

Welcome!

Innovative Roles Between Medical and Commercial – Where Should the Limit Be?

Educational Objectives

This session will provide a learning opportunity for our audience by:

- Helping you understand the diverse interpretations within the pharmaceutical industry of hybrid (medical / commercial) field roles
- Offering real-world examples of such roles
- Heighten your awareness of the ethical and compliance considerations inherent to hybrid MSL roles

Presenters



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- The following faculty and planning members do disclose financial relationships- (*Caoile, D'Angelo, Edsall Austin, Korolainen*)

Outline

15'

Introduction

30'

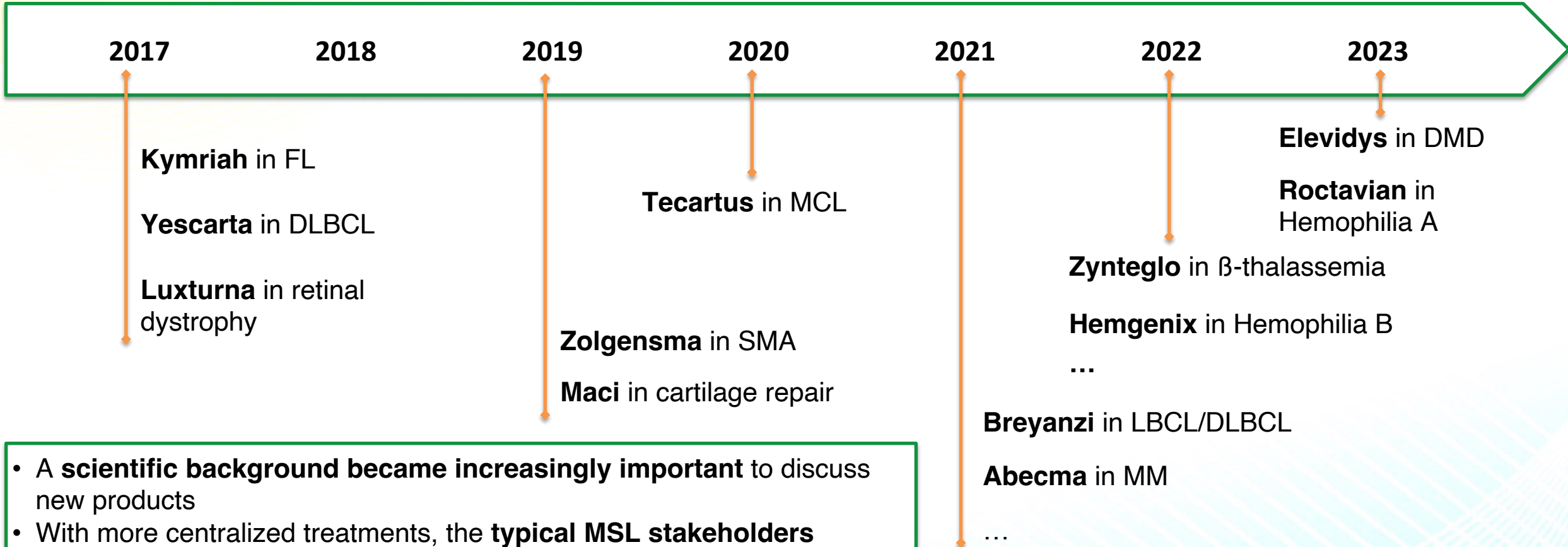
Panel discussion

15'

Q&A

Over the past years, the scientific complexity of medicinal products increased

Timeline of selected ATMP FDA approvals



- A **scientific background** became increasingly important to discuss new products
- With more centralized treatments, the **typical MSL stakeholders (KOLs)** increasingly became the main “treaters”
- The **sales rep model** (“frequency and reach”) **struggles**

The MSL role evolved with more stakeholders, channels and topics to cover

The MSL evolution

2017

2018

2019

2020

2021

2022

2023

The Evolution of the MSL

Published Sept. 1, 2017

By Denise Myshko

- **MSLs become vital for pharma companies**, and number of MSLs is expected to grow
- The role evolved and **requires interactions with more and more stakeholders and channels over more topics** (e.g. health economics and outcomes research)
- MSLs assume a **key role of bringing insights inside the company**

