



Field Medical Excellence Service

Hybrid Revolution: Overcome High MSL Turnover to Maintain KOL Outreach Goals



Turnover rate

Note: Charts populated with fictitious benchmark data for demonstration purposes only

Staffing turnover during pandemic

	Medical Affairs leadership	Field Medical personnel	Medical Operations	Medical Affairs overall
Max	70	85	55	70
75th Percentile	27	35	25	25
Mean	15	25	15	15
Median	12	18	12	10
25th Percentile	0	12	0	8

Thought leader interactions

Note: Charts populated with fictitious benchmark data for demonstration purposes only

MSL-KOL interactions per month


Global view

During pandemic

20 avg. monthly meetings

Post pandemic

Future goal: 25 meetings



US only

17 avg. monthly meetings

Future goal: 23 meetings

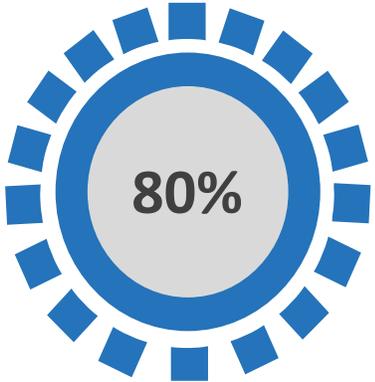


Other countries

25 avg. monthly meetings

Future goal: 37 meetings

Performance-to-Goal: (during pandemic)



Projected number of new meetings per month, post-pandemic:



Hybrid models exist along a spectrum

Note: Charts populated with fictitious benchmark data for demonstration purposes only

“Remote friendly”

VS

“In-office preferred”

Work location	Decision made by employee		Decision made by employer
Turnover	Lower average turnover rate		Higher average turnover rate
Corporate space	Most have reduced corporate office space and loosened staff geographic location requirement		Some have reduced office space or loosened requirements
In-office view	“In-office distractions/stresses” are a major drawback		“In-office distractions” are NOT a major drawback
Remote view	Deems many medical programs “well-suited” for remote work		Quality of in-office work deemed superior to remote work product
Op changes	More likely to have refined existing and new job roles		Roles of existing staff and new hires have changed less
KOLs	Conduct fewer KOL interactions		Conduct more KOL interactions

Field Medical Excellence:

Rapid Staffing & Performance Benchmarking Service for Your Therapeutic Area.

BEST PRACTICES
ACCESS. INTELLIGENCE. EXCELLENCE.

Digital Tech

How is digital transforming medical productivity?



KPIs & Dashboards

What's best way to measure performance and impact?



Performance Productivity

How to raise field impact?



