

# Ensuring Optimal Medical Affairs Performance: Delivering Measurable Value

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## Abstracts

In this era of transparency, Medical Affairs is rapidly becoming the new voice of Pharma.

Positioned at the interface between Commercial and R&D, and as the hub of communications with key stakeholders, Medical Affairs is in a prime position to lead Pharma's transition from merely selling drugs, to playing an integral role in the entire healthcare ecosystem.

The perceived importance of this function is reflected in the growth of its budget and responsibilities. However, the value that Medical Affairs brings to an organisation is notoriously hard to measure. Yet effective measurement can lead to greater efficiency and expertise in bringing stakeholder insights into the company.

Ensuring Optimal Medical Affairs Performance: delivering measurable value is an invaluable resource for anyone interested in the evolution, measurement, and management of Medical Affairs – including Medical Affairs directors; Brand, MSL, and IIT managers; and Global Communications executives.

This up-to-the minute report draws on the expert opinions and experiences of Medical Affairs leaders at top Pharma companies including Astellas, Bayer, Boehringer Ingelheim, and Ferring, and offers numerous case studies detailing best practices that you can bring to your own organisation.

## Scope

## Key Benefits

Medical Affairs plays a vital role in meeting rising demands from increasingly varied stakeholders.. However, while nobody disputes the essential nature of their work, there is still a significant benefit in understanding which Medical Affairs activities are the most effective in gathering insights of strategic value. Companies looking for ideas on how to assess the impact of their Medical Affairs programmes and conversations, and how to manage change within the organisation, will find effective answers in this extensive report. Ensuring Optimal Medical Affairs Performance: delivering measurable value will help you to:

Understand the growing importance of Medical Affairs as the voice of the company

Gain practical know-how on ways to measure the 'unmeasurable'

Receive guidance on effective implementation of measurement throughout the organisation (including how to ensure that Medical Affairs staff don't feel alienated)

Be aware of the benefits of cloud computing and tablet technology

## Highlights

### Key Questions Answered

Ensuring Optimal Medical Affairs Performance: delivering measurable value answers a wealth of practical questions, such as:

Why should I establish a firewall between Sales and Medical Affairs?

Which areas are growing fastest in Medical Affairs?

How should my Medical Affairs team be organised?

When should I use qualitative rather than quantitative metrics?

How can I ensure continual improvement in the Medical Affairs function?

**Expert Views Include:**

Dr. Jeffrey Bloss, Vice President, Scientific and Medical Affairs, Astellas

Andrew Macgregor, Head of Global Medical Communications for Xarelto, Bayer

Michael Andrick, Project Lead, Medical Affairs Performance Management, Bayer

Andy Fuchs, Global CRM Head, Boehringer Ingelheim

Manolo Beelke, former Head of Global Medical Affairs, Merck Serono

Julian Jenkins, Head of Global Medical Affairs, Ferring Pharmaceuticals

Cameron Tew, Executive Director, Research Services and Business Operations,  
Best Practices

**Key Quotes**

“Most companies are just beginning their journey to fulfil the potential of Medical Affairs. ... [Anyone] can see there’s tons of room for improvement. As we get better at it across the globe the need for more precise metrics, in particular, to measure improvement is going to become more and more critical.” Dr. Jeffrey Bloss, vice president, Scientific and Medical Affairs, Astellas

“Most staff rightly feel their work is ethical and scientific at heart, ultimately centred on patients’ interests. So they can easily suspect the company is missing the point of what they do if the approach to performance management is too quantitative and number-driven. This is a completely valid concern that needs to shape what we do about performance management in medical every step of the way.” Michael Andrick, project lead, Medical Affairs Performance Management, Bayer

“As the market place continues to grow in complexity, our customers expect more from us and in particular that we speak to one other internally.” Andy Fuchs, head of Boehringer Ingelheim’s Global CRM Programme.

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