

How Medical Affairs Can Deliver Value to Internal Stakeholders

Best Practices, Strategic Benchmarking Research &
Analysis



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Research overview: Objectives & Methodology

This study probes Medical Affairs' role in working with internal stakeholders and the activities and success metrics that lead to an improved collaborative performance of the Medical Affairs function.

Research Overview

- This benchmark study highlights key internal stakeholders for Medical Affairs and activities that deliver value.
- The study will help Medical Affairs leaders:
 - Determine which internal groups are most important to collaborate with.
 - Identify the activities that deliver the most value for internal stakeholders and the performance metrics that are most effective.
 - Understand the key challenges and opportunities facing Medical Affairs.

Research Methodology

- Best Practices, LLC engaged 47 Medical Affairs experts at 34 companies through a benchmarking survey and interviews.
- Seventy-nine percent of research participants have titles of Director / Global Head / Head.

Topics Covered

- Effectiveness/Importance of Medical Affairs Collaborations with Internal Stakeholders
- Medical Affairs Activities that Deliver Value and are Seen as Important
- Performance Measurement Metrics that are Most Effective
- Major Challenges Facing Medical Affairs and Mitigation Tactics to Overcome Them
- Participants' Demographics

Forty-seven medical affairs experts at 34 companies contributed to this study through a survey, interviews and a roundtable discussion

Benchmark Study Partners



Executive Brief

Today, Medical Affairs groups are large organizations comprised of diverse medical sub-functions that interact with other key internal functions such as commercial and managed markets. The rising role of Medical Affairs makes it one of the most important pharma functions for driving internal success and winning public trust. However, with “no dollar sign attached,” MedAff groups struggle to consistently demonstrate and communicate their value to internal stakeholders and senior leadership.

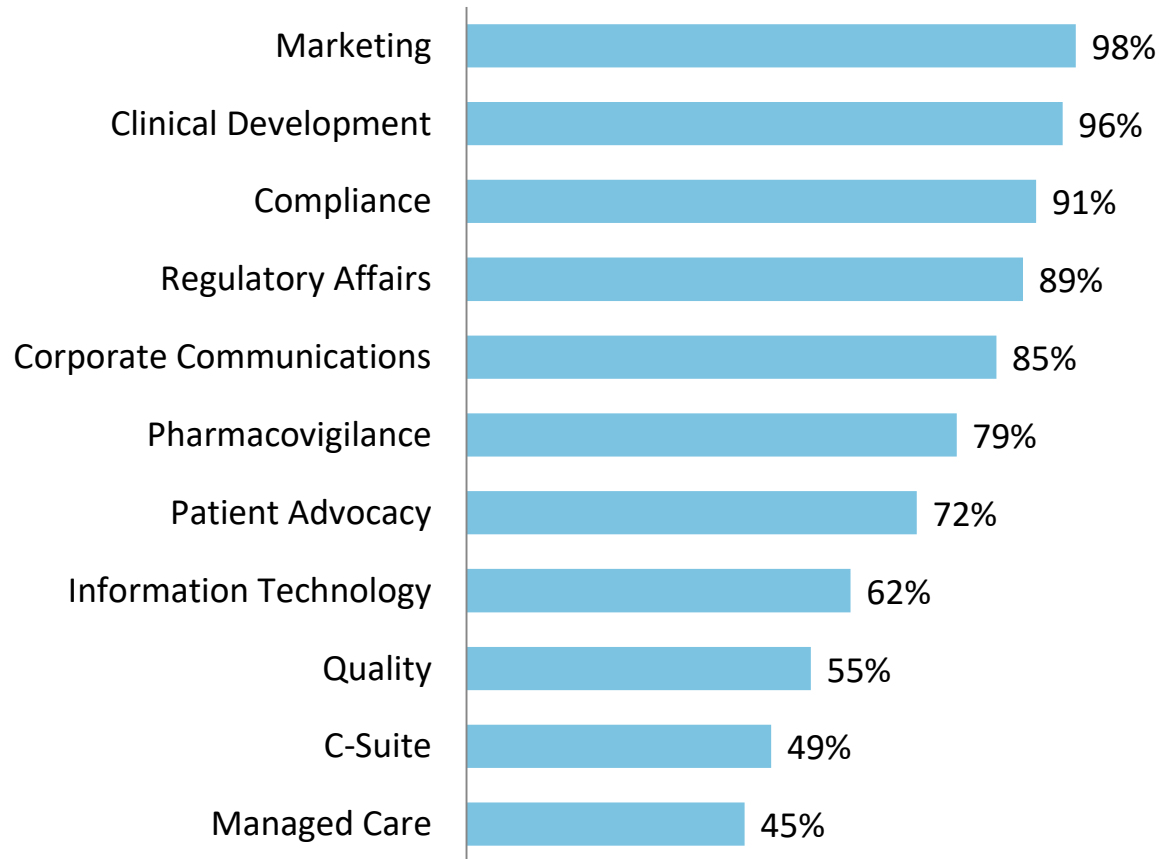
- Many members from commercial functions don’t understand the role and value of medical affairs
- The ability to communicate their value story and utilize performance metrics are some of the least mastered areas of medical affairs