Investment

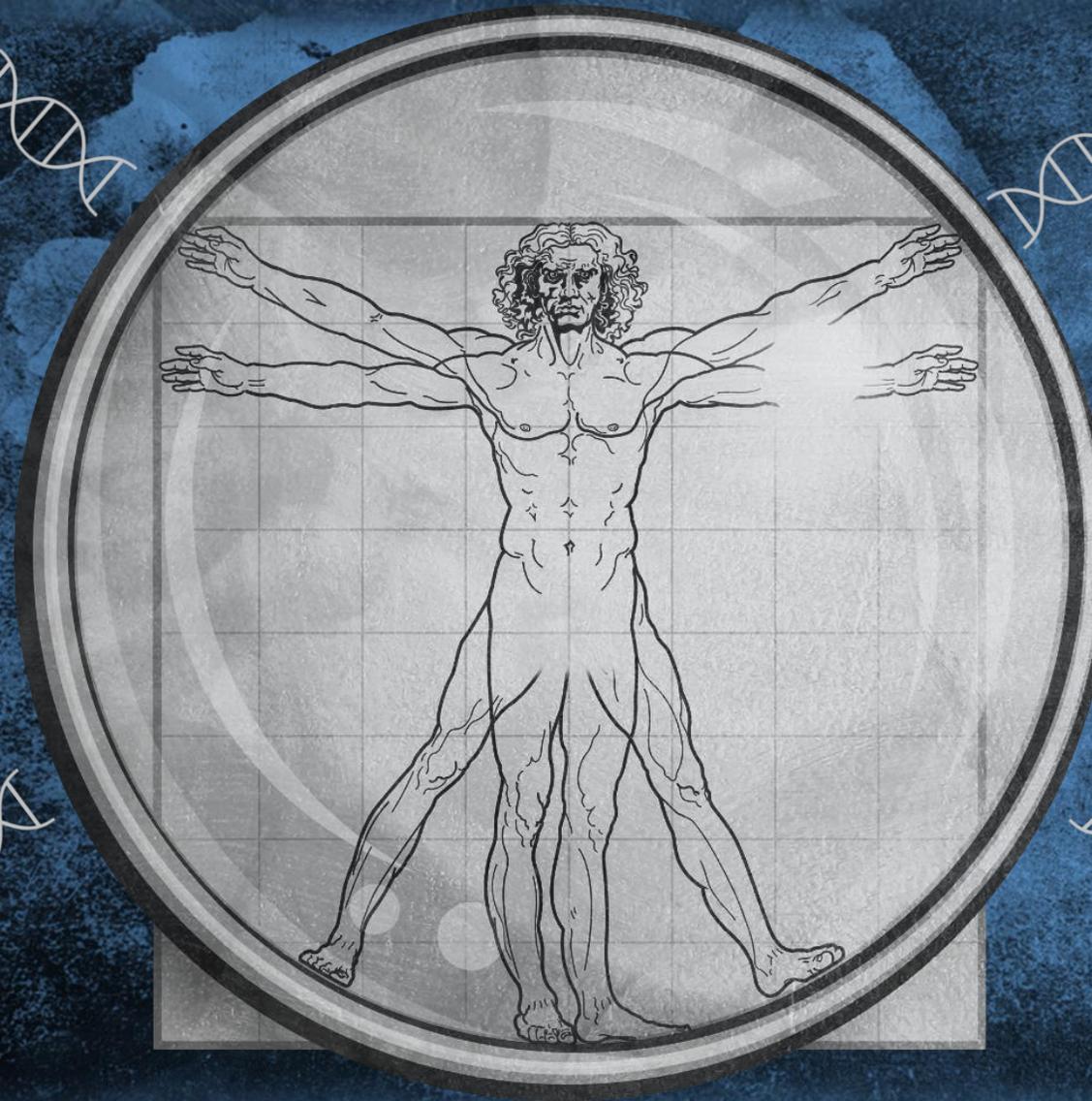
What financial resources are needed to compete?

Staffing

How many field FTEs do you need to compete by country and TA?

Structure

What structures and span of control work best?



Best Practices' Field Medical benchmark service delivers critical metrics for continuous evaluation of field medical team excellence.

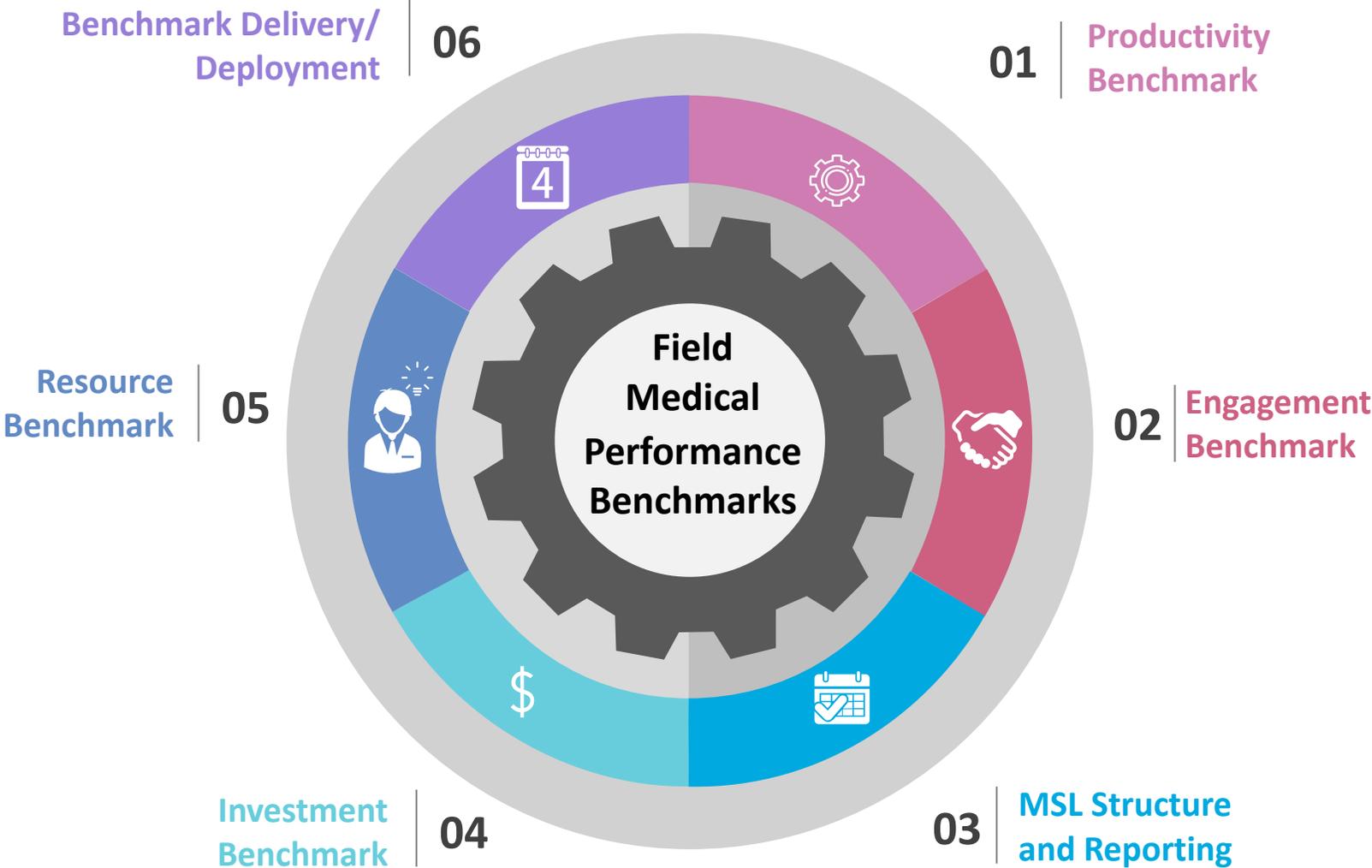
Continuous adjustment and evaluation of field medical teams' strategy is critical for biopharma companies for successfully supporting several portfolios across the markets they operate.

