

From Output to Outcome:

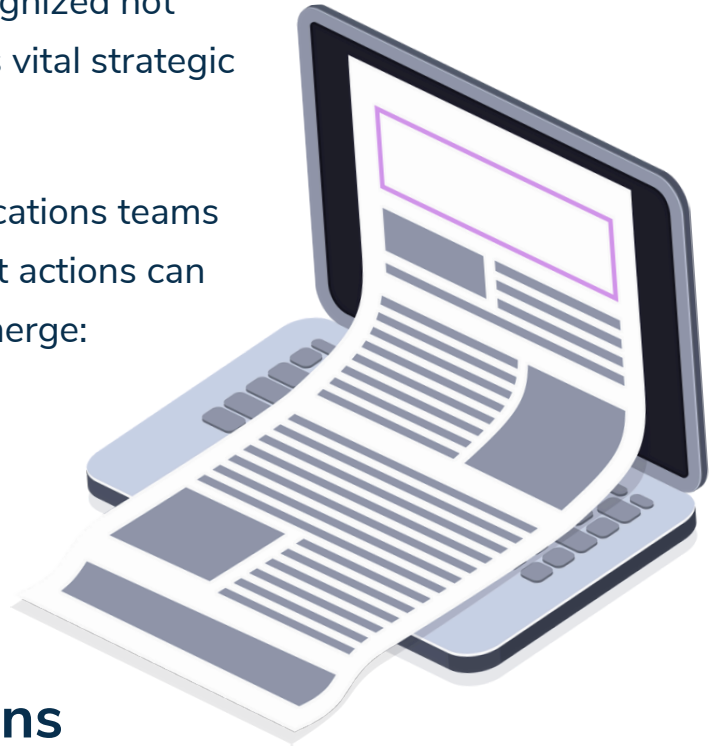
Transforming Publications into Strategic Assets

By Girish Pashilkar, CEO of BP Logix

Scientific publications are increasingly recognized not just as outputs of scientific research, but as vital strategic assets within Medical Affairs (MA).

This executive brief highlights where publications teams are excelling, where gaps remain, and what actions can drive transformation. Three clear trends emerge:

1. The rise of impact-focused metrics.
2. The slow pace of digital maturity.
3. An opportunity to better communicate value beyond internal stakeholders.



Strategic role of publications

Publications have become central to shaping the scientific narrative around products, informing clinical practice, and reinforcing credibility with key opinion leaders (KOLs).

Forward-thinking organizations view the publication lifecycle as a continuous process that spans from early planning through dissemination and eventual adoption into clinical guidelines.

In many cases, publications are tightly linked to Medical Action Plans and embedded into performance dashboards to provide real-time visibility into impact and alignment with broader strategic goals.

Metrics: Going from activity to impact and internal to external

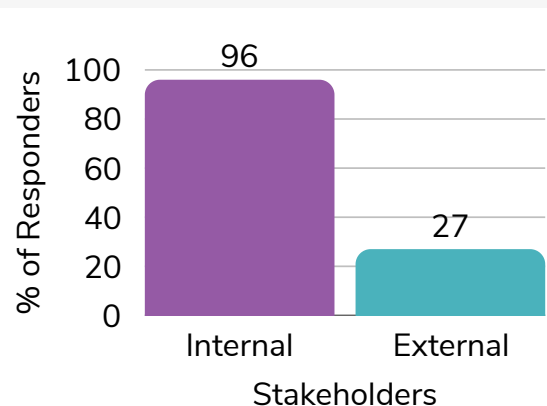
While many organizations still rely on basic activity metrics, such as the number of abstracts or manuscripts produced, the industry is gradually shifting toward more meaningful measurements.

Timeliness, especially in relation to regulatory milestones and key congresses, is becoming a priority. Equally important are metrics that reflect how publications are engaged with digital reach, QR code scans at events, downloads, and user feedback from educational initiatives all offer insight into dissemination effectiveness.

57.9% of HCPs rely on impact factor when selecting articles to read. However, such metrics do not always reflect the true value or reach of research. 38.8% of HCPs are more likely to read publications with EPC.

The Publication Plan, 2025

Target Audience for Metrics



Source: 2023 Medical Affairs Metrics Benchmark, MAPS

True impact, however, lies in influence — citations, incorporation into guidelines, and behavioral changes among KOLs. Yet, only about 30% of organizations report using quantitative measures to track this level of impact, and nearly half still rely on qualitative assessments alone.

Internal communication to MA stakeholders represents the largest value-add of capturing metrics, as affirmed by ~96% of respondents.

In comparison, external stakeholder communication to other functions and to HCPs, payers and providers, etc., is cited as significantly lower at 27% of respondents.

This gap in prioritization of internal versus external communication highlights the need for Medical teams to better communicate their mandate beyond internal teams into cross functional business units and the healthcare ecosystem overall.

Current gaps and opportunities in digital and analytics

Despite the rise of generative AI and digital transformation across MA, publications teams have been slower to adopt advanced tools.

