

Maximizing the Impact of Medical Affairs in Product Launch

Best Practices, Strategic Benchmarking Research & Analysis



Over 60 experts worldwide contributed to this study through a survey, interviews and a roundtable discussion

Benchmark Study Companies



Table of Contents

• Study Findings	(page) 4
— Executive Recommendations	4
• Launch Strategy and Work Plan	5
— Medical Affairs Role and Activity Effectiveness	14
— Ensuring Cross-functional Alignment and Collaboration	19
— Adapting to Ongoing Changes in MA Landscape	23
— MA Leading vs. Supporting Launch Teams	28
• Launch Timeline Overview	34
• Launch Resourcing	44
• Launch Enablers	49
— Launch Preparedness Metrics	49
— Critical Success Factors and Major Pitfall	54
— Technology	59
• Appendix	63
— Full Recommendations	63
— Participant Demographics	67
— Medical Affairs Role and Activity Effectiveness	69
— Launch Timeline	76
— Glossary	81

Executive Insights and Recommendations

Medical Affairs can boost its launch performance by improving launch team collaboration and alignment (A), developing and sticking to a launch roadmap (B), and deploying effective launch enablers (C)

A. Improve cross-functional collaboration (1) and alignment (2)

1. Strengthen launch team effectiveness by setting clear roles and responsibilities for what each function, including Medical Affairs, must execute.
2. Improve launch team alignment by deploying work timelines and increasing strategy transparency 24 months before the launch.

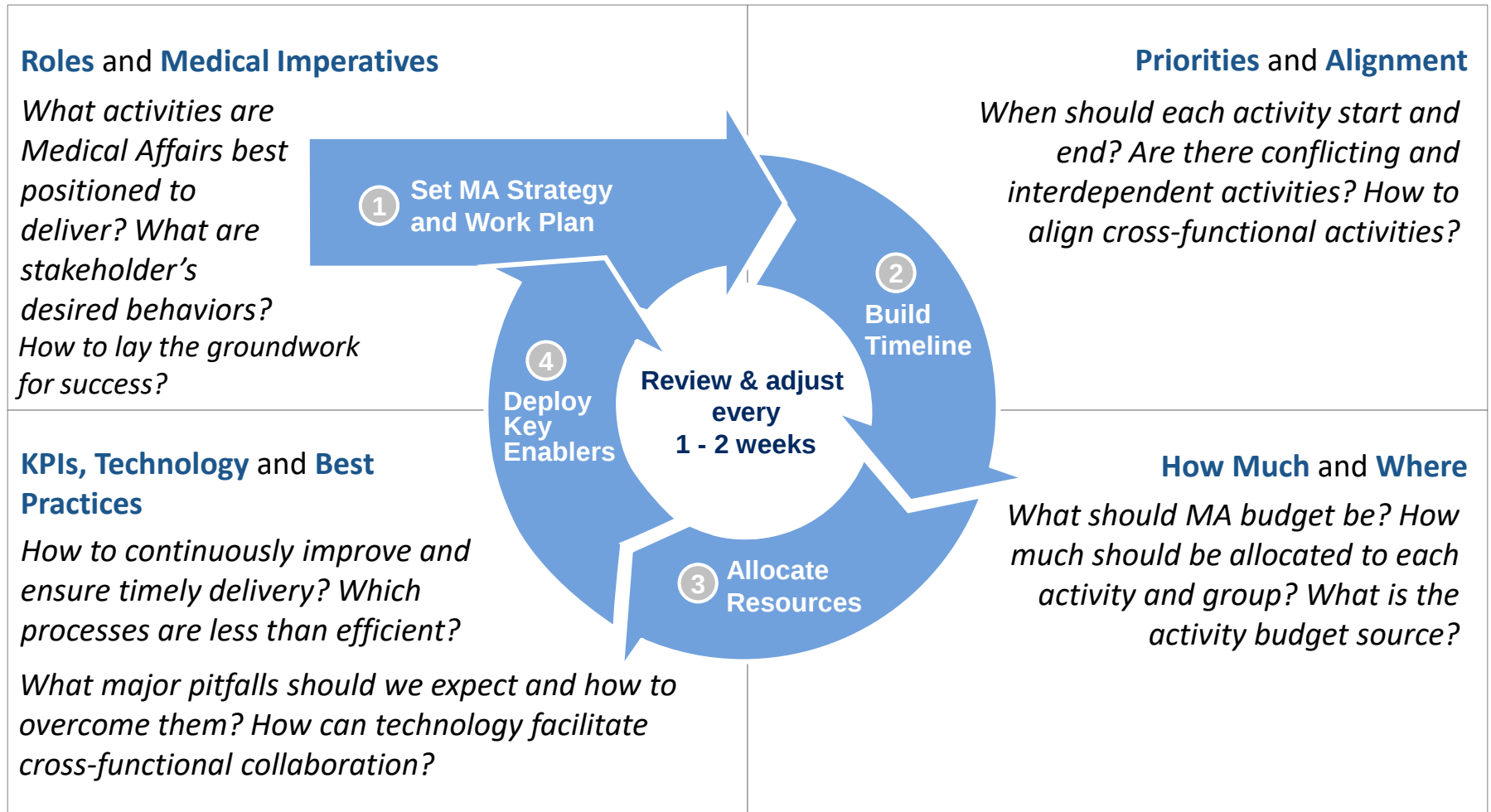
B. Develop, deploy and adhere to a launch timeline