Medical Science Liaisons carry the day with key opinion leaders during the COVID-19 pandemic

Published June 19, 2020

By Tonya Broyles and Dave (William) Dawson

[in](#) [f](#) [t](#) [p](#) [e](#)

- With engagements becoming more virtual, MSLs have **more time to engage with lower tier KOLs**
- MSLs **single point of contact for company information**, with “scientific exchange” taking a more important role vs “reach and frequency”
- Success of MSLs lead to some manufacturers **expanding their MSL resources**

Covid made MSAs' ability to better access HCPs even more relevant

Covid as an accelerator of change

2017

2018

2019

2020

2021

2022

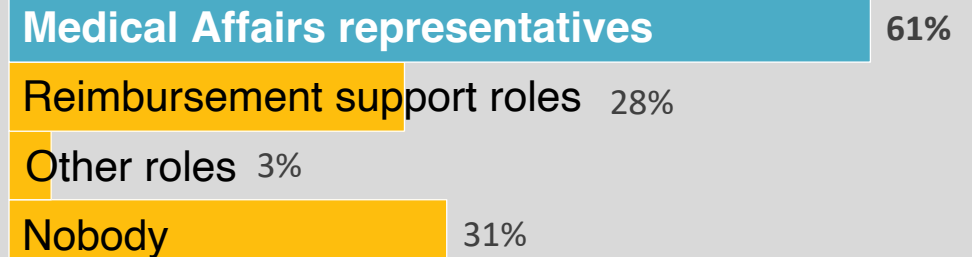
2023

HCP expectations of **pharma reps being allowed access** for in-office meetings once restrictions have lifted



Q37. Once state or other restrictions have been lifted, do you expect pharmaceutical sales representatives will be allowed access to your practice/institution for in-office meetings? n=1,209

Other pharma representatives to be allowed access



Q39. Do you expect other pharmaceutical representatives (beyond sales representatives) will be allowed access to your practice/institution for in-office meetings? Please check all that apply n=179

As the MSL role evolved, the pressure to align and integrate more with the commercial function increased

Increasing pressure to align with commercial

2017

2018

2019

2020

2021

2022

2023

[Marketing and Customer Innovation Europe 2018](#)

Oct 16, 2018 - Oct 17, 2018, London

Advance your multichannel strategy for valued partnerships with patients, HCPs and payers


[Programme](#) | [Brochure](#) | [Recording](#) | [Speakers](#)

Why MSLs And Sales Reps Should Join Forces

- MSLs and reps alignment is important to maintain **authenticity and brand consistency**
- For both reps and MSLs an **overarching vision** from leadership is required to understand their role and responsibilities
- More involvement between MSLs and reps will **help sales reps understand science**

OPINION

The integration of medical and commercial functions within pharma

 By Emma Cooper January 17, 2022

- In a global survey, senior professionals in pharma agree that greater **collaboration between medical and commercial is beneficial** and will likely increase in the future
- Collaboration should focus on **increasing knowledge and improving patient health outcomes**
- Sharing insights and create stronger tiers between sales reps and MSLs will lead to **more consistent outcomes to information requests**

Best practice publications and guidelines highlighted the importance of non-promotional nature of MSLS

MSL best practices and guidelines

2017

2018

2019

2020

2021

2022

2023



MEDICAL SCIENCE LIAISON GUIDELINES

2018

[Ther Innov Regul Sci.](#) 2021; 55(6): 1139–1144.

Published online 2021 Jul 8. doi: [10.1007/s43441-021-00310-y](https://doi.org/10.1007/s43441-021-00310-y)

PMCID: PMC8492581

PMID: [34236693](https://pubmed.ncbi.nlm.nih.gov/34236693/)

Promoting Best Practices for Medical Science Liaisons Position Statement from the APPA, IFAPP, MAPS and MSLS

[Paul Theron](#),¹ [Matthew Britland](#),² [Donna Holder](#),³ [Yasushi Ikeda](#),⁴ [Ralph F. Rewers](#),⁵ and [Ajay Tiku](#)⁶

- **Need for MSLS to maintain independence** from sales and promotional activities and highlights the importance of digital channels for engagement and relationships
- **MSLS should report into Medical Affairs** to maintain their autonomy and non-promotional role
- **Guidance on compliance concerns**, such as unsolicited vs solicited requests and off-label discussions

