



# High-Performance Strategic Medical Plans

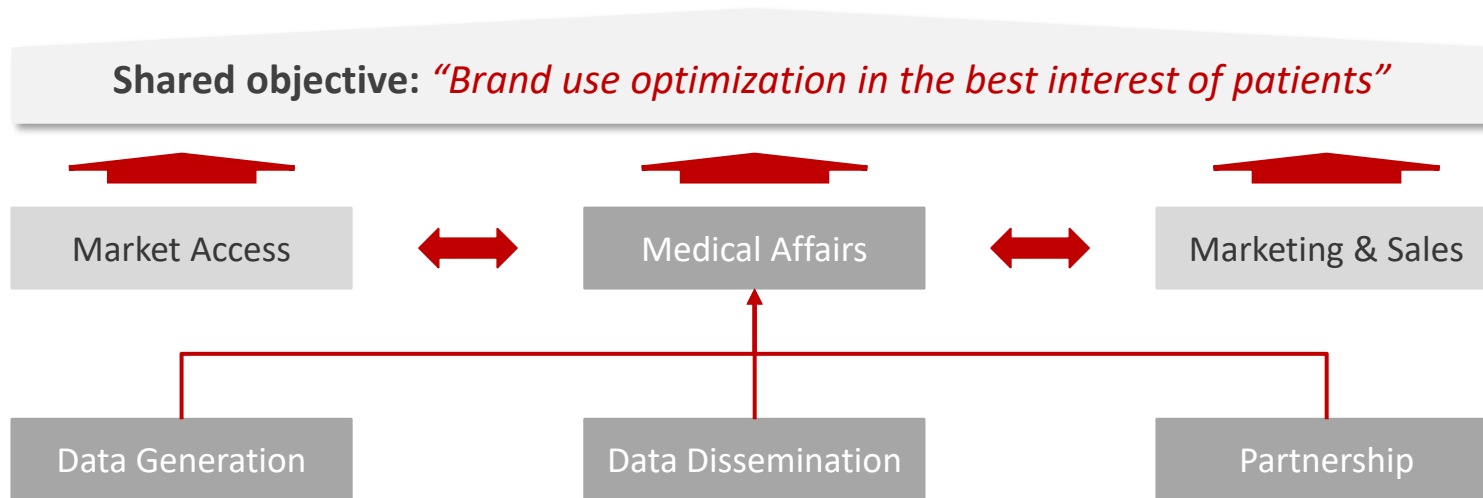
————— MEDICAL SERIES —————

## 5 Key Recommendations

May 2023

## Medical Affairs activities should contribute to optimize the use of pharma companies' brands by HCPs in the best interest of patients

### Medical Affairs mission



- Medical Affairs play a central role in supporting internal<sup>1</sup> company stakeholders to fulfill the needs of external ones<sup>2</sup> on medical aspects re.:
  - Disease management
  - Specific indications
  - Brands

- From a brand perspective, it is essential that Medical Affairs, Market Access and Marketing & Sales departments:
  - Share the same objective
  - Craft a common strategy to meet this objective
  - Coordinate their activities
 in their field of expertise, while complying with regulations

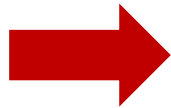
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**The purpose of Strategic Medical Plans is to allocate the right resources to reach the medical objective set, in an effective and efficient way**