1. Use launch roadmap to coordinate Medical Affairs activities with other functions, understand interdependencies, and prioritize activities and funding allocation
2. Start early to ensure sufficient funding and timing to deliver on activities

C. Develop and deploy launch enablers to ensure continuous improvement and efficient processes

1. Develop and deploy strategic performance metrics along with more tactical metrics
2. Share best practices, work progress and critical information through a launch room (war room)
3. Enable a feedback loop to leverage insights from the field to influence launch team's activities

This study and the launch framework are structured around 4 major steps

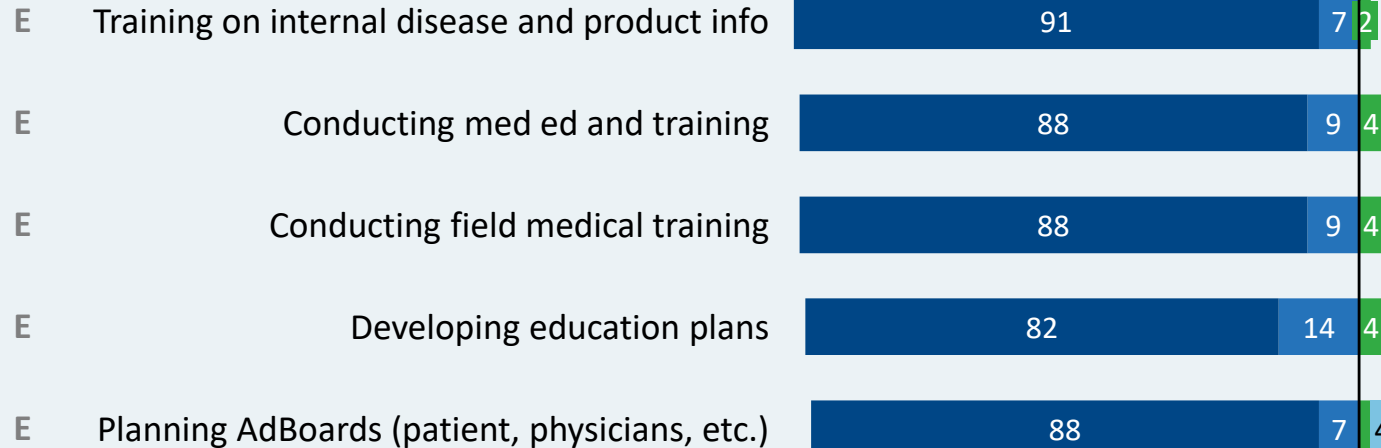


Medical Affairs leads education and plays a support role in research and planning