Prudent allocation of resources and reinventing engagement model is imperative to communicate and inform thought leaders across major markets in America, Europe and Asia.

However, ascertaining that the resource levels, strategy benchmarks and metrics resonate different countries and therapeutic areas can be the "Achilles Heel" for field-based medical leaders at bio-pharma companies.

Keeping this in mind, Best Practices, LLC has launched its **Field-Based Medical Affairs Benchmark Service** to help Medical Affairs Leaders optimize their field-based operations. Through our decade's worth of expertise in field-based medical benchmarks, medical affairs leaders can quickly assess their performance across key resourcing, performance, and productivity metrics for their field-based teams.

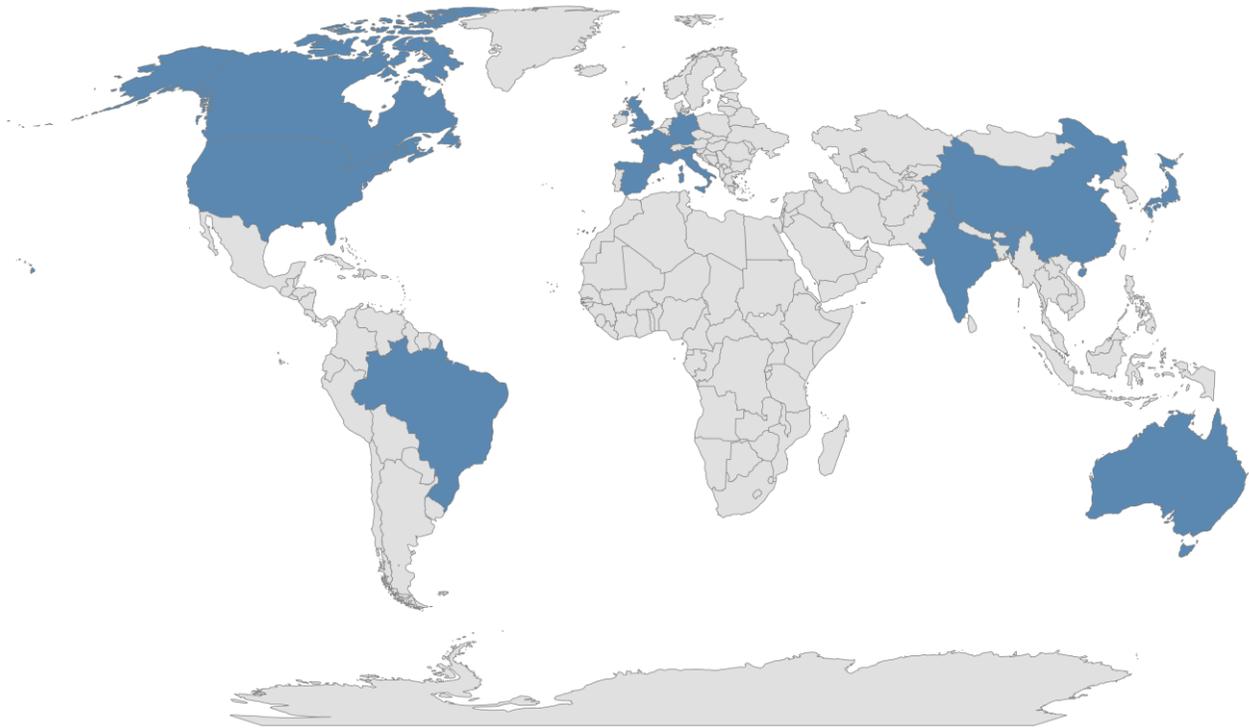
Our Field-Based Medical Affairs Benchmark Dashboard contains metrics around:



The Field Medical Service assessment tool offers rapid benchmark assessments across numerous therapeutic areas and countries.

We help medical leaders prudently allocate field resources and maximize impact in America, Europe, Asia and elsewhere.

40+ Countries Covered*



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20+ Therapeutic Areas Covered*

- Oncology
- CNS/Neurosciences
- Immunology
- Hematology
- Respiratory & Pulmonology
- Rare Disease
- Gastrointestinal
- Women’s Health
- Cardiology
- Metabolic Diseases
- Infectious Diseases
- Musculoskeletal
- Nephrology
- Others...

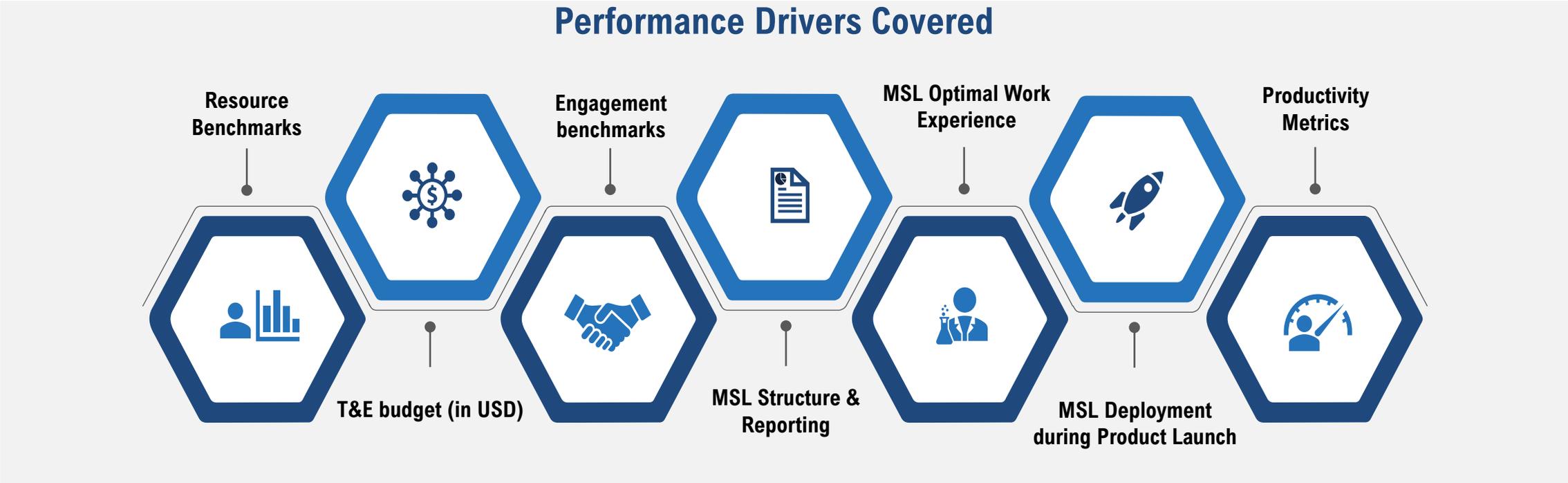
50+ Benchmark Companies Profiled

Our field medical insights reflect leading biopharma manufacturers in your TA



***Ask your Best Practices contact person to find the right information for you and your organization.**

An assessment is completed of key performance drivers that are most helpful for Medical Affairs leaders to make informed strategic decisions in a fast-changing external environment.



