

Welcome!

Leadership in Hybrid Customer Engagements

23rd June 2023

Conflict of Interest and Disclosures

MAPS is committed to ensuring full disclosure of potential Conflicts of Interest (COI) by session presenters/developers. While a presenter COI is not prohibited nor necessarily harmful to the learner, it is important that this be shared with the learner so the learner may make an informed decision regarding material presented. A COI includes any transaction or relationship which presents, or may present, a conflict between a presenter/developer's - or his/her spouse/life partner's personal, business or other interests.

 The following faculty and planning members do disclose financial relationships- Scott Conry, Lori Mouser

Today's moderator and presenters



Jon Gonzales Associate Principal ZS (Moderator)



Scott Conry Vice-President and Head, Oncology Field Medical GSK



Sunil John Principal, Head of Medical **Affairs** ZS



Ralph Rewers Executive Director, Medical Sciences, US Medical Affairs Gilead Sciences



Lori Mouser Sr. Director, Head of Global Scientific Engagement Oncology Medical Affairs, Daiichi Sankyo

Objectives for today's session

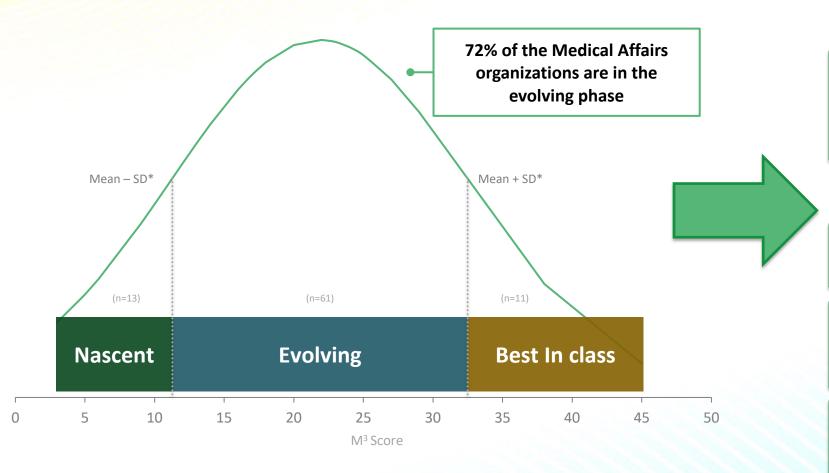
Why is leadership in hybrid customer engagements important?

Discuss key considerations as the industry moves to a hybrid model

Ideate on a go to market framework for leadership in hybrid customer engagements

Today, Medical Affairs organizations are rapidly evolving, and the hybrid model of customer engagement plays an important role in driving this change

Assessing the maturity of Medical Affairs organizations



Moving from "evolving" to "best in class"

In order to support the transformation from evolving to best in class, Medical Affairs organizations need to focus on building the "next gen" of Medical Affairs

Some of the other **key drivers** for this transformation will also be:

Robustness of the organization's customer engagement model

Agility of the organization's go to market strategy in response to changes in engagement preferences

All of this within the purview of hybrid becomes even more challenging to solve for

The hybrid model of customer engagement has sustained its value, with more than 1/3rd of engagements expected to be virtual in 2024 and beyond

The response of Medical Affairs leadership to both the growth and value of the hybrid model falls in 3 buckets:



Focus on customer centricity

Organizations are focusing on optimizing KOL experience with **personalized solutions**

36% medical professionals mentioned that their organization is implementing **content modularization** to quickly share information across channels



Deploying digital strategies

Organizations are focusing on **digital tactics** to improve human health and **transform patient outcomes**

31% medical professionals expect
strengthened relationships with KOLs and an
amplified customer-centric approach as the
most important outcome from a successful
digital strategy

