

Medical Science Liaison Services Excellence: *Generating Value for Diverse Customer Groups within the Medical Device Industry*



Best Practices, LLC
Strategic Benchmarking Research

Table of Contents

	<u>Page</u>
■ PROJECT OVERVIEW	3
• Business Issue and Corporate Challenge	4
• List of Participating Companies	5
• Universe of Learning – Participants	6
• Pathways To MSL Services Excellence	7
• Making MSL Services Work Across Diverse Customer Groups Requires Some Differentiation	8
• Experienced Executives Advocate Flexibility & Willingness to Fine-tune Medical Services As Needed	9
• Laser-like “Customer” Focus Breeds Viability	10
• What Differentiates the Better Companies	11
■ MSL SERVICES KEY INSIGHTS	12-16
■ KEY OPINION LEADERS MANAGEMENT	17
■ MSL INTERNAL SERVICES AND ACTIVITIES	25
■ MSL SERVICES AND PAYER EDUCATION AND SUPPORT	32
■ MSL SERVICES AND HOSPITAL/HEALTH CARE ACCESS	37
■ EMERGING TRENDS AND MITIGATING RISKS	40
■ MSL SERVICES AND PHYSICIAN EDUCATION	47
■ MSL SERVICES AND PATIENT EDUCATION AND ADVOCACY SUPPORT	52
■ MSL GROUP STRUCTURE AND OVERSIGHT	55
■ MSL ACTIVITIES THROUGHOUT LIFE CYCLE	65
■ MSL SERVICES BEST PRACTICES AND VOICES FROM THE FIELD	73
■ ABOUT BEST PRACTICES	77

Business Issue and Corporate Challenge

Best Practices explored how companies deliver exceptional MSL Services to various customer groups and stakeholders in an increasingly challenging business environment. The research also examined best practices in MSL management and creating value for diverse customer groups – physicians, patients, payers, policy makers and advocates.

Research Objectives:

- *Determine the structure and overall organization of Medical Science Liaisons (MSLs) Services, including geographic span, oversight responsibility and services provided to various customer segments.*
- *Explore the methods used by MSLs to serve stakeholders and build those stakeholder relationships.*
- *Identify roles, responsibilities and service levels provided to Key Opinion Leaders (KOLs).*
- *Explore the ways through which MSLs provide services to KOLs. Determine frequency of services during pre- and post-approval stages.*
- *Identify relationship development and management process used by MSLs for internal and external users.*
- *Determine changing trends in the field of MSL management.*
- *Identify risk factors involved in serving KOLs*
- *Explore use of new technology for providing services.*

Field Research & Insight Development:

- ✓ *Results based on survey responses from 8 Medical Device executives.*

INFORM

Medical Science Liaison Objective

**Improve Management of
MSL Staff and Create
Value for Customer
Segments**

Universe of Learning: Benchmark Participants

Research participants included eight executives and managers from 8 different medical device companies. Three-quarters of this group currently work at the director level or above.

Benchmark Class:



Universe of Learning – Participants

- Associate Director, Reimbursement & Health Economics
- Chief Medical Officer
- Director Medical Affairs
- Director of Therapy Development
- Director, Scientific and Medical Affairs
- Medical Director
- Medical Science Liaison
- Sr. Director, Medical Liaison

MSL SERVICES KEY INSIGHTS



Insights Summary - General Observations

The benchmarking, executive interviews and meta-analysis have identified many experience-based reference points, key practices and lessons learned as well as operational pitfalls to avoid.

