

Interweaving Medical Strategy to Maximize New Treatment Success:

Linking Launch Strategies with Med
Ops Excellence and Competitive
Resourcing Decisions



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BUSINESS ISSUE

Launching a new biopharma product requires an all-hands-on-deck approach. For Medical Affairs leaders, this means relying heavily on support from key operational functions (Med Ops) and engagement functions (e.g., Field Medical, Med Ed, Med Info) to create a Strategy that meets both the organizational and Med Affairs launch goals. A feedback loop of insights is critical for iterating the strategy, thus optimizing Medical's impact.

This benchmark study will help Med Affairs leaders who may be planning for a new launch better understand their optimal staffing and resourcing levels, key sources of insights that drive strategy creation, and the role of analytics/AI in support of Med Strategy goals and activities.

RESEARCH METHODOLOGY

Best Practices LLC engaged Medical Affairs leaders from 18 leading biopharma companies and conducted deep-dive interviews with select study participants to capture additional insights and strategies for directing development and implementation of an effective Medical strategy.

Key Questions probed in this study include:

- What are the primary challenges faced when carrying out the Medical Strategy for your recent/current launch?
- What sources do you rely on to inform development of your Medical Strategy?
- What is the total staffing level for each function in your Medical Affairs organization? How many FTEs are allocated to support launch?
- How have you integrated analytics into your Medical Operations support of your recent/current launch?
- How are you using AI and automation to improve and/or operationalize strategy development?
- Do you specify launch-specific goals for MSLs that are distinct from general field team targets?

KEY STUDY HIGHLIGHTS

- **Success of Med Strategy viewed through a simple framework:**
 - Validation by engagement functions through insights feedback loop;
 - Dissemination and tactical engagement to probe insights;
 - Med Ops role in planning, logistics budgets;
 - Operational execution of tactics
- **Plan resources for early launch involvement:** Functional resourcing (spend / staffing) trends and ratio of PYSF attributed to Medical's launch support is critical to maximizing impact.
- **Strategy insights & data inputs:** Sources of information used by Medical leaders to develop an effective strategy, identified and collected by supporting functions.
- **Operationalizing the curated strategy:** Liaising with Medical Directors is key to aligning functional support; tactics to inform and accomplish established strategy.
- **Embracing analytics & AI:** Strategy leaders utilize advanced analytics to comb through some insights, while optimizing internal workflows.



Universe of Learning: This study is powered by insights from 18 Medical Affairs leaders who are driving launch, strategy and operational excellence in biopharma

