



## Evolving How Medical Affairs Informs Strategic Planning



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# Learning Objectives

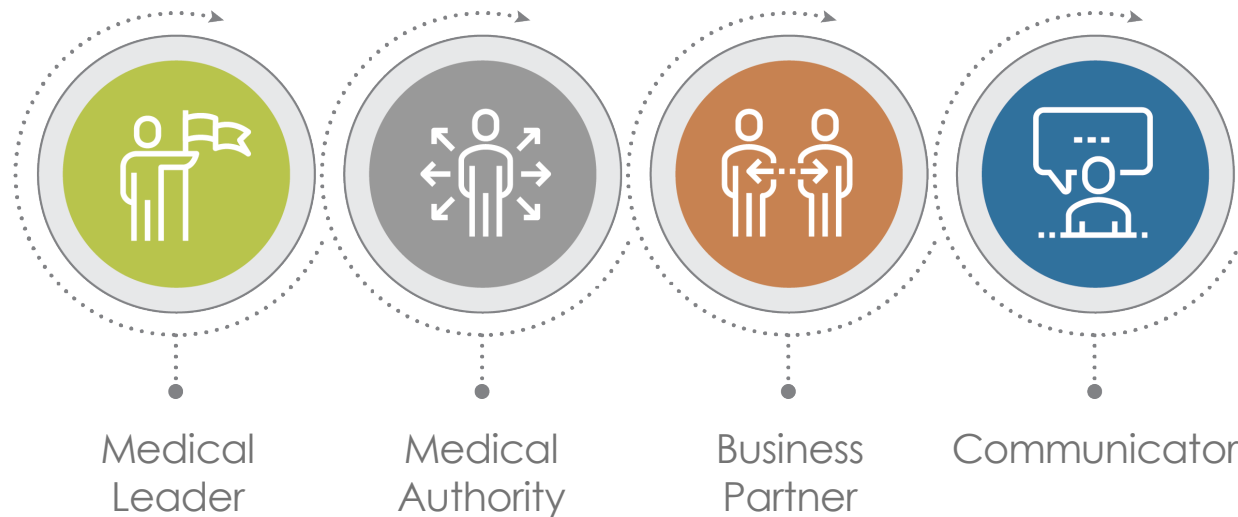


## **Upon completion of this workshop attendees will:**

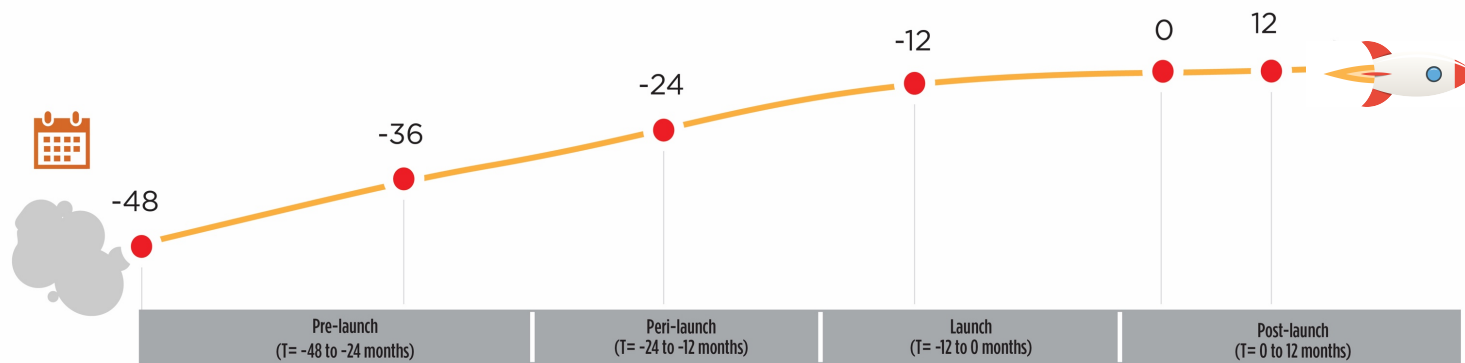
- Better understand how to utilize an informed approach to decision making to drive the strategic planning process
- Gain insight into the value data can bring to Medical Affairs during strategic planning cycles throughout the year
- Obtain a working knowledge of how cross-functional teams within Medical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

