

Crafting strategic objectives to guide and measure success

Focus Area Working Group: Medical Strategy and Launch Excellence

Moderator and presenters



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Conflict of interest and disclosures

The speakers have no conflicts of interest to disclose

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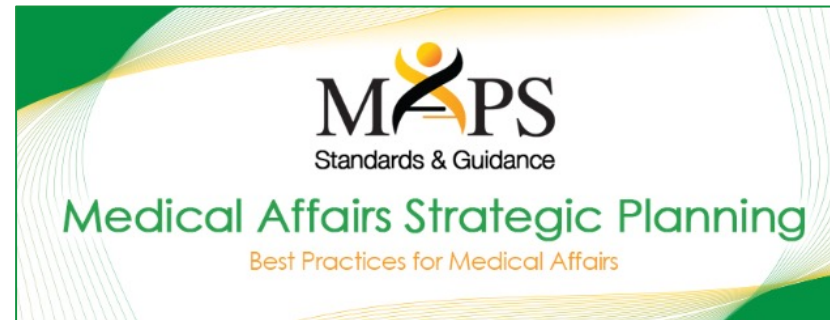
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Fundamentals of Strategy webinar series



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Educational outcomes

At the end of the session, you will be able to:

- Effectively leverage the product profile and landscape analysis to inform the strategic objectives
- Identify the overall components of robust objectives
- Understand how and when to collaborate on the medical strategy and objective development
- Apply the fundamentals of measuring objectives

Polling question

Have you been involved in the development of medical strategy/objectives?

- Yes
- No

Using the product profile and landscape analysis to inform the strategic objectives

Gorana Dasic, MD, MS
Global Medical Affairs Head, Kedrion Biopharma

Typical medical plan framework



Situational Analysis

- Disease State
- Therapeutic Landscape
- Product Profile
- Stakeholder Insights
- Gap Analysis
- SWOT



Medical Strategy

- Vision
- Medical Objectives
- Strategic Medical Drivers



Tactical and Operational Plan

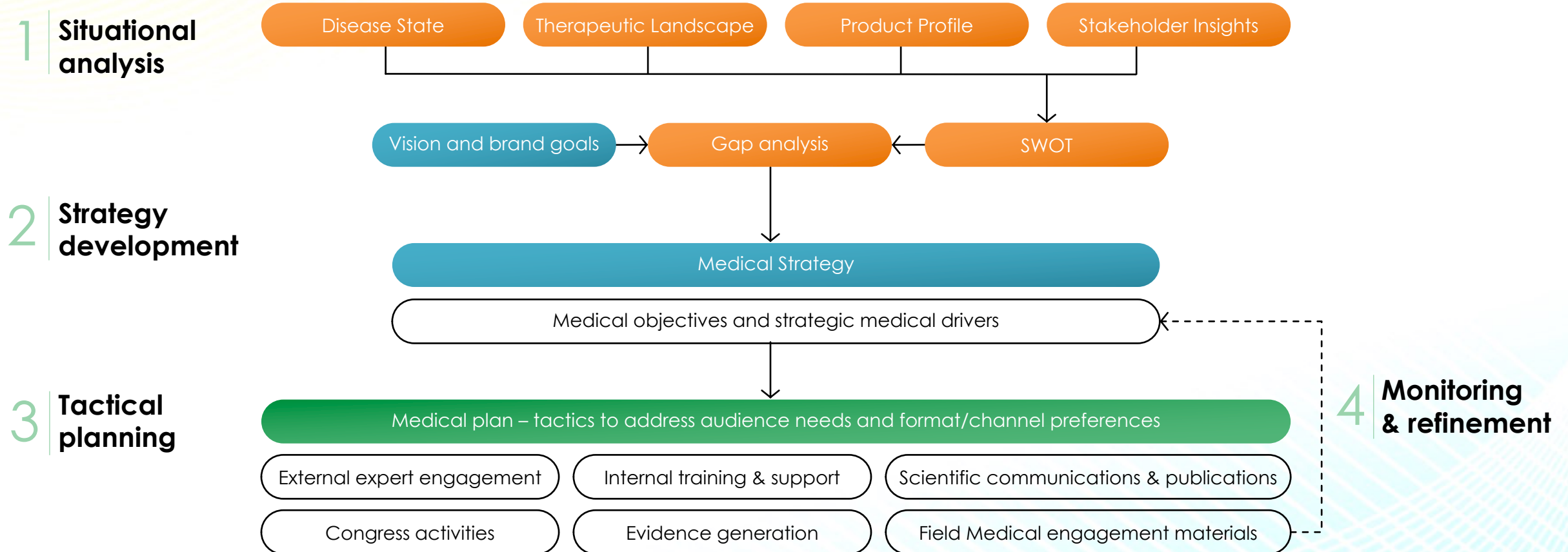
- Medical Affairs Tactics
- Target Audiences/ Stakeholders
- Functional Workstreams