Evidence-Based Benchmarks for Your Most Critical Field Medical Staffing & Strategy Decisions

Our assessment tool offers rapid benchmark assessments on:

- Staffing
- Resourcing
- Structure
- Productivity
- Performance measurements

Benchmarking Service Customer Testimonial:

“The service was perfect for us. This was exactly what we needed to make key decisions for our field medical teams in the US and in other consequential markets. You’ve given us insights we have not found anywhere else.”

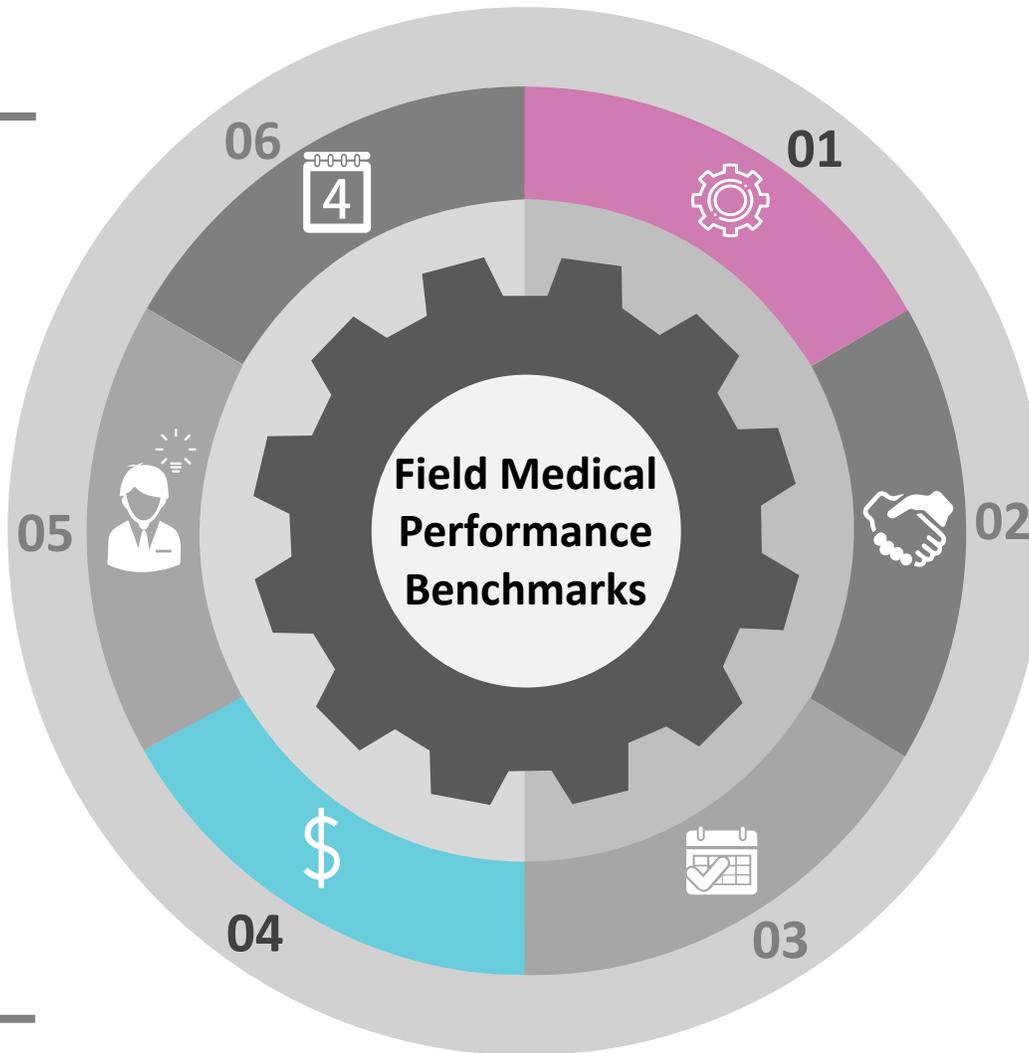
- Head Global Field Medical, Top 20 Pharma Companies

Description of Service Modules: Productivity and Investment Benchmarks Analysis

Investment Benchmarks

These benchmarks cover metrics around:

- T&E budget (in USD) across different countries



Productivity Benchmark

These benchmarks cover metrics around:

- MSL interaction frequency
- Average interaction duration
- Average time spent on external activities
- Average time spent on internal activities
- Average time spent on logistical activities

Medical Affairs leaders seeking to maximize the impact of their field teams must first determine the spend levels of therapy-area rivals within critical markets across the world.

