

**Welcome!**

# **The future of Field Medical productivity**

*14th June 2024*

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# Today's moderator and presenters



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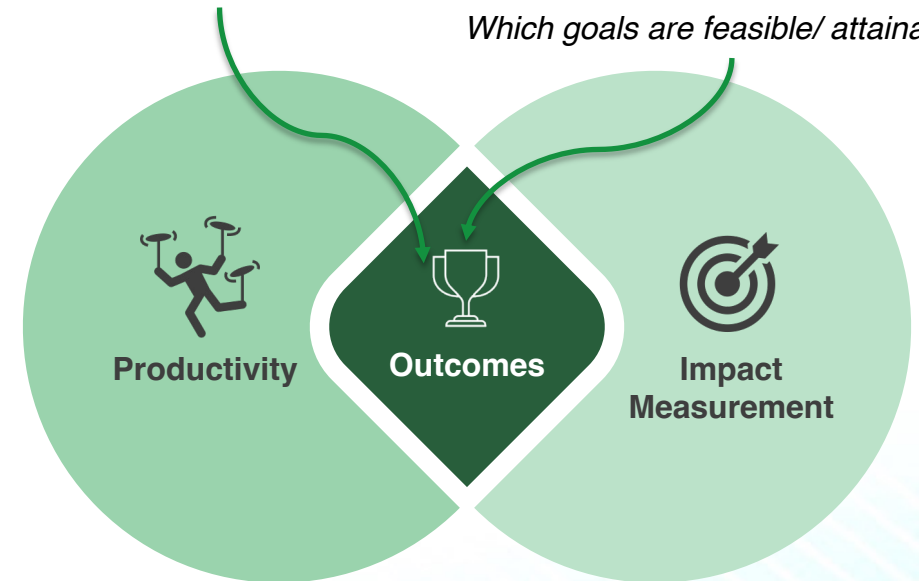
# Historically, quantifying and demonstrating impact has been the biggest challenge for Medical Affairs leadership

- **Field Medical handles a wide range of responsibilities**, from internal expectations to scientific market shaping through KOL engagement
- However, their **impact is often undermined** within the organization primarily due to the challenge in effectively measuring their contribution, as their role is non-promotional in nature
- Although qualitative metrics exist, **medical leadership need to justify the value of investments** in medical to the broader organization/ business
- Given that **quantitative metrics are easier to utilize and justify** as inputs to investments, **there is a preference for such metrics** that help demonstrate the entire gamut/ extensive nature of activities that Medical Affairs does
- Hence, **Field Medical have started to think about and gravitate towards quantitative metrics**, which is predominantly driven by the reach and frequency of interactions, to demonstrate impact and the level of engagement that is ongoing in the field. For e.g., productivity



