

Medical-Commercial Collaboration and Growth Areas

Success Stories, Expanding
Stakeholder Universe, Field
Interactions, and the Future
of Collaboration

Best Practices, LLC Medical Affairs Benchmark Research



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BUSINESS ISSUE

Driven by digital transformation and the need to provide a more seamless customer experience, the biopharma industry has witnessed a pendulum swing toward greater internal collaboration. Partnerships and better-synced strategies are on the rise between Medical Affairs and many other key functions - including the Commercial side of the organization. The study explores the Medical-Commercial collaboration matrix in which coordinated teams have successfully partnered – and plan to continue partnering - to better meet the need of customer groups.

This benchmark study will help Med Affairs leaders understand critical modes of collaboration, innovative strategies, and top opportunity areas for driving higher impact and better outcomes.

RESEARCH METHODOLOGY

Best Practices, LLC engaged a total of 40 Medical Affairs leaders from 33 global biopharmaceutical companies.

- A wide range of functional leaders were targeted to capture the diverse strategies and needs across the industry.
- Functions represented in this study include: C-suite, Medical Strategy, Medical Operations, Field Medical, Medical Education, Medical Info, and Med Excellence.
- Best Practices LLC also conducted deep-dive interviews with Medical Affairs leaders to capture additional insights.

KEY TOPICS COVERED

- Modes of Collaboration & Who Drives the Partnerships
- Top Success Stories Involving:
 - Launch strategies
 - Education & training
 - Digital/Omnichannel systems
 - KOL engagement & training
- Medical + Commercial Uniting to Engage Customers
- Analytics Collaboration & Omnichannel Benefits
- Primary Commercial Partners
- Key Medical Function Collaborators
- Top Models of Collaboration
- Field Interaction Policies
- Top Barriers, Opportunity Areas, and Areas of Improvement
- Future of Collaboration



Universe of Learning: This study is powered by insights from 40 Medical Affairs leaders who are collaborating with Commercial at 33 top biopharma organizations