Benchmark Study Partners



Jazz Pharmaceuticals

GRIFOLS



sanofi



Santen

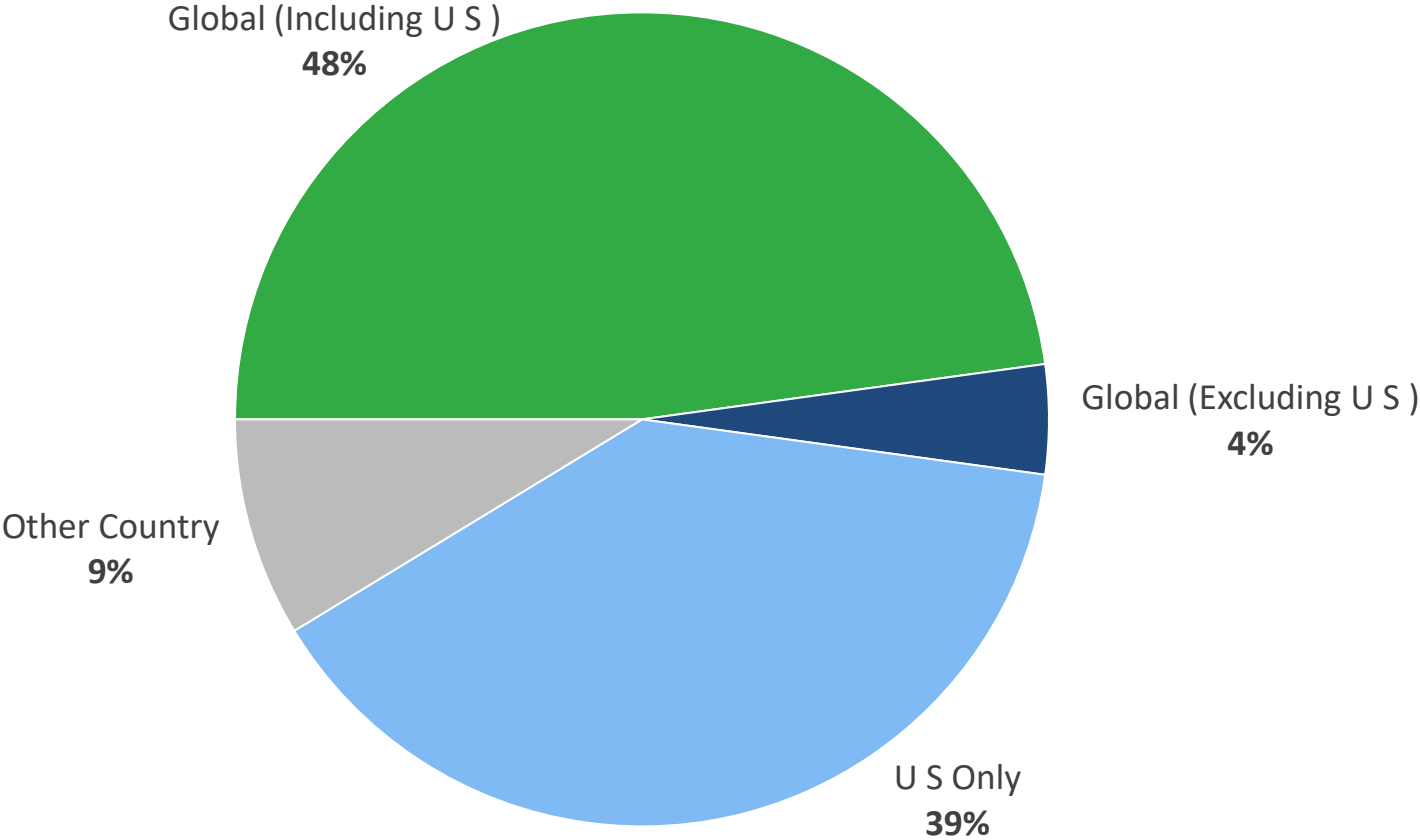


MERZ AESTHETICS®



Geographies Represented: Benchmark respondents support Medical strategy and launches for global groups, within the US and among other affiliates

