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## WHITE PAPER: KEY QUESTIONS TO OPTIMIZE THE QUALITY OF CONTENT INPUT AND OUTPUT

Life sciences companies review several thousands of materials for distribution through multiple, diverse channels. Processes are available to optimize MLR at the global level, including content factories (hubs), enabling companies to centrally control content while making assets available quickly, and efficiently across global organizations for marketers and promotional agencies.

Content hubs streamline production and cut costs. However, what happens when local affiliates regionalize content from hubs and translate copy to address local language, nuance, and regulatory compliance requirements? Just because global content is approved and ready for use doesn't necessarily mean users will create compliant promotion.

Well-oiled global review must differentiate between how materials are managed ("process") from how content is optimized ("quality of content input/output"). These are inter-related contributors to efficiency and marketing effectiveness, requiring discrete solutions. Content input/output quality can be optimized when companies:

1. Foster development of submission-ready content by originators.
2. Precheck materials to reduce editorial burden on reviewers.
3. Audit content after materials have been released into market for quality improvement.
4. Fuel high-performing, cross-functional teams that trust one another.

Experts agree that for a competitive edge, companies need trained staff and enabling software to generate differentiating content with claim substantiation and create compelling, compliant promotion from globally approved factory content.

### Diagnostic Questions for Submission-Ready Content

**Observation:** Few companies have enterprise-wide training that puts all employees on the same regulatory knowledge baseline. Ask yourself:

1. Do we have standardized training for content originators to ensure understanding of fundamental government requirements for promotion?
2. How are new members without brand history brought up to speed quickly?
3. Are we certifying that content originators understand the basic regulations? If not, how do we know whether they can apply the requirements? How do we identify and close knowledge gaps to reduce vulnerability?

CCC has a [library of eLearning modules and tests](#) that can be accessed off-the-shelf or customized.

### Prechecks for Cleaner Materials

**Observation:** Few companies capitalize on the upstream opportunity to eliminate non-negotiables from content before materials are reviewed. Current checklists, when utilized, are paper-based.

1. How often do materials need to be reworked due to non-negotiable non-compliant elements? Brand/style editorial errors? Repeated errors?
2. How do specific promotional types influence reworks?
3. Do commercial teams understand how reviewers think? Do reviewers understand emerging regulations (e.g., digital guidances)?
4. Is everyone clear on “no go” claims so teams can focus on development of alternate claims?
5. Where does consistency across pieces breakdown?

### Reduced Editorial Burden on Marketing Operations and Reviewers

**Observation:** The cost of copyediting errors has not been benchmarked.

1. What percentage of time do reviewers spend on editing versus reviewing?
2. How does time lost to editing affect time to review materials in the queue or partner with marketing on strategy?
3. Do we utilize methodologies that speed identification of errors without increasing stakeholder burden?

Software that automates pre-checks free up reviewers to focus on strategy versus mundane items.

### Auditing Content After Materials are Released

**Observation:** Review processes must be continually refined based on learnings from audits of materials deemed approvable based on then-current regulations and corporate compliance decisions. Software can increase audit efficiencies.

1. Is content accurate and consistent across all media channels?
2. Do new regulations render approved pieces non-compliant for future use?
3. Have audit findings been categorized/prioritized into corrective and preventative actions and communicated to embed learning points?
4. Do we bring requirements to life with training sessions about warning letters?
5. Can we make dashboards and audit reports more actionable by categorizing them according to regulatory knowledge gaps, editorial errors, and red flag phrases?

Checklists can be tailored to include internal requirements and decisions”

## High Performing Cross-Functional Teams that Trust One Another

**Observation:** Organizational silos lead to duplication and misunderstandings. Business partnering skills for promotional review are needed.

1. Do we view MLR review as a business enabler or sales suppressor?
2. Do team members walk into review meetings ready to do battle or to actively listen and be solution-focused?
3. Are we boosting productivity through knowledge sharing and open communication? Are we creating a fertile environment for original thinking and out-of-the-box suggestions?
4. Do concept meetings allow for early discussion between stakeholders to communicate concerns and suggest/justify alternative actions?

CCC in partnership with HBA offers a [Business Partnering Certificate Program for Digital Innovation](#).

Metrics from the pilot program show that the program enhanced collaboration competencies for business partnering, specifically understanding the digital landscape, business acumen and regulatory fundamentals, and communication effectiveness.

### **The group experienced a 50% or greater increase in *self-confidence* when:**

- Navigating potentially challenging group dynamics when novel digital initiatives are discussed
- Supporting viability of digital recommendations based on an understanding of the regulatory environment and expectations for compliance
- Engaging cross-functional team members discussions about the digital possibilities available along the entire value chain

### **Participants also experienced a 50%+ increase in *perceived effectiveness* regarding their ability to:**

- Offer solutions for accelerating digital innovation based on new data, trends and cases
- Share examples for how successful leaders are embracing new and emerging digital technologies
- Adapt their communication styles to increase their ability to influence

Every company wants to nurture smooth, agile MLR processes for global content and review of promotional materials at the affiliate level. Here's to functional partners uniting to reduce unnecessary cycles and ensure that the correct skill sets are in place to manage risk.