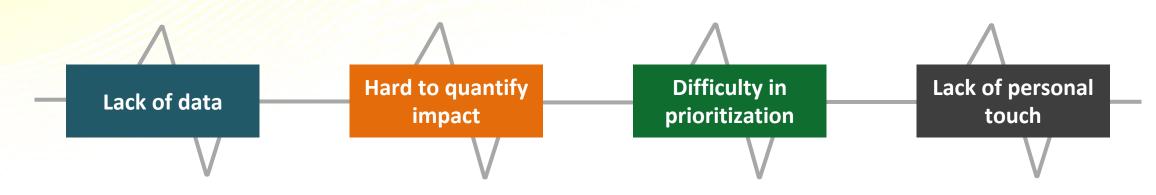


Increasing investment and focus on field medical

Field medical continues to receive the **maximum investment** from leadership

Virtual MSLs have gained prominence as more than half of the KOLs cited interacting with this role

What are the key considerations to keep in mind as Medical Affairs moves towards the hybrid model of engagement?



Medical data is not robust enough to be utilized extensively

Moreover, companies often are not aware of the value of medical data and hence most companies have not implemented robust systems for data capture

Quantifying and measuring Medical Affairs impact is often cited as a key challenge and this is even more tough in the virtual world, when you are engaging through nonpersonal modes of communication

Most of the organizations are in the evolving phase right now – it is important to prioritize resources and make the right decisions on where to invest these resources

Organizations can further improve the experience by focusing on providing more interactive discussions, establishing personal relationships and reducing scope for distractions in the hybrid setting

It is imperative to provide relevant information at the right time to KOLs as their educational needs vary across the product lifecycle

Medical Affairs continues to play an important role prior to launch in the product lifecycle – more than 85% of KOLs mentioned that they would like to begin scientific engagements with an MSL before launch

Relevant clinical data remains the most important information throughout the drug development cycle Relevant clinical Collaboration Latest pipeline Clinical Trial Cost Cost opportunities on developments effectiveness and effectiveness and data (MOA, Design clinical trials and and product information RWD, Safety, coverage coverage information Efficacy, research (duration, Latest pipeline Latest pipeline Tolerability, etc.) patient programs Clinical Trial developments developments population, etc.) and past results Trial objectives and product and product Design and future vision information information information Latest pipeline developments (duration, and product patient population, etc.) information Peri launch

Phase 3

Post launch

Launch

Phase 2

Phase 1

Information expected from MSLs

As Medical Affairs moves towards a hybrid model of customer engagement, having a long-term vision is the need of the hour



Continuous landscape evolution needs to be addressed appropriately

- A broader customer universe calls for a need to be **segmented** and **engaged** with the right way – start ideating or implementing approaches for KOL segmentation and archetyping
- Agile frameworks and processes should be setup to respond to changing perceptions, preferences and behaviors of the customers, with an increased focus on digital and omnichannel – start ideating and/ or implementing customer engagement planning processes/tool
- Upskilling and talent management should enable medical teams to be rightly equipped and solve for the future challenges

Where is the biggest impact of this evolution?

What role is the Medical leadership expected to play? The biggest impact of the hybrid shift will be on the **go to market (GTM) strategies** of Medical Affairs organizations, which is transforming the way companies drive value both internally and externally

Medical Affairs leaders are expected to reassess and revamp their GTM frameworks that will allow them to drive strategic shifts and create a positive impact among the healthcare community

A roadmap considering customer, landscape models, and operational drivers can help achieve leadership in the hybrid model of engagement

A holistic transformation for Medical Affairs organizations can be achieved by looking at two key aspects:

Customer and landscape models

- Enable agility in engagement planning with varying needs on how and when to engage with your key customers
- Assess medical unmet needs utilizing localized models based on disease prevalence, value benefits, etc.
- Redefine the customer map to include the expanding stakeholder continuum based on the right prioritization metrics
- Lastly, figure out your next gen model for Medical Affairs, enabling your field teams to be MSLs of choice

Operational drivers

Throughout the process, focusing on digital, upskilling and the right talent management will accelerate the shift towards the new GTM model



Building blocks for the Medical Affairs go-tomarket framework for the future