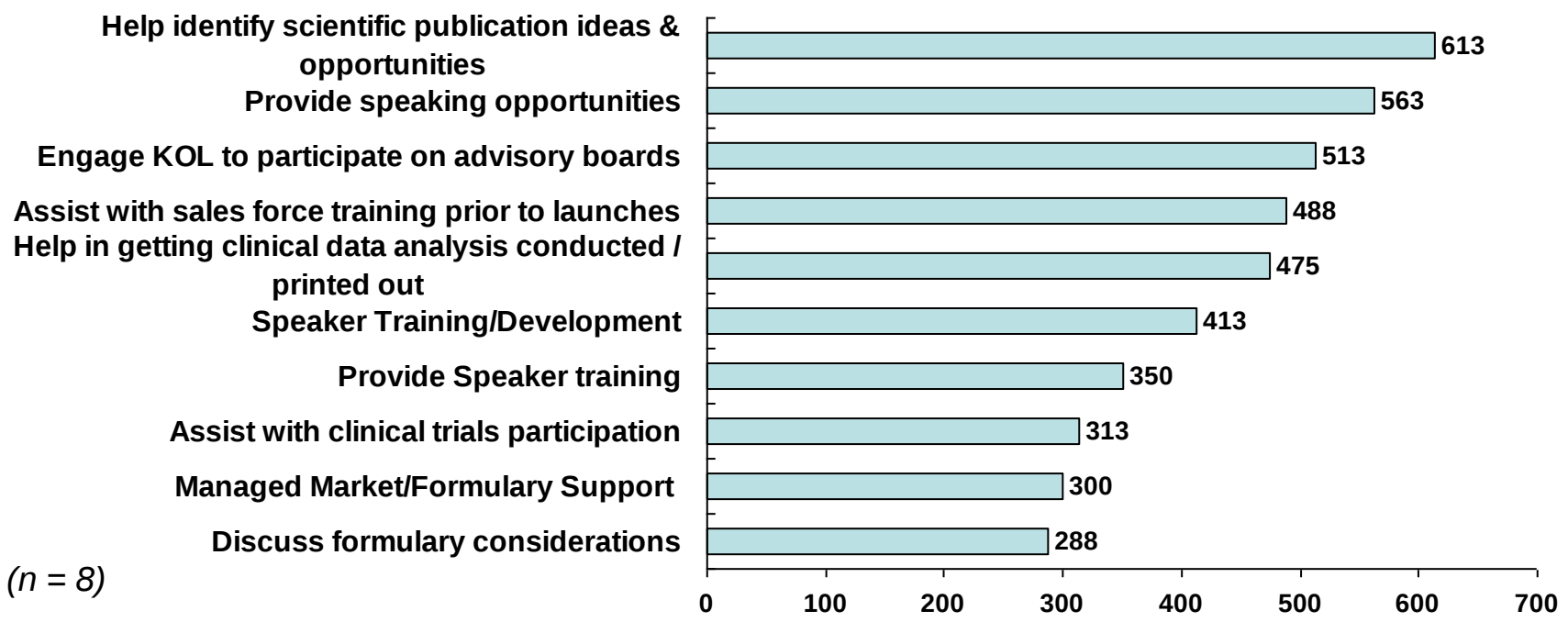
- **Levels of Acceptable Risk Aversion at Companies Directs Focus:** There seems to be a split between companies as to how they work with various customer groups and the activities they allow their MSLs to carry out. Whether a company has a Corporate Integrity Agreement in place or not is not a factor in the split, but how companies perceive potential risks does influence the activities they will undertake.
- **Collaborative Spirit/Cross-Functional Expertise:** While recognizing the firewall between commercial and medical, Marketing and Medical Affairs frequently do share responsibilities for managing and interacting with diverse customer groups from KOLs to physicians to patients and payers.
- **Meeting Scientific Demands:** Numerous companies – especially those operating under Corporate Integrity Agreements – are reassigning various KOL responsibilities into Medical Affairs. Will this strengthen MSL Services leadership and its efforts to provide more KOL support activities? Will more resources be needed to meet expanding service needs of KOLs, physicians and patients?
- **Harness New Technology to Enable Education:** New media and innovative communication practices represent new KOL frontiers. Regulatory pressures and the growing importance of scientific objectivity give Medical Affairs and MSLs an important edge within corporate structure to do their jobs for Marketing Services organizations.
- **MSL Management Structure Insight:** Regulatory and political pressures have led many companies to increase roles of MSLs with more scientific focus, but potential commercial pressure. This shift has implications for how a company structures, assigns and supports MSL management and MSL support responsibilities.
- **Limited Use of Emerging Educator Groups:** Less than a third of all companies utilize groups such as Patient/HCP Educators, Scientific Educators, Health Outcomes Liaisons or Field-based Physicians. Those companies that do have such educator groups urge clear roles be defined so key initiatives and activities do not fall through the cracks and so redundancy can be avoided.

MSLs Must Use Multiple Tactics for Greatest Impact

Several strategies emerge as effective ways for MSLs to support and serve KOLs; in particular identifying scientific publication opportunities. The benchmark class also values providing speaking opportunities. MSLs provide the greatest support when utilizing multiple types of strategies , which individually are rated closely to one another.

Q. Service & Professional: Please rate the support and service provided by MSLs to KOLs in terms of positive impact for the KOLs on a scale of 1 to 7 with 1 being most effective and 7 least effective:

