

From publications to evidence ecosystems

Eight priorities for future-ready publication leaders

The forces reshaping scientific publications programs are already visible: growing evidence volume, expanding stakeholder expectations, AI-enabled discovery and content development, increasing demand for transparency and traceability, global market complexity, and a shift from output-based metrics to measurable impact.

For publication leaders, the question is now how to respond in ways that reduce fragmentation, strengthen the impact of evidence, and build the capabilities needed for the future.

Organizations are at different stages of this journey, but the direction is clear. Publication teams are expected to deliver programs that are connected, measurable, AI-enabled, globally scalable, and relevant to diverse stakeholders. This means ensuring evidence can be discovered, traced, reused, and applied across audiences, channels, and markets.

Our previous article, "[Connected evidence: from insight to impact](#)," explores the forces driving these changes. This article focuses on what those changes mean in practice for publication leaders and the priorities they should consider now.

Building the foundations of a future-ready publications function

From

- + One-off deliverables
- + Siloed teams and systems
- + Output-based measures
- + Evidence designed for a single audience



To

- + Structured, reusable evidence assets
- + Connected teams, data, and technology
- + Measurable influence and impact
- + Evidence designed for multiple audiences and uses

From publications to structured evidence assets

Leading organizations view publications as one part of a connected evidence ecosystem rather than one-time deliverables. Evidence should be structured, searchable, and accessible to support medical affairs engagement, payer discussions, regulatory interactions, and AI-enabled discovery.

This shift requires organizations to think beyond individual manuscripts and consider how evidence will be used across the product lifecycle before dissemination even begins. Key data, insights, and scientific narratives should be organized in ways that make them easier to find, govern, deploy, and adapt across different audiences, channels, and use cases. This enables evidence strategies that extend beyond a single output, supporting a broader range of stakeholder needs over time.

The objective is to make scientific knowledge useful beyond the manuscript, supporting medical engagement, payer discussions, regulatory interactions, and future evidence planning. When designed effectively, integrated evidence approaches can accelerate content development, reduce duplication, and improve consistency while making it easier to reuse scientific content across different needs.



Connected systems matter more than faster workflows

Many organizations have focused on improving efficiency with faster reviews, smoother submissions, and reduced cycle times. That matters, but it's only part of the opportunity. The bigger shift is toward connected evidence systems: infrastructure that links planning, authoring, review, governance, analytics, and downstream use into a coherent whole.

As AI adoption accelerates, the differentiator will be how effectively technology is integrated into evidence workflows, with appropriate governance, validation, and scientific oversight.

That connectivity must also extend beyond technology. To build connected evidence ecosystems, organizations need aligned teams. Medical affairs, publications, health economics and outcomes research (HEOR), real-world evidence (RWE), market access, regulatory, and commercial functions must work toward shared scientific objectives rather than operating as isolated workstreams.

RWE, health economics, congress outputs, and patient-facing content all need to be part of the same evidence architecture as clinical data, enabling scientific information to be reused, governed, measured, and applied consistently across functions and markets.

“We don’t have a technology problem in this industry; we have a data problem. AI and automation won’t matter if the underlying data aren’t connected, structured, and trusted. That’s the fuel. Without it, the rest is just airspace.”

Darren Coleman, EVP and Chief Information Officer, Envision Pharma Group.

Eight priorities for a future-ready publication function

Across our work with clients and ongoing engagement with the publications community, we see a consistent pattern: leading teams are moving beyond incremental workflow improvements and focusing on the capabilities needed to create more connected, measurable, and insight-driven evidence programs.

The following eight priorities reflect where publication leaders are focusing now – not as future-state ambition, but as practical actions that are already defining more effective programs.

Plan around decisions	Build connected AI foundations	Integrate all evidence	Design for broader use
Measure real-world impact	Build for global consistency	Align people and processes	Make evidence durable

1. Build publication plans around decisions and questions, not deliverables

Define upfront what decisions and/or questions each evidence asset is intended to inform, who it needs to reach, and what success looks like beyond acceptance and timing.