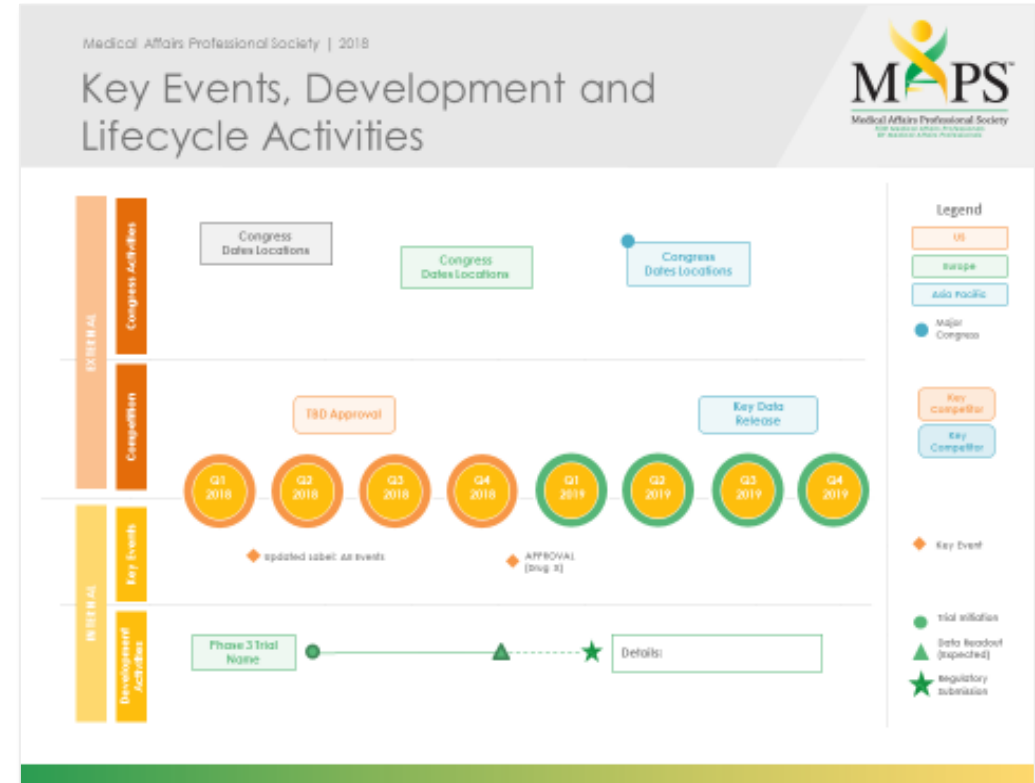
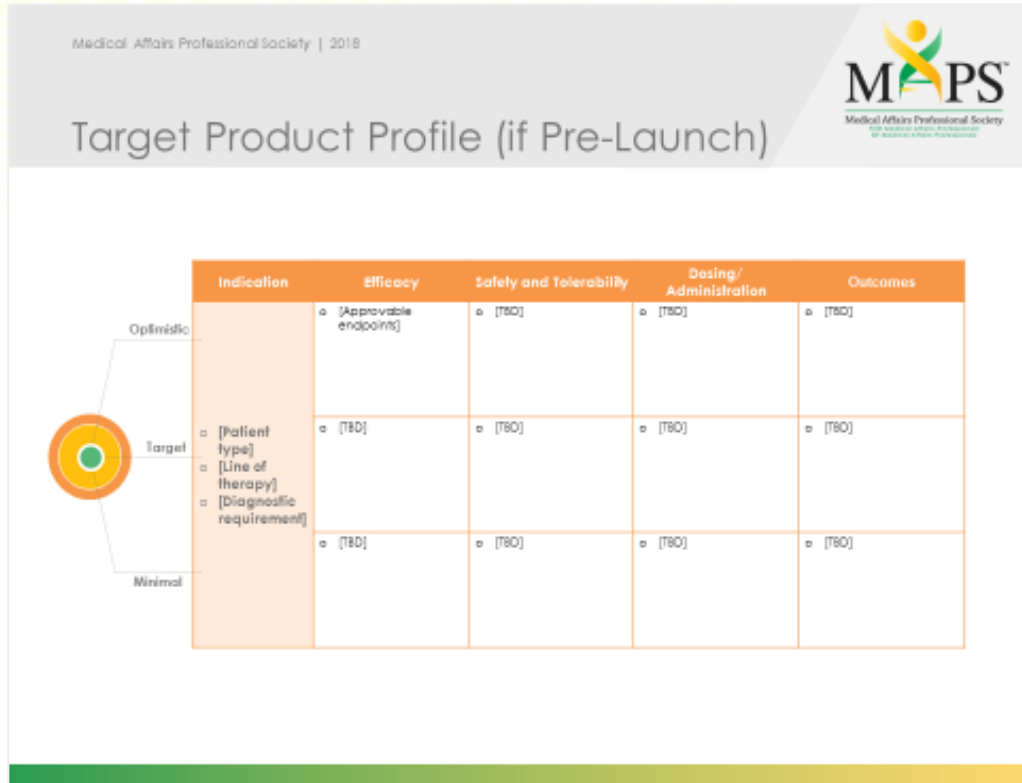
Medical Plan Summary