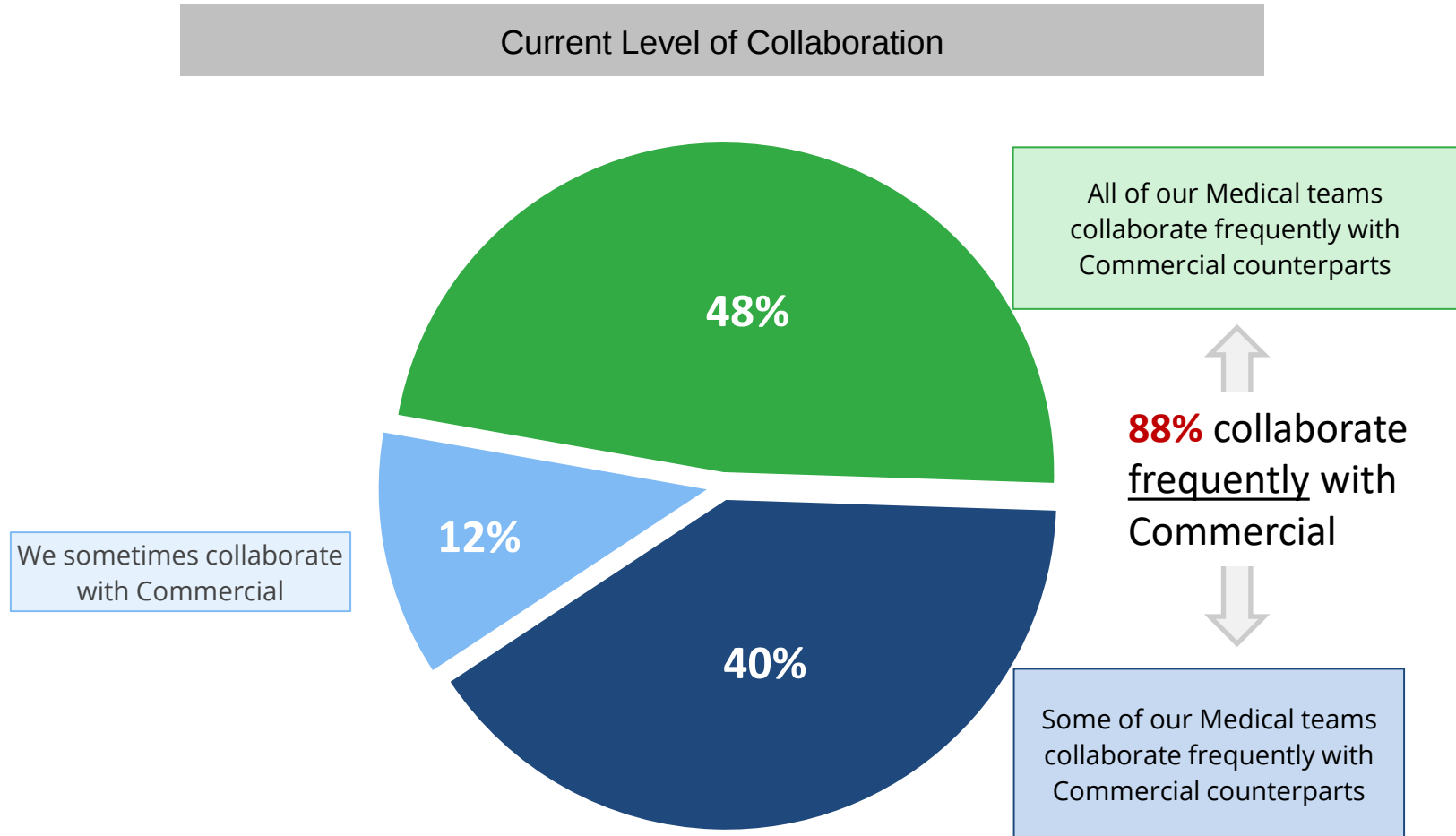
Benchmark Study Partners



Select Key Findings (Detailed findings are available in the full report):

- **Top Modes of Collaboration:** Medical most often engages with Commercial counterparts via synched Medical-Brand strategies (**83%**), shared engagement plans for large (**68%**) and individual (**30%**) customers, cross-functional training (**55%**), and shared digital systems (**43%**).
- **Analytic Collaboration:** Shared analytics have been leveraged to enhance tailored customer engagements. Top uses include identifying knowledge gaps (**68%**), unmet needs/underserved groups (**55%**), new training topics (**44%**), and insights to drive care model change (**42%**).
- **Top Opportunity Areas:** The greatest opportunities for Medical to address Commercial's capability gaps mostly revolves around "Educating the Market" (**76%**) and "Growing Scientific Reputation" (**74%**).

Level of Collaboration: All Medical orgs collaborate with Commercial counterparts in some fashion, with 88% doing so frequently