Few use AI to support literature reviews or streamline content development, and even fewer have systems in place to track the return on investment (ROI) for digital publication activity. Dashboards, where they exist, are often fragmented or limited in scope.

This gap represents a significant opportunity.

With better integration of analytics and more robust measurement frameworks, publications teams could improve decision-making, increase efficiency, and elevate the visibility of their work internally and externally.



Strategic takeaways for publications leaders

Scientific publications sit at the crossroads of evidence generation, strategic communication, and clinical influence. As MA continues to evolve, so too must the way we measure, manage, and communicate the impact of publications.

To deliver greater strategic value, publications leaders should begin by updating their key performance indicators (KPIs).

Rather than focusing on volume alone, teams should track engagement, influence, and downstream outcomes. Real-time data from digital platforms and congresses can offer a more dynamic view of reach and relevance.

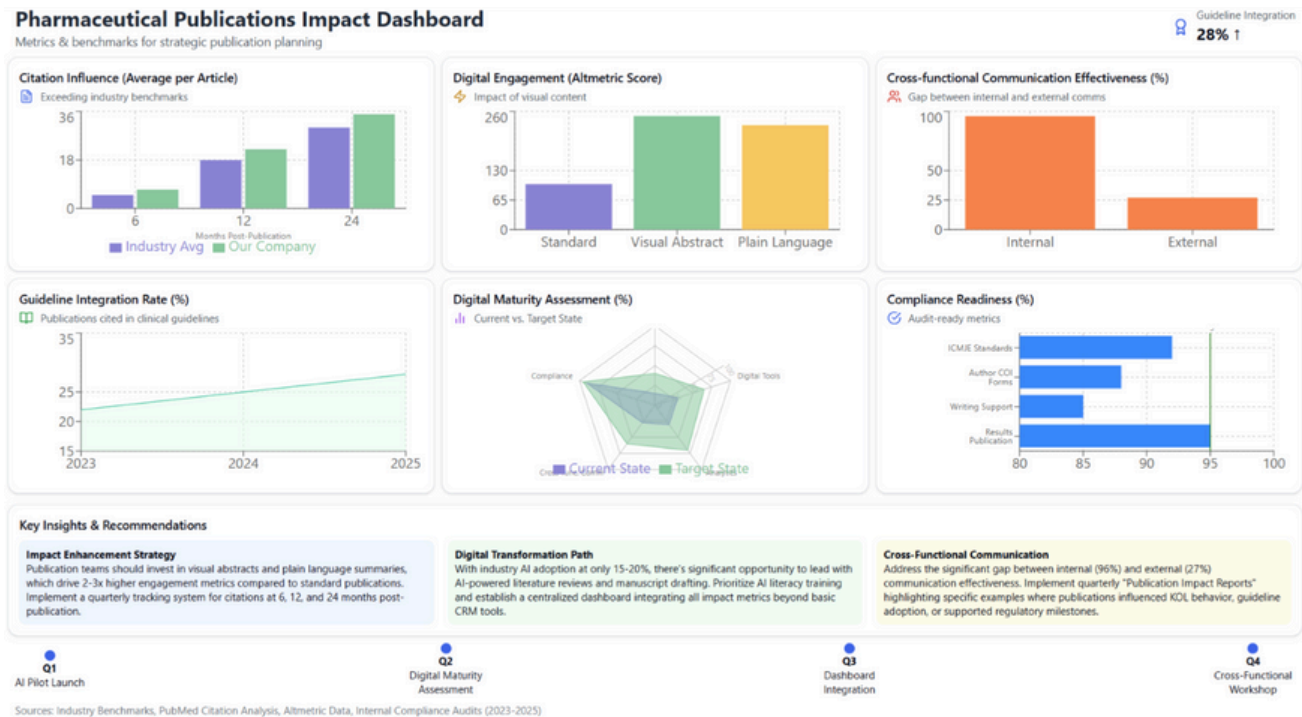
Next, there is a need to better connect publications with broader MA objectives. Insights gathered by MSLs, for example, should inform publication strategy, and vice versa. Centralized dashboards and collaborative planning frameworks can enable this integration.

Equally important is investing in people and platforms. Upskilling staff in AI literacy, content analytics, and omnichannel strategy will help bridge the digital gap. Structured content systems and smarter metrics will enhance both compliance and responsiveness.

Finally, publications professionals must do more to tell their value story.

Sharing outcomes and scientific impact with Commercial, Regulatory, and Access colleagues helps reinforce the role of publications as not just a support function, but a strategic enabler.

Below is an AI-generated example of a dashboard that could be used to communicate the impact of Publications in a more visual manner.



Feel free to reach out to me and I'll share with you how we created this.



About the Author

Girish Pashilkar is the CEO of BP Logix, a software company specializing in AI-enabled Medical Affairs automation.

Curious about AI-enabled medical affairs automation?

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