- Medical Plan Strategic Overview
- Budgets
- Timelines
- Resources

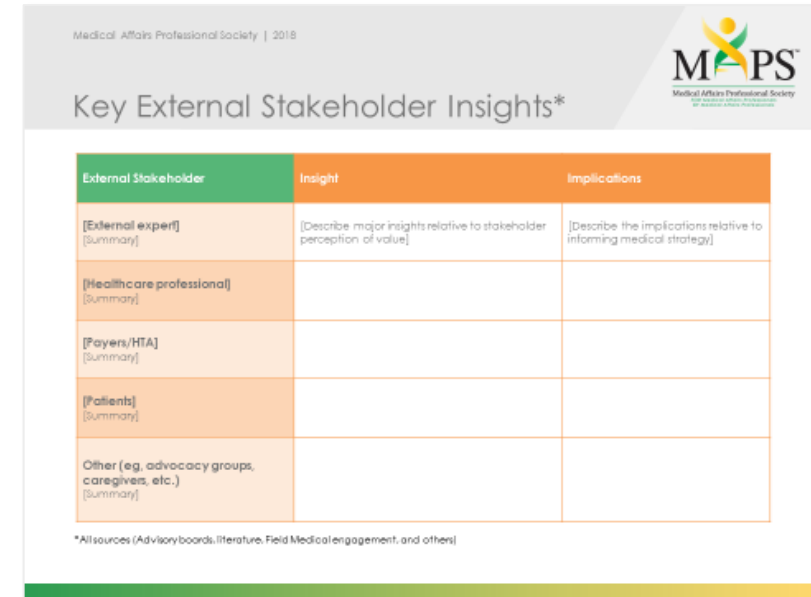
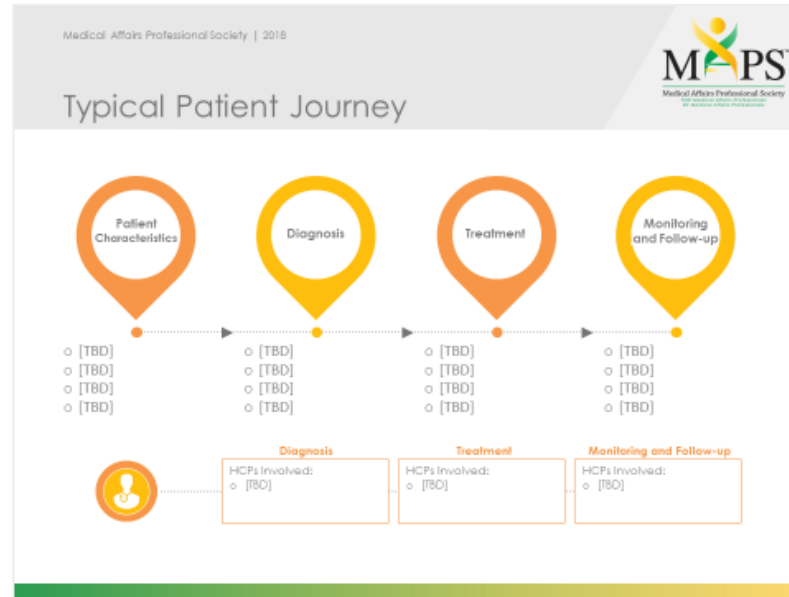
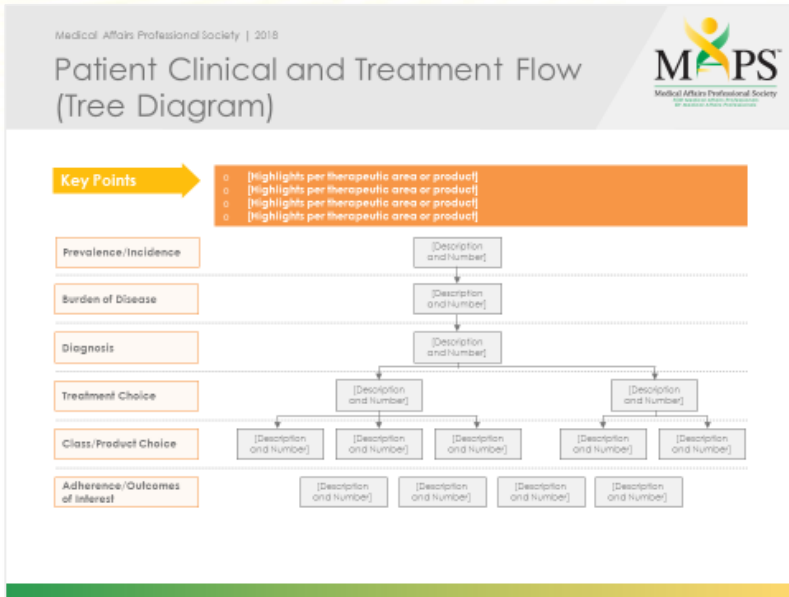
A robust, strategic medical plan is developed based on clearly defined cross-functional methodology



Your product profile



Disease landscape



Therapeutic landscape

Medical Affairs Professional Society | 2018


Competitive Landscape:
Overview



Item	Your Product	Competitor A	Competitor B	Competitor C
Company	[TBD]	[TBD]	[TBD]	[TBD]
Company therapeutic expertise				
Phase of development				
Key clinical trials (ongoing)				
Launch dates (completed and anticipated)				
Key scientific differentiators				
Strengths				
Weakness				
Regions available				
Cost				

Medical Affairs Professional Society | 2018

Competitive Landscape:
Label Comparison



Characteristic	Your Product	Medical/ Scientific Advantage*	Competitor A	Competitor B	Competitor C
Indication/status	[TBD]	[TBD: +/-]	[TBD]	[TBD]	[TBD]
Dosage and administration					
Efficacy					
Side effects/tolerability					
Safety/contraindicated population					
Pharmacokinetics					
Mechanism of action					

*+ Indicates medical or scientific advantage for product; = indicates product equivalence; - indicates product disadvantage

SWOT guiding strategy

Output will help guide medical and scientific strategy by answering key questions

S

How do we capitalize on or use each strength to differentiate?