# Medical Affairs: In the Driver's Seat

## Medical Affairs



# Strategic Planning Needs Will Evolve Throughout the Life Cycle

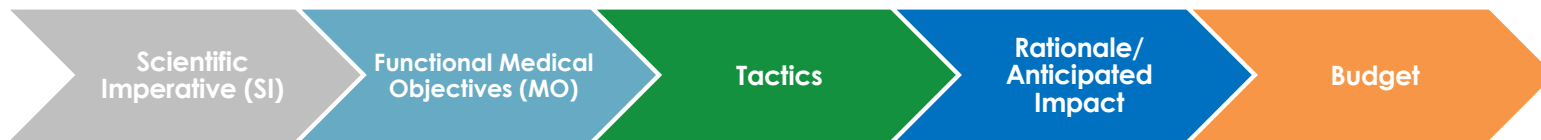


## Keep the end in mind:

- 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



# Strategic Plan Template



## Functional Medical Objectives

1. [ ]
2. [ ]
3. [ ]
4. [ ]

## Tactics

1. [ ]
2. [ ]
- [ ]
- [ ]

## Anticipated Impact

1. [ ]
2. [ ]
- [ ]
- [ ]

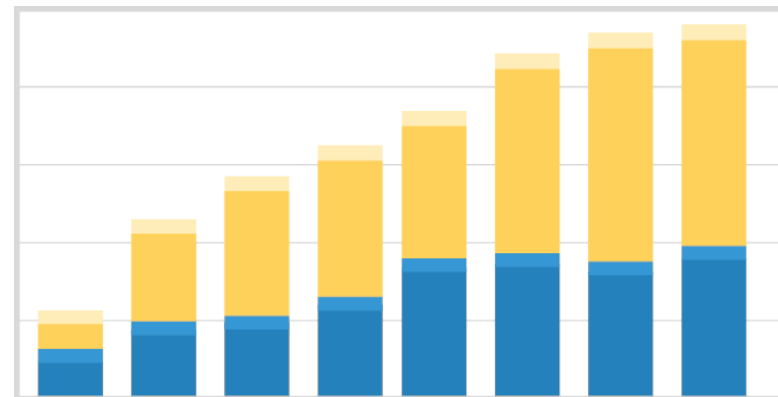
SI 1	SI 2	SI 3	SI 4	SI 5	SI 6	SI 7	SI 8
XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX

# Traditional Approach to Planning

## Inward Looking, Volume Based (e.g.)



**Prior Year Plans**  
(What we did before)



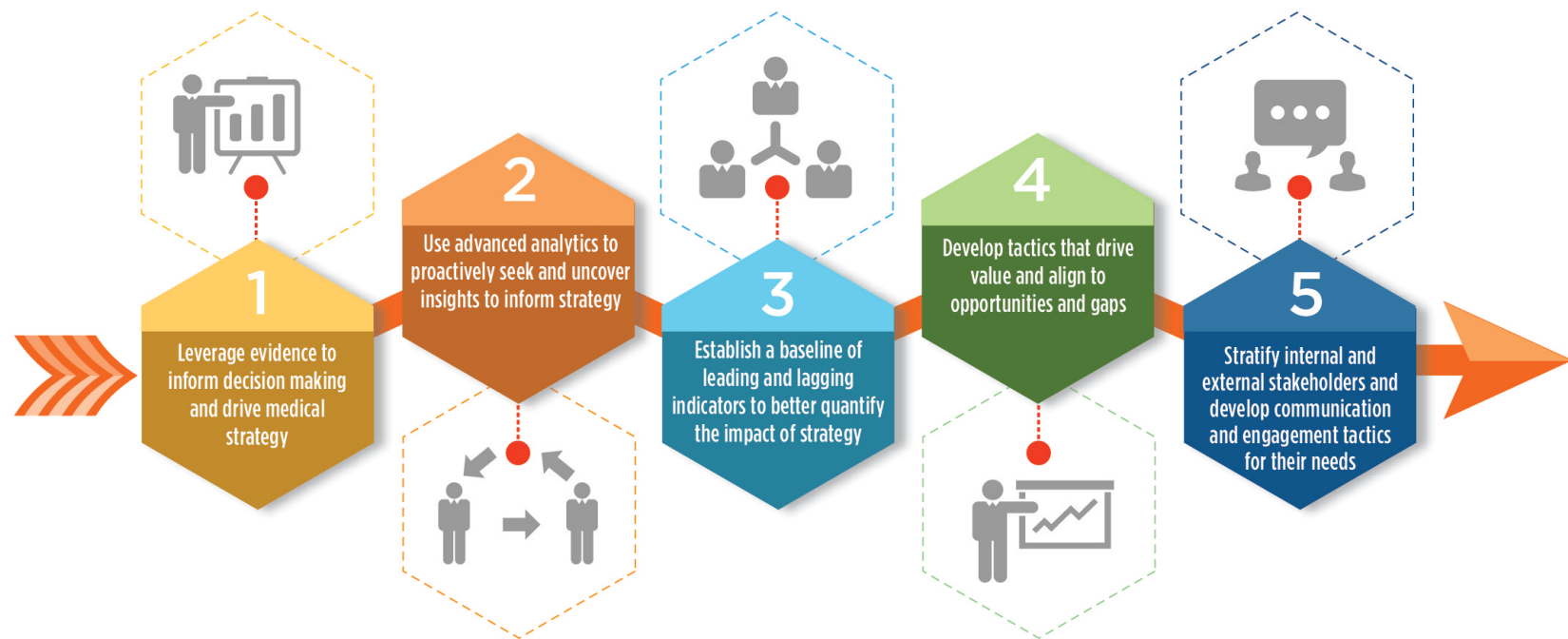
**Volume of Contribution**  
(How much did we do last year and how did it compare to others)