In a recent survey with Medical Affairs leaders, answers point to an increased alignment

Medical Affairs Leaders Survey

2017

2018

2019

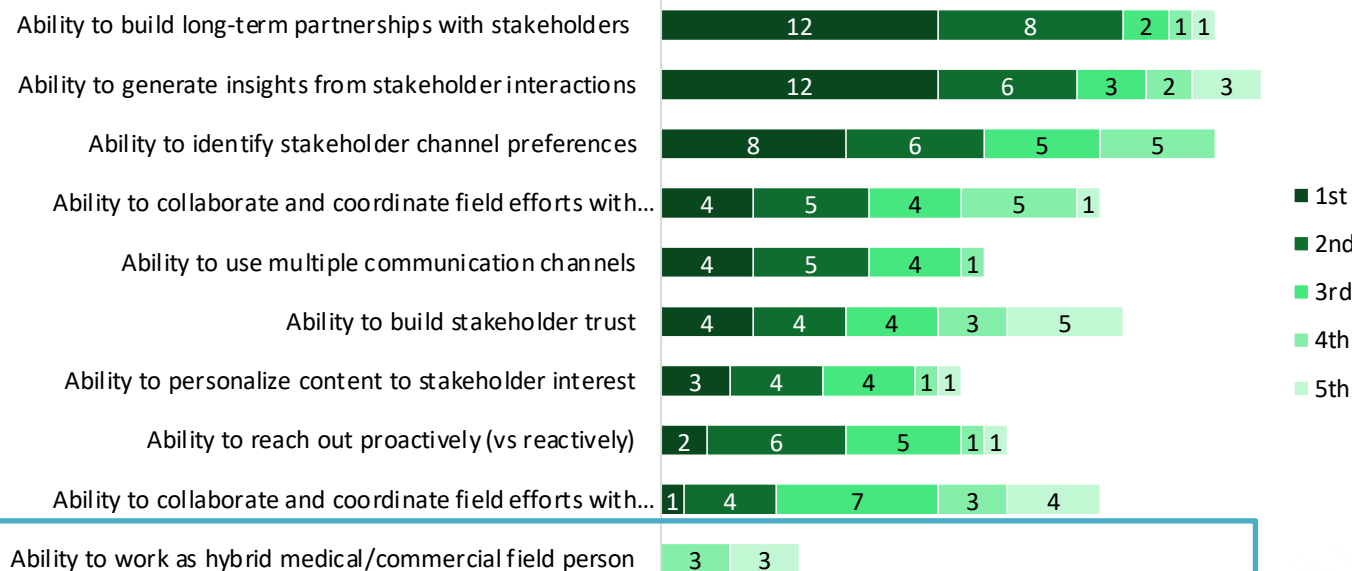
2020

2021

2022

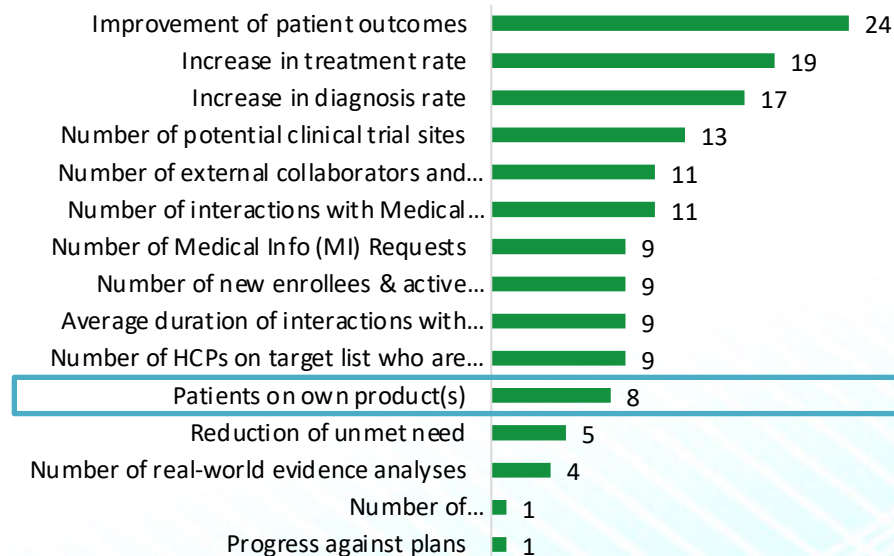
2023

Key skills for future field medical success



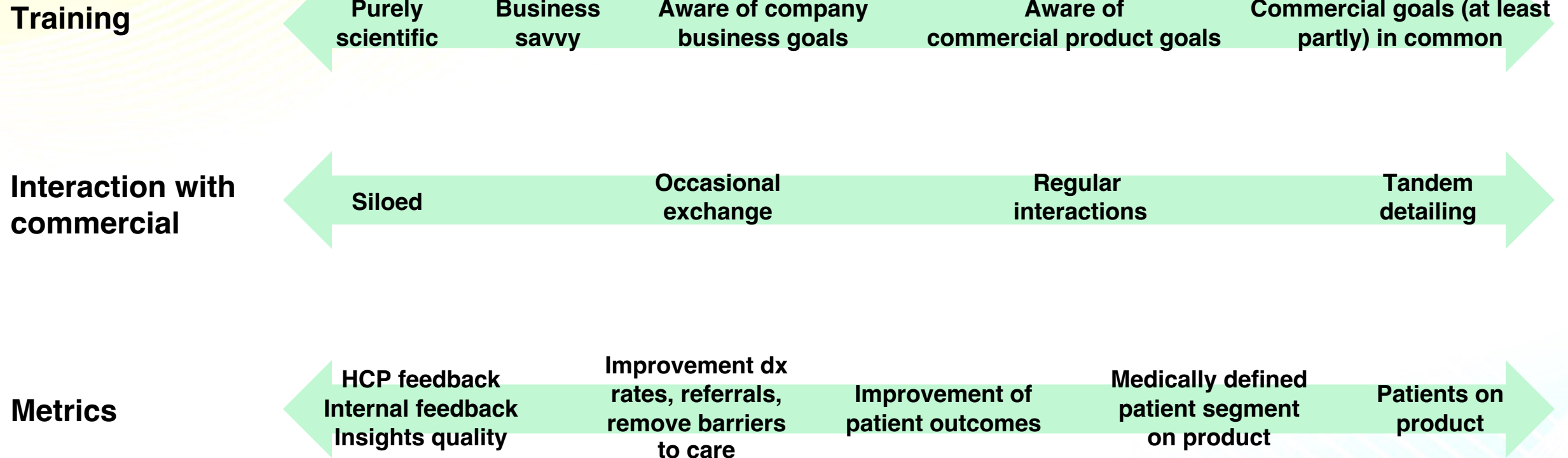
“Please rank these abilities from the most to the least relevant for the future success of the field medical role, where 1 = most relevant” n=50

Top KPIs



“From the metrics you indicated as being tracked, please indicate the top 3 metrics that your Medical Affairs team uses as most important Key Performance Indicators (KPIs). Select 3 options” n=50

The definition of a hybrid MSL between medical and commercial can vary



- What are the opportunities and risks associated with a hybrid MSL role that is more aligned with commercial goals?
- What can and should be metrics for such a role?
- **Where should the limit be for a hybrid MSL vs a more scientific sales rep?**

Poll #1

How patient vs product/brand centered is your organization?



Panel discussion

How would you define a “hybrid (commercial/medical) MSL”,
as opposed to a “traditional” MSL role?

Poll #2

In your organization, how strategically aligned with commercial are MSLS?



Panel discussion

Please describe your role in more detail. What are your goals, and the activities you conduct to achieve these goals?

Panel discussion

What opportunities do you see in MSAs being more aligned with commercial goals?

Panel discussion

What risks do you see in MSAs being too aligned with commercial goals?

Poll #3

Where do you think MSL metrics will evolve to in the next 5 years?



Panel discussion

What challenges do you foresee for an MSL role standing between medical and commercial, especially on how their success is measured?

Panel discussion

In summary, what is your recommendation on how to find the right balance between providing neutral, non-promotional information and being aligned with commercial goals going forward?

Poll #4

Do you think a consensus statement is needed on how a hybrid
MSLs should be defined vs a scientific rep?

(Please type yes or no, and if yes please provide your viewpoint)

- Yes, and my viewpoint is... [open text]
- No

Thank you!

Q&A



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