W

How do we overcome or stop each weakness?

O

How do we take advantage of each opportunity?

T

How do we counter or defend against each threat?

Example SWOT analysis

Product Y: A mAb in a dermatology indication

Internal:

Product or
Company
Specific

Strengths (+)

- Infrequent dosing (convenience)
- Part of a portfolio of products
- Company is a scientific leader in dermatology
- First-in-class novel MoA
- Better efficacy versus standard of care in direct H2H studies
- No unexpected safety signals



Weaknesses (-)

- Delayed launch
- Not clinically differentiated
- Misperception of safety concern (driven by competitor messaging)



External:

Market-
Environment
Specific

Opportunities (+)

- Large unmet need and an expanding market
- Patient preference for less frequent dosing (helps them forget their disease)
- Patients want improved efficacy from treatment



Threats (-)

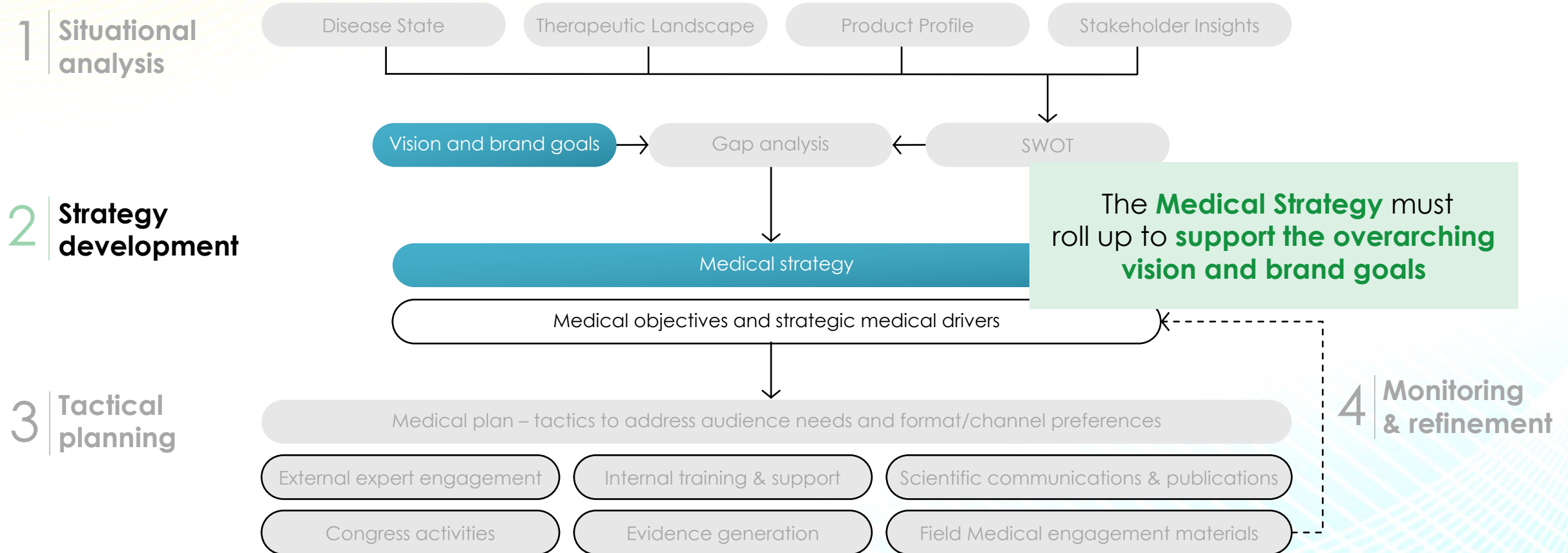
- Competitive market that is perception-driven
- Large competitor companies are well established
- Price points are lowering due to biosimilars
- HCPs do not have desire to improve treatment goals (disconnect with patients)



Components of robust medical objectives

Joe Kohles, PhD
Senior Strategy Consultant

A robust, strategic medical plan is developed based on clearly defined cross-functional methodology



Medical objectives provide the overarching strategy that guide medical plan actions



Strategy versus tactics



Medical Strategy

- The what
- The why

VS



Tactical and Operational Plan

- The how
- The who

Polling question

Is the following a strategy or a tactic?

