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Webinar Series

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How can we help MA professionals build a successful career?

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BUSINESS
NETWORKING
SOCIAL NETWORK
TECHNOLOGY
MEDIA
CREATIVE
FINANCE
ENVIRONMENT
CULTURE
ECONOMY



Disclaimer



The views expressed in this Webinar are those of the presenters, and are not an official position statement by MAPS, nor do they necessarily represent the views of the MAPS organization or its members.

Introductions



Cezary Statuch
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Biogen
China



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Overview



1. Cezary Statuch on
“Managing your career: A 10-minute crash course”
2. Alan McDougall on
“10 things companies are looking for when hiring”
3. Qasim Ahmad on
“Competencies required for a modern medical affairs organization”

Managing your career

A 10-minute crash course

Cezary Statuch, M.D.

VP, Medical, International Markets

Biogen

Where do you start?



- Timing is everything — being in the right place at the right time is important. How do you know it is the right time for you to move on?
- Understanding your career trajectory, what you have accomplished and where you want to go.
- Have you been in your current role long enough? Have you completed a career cycle? Have you learned the role and what have you achieved? How will you prove your accomplishments?

What do you need to know?



- Understanding what the industry can offer is a common challenge for the candidates, especially the younger ones.
- Understanding the basics of drug development and commercialization process is crucial.
- Understanding what opportunities exist in your country/territory.

Compete to the right job



- Create a competitive advantage and understand your strengths.
- Don't be a title junkie
- Having a great boss is a big draw, but don't choose the job because of the manager.
- Ask yourself how moving to your next career step will affect your personal life and if you are ready for it.

Creating the right image



- Get a high-quality LinkedIn profile. LinkedIn became a powerful tool. Read profiles of those who you respect and admire. Quality photo and professional English.
- When you apply — provide a quality CV adapted to showcase your skills for the role for which you are applying.
- Always talk to recruiters but be very transparent about your true intentions. Don't interview if you are not seriously considering the opportunity. Telling recruiters that you are not ready to change the job yet will be appreciated and speaks highly of you, proving you to be loyal to your organization and mature about your career goals. They will remember that and will keep you on their radar screen.

Getting help from those around you



- Pay attention to relationships and build your social capital. The pool of professionals in the industry is limited, and so is the number of companies. Take care of your reputation, not only within your own company, but most importantly within the industry.
- Get visible in the organization and outside of it.
- Build your own pool of advisors/coaches/mentors. They can be peers, but don't have to come from the same department or the same company.

Don't rely on assumptions



- Make your company aware of your aspirations. Your manager may assume that you are not interested and therefore not consider you for the job you want. Apply for the jobs which may be a stretch for you. It will send a strong message to your manager as to what you aspire.
- Every interview is a lesson. Always asks for feedback. Unfortunately, providing feedback for those candidates who did not get the job is not a common practice in the industry.

Finally



- Ultimately, YOU own your career and you should drive your development

*“Once we accept our limits, we go beyond them”
Albert Einstein*

10 things companies are looking for when hiring

Dr. Alan McDougall

Head of Medical Affairs, Asia-Oceania

Astellas

1. Communication Skills

- The ability to communicate clearly and effectively in many mediums: by email, verbally, with lists and phone messages, on the phone, and with body language.
- Communication also includes listening skills and the ability to follow directions and provide feedback.

How can I show this?

- Make sure every verbal or written contact you have with the company or the recruiter is carefully thought through (checked in the case of written responses).

2. Passion and Enthusiasm

- Employers want to hire someone who wants to work here. Having the right attitude is often more important than technical skills or knowledge, as attitude is hard to teach but the rest can be learned.

How can I show this?

- Carefully word your cover letter and individualise your CV for each job to stress key experience or skills the advertisement or recruiter has mentioned. Come armed with questions.

3. Technical Competency

- Most positions require certain skills that are advertised on the Job Posting. If you are hired to perform certain tasks then you should have the skills. Improving your skills along the way is also expected.

How can I show this?

- Normally when you make a presentation this will be assessed. However take note of the job description / advert / recruiter's comments and mention where your skills fit the role.

4. Work Ethic



- Be at work on time, do what you were hired to do, meet targets and deadlines and work to the best of your ability.