### Why draft a Strategic Medical Plan?

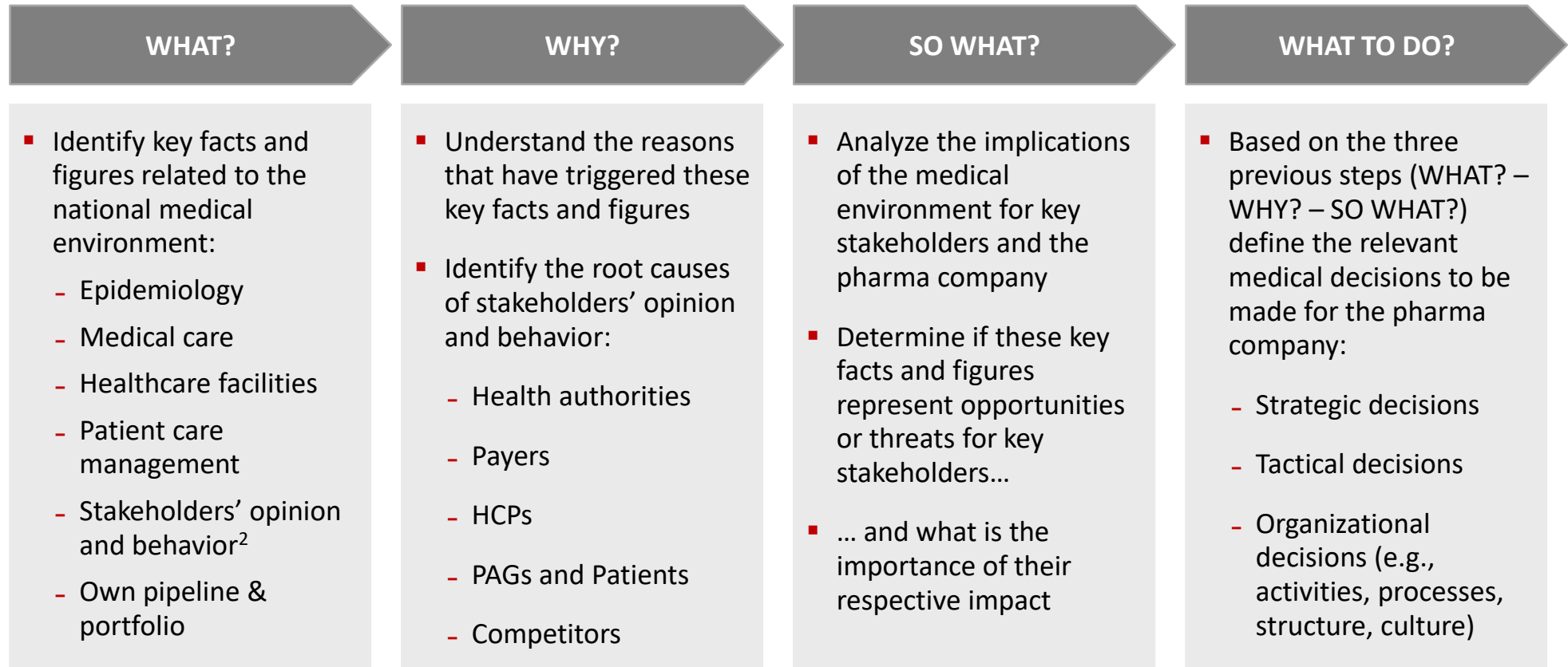
- To prioritize medical activities to be carried out, based on:
  - The analysis of the situation  
(e.g., disease management, unmet medical needs, therapeutic alternatives, patient journey)
  - The needs of health authorities, payers, HCPs and patients  
(e.g., generate RWE data, evaluate the medico-economic value of a product, disseminate scientific and medical data)
  - The objective of the company  
(e.g., modify the prescription of a brand, reinforce its proof of efficacy, update medical guidelines, etc.)
- To organize the execution of these medical activities in synergy with other departments of the pharma company
- To monitor the quality of execution and the impact of these activities

***PURPOSE***



We suggest to adopt the 4 Ws<sup>1</sup> framework to reinforce the relevance and consistency between the national medical situation, medical objective, strategic imperatives and corresponding tactics