Engage and gain insights regarding unmet needs from urologists as frontline treaters in the prostate cancer space

- This is a strategy
- This is a tactic
- Not sure

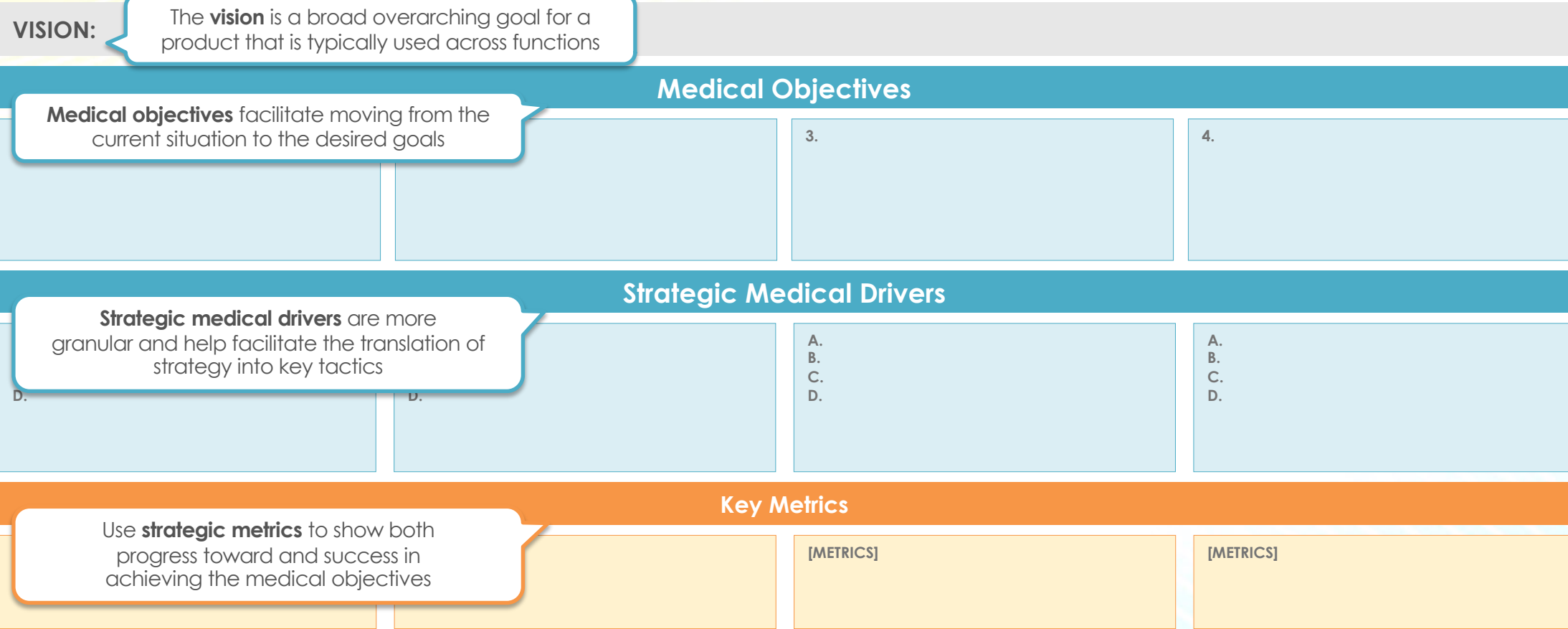
Polling question

Is the following a strategy or a tactic?

Develop a field medical-focused prostate cancer disease state awareness educational slide set

- This is a strategy
- This is a tactic
- Not sure

Introducing the medical strategy framework



MAPS Medical Affairs Strategic Planning Guide and Template, 2018.
The Value of Medical Affairs. Defining Strategic Metrics to Demonstrate Impact. Envision Pharma Group, 2018.

Attributes of good medical objectives

Medical objectives must be:

- ✓ **Aligned with the product vision**
- ✓ **Complete:** Covering key areas of evidence generation, stakeholder engagement, and communications
- ✓ **Clear and specific:** Objectives should be clear, specific, and easy to understand
- ✓ **Measurable:** Objectives should be accompanied by metrics that allow progress to be tracked and evaluated
- ✓ **Feasibility:** Objectives must be realistic and achievable
- ✓ **Consistency:** Objectives should align with each other and with the overall strategy of the product

Medical objectives MUST be strategic and actionable



Engage KOLs in hematology
and oncology

Improve diagnosis to find
more patients early



Increase Product Y data awareness and
leadership in hematologic malignancies

Improve diagnosis to identify more patients
with [rare disease] early by raising
awareness of the disease, its early signs
and symptoms, and high-risk screening

The SWOT and associated key actions inform the medical objectives

VISION

[Product Y] provides robust and lasting efficacy for individuals with [the dermatologic condition] with the convenience of a new treatment paradigm

Medical Objectives

1. Advance understanding of the disease course, burden, and unmet treatment needs of individuals with [dermatologic condition]

2. Communicate additional evidence, beyond the pivotal trial data, on the efficacy and safety of Product Y in comparison to standard of care and current therapies for [dermatologic condition]

3. Partner with medical societies and key dermatologists in the field to advance understanding and update current guidelines on the treatment of [dermatologic condition]

Strategic Medical Drivers

1A. Bring together current knowledge of the new MOA and how it is differentiated from current classes of treatment
1B. Communicate data on patient and physician preferences in treatment of [dermatologic condition]

2A. Ensure robust differentiation from all other treatments [mechanistic and clinical] through targeted educational programming
2B. Proactively communicate safety of Product Y in the context of standard of care

3A. Complete a KOL mapping and engagement exercise to support goals
3B. Support need for updated guidelines with medical societies X, Y, and Z