Sample Recommendations to help Medical Affairs demonstrate its value

- 1. Use a strategic mindset when sharing information with C-suite and other decision-makers:** For greater value, the information shared with C-suite and senior leadership should be more transformational and strategic in nature; move from sharing project plans and budgets to discussing how Medical Affairs is impacting company’s strategic goals. Examples: Use of field medical teams to improve managed care penetration and use of artificial intelligence to boost medical’s effectiveness.
- 2. Improve capabilities for activities such as RWE and performance evaluation:** These are two areas respondents said Medical Affairs’ expertise was weak in; yet RWE is the information medical uses to show value to payers and performance metrics demonstrate the function’s value to internal leadership.

Low collaboration with C-suite and Managed Care could be an obstacle preventing from delivering maximum value...

Collaboration with Internal Stakeholders



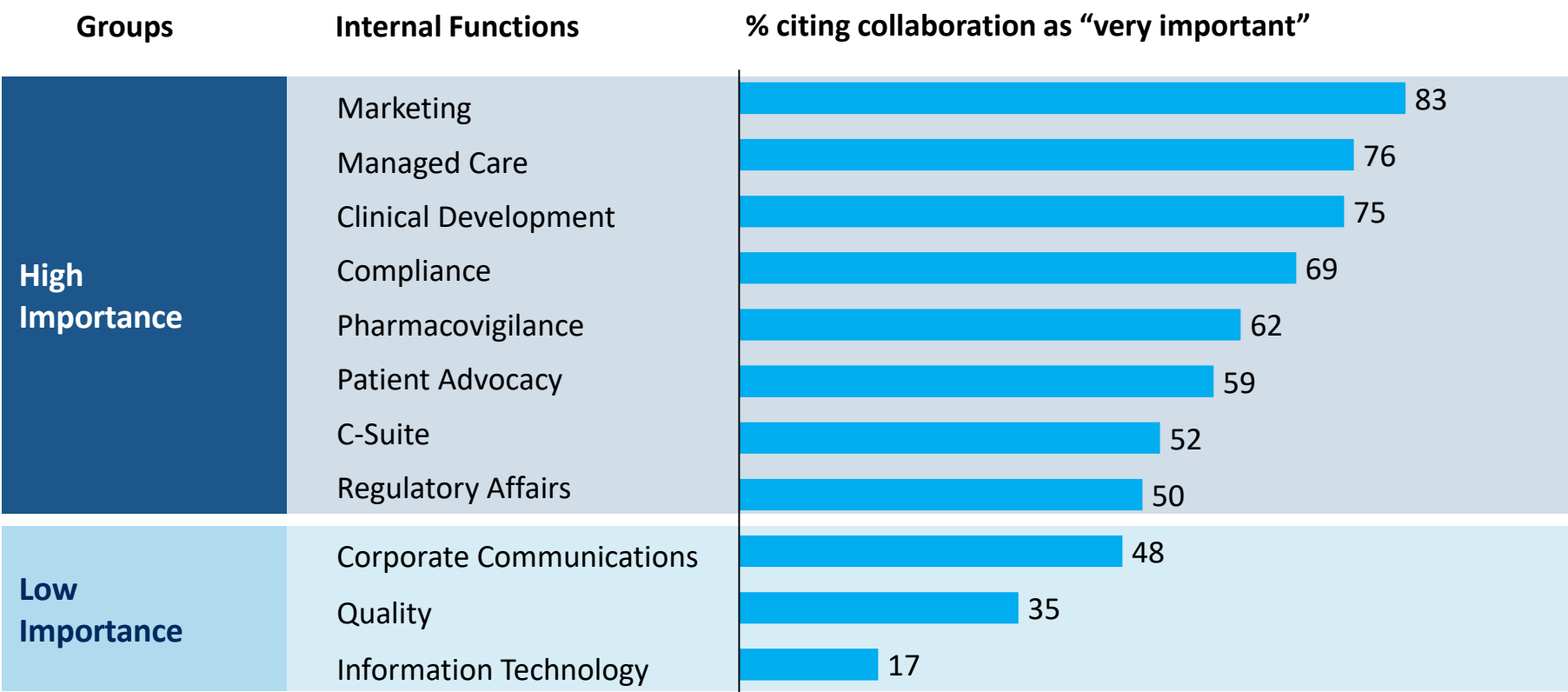
N=47

Q5. Which of the following internal functions does your Medical Affairs group work with?

Collaboration with internal groups is very important for Medical Affairs' success...

[Click to review Internal Functions Collaboration Importance in detail](#)

Importance of Internal Stakeholders Collaborations



N=46

Q5a. How important is your work to help each function achieve its business objectives?

Performance evaluation is one of the least developed skills

[Click to review Medical Affairs' Skill Level in detail at here and here](#)

Medical Affairs Groups' Skill Level

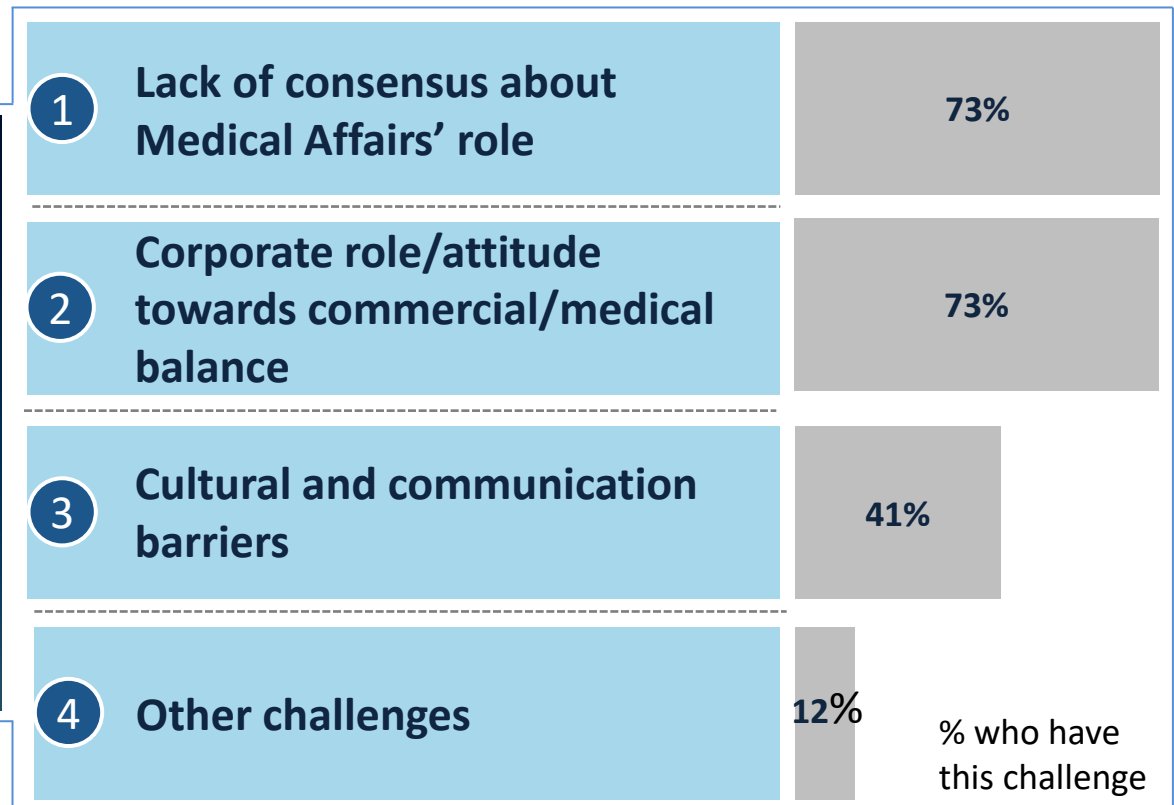


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Q7. Rate your Medical Affairs groups' skill level at supporting internal groups with the following activities.