# Traditional Approach to Strategic Planning

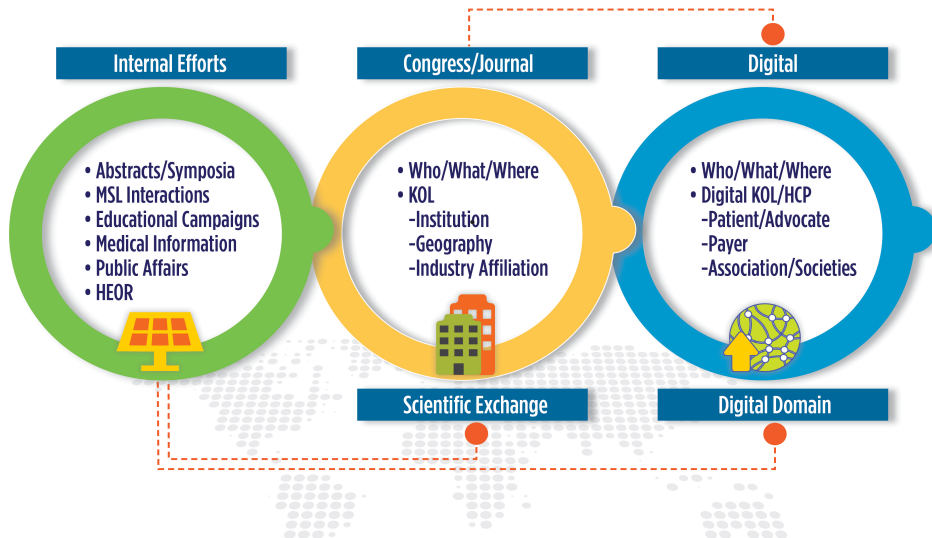


	Scientific Communications	Field Medical	Clinical/Medical Strategy	Publication Strategy	Medical Education
Insight Generation Source	<ul style="list-style-type: none"> <li>Data Dissemination (Scientific Exchange)</li> </ul>	<ul style="list-style-type: none"> <li>Thought Leader interactions</li> </ul>	<ul style="list-style-type: none"> <li>Field Medical Insights</li> <li>Advisory Board, Congress, Symposia Feedback</li> </ul>	<ul style="list-style-type: none"> <li>Number of Publications</li> <li>Journal Impact Factors</li> </ul>	<ul style="list-style-type: none"> <li>Field Medical Insights</li> </ul>
Limitations	<ul style="list-style-type: none"> <li>No assessment of impact overtime (KPI's and benchmarks)</li> <li>Lack of analysis specific to amplification of data dissemination activities outside of traditional channels and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Limited or potentially biased sample size</li> <li>Relies on current and traditional thought leader feedback/opinion</li> </ul>	<ul style="list-style-type: none"> <li>Limited and/or potentially biased sample size</li> <li>Relies on current and traditional KOL feedback</li> </ul>	<ul style="list-style-type: none"> <li>One dimensional assessment of output</li> </ul>	<ul style="list-style-type: none"> <li>Limited or potentially biased sample size</li> <li>Does not take into account the organic growth and amplification of medical education activities</li> </ul>