Best practices for medical objectives



Define objectives that align with overall product strategy



Consider the strategy and objectives of commercial, market access, and other cross-functional teams within your organization – but remain focused on the strategy that is best suited to MA teams



Ensure your medical strategy delivers on the needs of the patients, healthcare professionals, other stakeholders, and the organization

Cross-functional collaboration on medical strategy and objectives

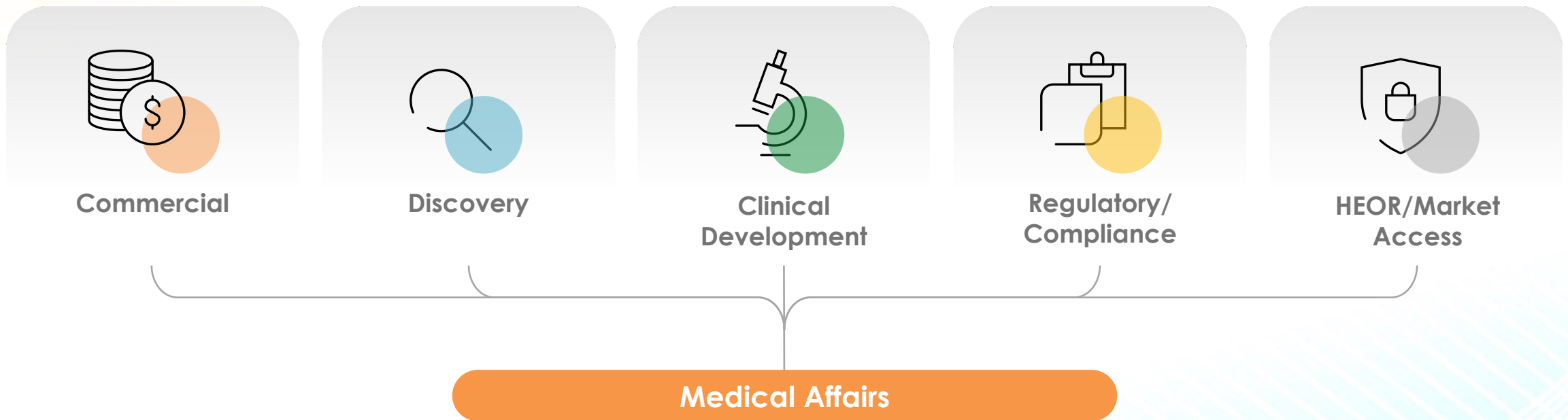
Gorana Dasic, MD, MS
Global Medical Affairs Head, Kedrion Biopharma

Polling question

Does your cross-functional medical affairs team collaborate and co-create medical objectives in your organization?

- Yes
- No
- Not sure
- It varies

Key internal partners



Medical Affairs cross-functional collaboration

Medical strategy co-created by the cross-functional MA team

Synchronizing efforts across all MA competencies to achieve strategic objectives

MA Functional Skills



Core Medical
Affairs Team



Medical/Scientific
Communications



Evidence
Generation



HEOR



Field Medical



Independent Medical
Education



External Engagements/
Collaborations



Medical
Information



Patient Engagement/
Partnership



Medical Regulatory/
Promotional Review

Applying the fundamentals of measuring objectives

Joe Kohles, PhD
Senior Strategy Consultant

Polling question

Are metrics of success defined as an integral part of the medical plan development process at your organization?

- Yes
- No
- Not sure
- It varies

Align metrics with overall strategic plan and objectives

VISION: Establish Product X as the treatment of choice for patients with mild to moderate eczema

Medical Objectives			
1.	2.	3.	4.

Strategic Medical Drivers			
A. B. C. D.	A. B. C. D.	A. B. C. D.	A. B. C. D.

Key Metrics		
Use strategic metrics to show both progress toward and success in achieving the medical objectives	[METRICS]	[METRICS]

The value of metrics

Effective metrics can:



Help guide decision-making



Demonstrate value to stakeholders



Drive continuous improvement

Key metrics considerations

Ensure metrics are:

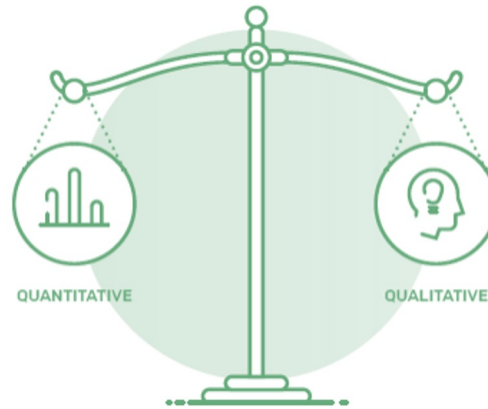
- ✓ Aligned with goals and objectives
- ✓ Measurable and quantifiable
- ✓ Appropriate per function and covering key functions
- ✓ Quality (over quantity)
- ✓ Measurable given data availability
- ✓ Aimed for broad impact on stakeholders
- ✓ Cover the long and short-term
- ✓ Driving continuous improvement
- ✓ Clearly communicated
- ✓ Adaptable with changing environment