Challenges

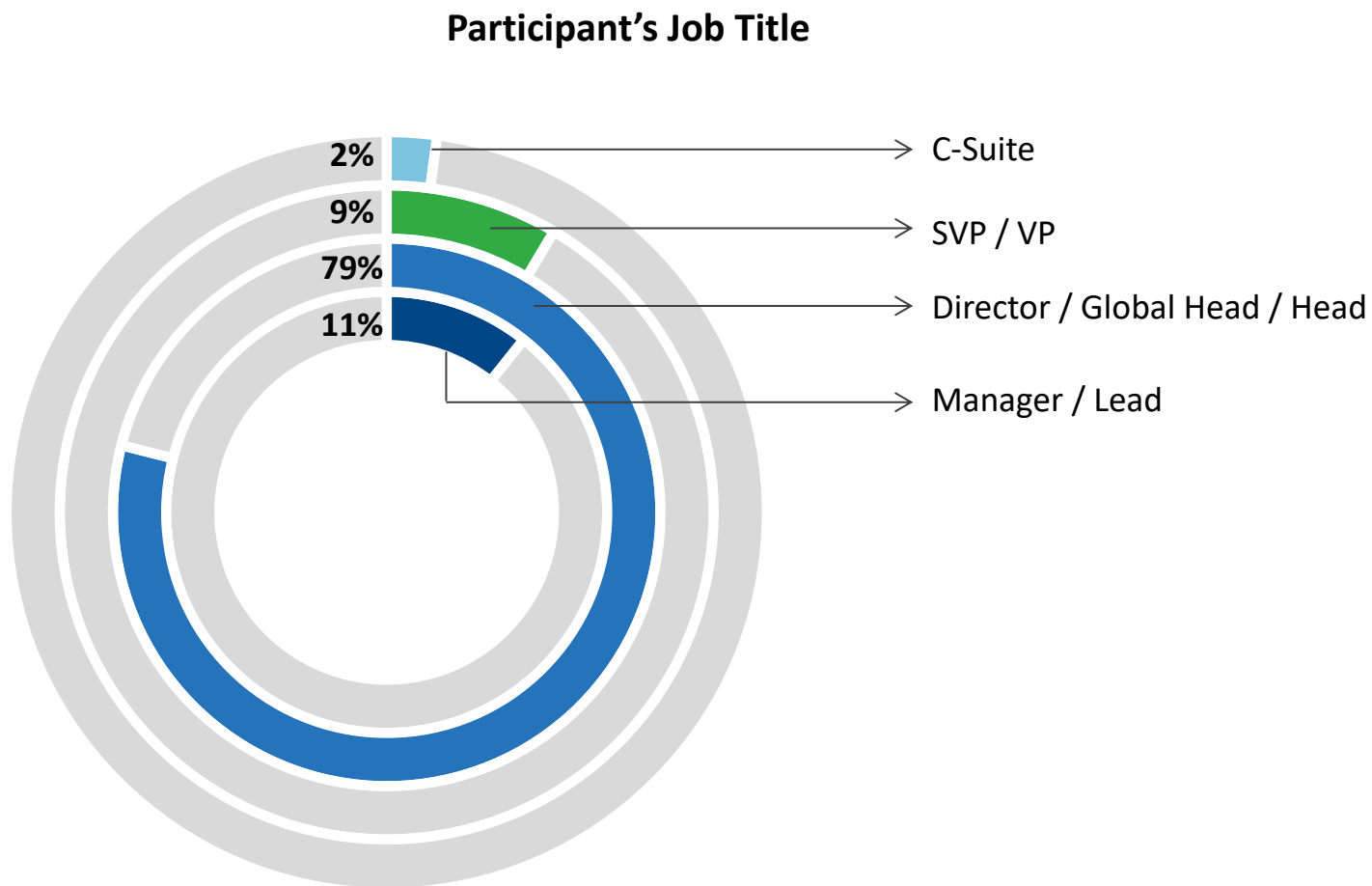
Internal groups disagree on Medical Affairs' role and struggle to define a balanced approach towards medical vs commercial goals



N=41

Q11. Select and describe the challenges Medical Affairs faces in improving the perception of the value it brings to your company.