Geographical Area of Responsibility

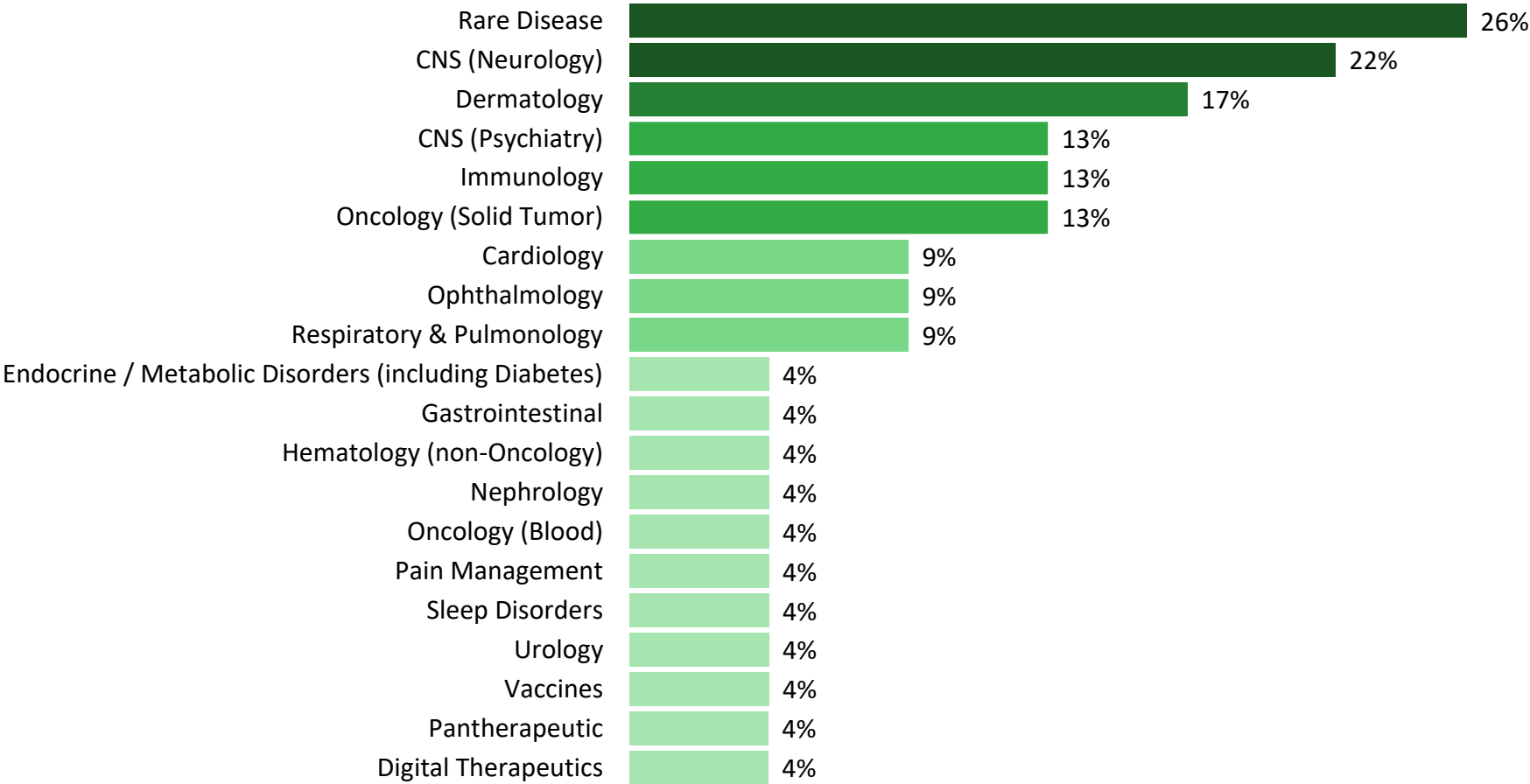


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What region or country will your survey response reflect?

Therapeutic Areas Represented: Strategy and operational insights drawn from leaders supporting CNS, Derm, Immunology, Oncology, Rare Disease and other TAs