Use a mix of quantitative and qualitative metrics

QUANTITATIVE

Numerically measurable metrics

- Number and type of MSL activities and engagements
- Number of accepted publications
- Number of downloads of publication enhancements
- Number of symposia or educational opportunities supported
- Number of conversations/interactions with KOLs
- Number of formulary changes
- Number of medical information requests
- Patient or investigator recruitment
- Number of investigator-initiated trials
- Altmetrics (to measure publication impact)



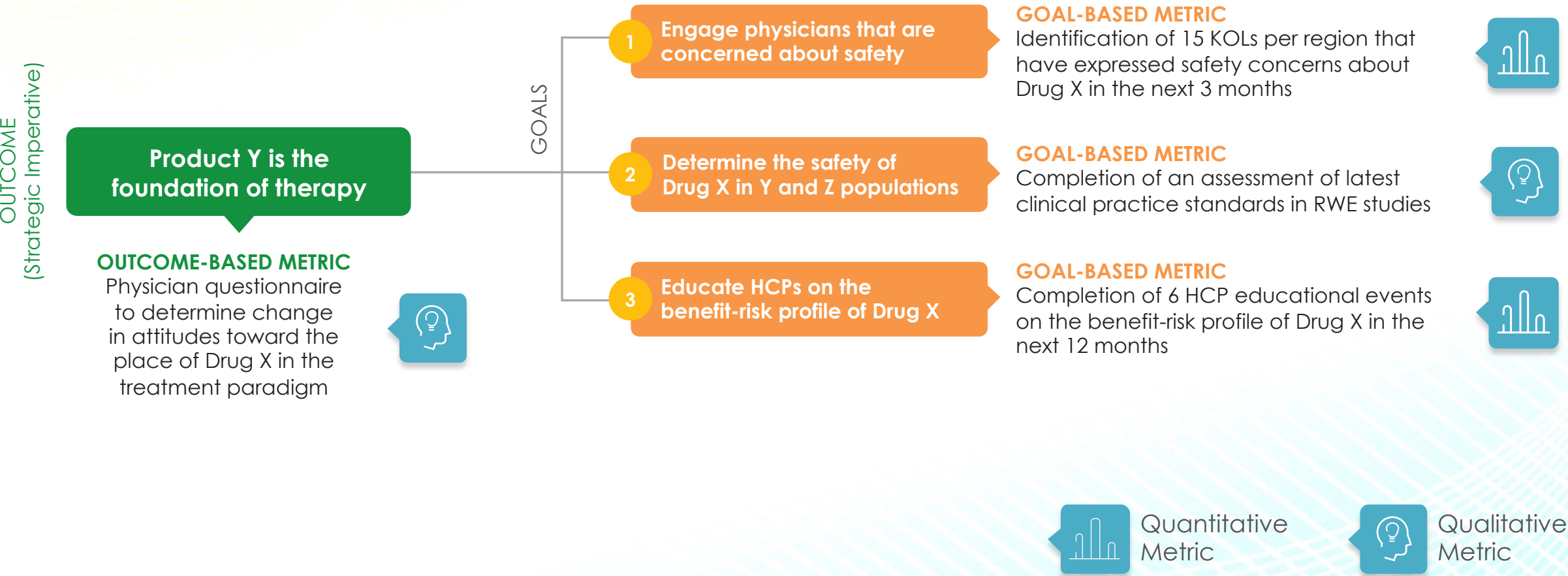
QUALITATIVE

Associated with changes in perceptions; cannot be numerically quantified

- Internal and external customer feedback (eg, market research, surveys)
- Insights captured from investigators, advisors, patients, and other external stakeholders that may inform medical strategy, clinical development, or other internal functions
- Changes in formulary decisions or medical policy, or guidelines
- External recognition
 - News/social media coverage
 - What credible KOLs and HCPs in the field are saying at congresses, in publications, and on social media
- Sentiment analysis for Altmetrics
- Benchmarking to other companies

Example of how to pull through metrics

Example of goal- and outcome-oriented metrics aligned with strategic objectives



Medical objectives **MUST** be measurable to demonstrate success

1. Advance understanding of the disease course, burden, and unmet treatment needs of individuals with [dermatologic condition]

1B. Communicate data on patient and physician preferences in treatment of [dermatologic condition]

EXAMPLE OUTCOMES-BASED METRIC

Conduct qualitative research to assess shifts in physician perceptions regarding disease course, burden, and unmet need in [dermatologic condition]

EXAMPLE GOAL-BASED METRICS

Present data from a patient preference study at a global dermatology congress this year followed by a publication

- Assess impact using social media listening and Altmetrics

Complete two live symposia that include patient preferences for dermatologists and dermatology NP/PAs within 6 months