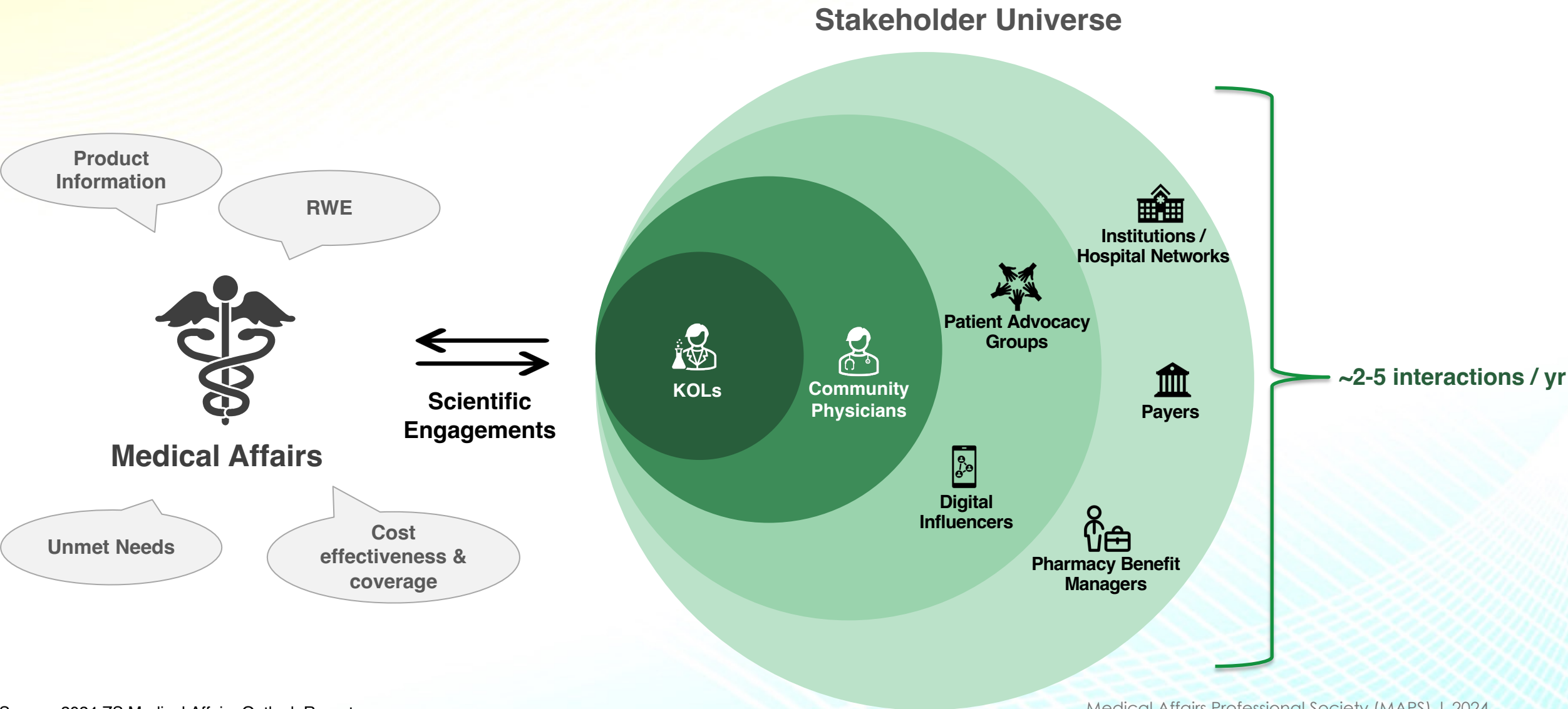
*Where should I focus most of my efforts on?*

*Which goals are feasible/ attainable?*



The best path forward would be to operate at the intersection of these considerations, basis the current state of the organization

The medical landscape is rapidly evolving, and Medical Affairs organizations have begun to interact with a diverse set of stakeholders to enable practice change