2. Build the foundations for connected AI-enabled evidence ecosystems

Establish the governance, data, and operating models needed to connect evidence across functions, channels, and use cases. As AI adoption accelerates, ensure scientific oversight, traceability, validation, and quality control remain embedded throughout the evidence lifecycle.



3. Integrate clinical, health-economic, and RWE into a single strategy

Plan an overarching evidence narrative that will connect all communications across audiences, channels, and markets.

4. Design for broader use across audiences and channels

Extend beyond specialist scientific audiences to support wider stakeholders, including patients and caregivers, through accessible, fit-for-purpose content and channel strategies.

5. Measure reach, influence, and real-world impact

Track indicators such as citation velocity, guideline inclusion, digital engagement, visibility in large language model responses, impact on field conversations, and downstream influence on care decisions. The goal is to understand not just what was published, but where it made a difference, and to use those insights to inform future strategy and decision-making.

6. Build for global consistency, not a single market

Design publication programs that accommodate variations in regulatory, health technology assessment, and market requirements across the US, EU, Asia-Pacific, and emerging markets, while maintaining scientific consistency and data integrity.

Global programs also need to account for equity and inclusion. Consider how language, health literacy, cultural context, access to journals, local standards of care, and digital access may affect how scientific information is understood and used. A consistent evidence narrative still needs local fluency to support better decisions across diverse healthcare systems and communities.

7. Invest in cross-functional people, process, and operating models

Equip teams with the capabilities needed to work effectively across functions, including scientific communication, data fluency, and cross-functional planning. Align publications, medical affairs, HEOR, and RWE through shared processes and governance, and embed these ways of working into scalable operating models.

8. Build the data infrastructure that makes evidence durable

Ensure evidence is structured, traceable, and maintained over time. Strong data foundations enable discoverability, reuse, auditability, and support AI-driven discovery, evidence synthesis, and evolving regulatory expectations.

So what? The practical takeaway

Start by taking an honest look at where you stand: which of these priorities does your organization already have covered, and which represent meaningful gaps? Pay particular attention to the areas that have traditionally sat outside the publication team's remit: governance, connected planning, accessibility, evidence reuse, and global adaptability. These are often where the biggest opportunities and risks hide.





How Envision helps: A multidisciplinary approach

Life sciences organizations need to ensure evidence is connected, discoverable, reusable, measurable, and capable of supporting decision-making across the product lifecycle. Envision helps clients build the systems, governance, and capabilities required to turn that evidence into sustained impact.

Many companies are still optimizing individual parts of the evidence lifecycle: improving one workflow, adopting one tool, or solving one pain point at a time. Envision helps clients redesign how evidence is structured, governed, and used across the full lifecycle, moving teams from fragmented outputs to scalable systems. Our approach brings together four interconnected capabilities:

Scientific and medical communications. We help ensure that evidence is developed, interpreted, published, and communicated with the scientific rigor and context needed for different audiences and markets. We also help translate complex evidence into accessible formats for different stakeholders, from specialist audiences to patients, caregivers, advocacy groups, payers, and field medical teams, while preserving scientific accuracy.

Business optimization and operational design. We support organizations in defining how publications fit within their broader evidence strategy, including governance models, RWE integration, global publication planning, open-access strategy, and preparation for AI-enabled ways of working.

Technology and data foundations. Our medical affairs-centric platform, [iEnvision](#), and AI-powered solutions bring structure, security, traceability, and visibility to the publication lifecycle. They help teams work more efficiently while maintaining compliance and ensuring evidence remains usable and auditable over time.

Measurement and performance. We help clients define and track metrics that go beyond delivery to understand how evidence is used, where it influences decisions, and how it contributes to longer-term value.

Envision partners with life sciences teams to strengthen publication strategy, processes, technology, and data. If you're ready to explore what building for the future could look like for your organization, we'd welcome the conversation. Visit envisionpharmagroup.com/contact-us to get started.

To see the cross-industry themes shaping the future of scientific publishing, read "[Connected evidence: from insight to impact](#)."