Therapeutic Areas



N=23

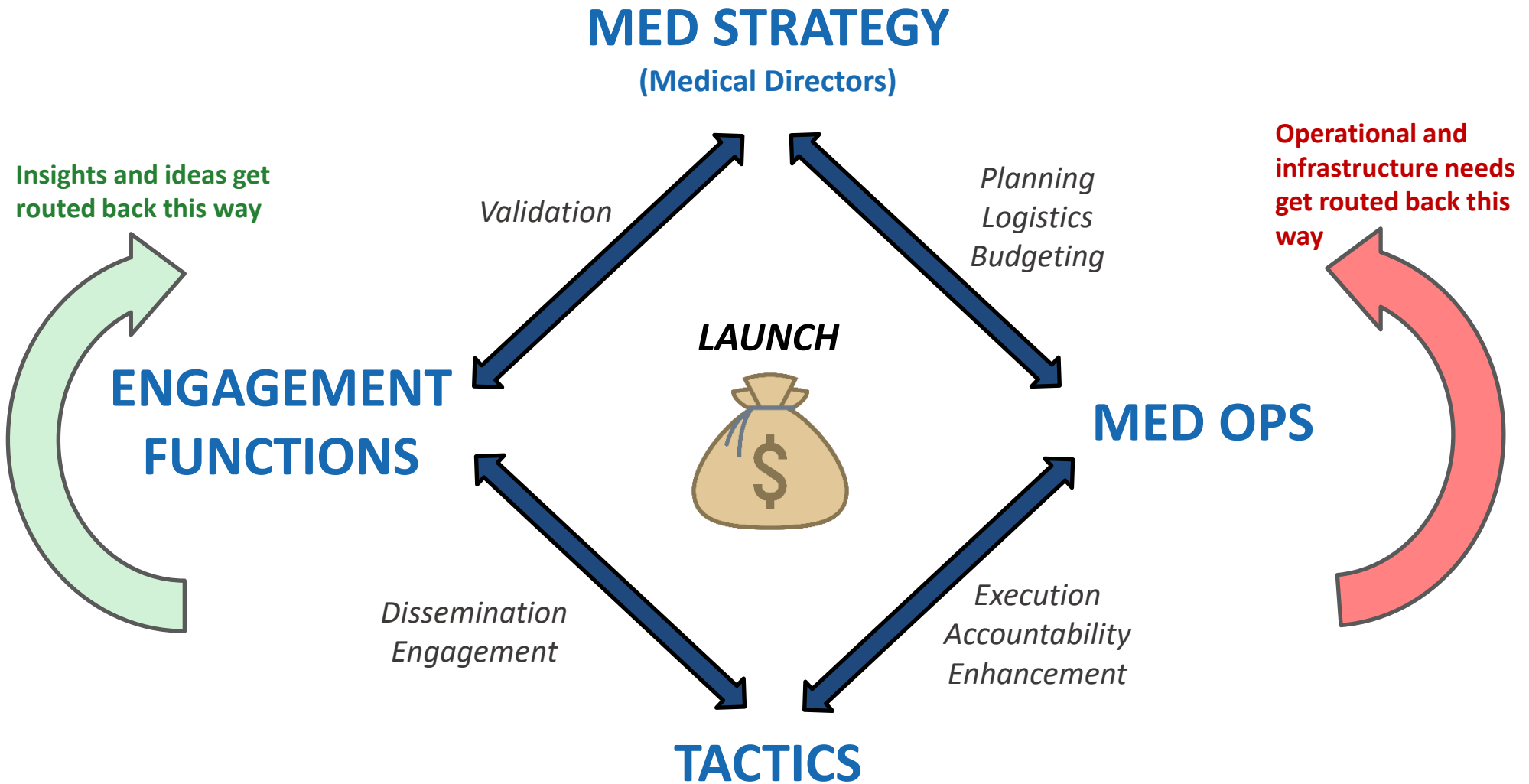
Which therapeutic area(s) will you be answering for today?