How can I show this?

- Make sure you are early for interviews, meet all deadlines if you need to reply to emails etc.
- Prepare well for any presentation you have to make and research the new company extensively.

5. Flexibility

- Employers and their employees need to react quickly to changing business conditions. Employers need employees who can change gears and adapt as required.

How can I show this?

- Come with examples of how you demonstrated agility – perhaps covering another role on top of your own or taking on a project about which you had no previous experience.

6. Resilience

- Managers will give employees challenging goals but generally they are achievable. The key is to be able to work hard and keep moving forward when you encounter obstacles.

How can I show this?

- Come with examples of how you overcame particularly difficult challenges by not giving up.

7. Ability to Work in A Team

- Employers and managers like to have people working with them and for them who can get along with their colleagues and who can work with others effectively in different circumstances.

How can I show this?

- If you played team sports make sure it is on your CV.
- Have examples ready of how you helped a team in difficulty or how you led a cross-functional team.

8. Show You Are a Life-Long Learner



- As businesses change, there is often a need to find out new information, expand knowledge and explore new ways of doing things.
- People with an interest in learning, and a willingness to pass it on to others, become invaluable.

How can I show this?

- Tell them what new skills/knowledge you have learned and how you applied it.

9. Problem-Solving Skills



- Companies are looking for people who are motivated to take on challenges with minimal direction. Employees should see when something needs to be done and react accordingly (OZ Principle – See it, Own it, Solve it, Do it).

How can I show this?

- Come with examples of how you took ownership and solved difficult problems with a win-win outcome.

10. Loyalty

- Employers want people to stay several years as a minimum for their investment with the recruitment company and onboarding process.
- Multiple job moves with different companies can be an alarm bell.

How can I show this?

- If you unfortunately have had several short-term moves on your CV please come to interview with a good story as to why and what you learned.

Conclusion

- Do your homework – you only have one chance to make a first impression
- Show the employer why you really want this job – demonstrate your hunger for the opportunity
- Make sure your passion and enthusiasm come to the forefront
- Agility and resilience are highly valued by employers
- Remember all contacts with the employer, no matter how trivial, are likely to be judged

5 Modern Medical Affairs Competencies

Dr. Qasim I Ahmad
Corporate Officer, Head of Medical Affairs,
Japan, Novartis Pharmaceutical Corporation

Unprecedented Advances In Biotechnology



- Significant & unprecedented technology advances delivering innovative treatments faster than ever- novel platforms and MOAs.
- Information overload-Raising demand for novel ways to generate, analyse & share new data/RWE
- Health system sustainability challenges
 - Cost constraints/value based pricing
 - fast pace competition
 - Increasing Internal (bio-similar/innovation) & External pressures (legal/compliance/regulatory)
- Evolving global geographic market dynamics (Shift in priorities/opportunities)
- Broader customer base (Prescriber/Provider/Payer/Patient/Pt Advocacy etc)
- Tougher rules of engagement (transparency)

One size does not fit all
It's a New World

Medical Affairs Professional Society | 2019

Evolving Industry Structures



Personalised Health Care- Significant challenges and expectations in a fast evolving environment

- Demonstrate value of products beyond traditional registration safety/efficacy trials
- Clinically meaningful in addition to statistically significant
- Health economics and comparative efficacy; Generate additional data package through life cycle (new indications, long term safety, unique/additional populations, RWE)
- Evidence based decision making, scientific collaboration and need for knowledge transfer
- Shifting from product centric to Patient (customer) focused approach
- New stakeholders demand novel interactions methods (Internal/external)

How Did Medical Affairs Came into Being



- Reaction to changing External Requirements
 - Regulatory pressures shifted roles. i.e. Commercial to clinical/medical
 - Heightened scrutiny of drug promotion mal-practices
 - International codes & Guidelines: PhRMA, EFPIA, ABPI, IFPMA
 - Changing compliance/legal requirements
- Evolved Industry Internal Needs
 - Role specialization focus- R&D/registration vs LCM/Medical Education
 - Dedicate resources to manage effective launches, data generation scientific exchange and product LCM, HEOR/RWE
 - Line extensions, post approval commitments, Strategic Medical plans

