependencies across all quality initiatives underway.** Companies may be evaluating a number of different ways to improve the quality of content prior to MLR review. It is important to identify how these initiatives interrelate or linkup to improve user experience and increase ROI. In addition to affording an upfront benefit, early use of AI can electronically populate a brand-specific database with approved phrases and create modular content to speed up review.

**Demonstrate Return on Investment (ROI) to counter misperceptions that AI is cost-prohibitive.** Use of AI has grown dramatically. Organizations no longer have to build a custom AI solution with high development costs and complex business rules, which can be disruptive. Off-the-shelf options are available for rapid deployment and minimal start up time, making AI easy to test. There are tools comparing AI use versus manual execution that can be employed to quantify the potential savings when new technology is utilized. An [ROI Calculator](#) can quantify the benefits of AI use pre-MLR review. For a company with an average of 1000 promotional pieces/year, over \$150,000 and nearly 3000 hours can be saved through automation. Targeted AI POCs can provide robust metrics for comparison to historical data.

**1/3 of Momentum survey respondents are unable to achieve the following benefits with current tools**



**Errors to be eliminated for efficient promotional review are prioritized by Momentum survey**



## 3 AVOID DISRUPTING THE WORKFLOW BY PHASING IN AI FOR BUY-IN AND SUSTAINABILITY

**Identify internal champions who can help drive change management and build organizational support.** Embolden a core team to help navigate the internal changes required to embrace automation with AI. Socialize, engage, and seek feedback from the key internal thought leaders who are stakeholders and decision makers, and who are in roles that will be most impacted by a new technology. This allows for early identification of any issues before consuming time and mindshare of the larger group of potential users and stakeholders. The team can then work through any issues or discontinue testing before rolling out the technology more broadly.

*There is a significant opportunity to make an AI POC work for the entire team from beginning to end with proper inputs from the stakeholders.*

## Remain flexible when executing AI POCs and consider a parallel approach.

To properly embed a new AI tool, the workflow must be evaluated in terms of the benefit to each stakeholder, specifically how technology can help, and where it can't. Perhaps it is the internal Quality Assurance (QA) or Medical Editor who is best situated to eliminate unnecessary errors in materials prior to their submission for review. For other organizations, it may be the content originator, for example, promotional agencies, who can use AI for the creation of promotional messaging and to eliminate preventable errors prior to MLR review.

*Implement the POC as an independent workflow in parallel to the review process to avoid disruption.*

## Be realistic and understand that embedding AI pre-MLR is a journey.

It takes time to change a process. The ultimate goal is to improve the user experience with newly adopted technology. Establish a baseline, set thresholds for improvement, and then project the changes to each user's experience upon the completion of the POC to determine value. Ultimately, AI-powered software can help to ensure that patients, healthcare providers, payers, systems of care, and the general public get precise, personalized, and rapid responses to their demand for healthcare information.



## The biopharmaceutical industry can embrace AI pre-MLR review AI to reduce:

- Average number of review cycles per piece/brand
- Number and extensiveness of rewrites
- Average time from conception to final approval
- Agency fees for rewrites
- MLR Full Time Equivalent (FTE) time allocated
- MLR cost allocations per brand

**START THE JOURNEY TO TEST AND LEARN >>**

## MOMENTUM PROMOTIONAL REVIEW VIRTUAL SUMMIT PANELISTS



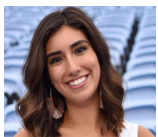
**Ilyssa Levins** founded SecureCHEK AI to help pharmaceutical and medical device companies save time and money, while managing risk. A 35+ year industry veteran, Ilyssa understands how to achieve both business and regulatory compliance objectives. An award-winning futurist, and published author, Ilyssa is on the cutting edge of applying artificial intelligence and natural language processing to increase the quality of content submitted for MLR review. Ilyssa was named one of the industry's 100 Inspiring People by PharmaVoice Magazine.



**Jennifer Gould** is dedicated to finding ways to accelerate and optimize the end-to-end content development process. In her current role, Jennifer leads a team focused on elevating the performance of those creating, reviewing and approving promotional content (inclusive of agencies, marketers and the broader copy approval community) through the use training, sharing of best practices, and the effective use of technologies and innovation. Jennifer has more than 15 years of healthcare marketing experience, leading teams focused on digital marketing strategies, platforms and operations. Jennifer holds an MBA from Bentley University.



**Helen L. Smawley** has been with GSK in Medical Information since 1999 and has supported neuroscience, urology, and respiratory products. In her current role, Helen provides copy approval support and other medical information support. Helen earned her Doctor of Pharmacy and BS in Pharmacy degrees from the University of Kentucky and is a registered pharmacist. Prior to joining GSK, she worked in drug information and safety surveillance at Baker Norton Pharmaceuticals (subsidiary of IVAX Corp) in Miami, FL and as a clinical pharmacist in ambulatory care at the VA Medical Center in Miami, FL. Helen has over 25 years of experience within clinical pharmacy and medical information settings.



**Veronica Villasuso Venegas** is currently working on the GSK Customer Experience Partnerships Team where she is involved in various initiatives across GSK brands to find innovative solutions to some of healthcare's most complex problems. Prior to joining this team, Veronica was project lead on an Artificial Intelligence (AI) Pilot to Improve Quality Content, helping to shape the business vision, scope, and metrics for success. Veronica successfully created and launched the New Content Owner Onboarding Training Program, a novel program that all GSK Marketers must complete. A UNC-Chapel Hill graduate with a degree in Public Relations and a minor in Hispanic Studies, Veronica has extensive experience in Communications.