Medical Device Segment

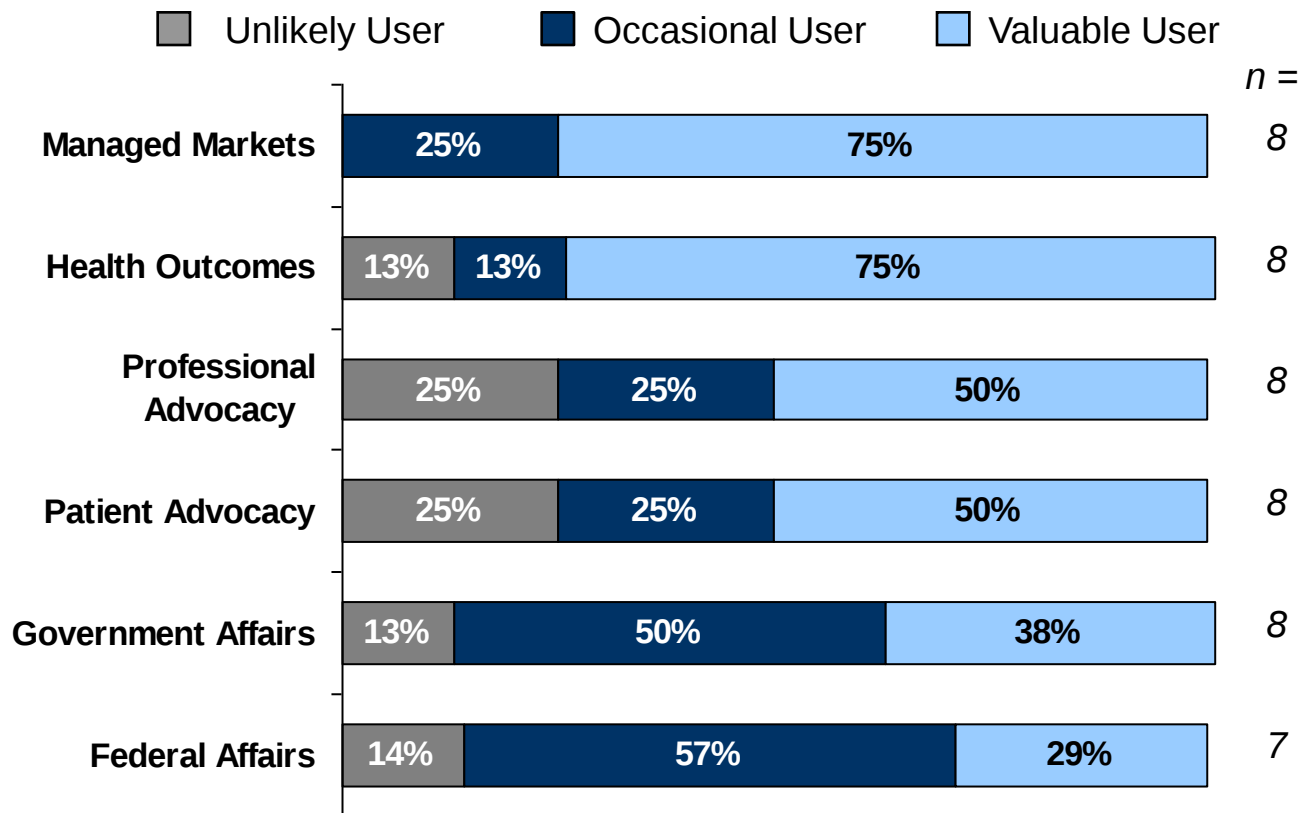


Note: A weighted average index was used to analyze these responses, assigning a value of 7 to the highest ranking items and a value of 1 to the lowest ranking items. The total weighted average score for each service is calculated and then multiplied by 100 to standardize the index for comparison across segments.

Companies More Likely to Have MSLs Work With Managed Markets and Health Outcomes

In general, the Medical Device companies expects all of the internal groups to utilize some level of MSL service in the next 1-2 years.

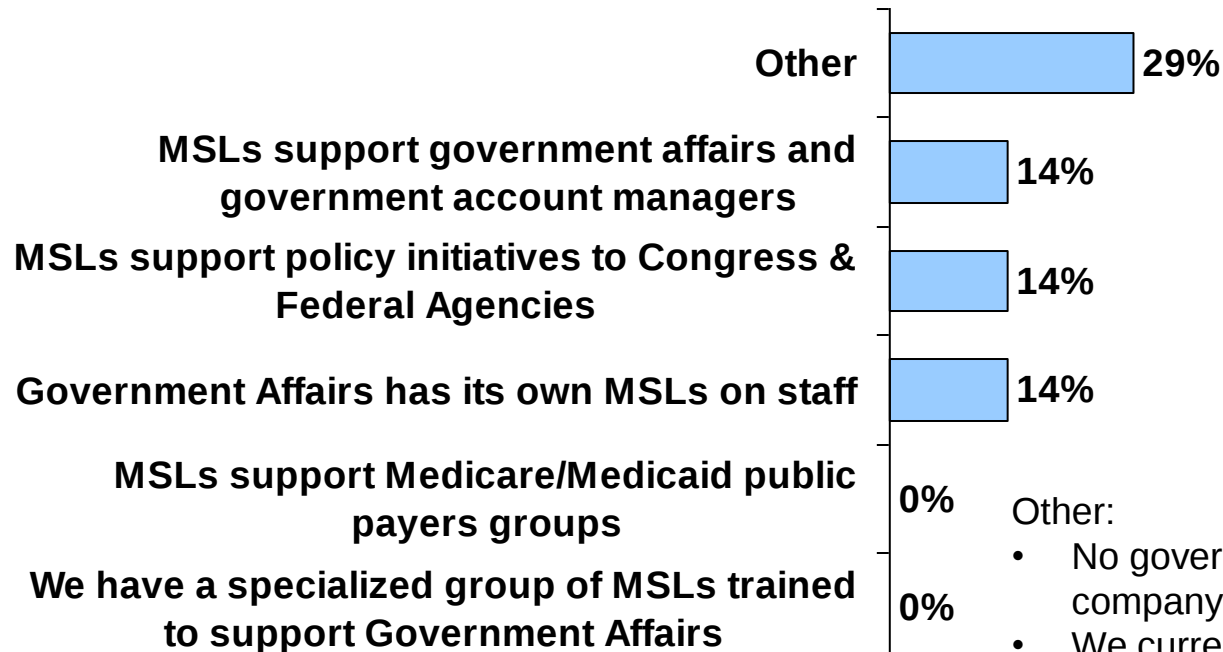
Q. New Constituents: Looking forward over the next 12-24 months, what other internal groups (government affairs, managed markets, scientific publications etc.) do you see emerging as valuable users of MSL support or services? (select only one per row)