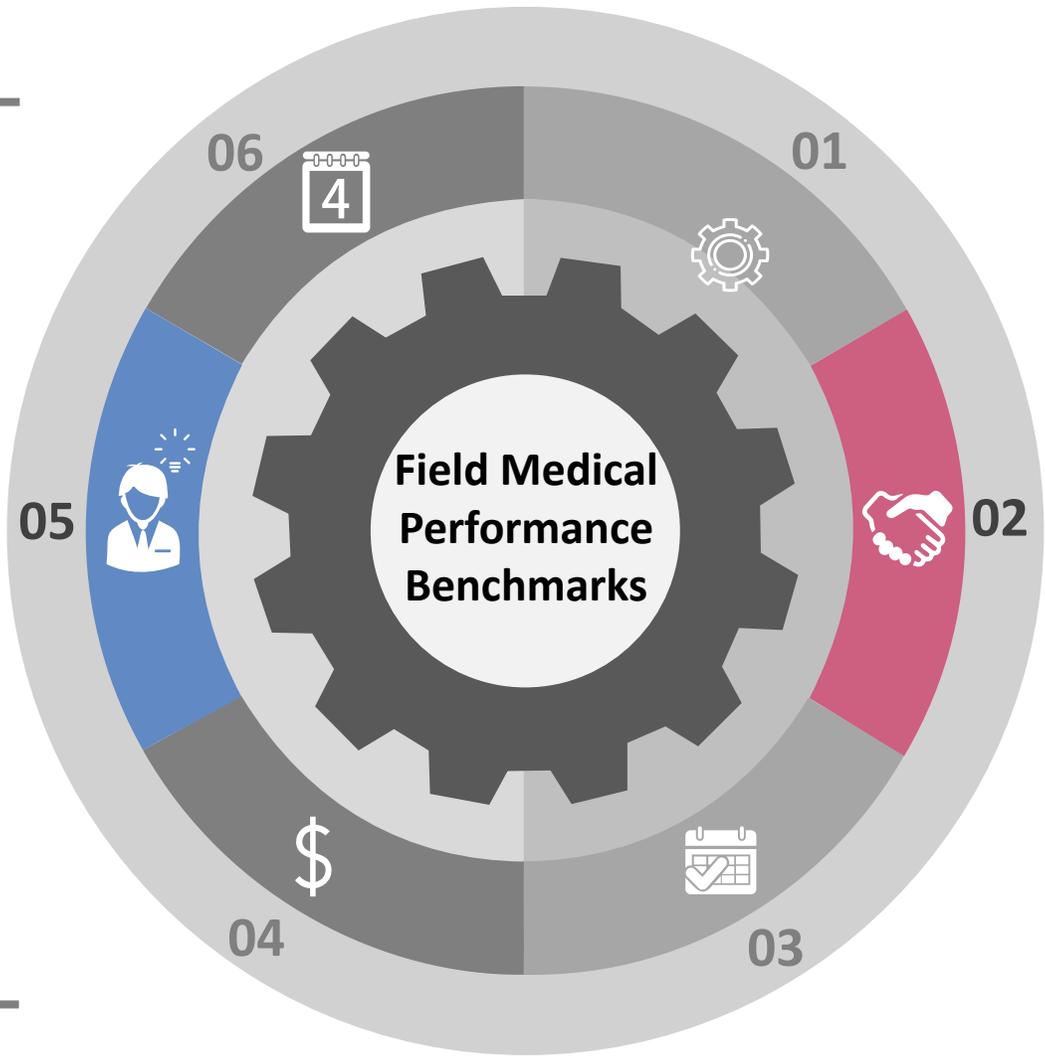
These benchmarks identify common inefficiency areas and spotlight opportunities for field teams to elevate productivity and become more streamlined.