### How to draft a Strategic Medical Plan?

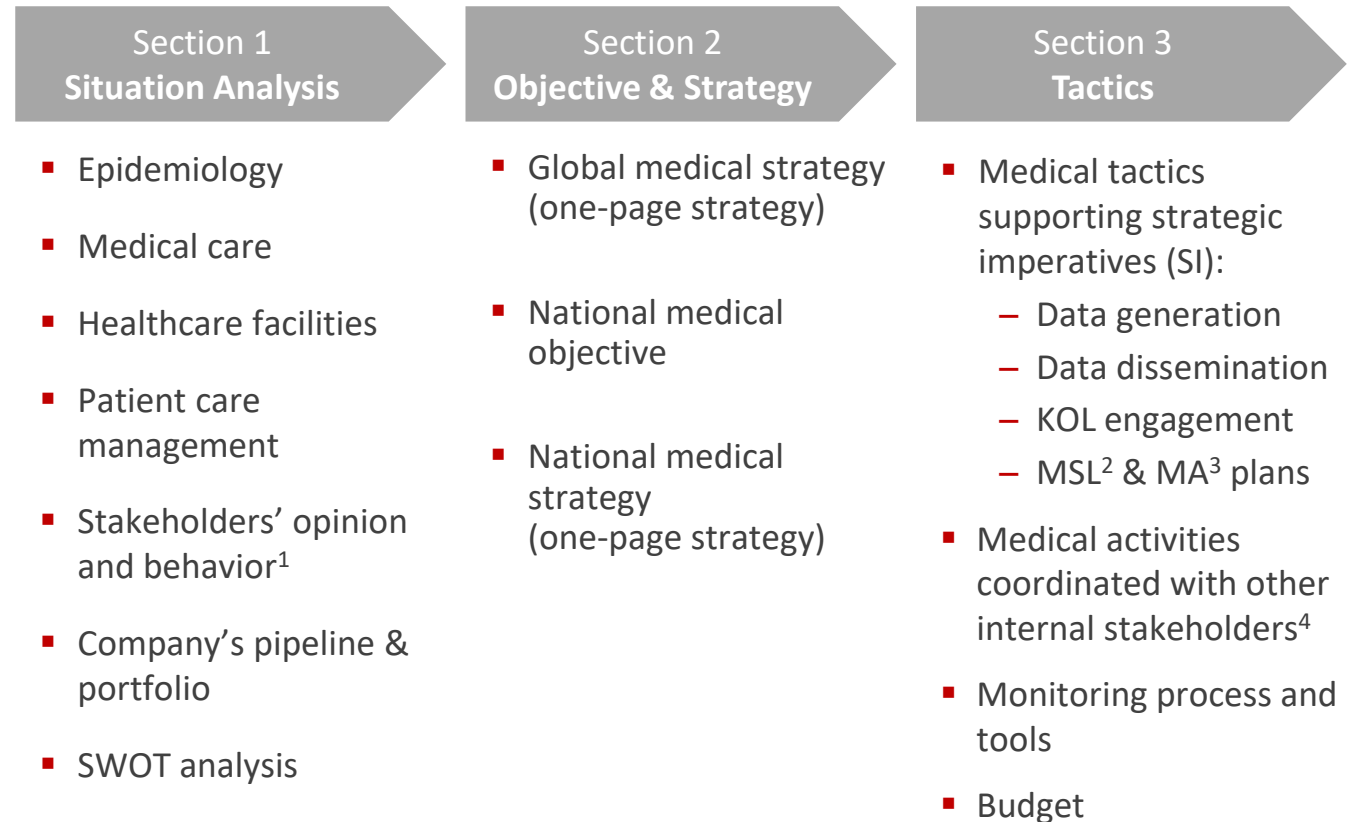


Sources: Smart Pharma Consulting analyses

<sup>1</sup> What? – Why? – so What? – What to do? – <sup>2</sup> Authorities, payers, HCPs, PAGs, patients, competitors

**Conventionally, Strategic Medical Plans are structured in three sections, on the same model as brand plans or any other business plans**

## How to structure a Strategic Medical Plan?



Sources: Smart Pharma Consulting analyses

<sup>1</sup> Health authorities, HCPs, PAGs, learned societies, competitors – <sup>2</sup> Medical Science Liaisons – <sup>3</sup> Medical Advisors – <sup>4</sup> Market access, marketing & sales, regulatory affairs, pharmacovigilance, clinical development, etc.

