

# Medical Affairs Transformation—Balancing Focus and Flexibility

A company's portfolio of products, shifts in the medical landscape, and company culture are all drivers impacting how Medical Affairs should evolve – focused yet flexible.

	Traditional	Emerging	Leading Medical Affairs Teams		PwC Tech-Enabled Service, Product, Capability
External Engagement	<ul style="list-style-type: none"><li>• Reactive, limited set of stakeholders</li><li>• Scientific exchange defined by publications and related content</li><li>• Medical information function a cost of doing business vs, adding value</li><li>• Late and limited impact on product launches</li></ul>	<ul style="list-style-type: none"><li>• Medical engagement includes a broad set of stakeholders beyond the KOL/KEE</li><li>• Strategic, proactive engagement across the product life cycle</li><li>• “Real world” content as a key component of scientific exchange</li><li>• Digital engagement platforms designed for all Medical Affairs functions</li></ul>	Ongoing Review	<ul style="list-style-type: none"><li>• Redefining the Medical Affairs customer</li><li>• Creating new rules, content, and tools for medical engagement</li></ul>	<ul style="list-style-type: none"><li>• Medical Affairs engagement roadmaps</li><li>• Bodylogical, a PwC product</li><li>• Virtual scientific exchange platforms</li><li>• Medical Affairs leadership academy</li><li>• Medical Affairs risk assessment</li></ul>
Internal Engagement	<ul style="list-style-type: none"><li>• Operationally inefficient</li><li>• Siloed both functionally and geographically</li><li>• Limited, strategic type collaborations</li></ul>	<ul style="list-style-type: none"><li>• Organizational designs to foster collaboration and efficiency</li><li>• Medical Affairs activities driven by broader company strategies</li><li>• Emphasis on medical/compliance partnerships</li></ul>	Strategy and structure	<ul style="list-style-type: none"><li>• Strong compliance partnerships</li><li>• Establishing disciplined and integrated planning processes</li></ul>	<ul style="list-style-type: none"><li>• Integrated Operations &amp; Business Planning (IOBP)</li><li>• Medical Affairs strategic planning models</li><li>• Interactions Hub, a PwC product</li><li>• Managed Services - medical content review</li></ul>
RWD/E Leadership	<ul style="list-style-type: none"><li>• Medical Affairs in a consultative, supportive role</li></ul>	<ul style="list-style-type: none"><li>• Medical Affairs defining strategy, leading large initiatives, stronger regulatory collaboration</li><li>• New evidence sources being identified and partnerships established</li></ul>	Compliance and risk assessment	<ul style="list-style-type: none"><li>• Establishing RWD/E governance, frameworks, and partnerships</li></ul>	<ul style="list-style-type: none"><li>• RWD/W governance &amp; partnership models</li><li>• RWD/E operating models</li><li>• Managed Services - RWD/E</li></ul>
Digital and Analytics Enablement	<ul style="list-style-type: none"><li>• Not a core capability for Medical Affairs</li></ul>	<ul style="list-style-type: none"><li>• Internal expertise deployed to Medical Affairs</li><li>• Bespoke Medical Affairs products and services</li><li>• CRM designed for Medical Affairs</li></ul>	Ongoing Review	<ul style="list-style-type: none"><li>• Designing and establishing digital and analytics partnerships</li></ul>	<ul style="list-style-type: none"><li>• Medical Affairs digital roadmap</li><li>• Analytics and insights platforms</li><li>• ProEdge, a PwC product</li></ul>

As Medical Affairs moves forward it should not be influenced by a stagnant framework, targeting a specific year in the future, or attempting to do everything in the short term.