Evolving How Medical Affairs Informs Strategic Planning

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Learning Objectives

Upon completion of this workshop attendees will:

- Better understand how to utilize an informed approach to decision making to drive the strategic planning process
- Gain insight into the value data can bring to Medical Affairs during strategic planning cycles throughout the year
- Obtain a working knowledge of how cross-functional teams within Medical Affairs can apply insights gleaned from data to optimize impact of efforts
Medical Affairs: In the Driver’s Seat

Medical Affairs

Medical Leader

Medical Authority

Business Partner

Communicator
Strategic Planning Needs Will Evolve Throughout the Life Cycle

Keep the end in mind:

- Level of disease-state awareness
- Need for market preparation
- Company experience, type, and size
- Global launch sequence
  - Core countries should be involved with strategic planning discussions very early to contribute to building global objectives and strategies and addressing specific market needs
### Functional Medical Objectives

1. 
2. 
3. 
4. 

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<th>SI 1</th>
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### Tactics

1. 
2. 

### Rationale/Anticipated Impact

1. 
2. 

### Budget

1. 
2.
Traditional Approach to Planning

Inward Looking, Volume Based (e.g.)

Prior Year Plans
(What we did before)

Volume of Contribution
(How much did we do last year and how did it compare to others)
# Traditional Approach to Strategic Planning

<table>
<thead>
<tr>
<th>Insight Generation Source</th>
<th>Scientific Communications</th>
<th>Field Medical</th>
<th>Clinical/Medical Strategy</th>
<th>Publication Strategy</th>
<th>Medical Education</th>
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<tbody>
<tr>
<td></td>
<td>Data Dissemination (Scientific Exchange)</td>
<td>Thought Leader interactions</td>
<td>Field Medical Insights, Advisory Board, Congress, Symposia Feedback</td>
<td>Number of Publications, Journal Impact Factors</td>
<td>Field Medical Insights</td>
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<table>
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<tr>
<th>Limitations</th>
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<tr>
<td>No assessment of impact overtime (KPI’s and benchmarks)</td>
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<td>Lack of analysis specific to amplification of data dissemination activities outside of traditional channels and stakeholders</td>
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<tr>
<td>Limited or potentially biased sample size</td>
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<tr>
<td>Relies on current and traditional thought leader feedback/opinion</td>
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<tr>
<td>Limited and/or potentially biased sample size</td>
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<tr>
<td>Relies on current and traditional KOL feedback</td>
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<td>One dimensional assessment of output</td>
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<tr>
<td>Limited or potentially biased sample size</td>
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<tr>
<td>Does not take into account the organic growth and amplification of medical education activities</td>
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Developing an Evolved Approach

1. Leverage evidence to inform decision making and drive medical strategy

2. Use advanced analytics to proactively seek and uncover insights to inform strategy

3. Establish a baseline of leading and lagging indicators to better quantify the impact of strategy

4. Develop tactics that drive value and align to opportunities and gaps

5. Stratify internal and external stakeholders and develop communication and engagement tactics for their needs
Evolved Strategic Planning: Implementing An Informed Approach

Extract KPI’s and targeted measures against Strategic Imperatives and anticipated tactical impact

- Determine questions to be answered
- View data sources with these questions in mind

Look beyond volume, it’s only part of the story.

- Alignment to strategy
- Competitor influence
- Trends in topics
- Resonance beyond scientific exchange

Extract highlights, trends & insights that can impact strategic & tactical plans

- Competitive activity
- Uptake of medical strategy globally and/or regionally
- Gaps in resourcing, scientific communications, and medical education
Evolved Strategic Planning: Ongoing Monitoring

The impact of the medical strategy should be re-examined regularly to reflect emerging new data, changing treatment paradigms, and shifting market forces.