## High-Performance Strategic Medical Plans require method, rigor and pragmatism

### 5 key recommendations

#### Recommendation #1

Analyze – don't just describe the medical situation

#### Recommendation #2

Carry out a structured and fact-based medical SWOT analysis

#### Recommendation #3

Craft a medical strategy enabling to meet the set medical objective

#### Recommendation #4

Select key medical activities to support the crafted medical strategy

#### Recommendation #5

Integrate indicators to monitor activity execution and corresponding impact

**Recommendation #1**

**Analyze – don't just describe the medical situation**

**The situation analysis should focus on identifying and analyzing current and future key medical environment features**

**What do we observe?**

- The situation analysis is most often a situation **description**
- **Knowledge** and **understanding** of the local medical environment are too often **inaccurate** or **incomplete**
- The main reasons for these **weaknesses** come from:
  - Affiliate medical teams **considering** the strategic medical **plans** as having **little**, if any, **value** for them
  - **Insufficient time spent** to carry out in-depth analyses to enhance medical environment insights (knowledge and understanding)
  - **Lack of reliable data** (e.g., epidemiological data)

**What do we recommend?**

- A robust analysis of the situation requires to **identify key medical environment features** by gathering precise and reliable data regarding:
  - Epidemiology
  - Medical care
  - Healthcare facilities
  - Patient care management
  - Stakeholders' opinion and behavior
  - Patient care management / patient journey
  - Competitors position and own pipeline and portfolio
- **In-depth knowledge** and **understanding** enable to identify **opportunities** and **threats** in the environment, and to **assess brand strengths** and **weaknesses**

**Recommendation #1**

**Analyze – don't just describe the medical situation**

The following chart is an enabling tool to identify and analyze the key medical facts and figures relative to the medical environment, and from which implications for the portfolio can be drawn

**Medical Situation Analysis Chart**

Illustrative

Key Facts & Figures – WHAT?		Driving Factors – WHY?	Implications – So WHAT?
Epidemiology (Prevalence – Incidence)			
Medical care (Diagnosis – Treatment – Guidelines)			
Healthcare facilities			
Patient care management (Patient journey)			
Stakeholders' opinion & behavior	Health Authorities		
	Customer group A (HCPs <sup>1</sup> )		
	Customer group B (PAGs)		
	Competitors		
Own pipeline & portfolio			

Sources: Smart Pharma Consulting analyses

<sup>1</sup> Including: Learned societies, cooperator groups, medical experts



**Recommendation #2**

**Carry out a structured and fact-based medical SWOT analysis**

**The SWOT analysis is a structured summary of the situation analysis  
from which strategic imperatives are drawn**

**What do we observe?**

- The conventional SWOT framework is **not well conceived** and most often leads to **misuses**:
  - It is frequent to see a long list of items, not always relevant, and considered to be of equal importance
  - Opportunities are often confused with strengths, and threats with weaknesses
  - It is not rare for an item to be mixed-up with its cause, leading to wrong strategic decisions<sup>1</sup>
- The frequent inappropriate use of the SWOT framework has led detractors to rename it

*“Silly Way Of Thinking”*

**What do we recommend?**

- **Opportunities** and **threats** relative to the national medical environment should **be structured by topic** (i.e., epidemiology, medical care, healthcare facilities, patient care management, stakeholders’ opinion and behavior (authorities, HCPs, PAGs, patients, competitors))
- **Brand strengths** and **weaknesses** should be **evaluated vs. alternative options** and consider:
  - The **product attributes** (efficacy, indications, clinical and real-world data, safety profile, convenience)
  - Related **services**: to authorities, HCPs, patients, PAGs
  - Corporate **reputation**: portfolio, pipeline, partnerships
- It is essential to **estimate the importance of each item** according to its relative importance (RI) by using, for instance, a five-point scale