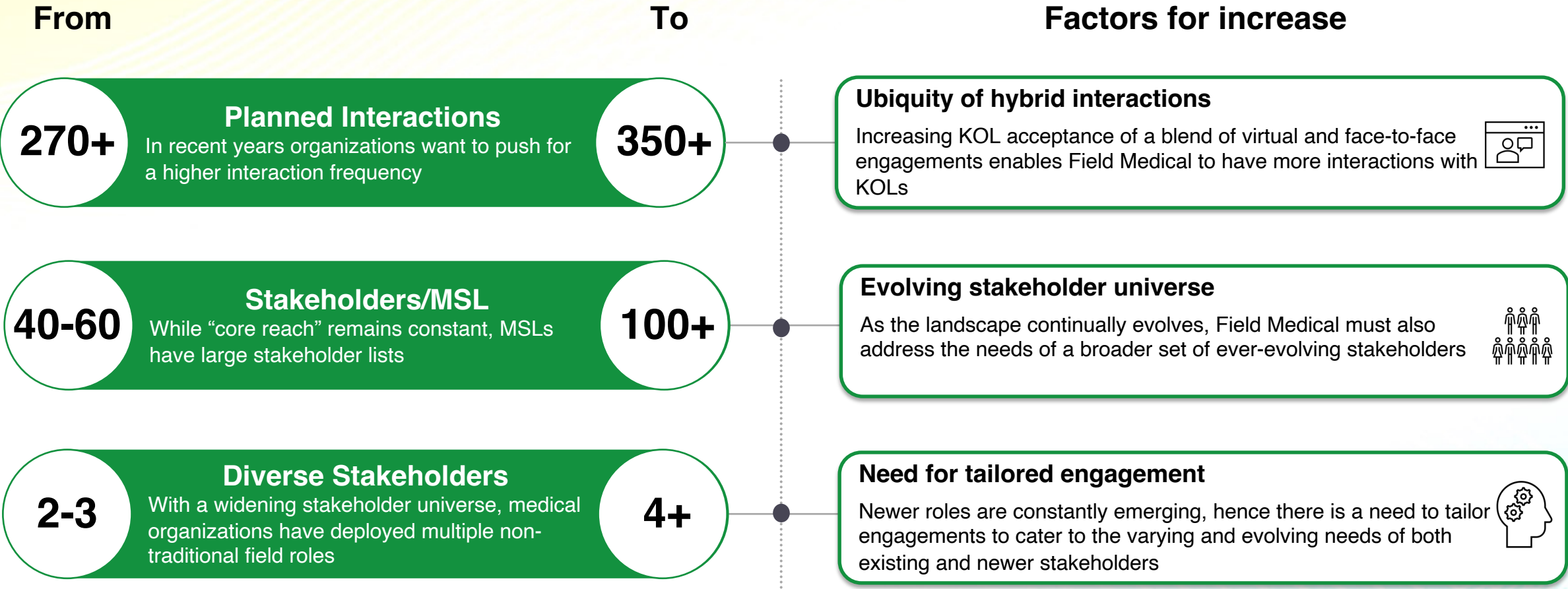


# Over recent years, Field Medical has seen a significant increase in productivity expectations

**The increase in productivity expectations can be attributed to several factors:**



# These productivity expectations, have resulted in broader remits for Field Medical roles, underscored by a sharp increase in the volume of interactions



Hence there is a need to figure out the right ways to measure productivity, especially as the above factors have created a push for an increase in Field Medical team sizes

Note: All benchmarks are basis ZS experience and cannot be replicated without prior approval

# Is volume the right measure of productivity?

**Before we directly choose volume as the key measure, it is important to understand the significant systemic challenges that might exist, which in turn might prevent achieving the numbers**

## Challenges

### **Not focusing on the right stakeholders**

Field Medical may be concentrating on stakeholders who have limited interest or limited influence in their network and broader clinical landscape

### **Focusing on KOLs without access**

If the universe has many KOLs who are not accessible, this will limit Field Medicals' ability to effectively communicate and engage with them

### **Inadequate data and analytics**

Insufficient access to relevant data or analytics tools may limit Field Medicals' ability to make informed decisions and tailor their strategies for better outcomes

### **Not spending the optimal time with KOLs**

Field Medical may not be interacting for the optimal duration of time with the KOLs leading to ineffective engagements

**Certain challenges could be addressed by the organization, while others lie beyond their control**

To summarize, there are four key things you need to think about before you finalize the right measure of productivity

Identification

Access

Personalization

Logistics

**2x**

The number of times, KOLs would want to interact with the MSLs they want to engage with the most as compared to MSLs they would like to engage with the least

Identifying the right stakeholders and engaging with them in the right way can lead to improved outcomes

# To optimize productivity, there is a need to identify the right stakeholders, segment them and determine the optimal engagement strategy



## Identify the right stakeholders

There is a need to identify **the right mix of stakeholders** to be prioritized as part of the engagement strategy depending on factors such as **stage of product life cycle, competitive landscape** etc.

- Stage Identification
- Stakeholder Mapping.
- Access & Needs Assessment



## Segment the stakeholders

As the **needs of various stakeholders are different**, there is a need to **segment** them based on their common characteristics and needs

- Segmentation Criteria
- Personalization/ Tailored Approach



## Determine optimal engagement strategy

Post segmentation, an optimal strategy must be developed by understanding the engagements needs across the **breadth, depth and quality** pillars, keeping logistics in mind

- Breadth
- Depth
- Quality
- Logistics