Recent case of Corporate Integrity Agreement (CIA)

- **Pfizer (2009): \$2.3 billion**
 - Sponsored articles on off-label uses, but didn't disclose company's role
 - Developed draft publications and then recruited authors and sometimes listed them as "TBD"
- **Allergan (2010): \$600 million**
 - Failure to separate sales and medical affairs activities
- **Forest Labs (2010): \$313 million**
 - Failed to disclose negative study results while touting positive results
 - Paid medical writers to publish article discussion positive, but not negative, studies
- **UCB (2011): \$35 million**
 - Focused specifically on **MSL activities** involving off-label promotion
 - Ghost writing
- **Elan (2011): \$203 million**
 - CME programs involving off-label promotional information
 - Off-label activities by sales representatives
- **Abbott (2012): \$1.5 billion**
 - Use of dedicated sales force to promote in off-label patient settings
 - Use of misleading/unbalanced educational materials
- **GSK (2012): \$3.0 billion**
 - Dissemination of false and misleading information regarding Paxil
 - Improper publication activities in light of negative studies

ref: <http://www.policymed.com/2014/06/compliance-challenges-within-medical-affairs.html#sthash.JnZ18NPW.dpuf>

Evolution of Medical Affairs Organisation



From glorified “sign off “ physicians to.....

- Marketing Authorisation/Regulatory/ Health Technology Assessment
- Data Generation & Product Life Cycle Management:
 - Phase IV, PMS; IIT, RWE/HO, academic collaborations
- Communications & Publications/ Medical Information: Call Center/Product Complaints/Queries.
- Medical Educators / Medical Scientific Liaisons (MSLs):
- Scientific Exchange, CME, Educational grants; Congress/Symposia etc
- Pharmacovigilance/Safety: Right to operate; Risk management/ long term monitoring
- External Collaborations/Partnerships: Sharing knowledge & co-development/ Inability to do all in-house
- Patient support programs (PSPs) & Patient Journey:
 - Identify solutions by incorporate pt touch points in dev plans
- Medical Compliance & Governance

Building Modern Medical Affairs Competencies



Nurturing a strong Medical Affairs organization- ready to embrace patient centric strategies, meeting future healthcare sustainability needs of broad range of stakeholders

1. Enterprise Perspective
2. Functional Excellence
3. Health System Thinking
4. External Facing Organization vs Internal focused
5. Effective Leadership & Governance

1- Enterprise Perspective

Building Modern Medical Affairs Competencies



- Scientific acumen of clinical development along with External strategic intellect of commercial
- Champion Cross functional navigation- Unlimited Internal touch points
- Broad & long range strategic view

2- Functional Excellence

Building Modern Medical Affairs Competencies



- Sound Scientific expertise and clinical Knowledge (TA expertise, landscape development etc)
- Data generation (operational excellence)
- Critical analysis and impactful communication/dissemination using modern digital tools (MA, Clin Ops, Governance, Scientific Communication, MSL)
- Incorporating Insights to deliver Patient focused solutions through medical strategies
- Dynamic Launch readiness- anticipating fast registration vs traditional phases (1,2, 3)
- Finance and project management

3- Health System Thinking

Building Modern Medical Affairs Competencies



- Command on Health system sustainability solutions
- HTA expertise
- Not just the “Pill” think of the whole system (Payer, Provider, Power house)
- Building Industry & Academic Partnerships

4- External Facing Organization

Building Modern Medical Affairs Competencies



- Developing strategies fit for Patients and customer rather than internal comfort zone
- Living the Patient journey
- Working with the Competition on common goals
- Learning lessons from external environment and competition
- Using Insights to change course before it is too late

5- Effective Leadership & Governance

Building Modern Medical Affairs Competencies



- Demonstrating value of medical affairs across the organization (securing adequate resources, long term vision, impact factor)
- Developing Medical Affairs (as well as team mindset) as an equal functional partner not a support function
- Break unnecessary Silo's - establish Medical – Commercial collaboration
- Open to internal/external insights to design customer focused solutions
- Learn from mistakes, take bold and smart risks with ability to acknowledge failure
- Invest in hiring, retaining and building talent