

# Using Connected Intelligence to Improve Decision-Making, Part 3

## *The Five Essential Elements*

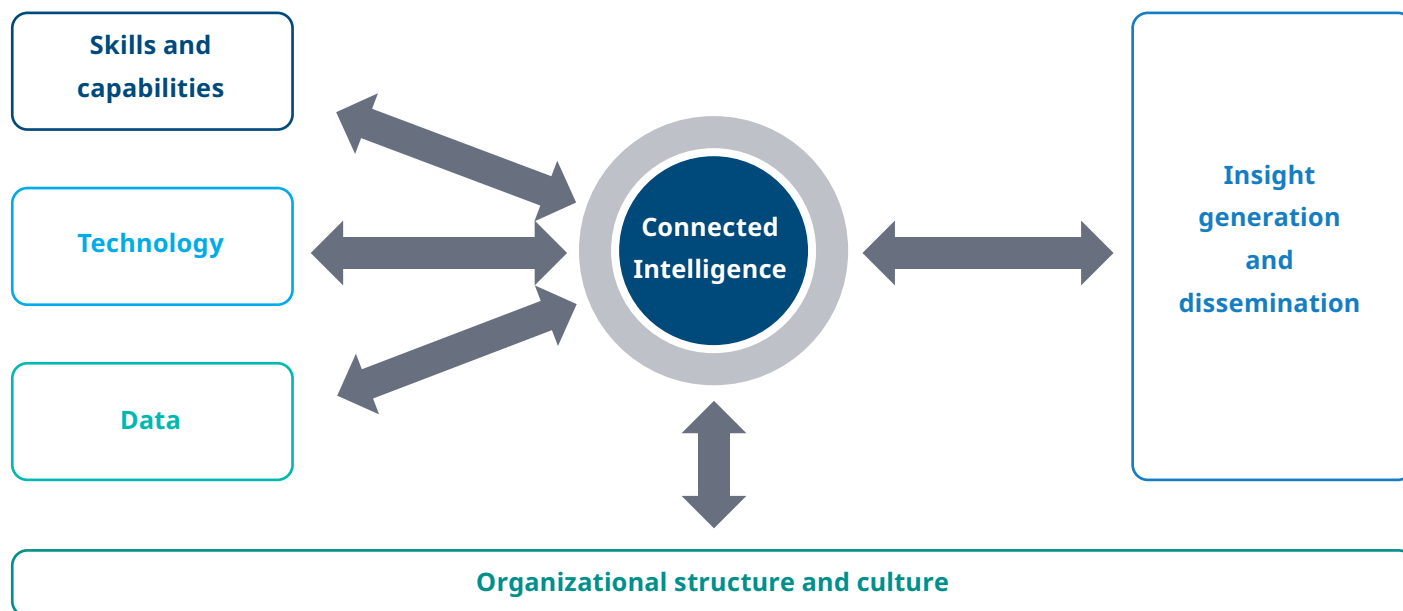
In this edition of our continuing series summarizing the IQVIA Institute’s report, “Improving Decision-Making through Connected Intelligence,” we describe the five components that organizations need to generate, and act on, Connected Intelligence.

### An Evolving Definition

Connected Intelligence is the capacity to combine data and analytical systems with healthcare expertise to apply insights optimally – within an organization and across the healthcare ecosystem. It can drive smarter decision-making and enable stakeholders to share insights and form partnerships. Ultimately, it promises to help patients experience the full value of scientific innovation and to help life sciences companies realize increased revenue, reduced risk, productivity gains, and cost savings. To learn more about how Connected Intelligence is helping such organizations engage more effectively with a broad spectrum of audiences, please click [here](#).

Achieving Connected Intelligence requires the existence and mastery of five key elements...

#### The Elements of a Connected Intelligence System



## Data

Access to a variety of data types that can be integrated coherently is foundational to Connected Intelligence across functions. This involves:

- Combining best-in-class external data sources with internal sources
- Balancing broad data with deep/granular data for sweeping coverage and clinical richness
- Storing the data in an encrypted, centralized data lake to serve the entire enterprise
- Linking core data to provide a 360-degree view of patient care and a comprehensive understanding of patient needs
- Automating data streams so they're updated frequently or rapidly in real time
- Automating techniques for validating, checking, normalizing, and standardizing data
- Sourcing the data so that it can scale as needed

### UNLOCKING THE VALUE

When companies break down internal data silos between data sources, Connected Intelligence can guide corporate investments, improve the efficiency of R&D, shed light on patient needs and heterogeneity, support brand commercialization, improve patient outcomes, and demonstrate impact on the total cost of care.

## Technology

Enterprise technology accelerates the use of Connected Intelligence throughout the organization, generating insights at the right level and surfaced at the point of decision. This requires that:

- Platforms and systems be structured to allow for the evolution of analytics and capabilities over time
- Systems are able to accommodate a mix of vendor- and custom-built solutions, have an open architecture, and can support multiple therapeutic areas
- Self-service apps can be used to customize the insight-generation platform

### UNLOCKING THE VALUE

The quality of a company's analytic platforms determines the extent to which users can extract insights from data and produce value for the organization. Technology must provide all actors within a company with high-volume, high-quality, scientific and evidence-based insights.

## Skills and Capabilities

Companies need to tap into key talent across a variety of roles in order to select the right data for the right purpose, install the appropriate technology systems, and generate and disseminate insights to all stakeholders. Beyond expertise in preparing, transforming, and integrating data, companies need:

- People with healthcare expertise to apply the right data science methodologies to the right health data
- Experience in behavioral research to map decision-making and workflows

### UNLOCKING THE VALUE

It is essential that companies are able to discern what skills they need to have onboard vs. have available through outsourcing. An organization can obtain the necessary skills through partnerships with data, analytics, and technology vendors.

## Insight Generation and Dissemination

Life sciences companies can gain a competitive edge in how they structure their insights and disseminate them throughout the organization and beyond. Critical aspects of delivering actionable insights include:

- Delivering narrowly focused information, so as not to overburden information consumers
- Carefully timing and placing recommendations (“next-best actions”) at the point when a decision is being made
- Ensuring the design of the interface is both elegant and simple
- Explaining the context of alerts to users
- Installing a mechanism to allow insights to flow through the organization and across the healthcare ecosystem

### UNLOCKING THE VALUE

Getting users to adopt recommendations presented by insight systems is a common challenge that can be overcome when they are 1) delivered in user-friendly apps, 2) as part of the user’s workflow, and 3) with appropriate context.

## Organizational Culture

Effective action within an organization requires internal alignment and connection, which can be achieved, in part, by:

- Enabling all users to share a consistent view of the truth through enterprise-wide data use and insight dissemination
- Ensuring that teams have globally aligned KPIs

### UNLOCKING THE VALUE

Organizations may need to re-think business functions and adjust roles and responsibilities that align with new business goals in order to realize the full benefits of Connected Intelligence.

The [next segment](#) in our series reviews how Connected Intelligence can be used to improve decision-making at various points along the product lifecycle. For a more in-depth discussion, please download the full IQVIA Institute [report](#).