MSLs Provide No Support to Govt. Affairs at 29% of Companies

There is a significant split in how respondents view the role of MSLs with respect to the government. While 4 in 10 respondents reported that their MSLs support government affairs and account managers, 3 in 10 respondents in the total class and 2 in 10 of the U.S. segment stated that their MSLs have no role within government affairs.

Q. Relations with Government Affairs: hat structures work best to provide your Medical Science Liaison services in coordination with Government Affairs services? (select only one)



Other:

- No government affairs group in company
- We currently have no government affairs organization. Function head has just been created/posted.

(n = 7)

Various Ways for MSLs to Work with Professional Groups

The benchmark class offered various ways that their companies try to work with professional groups. Some are more focused and tactical, whereas many are ad hoc ideals.

How do your MSLs interface with Professional Organizations?



- Through KOL relationships
- Not on a regular or planned basis
- Upon request and in-line with corporate strategy
- Support and Understanding
- Educational Presentations
- Scientific Medical Organizations
- As members



- Attendance and support of meetings
- Presentation and scientific discussions
- By discussing product information to improve overall patient outcomes
- Advocacy, validation and support for submissions
- Trial development
- Projects multicentre IITs

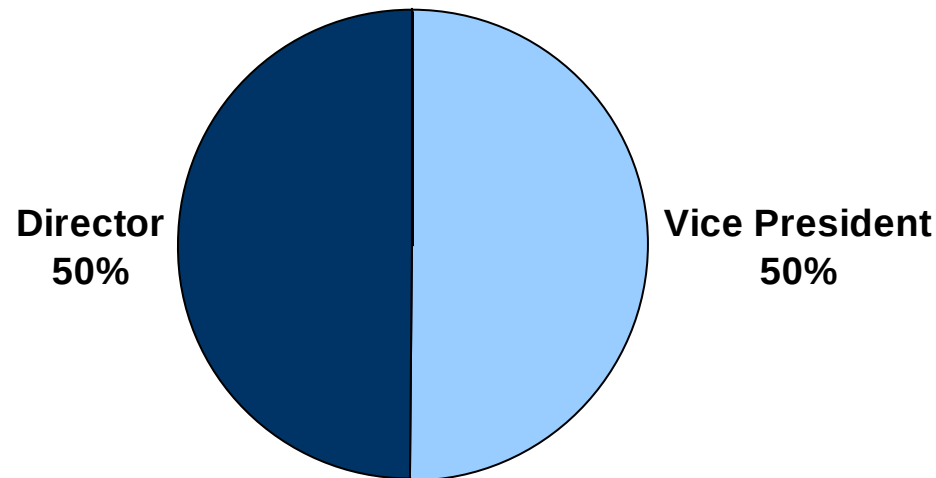


- Symposia Sponsorship
- F2F meetings with committee members
- Meeting Coverage
- Facilitate and engage in discussions with professional organizations to advance company's interests
- Partnerships
- Members of Corporate Councils
- Other informal roles

Vice Presidents Oversee Half Med Dev MSL Groups

In Medical Device companies, an MSL group will be run by either a Vice President or a director. The overall benchmark class had fewer VPs overseeing the function than medical device companies.

Q. MSL Oversight: Who has oversight responsibility for your MSL function? (select only one)



(n = 8)

About Best Practices, LLC

Best Practices, LLC is a research and consulting firm that conducts work based on the simple yet profound principle that organizations can chart a course to superior economic performance by studying the best business practices, operating tactics and winning strategies of world-class companies.

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