**Recommendation #2**

**Carry out a structured and fact-based medical SWOT analysis**

**The “Advanced SWOT” helps medical teams carry out a more specific and relevant assessment of the medical environment and of the brand medical position**

**Advanced SWOT analytical tool**

Medical Environment Opportunities	RI <sup>1</sup>	Medical Environment Threats	RI <sup>1</sup>
<ul style="list-style-type: none"> <li>▪ Epidemiology (prevalence, incidence)</li> <li>▪ Medical care (diagnosis, treatment, guidelines)</li> <li>▪ Healthcare facilities (institutions, CoE<sup>2</sup>, networks)</li> <li>▪ Patient care management (patient journey)</li> <li>▪ Stakeholders’ opinion and behavior (authorities, HCPs, PAGs, patients, competitors)</li> </ul>		<ul style="list-style-type: none"> <li>▪ Epidemiology (prevalence, incidence)</li> <li>▪ Medical care (diagnosis, treatment, guidelines)</li> <li>▪ Healthcare facilities (institutions, CoE<sup>2</sup>, networks)</li> <li>▪ Patient care management (patient journey)</li> <li>▪ Stakeholders’ opinion and behavior (authorities, HCPs, PAGs, patients, competitors)</li> </ul>	
Brand Strengths	RI <sup>1</sup>	Brand Weaknesses	RI <sup>1</sup>
<ul style="list-style-type: none"> <li>▪ Product attributes: (efficacy, scope of indications, clinical and real-world data, safety, convenience)</li> <li>▪ Related services: to authorities, HCPs, patients, PAGs</li> <li>▪ Corporate Reputation: portfolio, pipeline, partnerships</li> </ul>		<ul style="list-style-type: none"> <li>▪ Product attributes: (efficacy, scope of indications, clinical and real-world data, safety, convenience)</li> <li>▪ Related services: to authorities, HCPs, patients, PAGs</li> <li>▪ Corporate Reputation: portfolio, pipeline, partnerships</li> </ul>	

Sources: Smart Pharma Consulting analyses

<sup>1</sup> Relative Importance of each item, rated from 5, high importance to 1, low importance – <sup>2</sup> Center of Excellence

**Recommendation #3****Craft a medical strategy enabling to meet the set medical objective**

**The medical strategy is too often crafted irrespective of the medical environment and the tactics not always carefully selected to support the strategic imperatives**

**What do we observe?**

- Too often, strategic imperatives crafted are not driven from the SWOT analysis or...
- ... the link between the SWOT and the strategic imperatives is not clearly established
- In principle, resources and capabilities should be focused to support the strategic imperatives, which is not always the case

**What do we recommend?**

- The strategic imperatives should be derived from the SWOT analysis
- Strategic imperatives can be a:
  - Medical environment opportunity to seize
  - Medical environment threat to fight again
  - Brand strength to capitalize on, and/or
  - Brand weakness to address
- The preferred strategic imperatives are those the most efficient and effective to achieve the set medical objective for the brand
- It is important to ensure the consistency between the objective – the strategic imperatives – the key tactics

**Recommendation #3**

**Craft a medical strategy enabling to meet the set medical objective**

**The Medical Strategy Card is a useful tool to align medical objectives, strategic imperatives and corresponding tactics, while ensuring complementary with other functions<sup>1</sup>**

### The Medical Strategy Card

Illustrative

Medical Objective			
Quantitative & Qualitative objectives			
SI #1	SI #2	SI #3	SI #4
Tactical Objectives	Tactical Objectives	Tactical Objectives	Tactical Objectives

**Complementary & coordination with other key functions<sup>1</sup> of the pharma company**

Sources: Smart Pharma Consulting analyses

<sup>1</sup> Including market access, marketing & sales, regulatory affairs, pharmacovigilance, clinical development, etc

**Recommendation #4**

**Select key medical activities to support the crafted medical strategy**

**Tactics do not always support strategic imperatives and therefore, contribute to enhance the medical value of the brand portfolio**