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

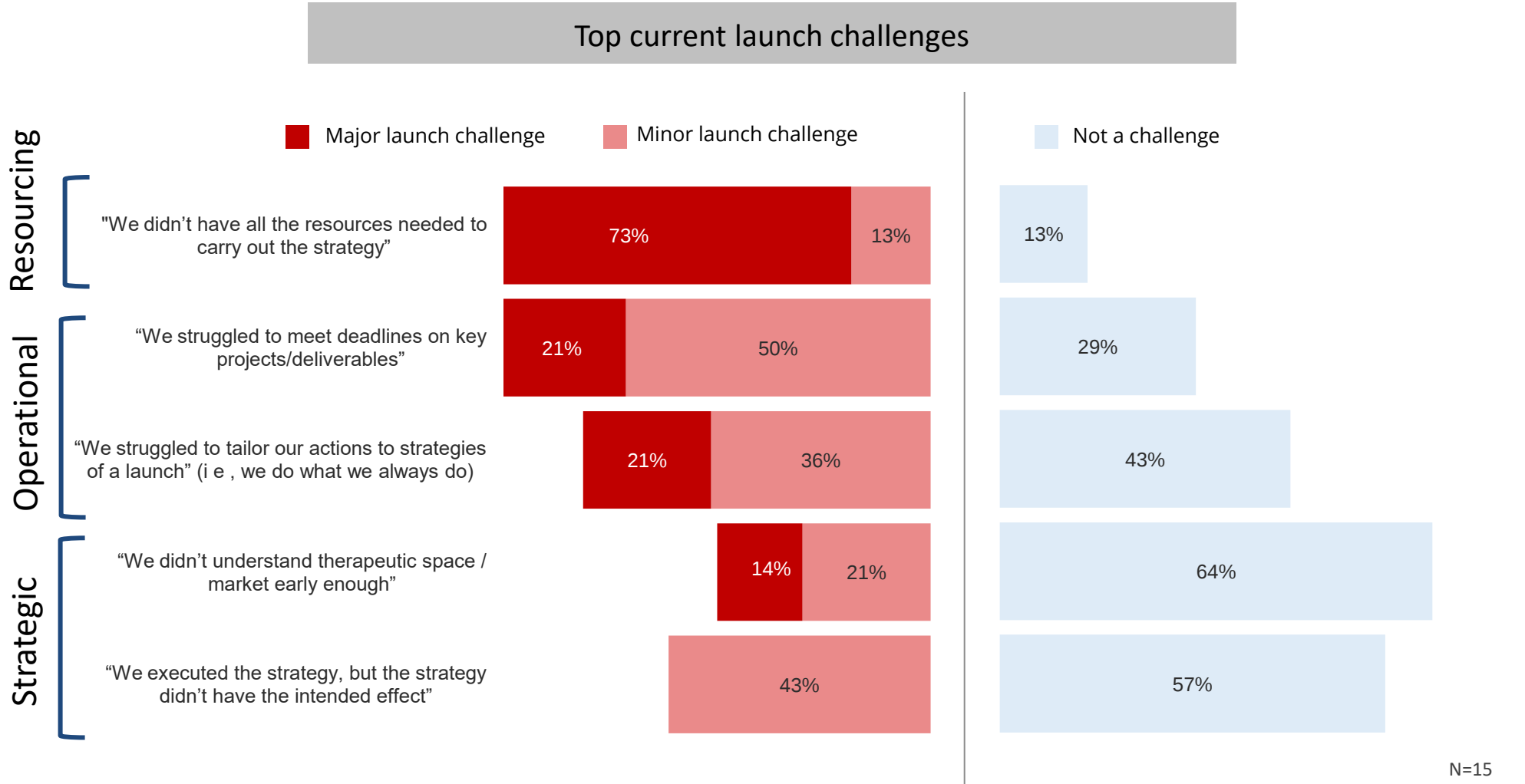
- **Top Launch Challenges Include:** 1) Insufficient resources (**86%** face this hurdle), 2) Struggle to meet deadlines (**71%**), 3) Not tailoring launch to suit specific market dynamics (**56%**)
- **Key Data Sources:** Medical strategy is built primarily off of 3 key sources of data/insights: **1) Clinical data, 2) Advisory boards, and 3) KOL feedback.** Medical congresses, RWE and competitive intelligence are vital sources for strategy development of many Medical Affairs groups, too.
- **Specific Launch Goals for Field Medical Teams:** **85%** of Medical orgs set launch-specific goals for MSLS, distinct from general field team targets.