Description of Service Modules: Engagement and Resource Benchmarks Analysis

Resourcing Benchmarks

These benchmarks cover metrics around:

- Average number of MSLs
- Average number of MSL Managers
- Average number of MSL Directors
- MSL Optimal Work Experience



Engagement Benchmark

These benchmarks cover metrics around:

- Tier-wise breakdown (%) of Thought Leaders targeted
- Interaction (%) that are proactive vs. reactive
- Average number of Thought Leaders supported per MSL (on Core List)
- Average number of Thought Leaders supported per MSL (on Combined Total)

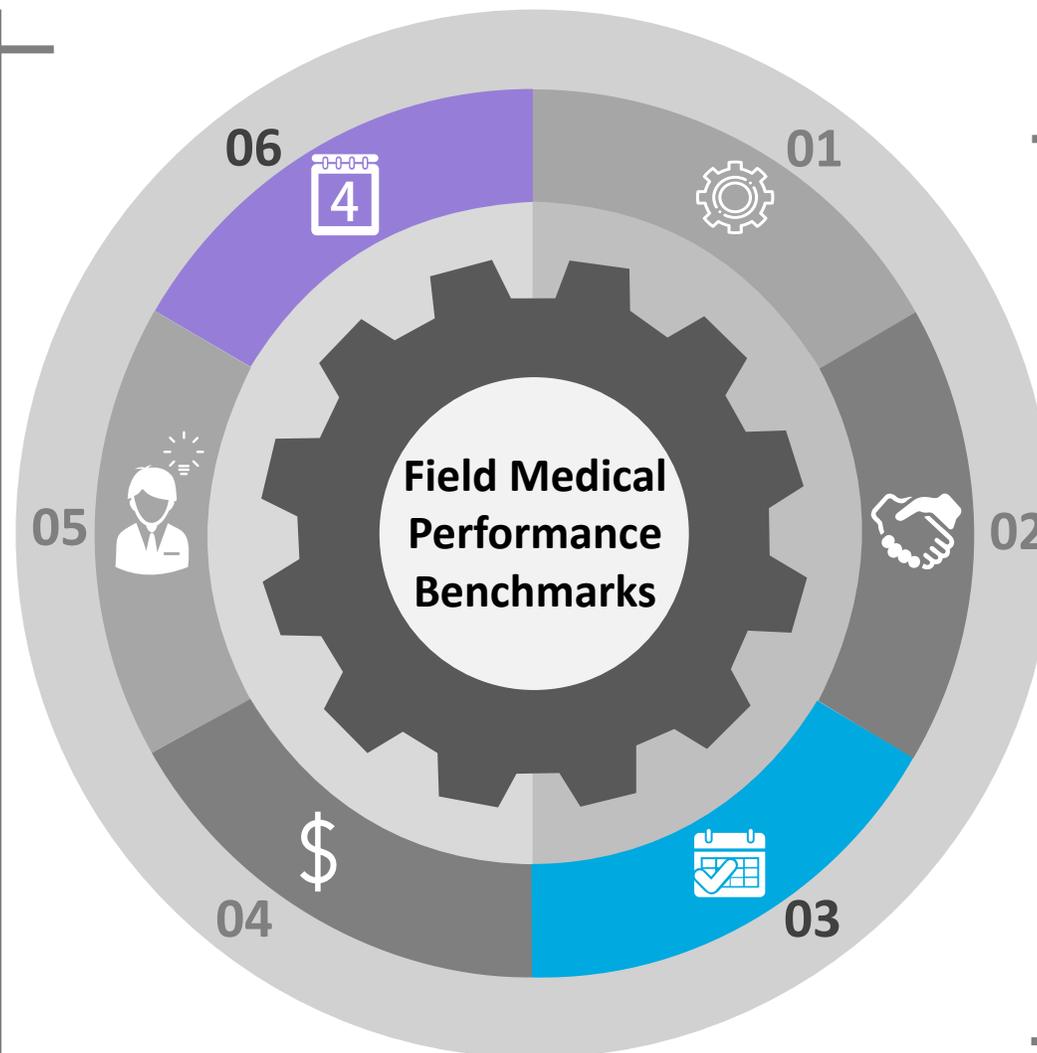
As companies grow field medical operations resources, it will be vital for leaders to staff their teams at competitive levels to ensure a successful share of voice.

Using these engagement benchmarks, medical leaders can better align their field teams' engagement model, productivity measurement, and impact assessment to succeed within a targeted condition or disease state.