**What do we observe?**

- Key tactics do not always support strategic imperatives...
- ... while they should be their operational expression
- In such a case, the probability to meet the medical objective will be lowered
- Key tactics are too often described as a series of activities for which objectives have not been clearly set and the impact formerly measured
- Being rarely based on the assessment of experience, the process to prioritize these tactics is in general, weak
- When tactics are not well-defined, the quality of their execution is generally poor

**What do we recommend?**

- If Medical Affairs departments are not supposed to promote brands...
- ... they should however contribute to optimize their use in the best interest of patients...
- ... by contributing to generate and disseminate relevant medical data to health authorities, HCPs and PAGs
- For each tactic, it is important to:
  - Precise the concerned target
  - Set a precise objective
  - Plan the corresponding activities
  - Name a responsible
  - Estimate a budget

**Recommendation #4**

**Select key medical activities to support the crafted medical strategy**

**Each tactic should be carefully selected to best support the strategic imperatives and carefully planned to ensure a high-quality of execution**

**Table of tactical objectives related to strategic imperatives**

Illustrative

Strategic Imperative

Medical Department

Tactic	Target	Objective	Timing	Responsible	Budget

## Recommendation #5



## Integrate indicators to monitor activity execution and impact

**It is rare to see Strategic Medical Plans with integrated monitoring tools and process, which therefore prevents from measuring the efficacy and efficiency of the selected tactics**

**What do we observe?**

- Rare are the companies which integrate, in their strategic medical plans, indicators to monitor:
  - The quality of execution (Key Execution Indicators) and/or
  - The impact (Key Performance Indicators) of their tactics
- Without these indicators and the implementation of a monitoring process, it is impossible to evaluate the efficacy and efficiency of the tactics planned in the medical plan
- Thus, a strategic medical planning without monitoring tools can be viewed as a window-dressing exercise

**What do we recommend?**

- All plans should include monitoring tools and a monitoring process related to each selected tactic
- We recommend to use:
  - Key Execution Indicators (KEIs) which measure the quality of execution of tactics
  - Key Performance Indicators (KPIs) which measure the outcomes of tactics
- By measuring carefully, the quality of execution and the impact of tactics, it is possible to adjust the strategic medical plans (during the year or from the previous year) to make them more efficient and effective

**“If you can’t measure it, you can’t manage it!” – Peter Drucker**

Recommendation #5



**Integrate indicators to monitor activity execution and impact**

**KEIs<sup>1</sup> and KPIs<sup>2</sup> are both essential; the first type of indicators measuring the quality of execution and the second the degree of objective achievement**



**Monitoring indicators**



Illustrative

Quantitative	
<ul style="list-style-type: none"> <li>▪ Timeliness</li> <li>▪ Resources spent (Man-days, €)</li> <li>▪ Number of interactions with medical experts</li> <li>▪ ...</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contribution to medical guidelines evolution</li> <li>▪ Contribution to market access (HTA<sup>3</sup> – DPC<sup>4</sup>) through generated clinical and/or RW data</li> <li>▪ ...</li> </ul>
Qualitative	
<ul style="list-style-type: none"> <li>▪ Quality of ad boards organization (internal / external perception)</li> <li>▪ Quality of relationships with medical experts</li> <li>▪ ...</li> </ul>	<ul style="list-style-type: none"> <li>▪ Perceived quality of products</li> <li>▪ Perceived value of services</li> <li>▪ Corporate reputation improvement</li> <li>▪ ...</li> </ul>

**“KEIs check that you are on the right track and KPIs check that you arrive at destination”**

Sources: Smart Pharma Consulting analyses

<sup>1</sup> Key Execution Indicators – <sup>2</sup> Key Performance Indicators – <sup>3</sup> Health Technology Assessment – <sup>4</sup> Drug Pricing Committee