Medical Launch Excellence:

Framework for Operationalizing Medical Strategy



Launch Improvement Opportunities: Limited resources are a top challenge, but many also struggle with missed deadlines and tailoring execution to specific market-entry needs

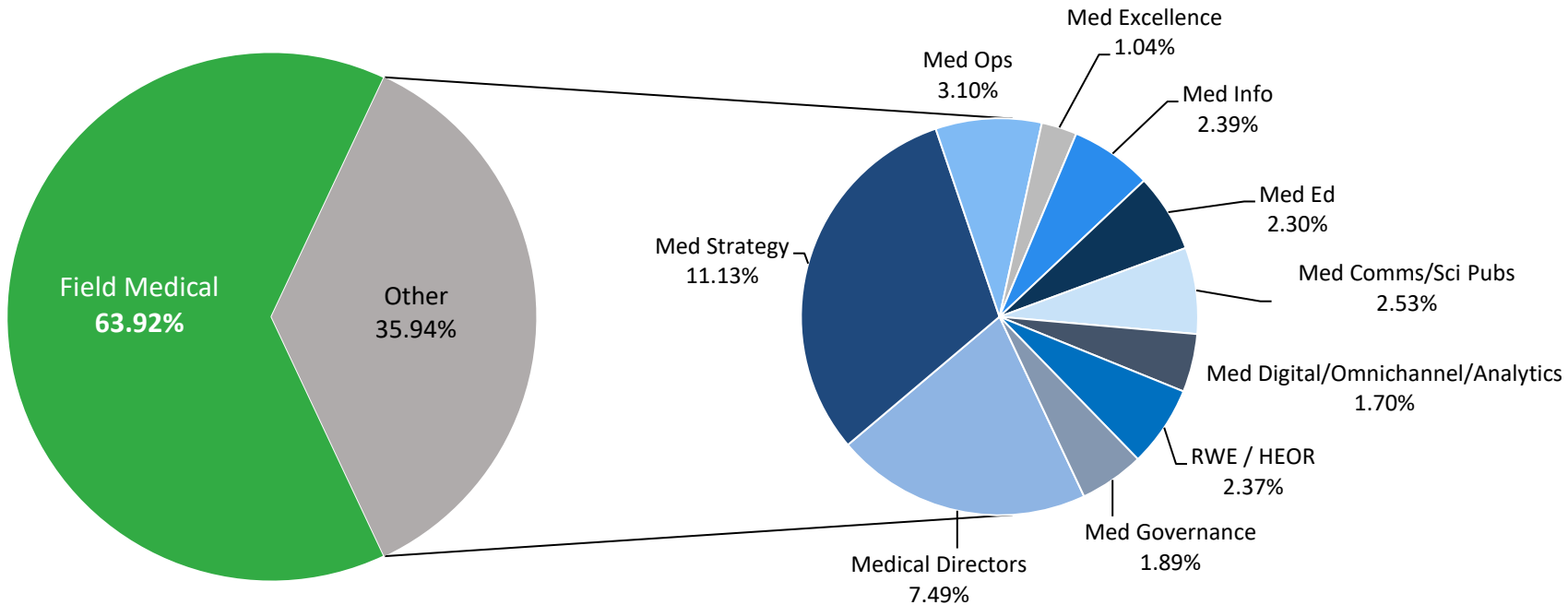


What are the primary challenges faced when carrying out the Medical Strategy for your recent/current launch?

Staffing for Launch: 70% of Medical FTEs are dedicated to Launch, the bulk of which are Field Medical personnel