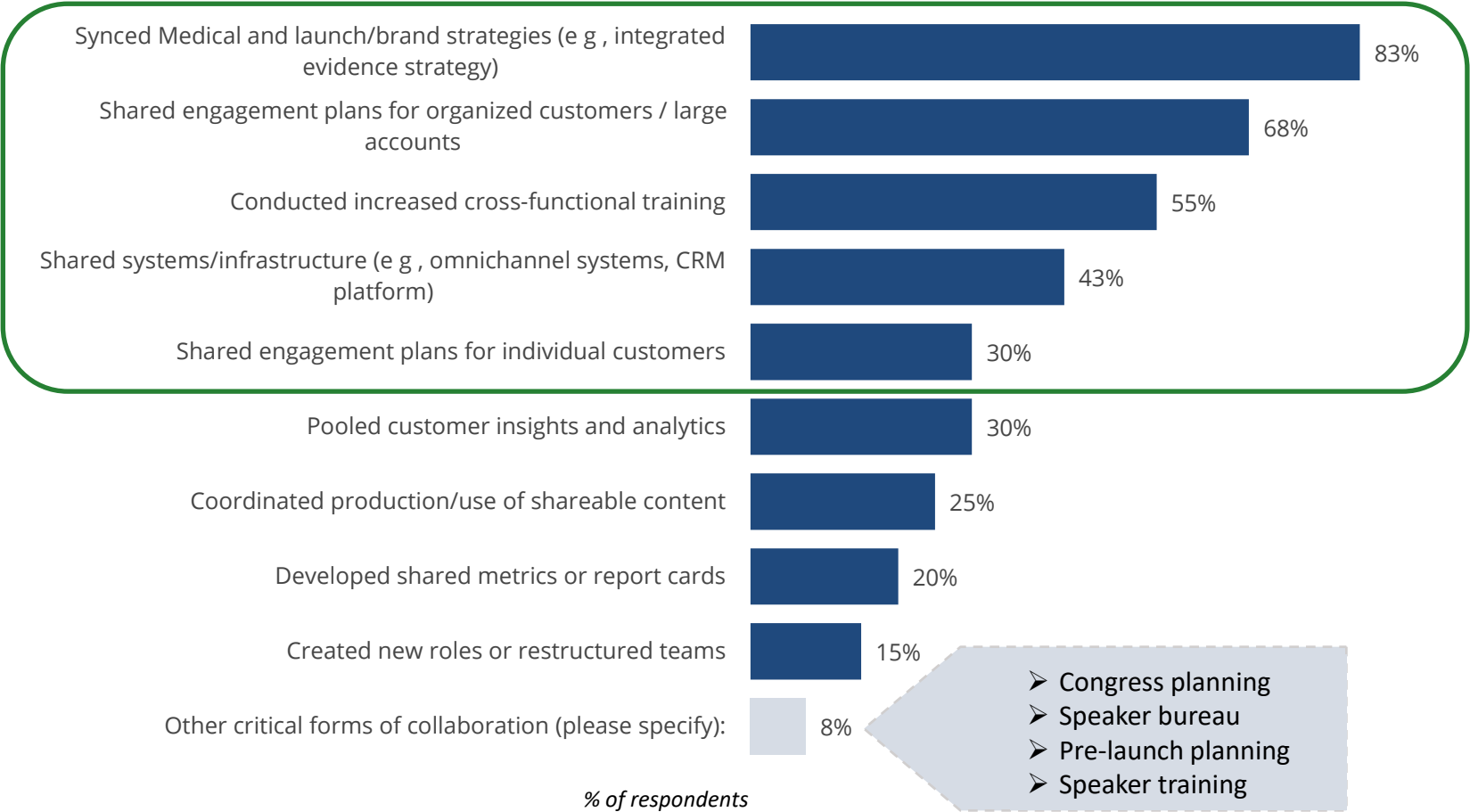


N = 39

How frequently do your Medical Affairs teams collaborate (i.e., partner or support) with Commercial teams?

Top Modes of Collaboration: Synced Med-Brand strategies, shared large account engagement planning, and training are top engagements