Recommendation #5



Integrate indicators to monitor activity execution and impact

**This proposed ID Card includes, on one page a planning section  
and a monitoring section for each key tactic**

### ID Card

Illustrative

<ul style="list-style-type: none"> <li>▪ <b>Strategic imperatives:</b> precise the SI this tactic is supposed to support</li> <li>▪ <b>Tactical objective:</b> define the specific objective of this tactic</li> <li>▪ <b>Description:</b> describe briefly the tactic</li> </ul>		<ul style="list-style-type: none"> <li>▪ <b>Stakeholder type:</b> internal, external (e.g., HCPs, payers, PAGS)</li> <li>▪ <b>Number of stakeholders:</b></li> </ul>		<b>Importance</b> <b>L-M-H*</b>		
Planning	Actions			Timing	Owner	FTE / OpEx
What are the key actions to realize this tactic?	1.					•
Monitoring	Quantitative / qualitative metrics	Indicator objective	Indicator achievement		Key implications / Comments	
Key Execution Indicators (Quality of implementation)	•	•	•		•	
Key Performance Indicators (Impact of the action)	•	•	•		•	

## Strategic Medical Plans are essential to ensure the optimal use of drugs, knowing the increasing importance of medical evidences to drive opinion and behavior of external stakeholders<sup>1</sup>

### Key takeaways

- **D**esign Strategic Medical Plans to **allocate the right resources** to reach the medical objective...
- ... and not just as a formality to be reported at corporate or management committee level
- **A**dopt the **4Ws<sup>2</sup>** (What? – Why? – so What? – What to do?) approach to improve the relevance, the consistency and the robustness of the content
- **A**pply the “**Advanced SWOT**” for a better analysis of the **medical environment**, the **competitive landscape** and the company’s **product position**, while identifying and prioritizing opportunities, threats, strengths and weaknesses
- **S**eek **preference** rather than satisfaction of external stakeholders by improving their perception of the **product attributes**, the **quality of the proposed services** and the **corporate reputation**
- **M**ake the best use of the “**Medical Strategy Card**” to formalize clearly and precisely the medical objective, the strategic imperatives and the corresponding key tactics
- **D**efine **Key Execution Indicators** and **Key Performance Indicators** to monitor respectively the quality of execution and the impact of the medical tactics

Consulting firm dedicated to the pharmaceutical sector operating in the complementary domains of strategy, management and organization

## Medical Series

- The Medical Series covers different topics related to Medical Affairs, either at Corporate or Affiliates level
- Depending on issues, Smart Pharma Consulting shares:
  - Strategic, tactical and organizational thoughts and recommendations
  - Well-documented facts and figures, including outcomes of recent benchmarking studies
  - Practical methods and tools
- Each issue is designed to be read in 15 to 20 minutes and not to exceed 24 pages

## High-Performance **Strategic Medical Plans**

### 5 Key **Recommendations**

- Smart Pharma Consulting proposes 5 key recommendations and several tools to develop high-performance strategic medical plans:
  1. Analyze – don't just describe the medical situation
  2. Carry out a structured and fact-based medical SWOT analysis
  3. Craft a medical strategy to meet the set medical objective
  4. Select key medical activities to support the medical strategy
  5. Monitor the execution and impact of medical activities

## Smart Pharma Consulting Editions



- Besides our consulting activities which take 85% of our time, we are strongly engaged in sharing our knowledge and thoughts through:
  - Our teaching activities in advanced masters (ESSEC B-school, Paris Faculty of Pharmacy)
  - Training activities for pharma executives
  - The publication of articles, booklets, books and expert reports
- Our publications can be downloaded from our website:
  - 41 articles
  - 66 position papers covering the following topics:
    1. Market Insights
    2. Strategy
    3. Market Access
    4. Medical Affairs
    5. Marketing
    6. Sales Force Effectiveness
    7. Management & Trainings
- Our research activities in pharma business management and our consulting activities have shown to be highly synergistic
- We remain at your disposal to carry out consulting projects or training seminars to help you improve your operations

Best regards

Jean-Michel Peny