# Developing an Evolved Approach



# 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

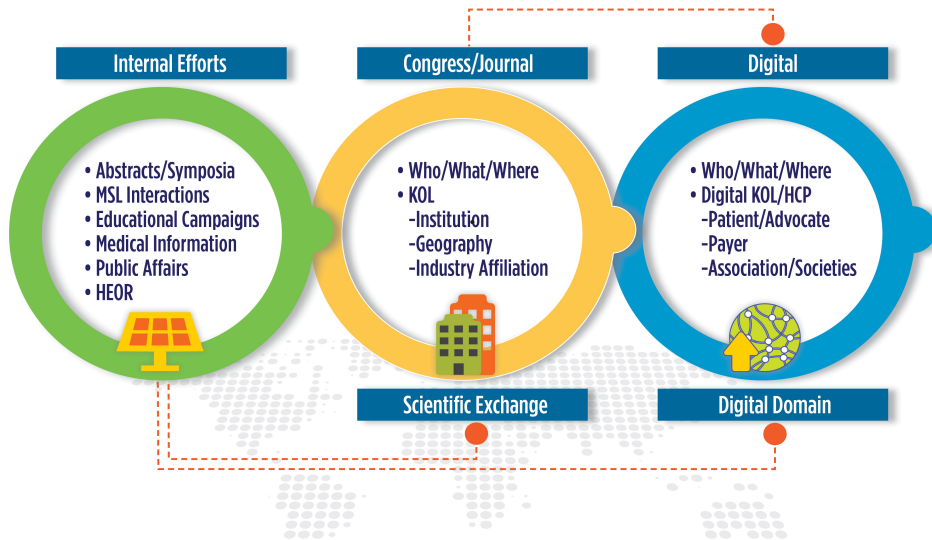
## Look beyond volume, it's only part of the story.

- 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



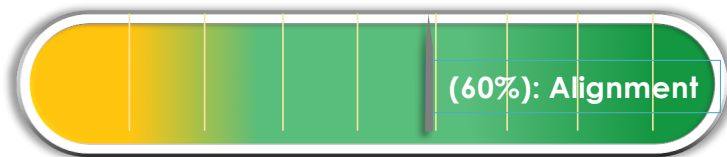
# Evolved Measures: Real World Application



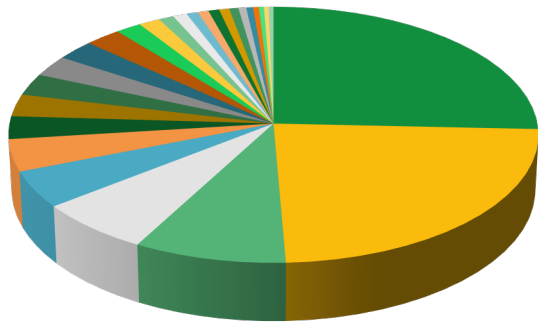
## Assessing your strategy with key checkpoints:

- 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?

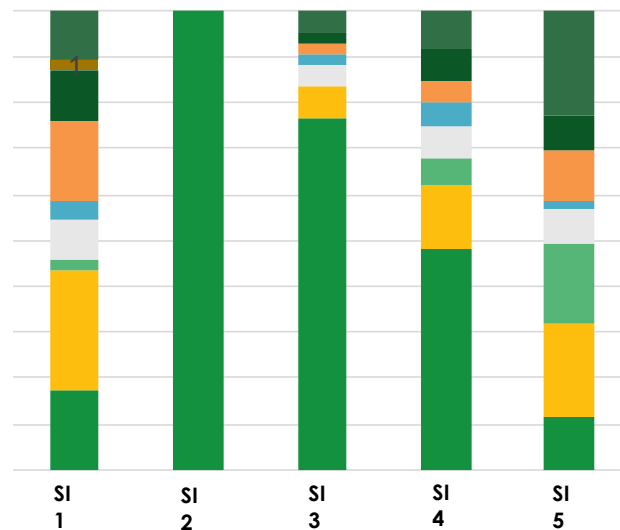
# Evolved Measures: Real World Application