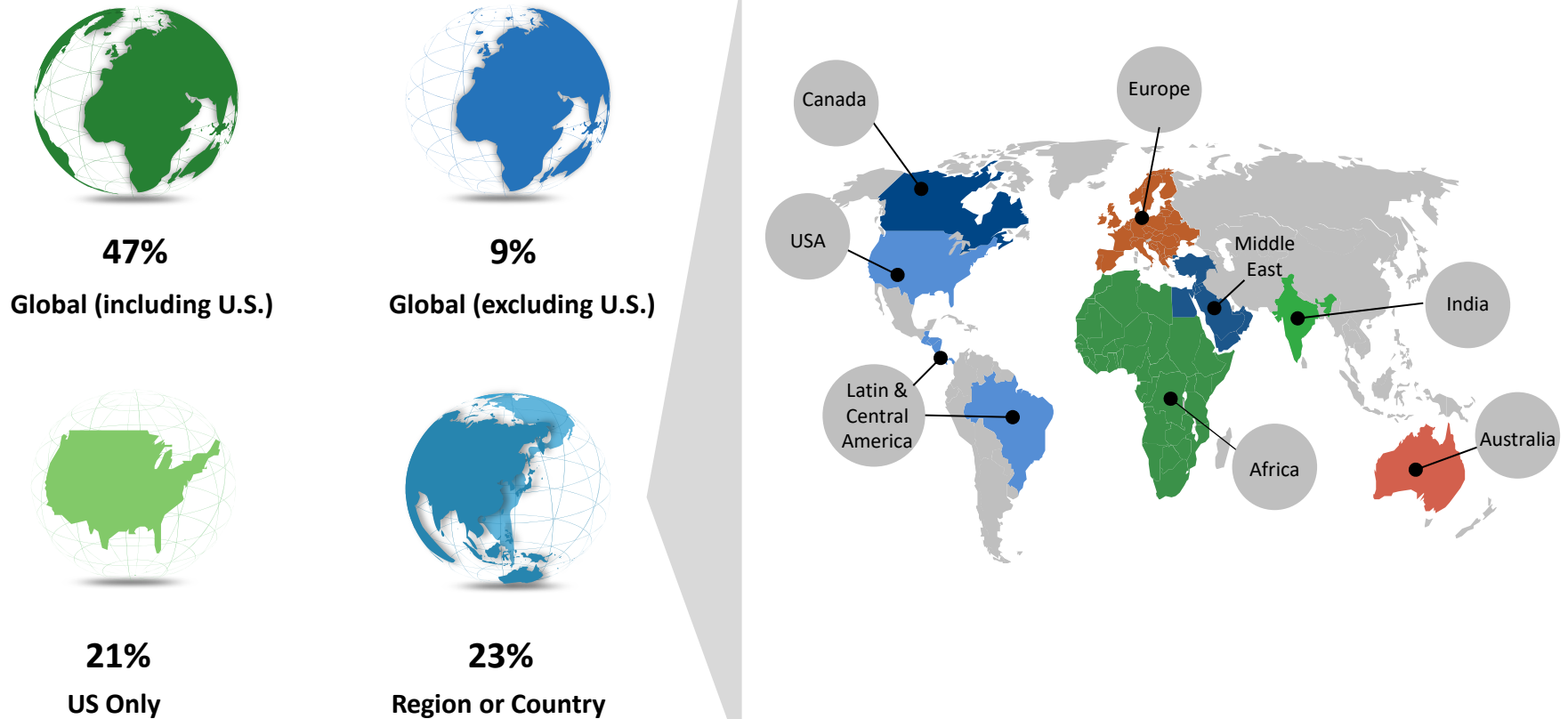
Study insights came primarily from Medical Affairs executives



N=47

Respondents oversight covers both US and Global markets

Geographic Responsibility



N=47

Q2. Please select the one geographic area that you are answering the survey for.



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Best Practices

6350 Quadrangle Drive, Suite 200, Chapel Hill, NC 27517

www.best-in-class.com

Phone: (919) 403-0251