FTEs allocated to Launch – by function

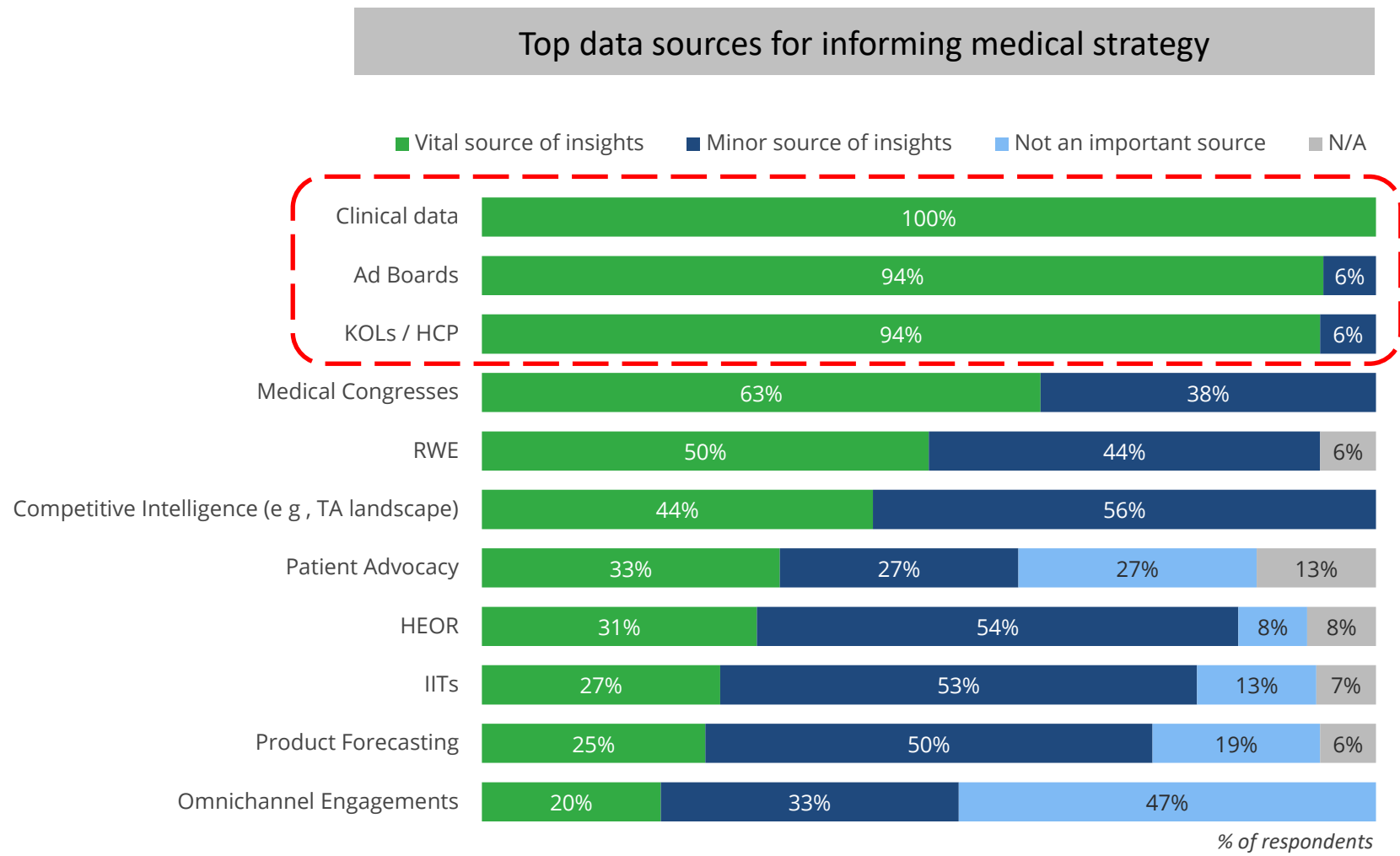
On average, **70%** of Medical FTEs on staff are allotted to active launch support . Almost 2/3 is focused on Field Team support, but a further functional breakdown includes:



N=12

What is the total staffing level for each of the following functions in your overarching Medical Affairs organization? How many FTEs are allocated to each function specifically to support your launch?

Key Data Sources: The trio of 1) clinical data, 2) advisory boards, and 3) field feedback is the bedrock of medical strategy development



N=17

What sources do you rely on to inform development of your Medical Strategy?



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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