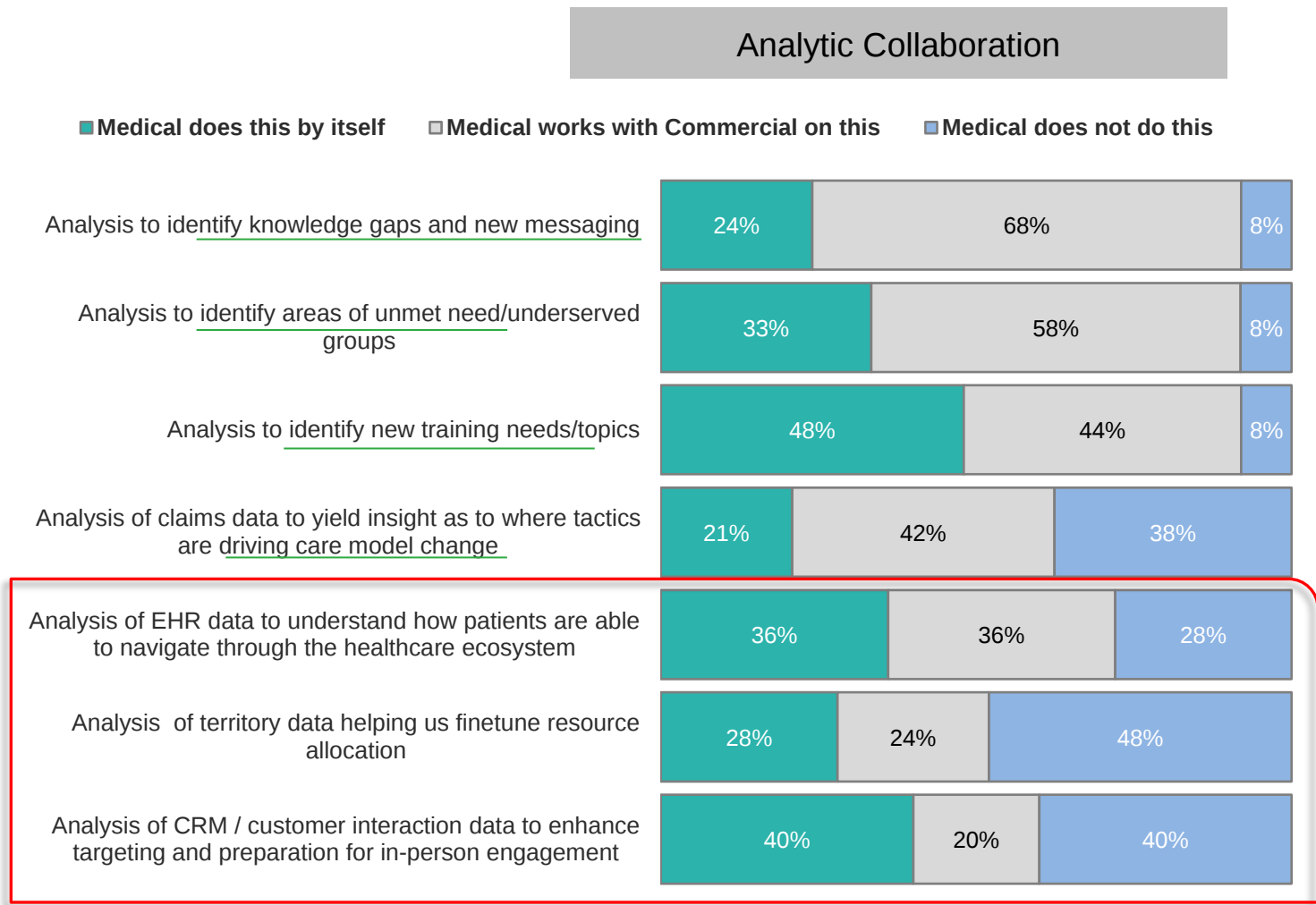
Modes of Collaboration



N = 39

In which activities do you interact and share with Commercial?

Analytics Collaboration: Analytics are jointly leveraged to ID knowledge gaps, new messaging, unmet needs, underserved groups – and spotlight new training topics



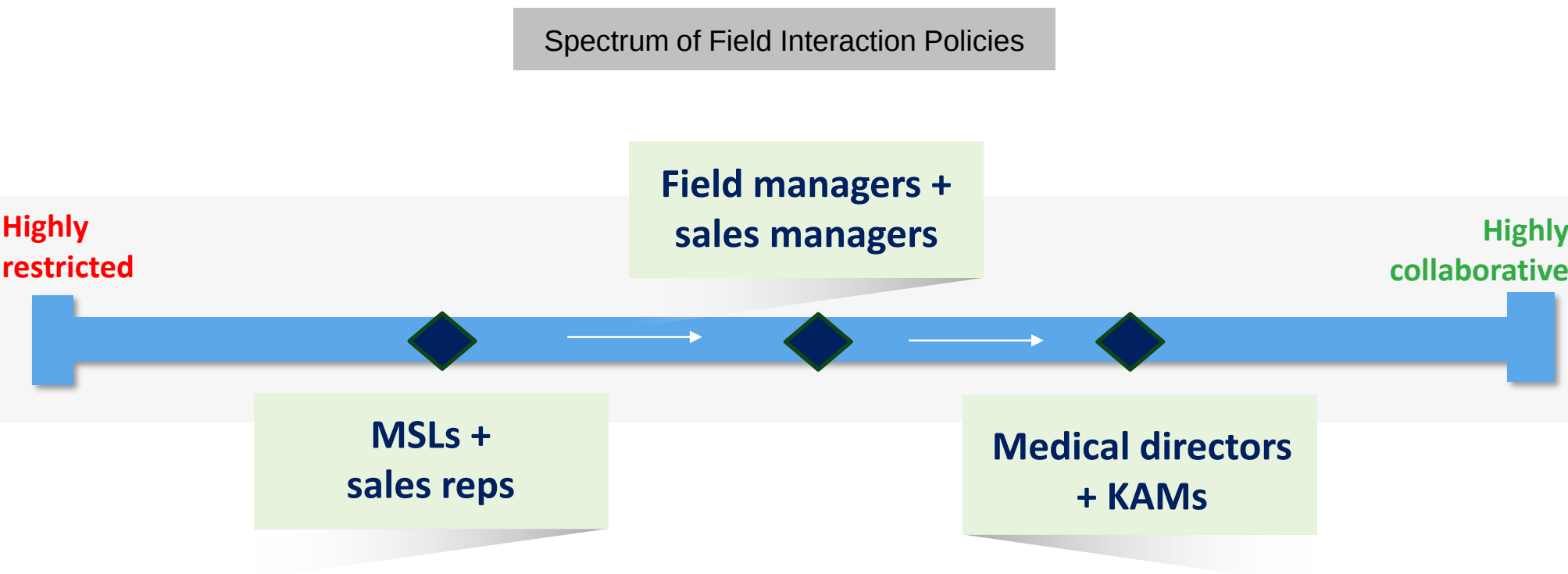
New opportunity areas for collaboration:

Traditionally performed by either Medical OR Commercial alone...