C-communication/data dissemination | E-education | O-organizational support | P-planning | R-research

Lead Supports Informs No role

Top 5 (of 26)



Bottom 5 (of 26)



Drivers and benefits of leading/co-leading launch teams

Top 3 factors that facilitate MA leadership

1 ORGANIZATIONAL CULTURE

Top down, management appreciates the science, everything is looked at through revenue lens, C-suite supports MA

2 PRODUCT DIFFERENTIATION

MA has bigger roles when launching products requiring more education, communication, data generation.

3 MA TEAM CAPABILITIES

MA teams with more experience and better project management capabilities have higher chances of leading/co-leading launch teams

Top 3 benefits of leading the launch team

1 EARLIER START

Having a voice on launch team can allow MA to secure resourcing sooner and they can push to start activities earlier.

2 BETTER TEAM ALIGNMENT

Leadership role can allow MA to better define roles and responsibilities and align with clinical and commercial

3 MORE FOCUS ON SCIENCE

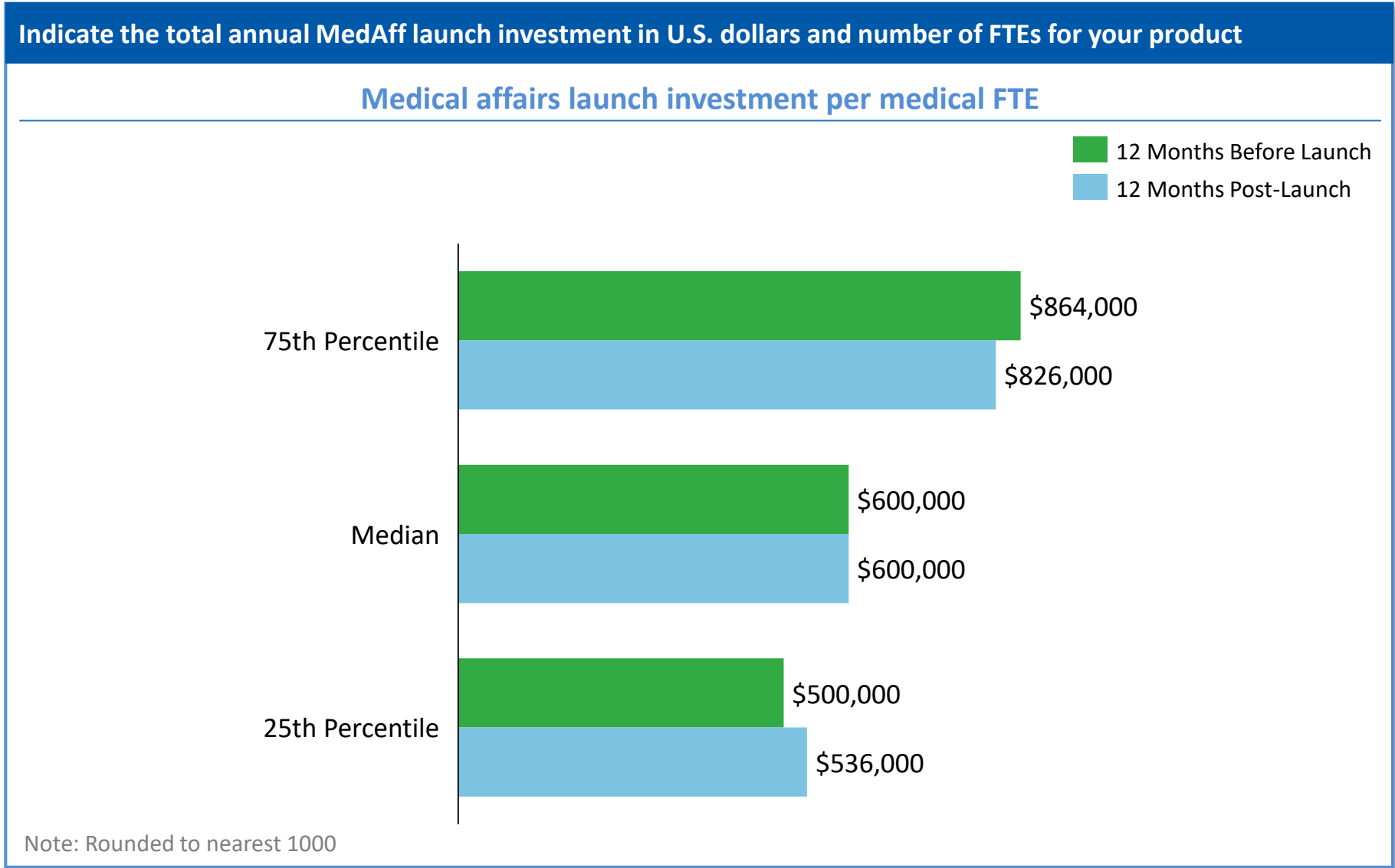
Depending on which groups are leading, the power and discussions of the launch team shift to group leader's interests