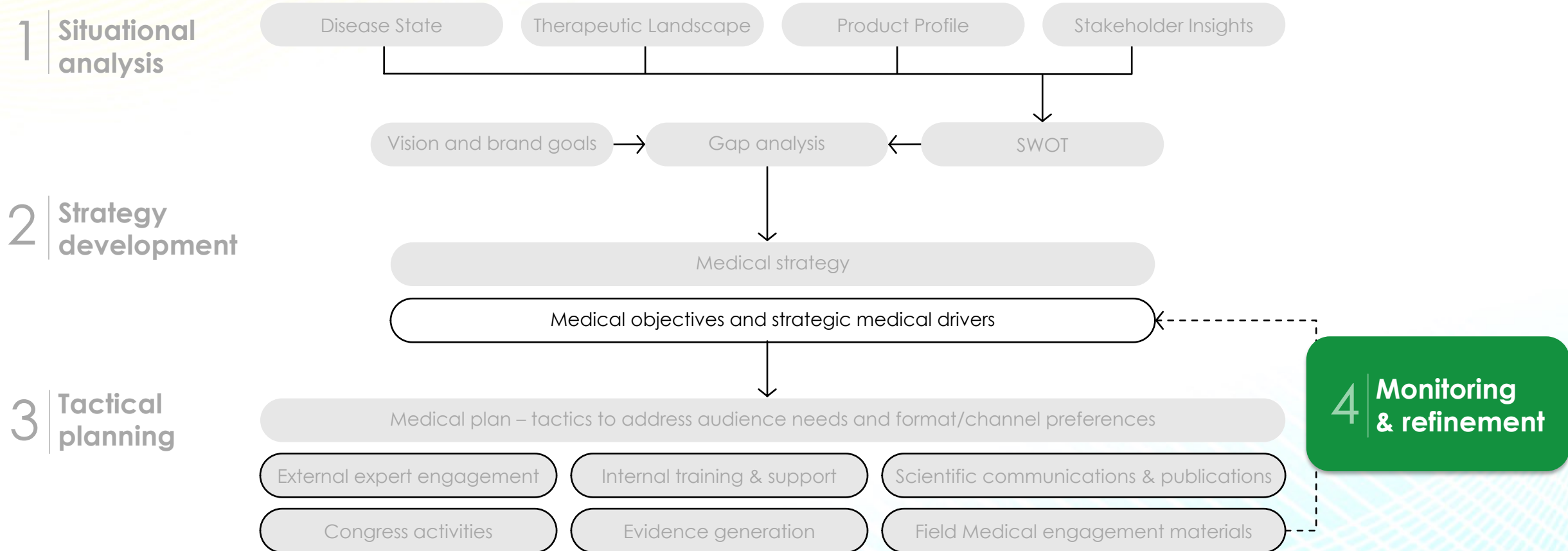
- Assess the following:
 - Number/demographics of live attendees
 - Number of on-demand views
 - Number of downloaded supplemental materials
 - Number of HCPs that opt-in to receive further information

Leverage both **qualitative** (changes in perceptions) and **quantitative** (numerically measurable) metrics

Key factors in operationalizing metrics

- ✓ Establish your baseline for the metric comparison
- ✓ Determine process and timing for metric assessment
- ✓ Identify a common tool for metric data collection and evaluation
- ✓ Keep in constant communication with the functional groups to ensure accountability and proper adjustment to changes in medical plans
- ✓ Develop an ongoing communication plan for cross-functional internal stakeholders to highlight achievements and accomplishments of the MA teams, as well as key learnings from the metrics evaluation
- ✓ Utilize metrics to continuously evaluate and evolve your strategy/tactical plans

A robust, strategic medical plan is developed based on clearly defined cross-functional methodology



Summary

Emily Howman, PhD
EVP, Medical Strategy, Envision Pharma Group


We hope this foundational session will help you to:

- Effectively leverage the product profile and landscape analysis to inform the strategic objectives
- Identify the overall components of robust objectives
- Understand how and when to collaborate on the medical strategy and objective development
- Apply the fundamentals of measuring objectives

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Medically Trained AI for Insights Generation and Communication

August 29, 2023


In this podcast, MAPS speaks with experts from Virtual Science AI about how the world, "Generative," has elevated the promise of AI.



Emerging Issues for Medical Affairs Knowledge Transfer

August 22, 2023

Ruth Nicholson, Associate Director Global Knowledge Transfer, speaks




The Role of Digital Tools in Medical Affairs

August 3, 2023

The Role of Digital Tools in Medical Affairs


How can the Medical Affairs function overcome critical pain points with digital and AI tools?



Modular Content in Medical Affairs: The Foundation of Omnichannel Engagement

August 24, 2023

This white paper by the MAPS Medical Communications EWG details strategies for using modular content to increase the efficiency and accuracy of medical and scientific content to enable omnichannel engagement, or synergy.




Digital First Scientific Communications: Measuring the Value or Success of Omnichannel in Medical Affairs

August 16, 2023

Digital First Scientific Communications - Measuring the Value or Success of Omnichannel in Medical Affairs


In this podcast, the final part of our 3-part series, our experts tackle the question of "How does a Medical Affairs organization measure the success, or value, of omnichannel activities?"



Single Point of Contact Model for Medical Affairs

August 3, 2023


Aamir Shamim Choudry: Single Point of Contact Model for Medical Affairs



Grow Engagement with HCPs: Findings from the Wiley HCP Survey

August 22, 2023

In this podcast, listeners will learn practical tips from the experts on the tactics that are driving impact with today's clinicians.




Digital First Scientific Communications: Implementing Omnichannel in Medical Affairs

August 8, 2023

Digital First Scientific Communications - Implementing Omnichannel in Medical Affairs


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Digital First Scientific Communications: Defining Omnichannel: An Ongoing Debate

August 1, 2023


Digital First Scientific Communications - Defining Omnichannel: An Ongoing Debate



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


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Q&A

Thank you!