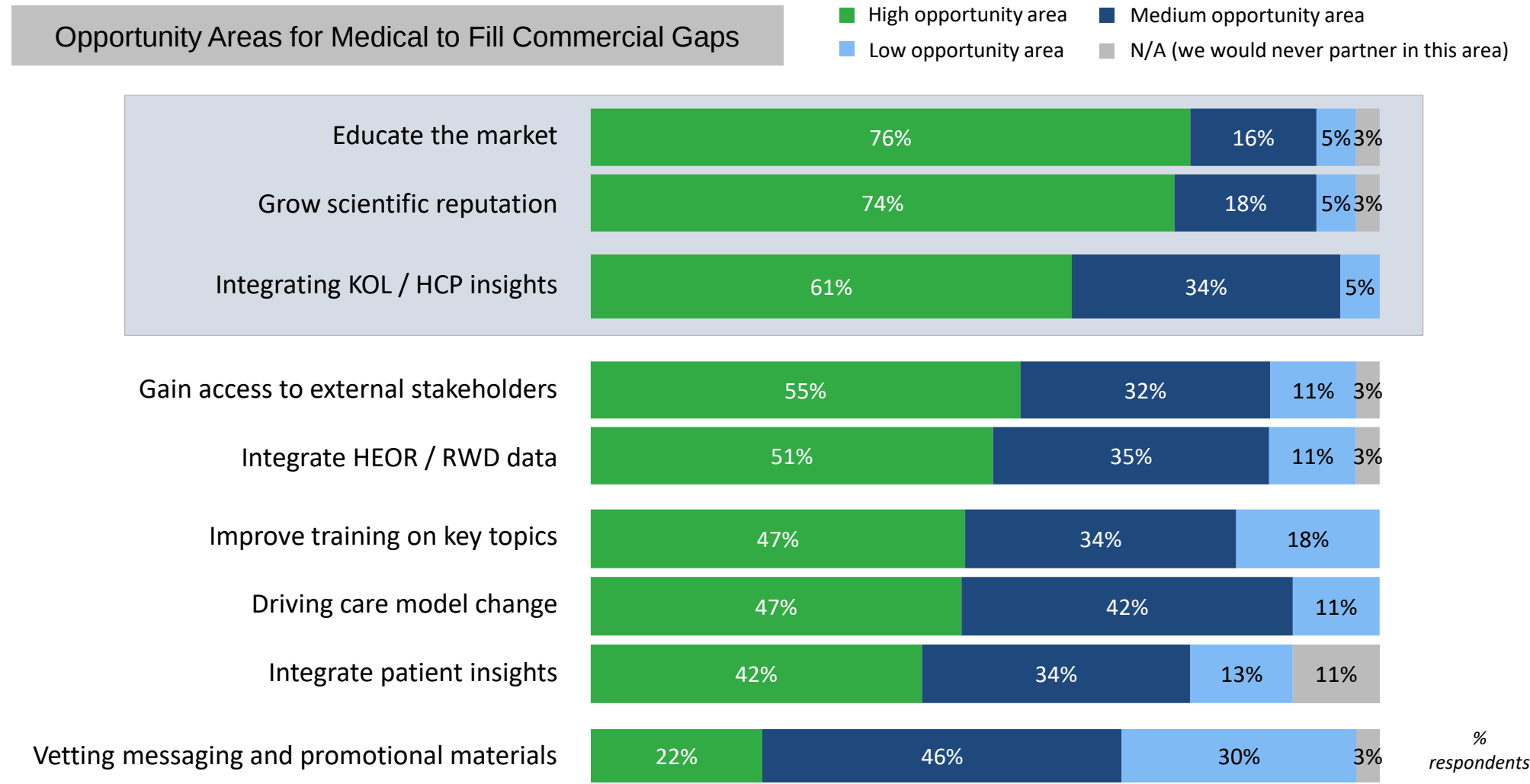
Collaboration may be dictated by:

- Structure of organization
- Digital capabilities
- Stakeholders engaged
- Compliance constraints

Field Interaction Policy: MSL-to-sales rep interactions are more restricted, while Med Directors and KAMs can collaborate in more flexible ways



Opportunity Areas: Key need areas where Medical can smartly collaborate with Commercial include market/scientific education, integrating KOL insights, and access to customers



N = 38

What are the biggest need areas for Commercial where Medical can provide high value through smart, compliant collaboration?



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.

Best Practices

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