Description of Service Modules: MSL Structure & Reporting and Benchmark Delivery

Benchmark Delivery & Deployment

- Best Practices, LLC engaged 150+ leaders from 50+ pharmaceutical companies through a benchmarking survey.
- Once Best Practices LLCs' executives receive your requirements (e.g., therapeutic area benchmarks, country level benchmarks or metrics) we will ask you to fill in a small intake form to get client's data.
- Best Practices will **rapidly** populate benchmarks on to a deck and map it against client's data.



MSL Structure and Reporting

These benchmarks cover metrics around:

- MSL structure & reporting
- Percentage MSL deployment for product launch timeline
- Reporting model strengths and weaknesses

The custom benchmark service can help answer critical questions like: What are the strengths and weaknesses of a reporting model – and what is the right one for your organization?

Best Practices' Field Medical benchmark service helps Medical Affairs leaders adequately allocate resources, set strategy, and adopt the right KPIs for success.

More than ever, HCPs and other external stakeholders are affirming the trust and value they place in the experts working within the biopharma Medical Affairs function. And at the nexus of this relationship are the Medical Science Liaisons and other field personnel who have built so many credible relationships and delivered critical information across the healthcare community.

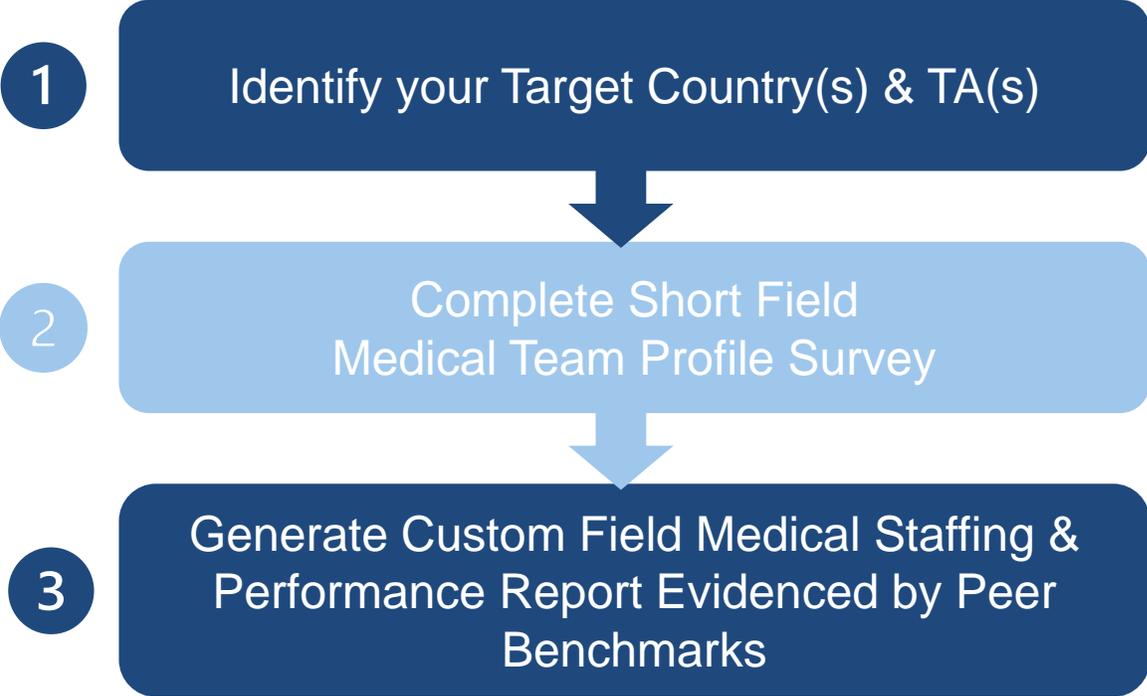
As biopharma manufacturers increase their investment to Medical Affairs in general, and the Field Medical organization in particular, medical leaders must find ways to prudently allocate resources, set strategy and adopt the right KPIs to sustain momentum.

Best Practices LLC is excited by the opportunity to continue our longstanding support of the industry by applying our granular therapy area and country benchmarks to help medical leaders optimize their field-based operations

For more details, and to learn more about how this study, analysis, and insights will help you, please contact:

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Benchmarks Delivered Rapidly





BEST PRACTICES

Our company is an internationally recognized thought leader in the field of best practice benchmarking®. We provide research, consulting, benchmark database, publishing and advisory services to the biopharmaceutical and medical device sectors. We work closely with business intelligence groups. Our work is based on the simple yet profound principle that organizations can chart a course to superior economic performance by leveraging the best business practices, operating tactics and winning strategies of world-class companies.

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