Sentiment



Share of Voice

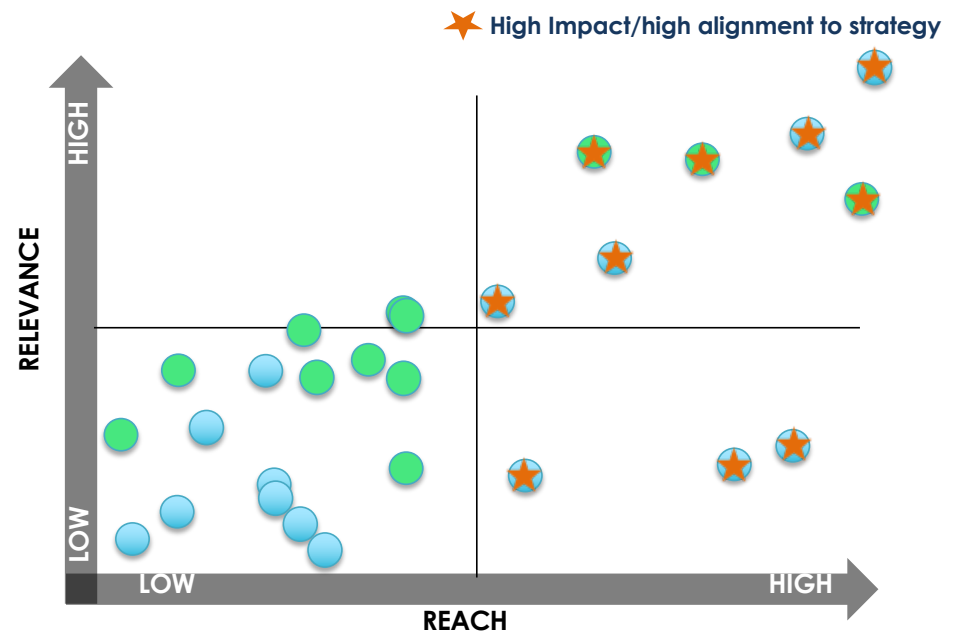
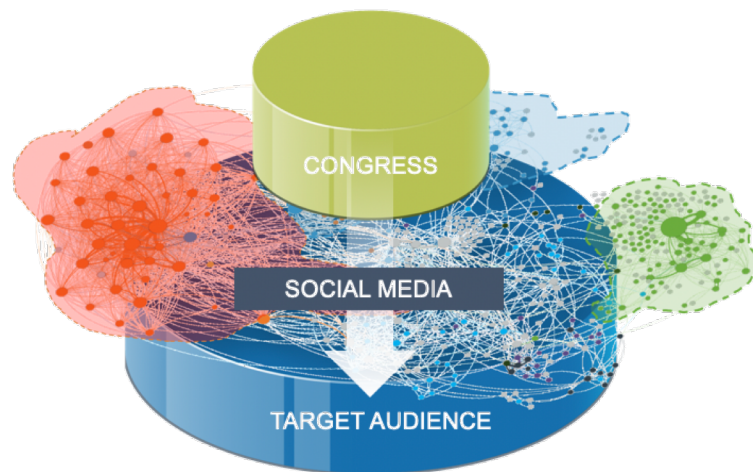