Education and AdBoards

**Educa-
tion**

Phase	Ph 3, 3 yrs prior Launch				Ph 3, 2 yrs prior launch				Ph 3, 1 yr prior launch			
Starts on	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Ad Boards												
• Identify Ad Board needs												
• Plan Ad Boards												
• Conduct Ad Boards												
Education												
• Identify education needs												
• Conduct field medical training												
• Train on internal disease and product info												
• Conduct med education and training												

Medical Affairs Staffing size and overall budget grows similarly after launch



Potential drug launch metrics (reported & Best Practices generated), 3/3

Category	Area	Metric
Stakeholder Engagement	Thought Leader Engagement	▪ Percent of materials developed ▪ MSL satisfaction with materials ▪ Number of MSL interactions per month ▪ Number of unsolicited requests per month ▪ TL satisfaction with MSL interaction ▪ Percent of TL interactions that are top tier ▪ Percent of interactions that are face to face ▪ Percent of interactions that are actionable

Popular technology tools Medical Affairs uses during launch, 1/3

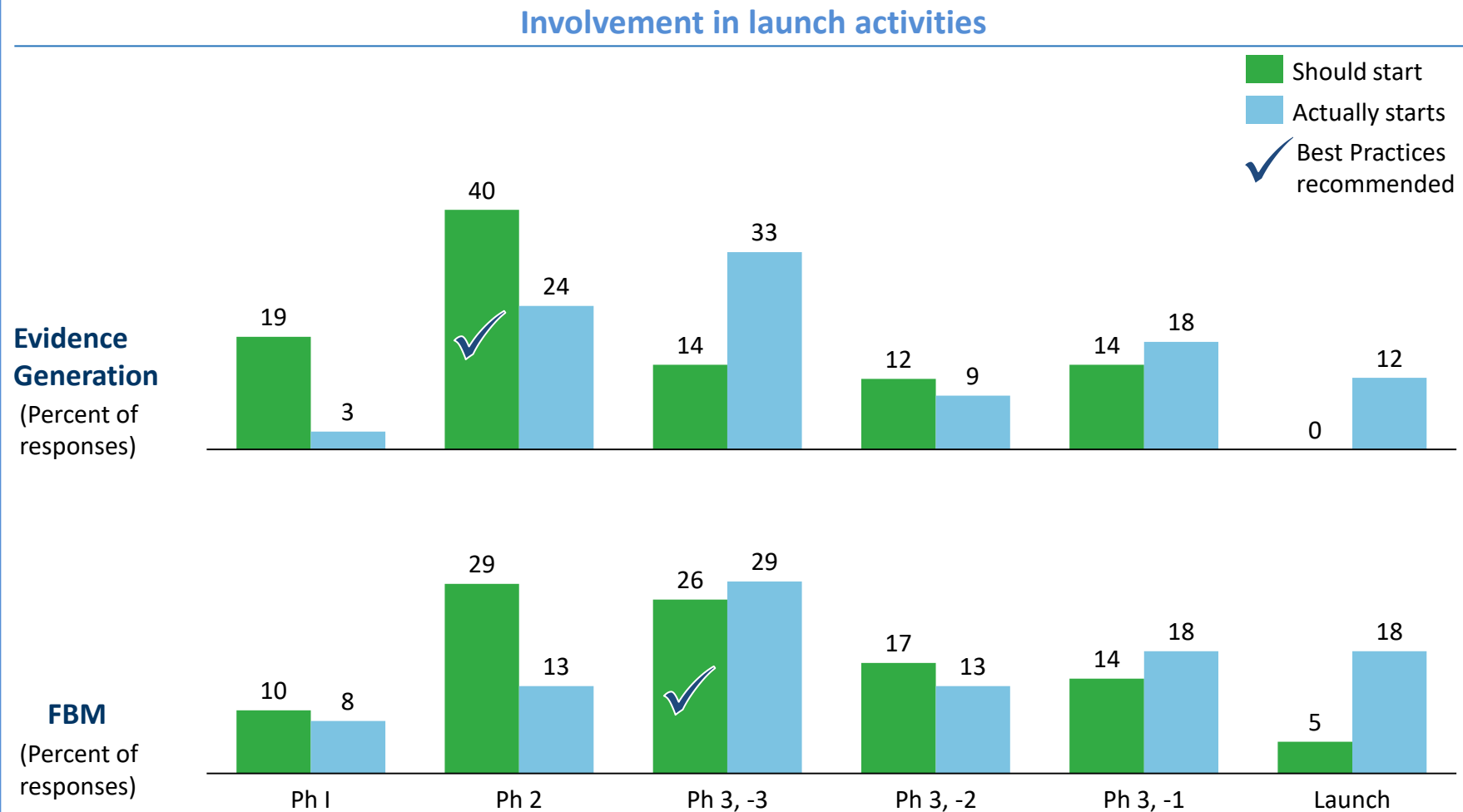
What major tech tools is Medical Affairs using to support launch excellence?

Tool Type	Technology description	Relative popularity
Communi- cation	 Skype is a telecommunication application that provides free video/audio calls, instant messaging services, transmit text and images between computers, tablets, mobile devices, the Xbox One console, and smartwatches via the Internet.	
	 Cisco Webex is a cloud collaboration platform that provides on-demand solutions, online meeting, screen share, webinars and videoconferencing applications. It is a highly available infrastructure purpose-built for real-time web communications.	
	 Zoom provides remote conferencing services using cloud computing. The communication software combines video conferencing, online meetings, chat, and mobile collaboration.	
	 Polycom	

n=16

Involvement of Medical Affairs in launch activities: when they actually start vs. when they should start, 1/4