Ongoing monitoring will ensure:

- Product messages and the clinical promise remain consistent
- Measures can be put in place to overcome challenges
- Relevance in the market place is maintained
- There is a basis for conscientious, well-founded decision-making
Evolved Strategic Planning:
Key Concepts

- **Fusion**
  - View the full landscape and then hone-in on specifics
  - Keep your peripheral vision working

- **Filters**
  - Commit to a strategic direction or strategic concepts

- **Lens**
  - Align on critical questions
Evolved Measures: Real World Application

Collaboration Through the Business Unit:
• Validate the single source of truth for all internal stakeholders
• Quantify impact of efforts with external audiences
• Track alignment to medical strategy and analyze competitor influence
• Identify areas of opportunity for data generation
• Monitor scientific story evolution over time for predictive influencers and sentinel signals
• Provide insights that will drive yearly & ongoing strategic planning efforts across all medical functions
Assessing your strategy with key checkpoints:

- What has been the impact of our efforts thus far?
- What have our competitors done? How has the market evolved?
- Does our proposed strategy resonate outside our organization?
- What topics resonate with which external stakeholders?
- Should we stay the course or shift gears?
- Am I under- or over-resourced in certain area?
- Do I have the right KOLs/DOLs?
- Do my strategic imperatives match up with my proposed plan?
Evolved Measures: Real World Application

Example findings (e.g.,):

- Assessment of scientific output (yours and competitor’s) share of voice, sentiment, reach, relevance and resonance
- Understanding of activities and messages with the highest overall rate of attention compared to benchmarks
- Comprehension of geographic reach of scientific output and regional interest in a specific topic
- Assessment of competitor influence on strategy
- Discovery of under the radar scientific experts
Evolved Strategic Planning:
Real World Application

Cascade of Communication

High Impact/high alignment to strategy
Evolved Strategic Planning:
Real World Application

- Hot topics
- Sentinel signals
- Changing perspectives
- Common topics between sources

Trends

- Competitive messaging
- KOL/DOL areas of focus, specialty & interest
- Alignment of stakeholder perception with messages

Insights

Impact

- Progress against priorities
- Organic amplification of key messages
- Competitive response
- Cross functional collaboration
Evolved Strategic Planning in Practice

Strategic Implications & Recommendations
Evolved Strategic Planning: Monitor Over Time

**Key Highlights within the Scientific Exchange**

- Alignment has significantly increased in the support of Generic Name efficacy – both in monotherapy and combination with rituximab or Generic Name C. Deep and durable remissions with unprecedented MRD negativity rates were continuously cited by independent authors.
- Industry affiliation – 26.9% (vs 25.0% baseline)
- Non-alignment
  - The NCI-EAU Appropriateness Committee's preliminary recommendation was that Generic Name used within its licensed indication should not be recommended for use in the national health service (NHS).
  - The data for these new drugs in CLL treatment can not yet be fully assessed. Many registration studies which aim to establish these drugs in first- and second-line therapy are still ongoing. The potential of drug combinations and smart sequences has not yet been fully explored.

**Key Highlights and Trends**

- When tumor lysis syndrome is mentioned, it is usually relative to the fact that Generic Name with Generic Name C as a combination therapy removes the chance of tumor lysis syndrome
- The outcome data is so good that it speaks for itself among independents – industry-affiliated content decreased from 31.5% to 13% although the volume of publications increased
Evolved Strategic Planning: Creating a Clear Path Forward

- Use insights to inform strategic & functional plans
- Track performance against benchmarks & KPI’s
- Monitor through quantitative & qualitative measures
- Evolve plans by utilizing progress insights to maximize impact and optimize efficiencies
- Implement & incorporate updates to strategic & tactical plans during yearly cycles
  - Encourage cross-function teams to apply insights from analysis to adjust scientific communications focus
Evolved Strategic Planning: Best Practices & Key Take-a-ways

Remember, incorporating evolved strategic planning into your process will:

• Provide evidence to support and direct strategic plan development
• Ensure that strategic planning is done efficiently and effectively and ladders into business objectives
• Connect activities to a quantifiable KPI by generating benchmarks and leading/lagging indicators
• Generate Cross Functional Alignment
• Drive the value of medical affairs by incorporating a standard practice of informed decision making