## Example findings (eg,):

- 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



# Evolved Strategic Planning: Real World Application

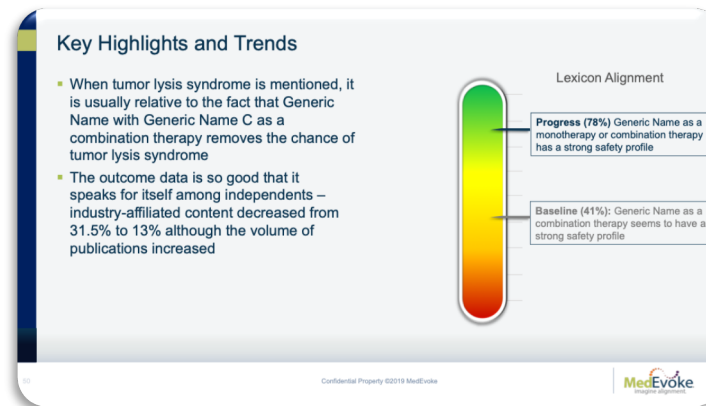
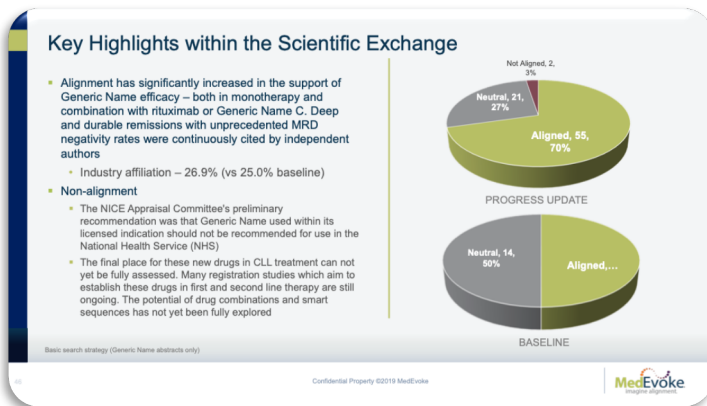
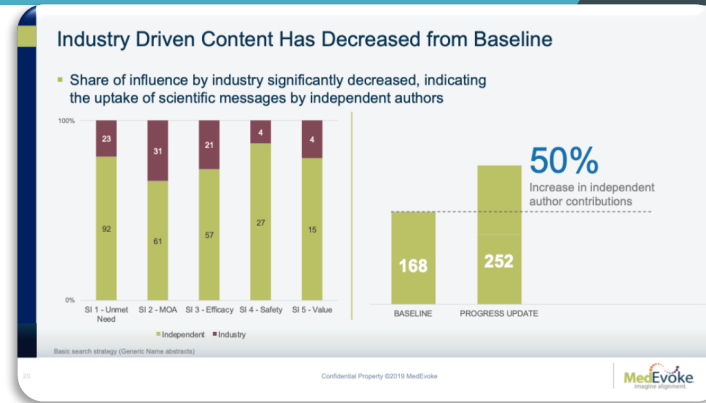
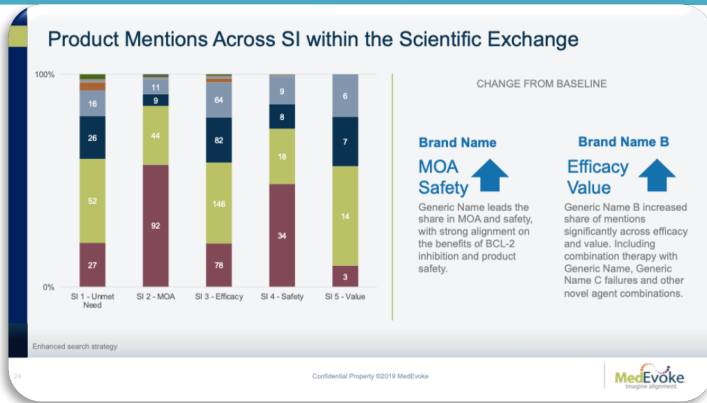


# Evolved Strategic Planning in Practice

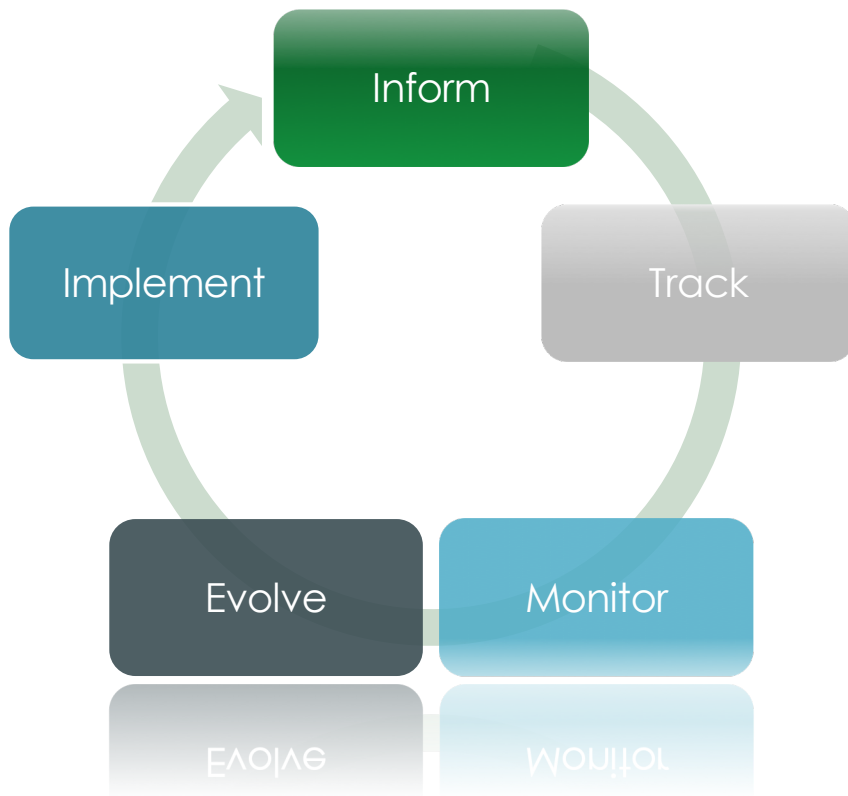


## Strategic Implications & Recommendations

# Evolved Strategic Planning: Monitor Over Time



# 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