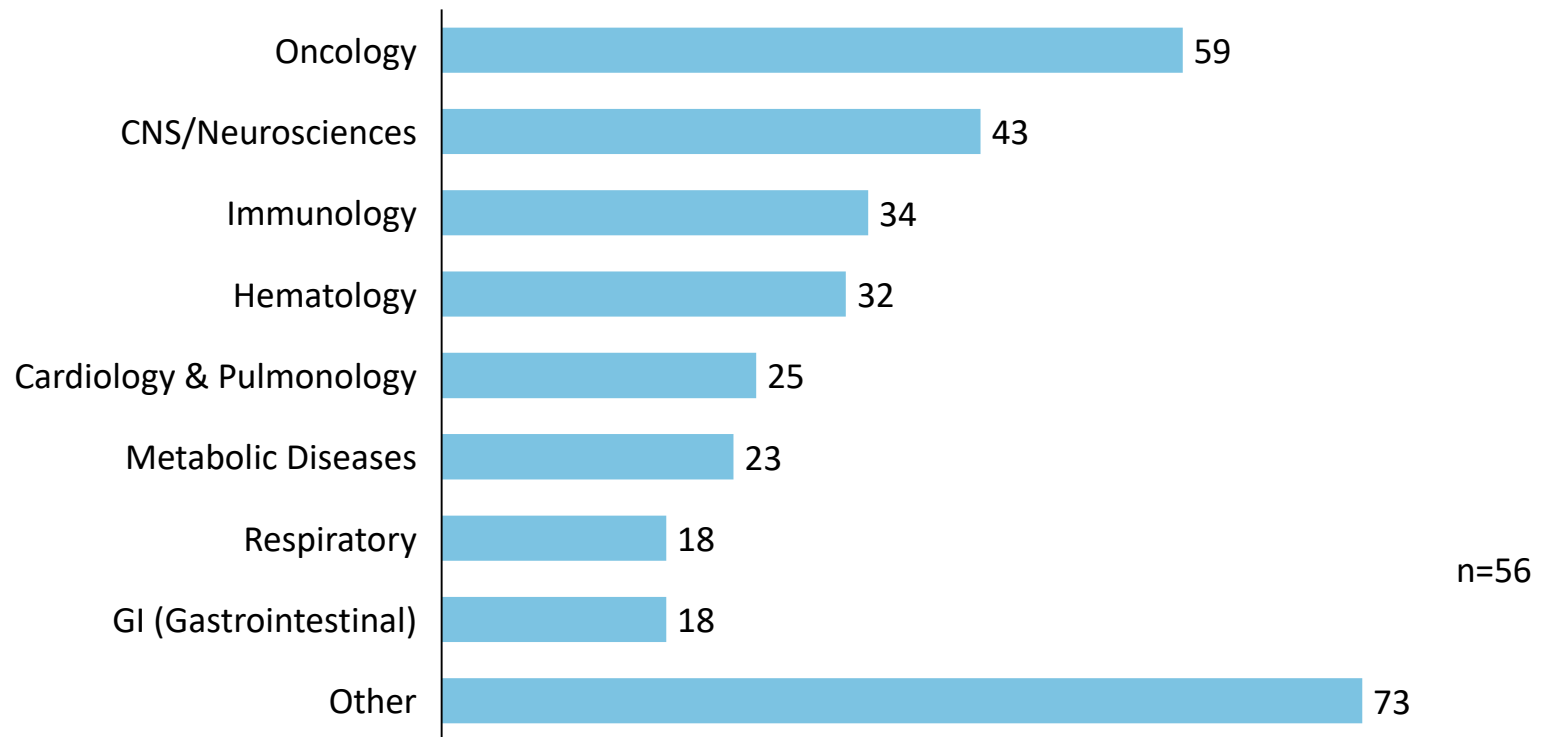
In your experience, when each Medical Affairs group ideally should get involved in product launch activities and when each group actually gets involved?



Therapeutic areas vary, with oncology and CNS dominating the pool

What are the therapeutic areas that your Medical Affairs organization is responsible for?

Participant therapeutic areas



Other: Women's Health, Musculoskeletal, Infectious Diseases, Urology, Dermatology, Radiology, Nephrology, Biosimilars, Rare Disease, Ophthalmology, Orthopedics, Medical Aesthetics

Glossary

Word/Term	Meaning / Responsibility
MA	Medical Affairs team
Independent medical Education	A team that supports the delivery of independent medical education to external stakeholders
Medical Regulatory / Promotional Review	A team that reviews the accuracy of rational materials and is comprised of Compliance, Regulatory and Legal
Evidence-Generation Group	A team that manages post launch clinical studies, collaborative research and HEOR
External Engagement / Collaboration	A team that is responsible for identifying external stakeholders, developing and executing engagement plans



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