



C.E.L. *for pharma*
CENTRE FOR EXECUTIVE LEADERSHIP

Business Acumen for Medical Science Liaisons



Understand the role of MSLs within the organization and their contribution to a brand's success – Know how strategic decisions in Medical Affairs affect MSL tactics – Learn how to successfully plan and implement typical MSL tactics, and to assess their impact – Gain a thorough understanding of internal and external stakeholders, how to add value to them and excel with better teamwork and relationship management – Know how to deal with issues that MSLs are typically confronted with.

Maaïke Addicks, MD



- Physician with over 15 years' experience in Medical Affairs in mid-size and big pharma, in both headquarters and national affiliates, across a wide spectrum of therapeutic areas.
- Ten years of experience in managing Medical Managers, Medical Advisors and MSLs, with both hands-on and strategic experience in Medical Affairs.
- A very effective trainer with a passion for the growing role of Medical Affairs in pharmaceutical markets.

By Attending This Course, You Will



- 1) Understand Medical Affairs' role along a brand's life cycle and how MSLs fit into the overall Medical Affairs strategy & organisation.
- 2) Be familiar with the business concepts and Medical Management's decision-making process that determine how MSLs can add value and contribute to a pharma company's success in the market.
- 3) Know how to design a tactical MSL plan based on business needs and the company's plans & strategies.
- 4) Learn how to effectively manage Key Opinion Leaders.
- 5) Acquire a thorough understanding of the impact and execution of MSL tactics: Advisory Boards, CME, face-to-face discussions, round tables, scientific presentations and studies.
- 6) Be familiar with KPIs and other metrics used by management to assess the MSL function, and know how to use those metrics to demonstrate added value.
- 7) Be able to deal with most common issues during implementation: compliance, off-label use, the collaboration with reps and other colleagues in the field, etc.
- 8) Benefit from interacting with MSLs from other companies by gaining insights and ideas from discussing issues and exchanging experiences and opinions with them.

Why You Should Attend

The Medical Science Liaison (MSL) function is relatively new and its importance is rapidly growing throughout the pharma industry. Its impact in the pharmaceutical playing field is potentially huge because MSLs are at the forefront of the customer engagement process, at a very high and scientific level. However, to be impactful and make the difference, MSLs must understand how their role fits into the bigger picture and know how to plan and implement tactics such that they optimally contribute to the success of a pharma company's brands. The successful MSL understands his internal and external stakeholders thoroughly, appreciates what drives them and knows how to add value.

The Content: This course not only provides you with the theoretical insights to understand how Medical Affairs challenges impact on the MSL function, it is also very practical and hands-on: it dives deeply into the critical success factors and dos & don'ts of typical MSL tactics, and discusses common issues such as compliance and teamwork. The content equips MSLs with the business acumen they need to drive decisions during the planning and implementation of typical MSL tactics, and to work effectively within teams.

The Expert: Maaïke Addicks is a physician with over 15 years of experience in the field of Medical Affairs, having fulfilled many different roles within Medical Affairs departments, both on a local and international level. As a former leader in the Medical Department, she is very familiar with the expectations and challenges of MSLs, the issues they encounter and how to address them. Maaïke is a passionate trainer, an excellent moderator and strongly believes in using interaction to increase knowledge and skills.

Who Should Attend

- First and foremost, all Medical Science Liaisons with some years of experience (0-3 yrs) who need to increase their business acumen so that they can add more value to both external and internal stakeholders.
- In addition, this course will benefit Medical Affairs Managers in smaller companies where their role often includes both medical management and MSL tasks.
- Finally, MSL Leads and other MA staff might benefit to understand the MSL function and how they can contribute to the success of MSL teams from their perspective.

Agenda Day 1

10:00 Welcome & Audience Expectations

10:30 The Changing Role of Medical Affairs and Growing Impact of MSLS

- A typical pharma brand's lifecycle and the different roles of Medical Affairs along lifecycle stages
- The growing impact of Medical Affairs and of MSLS in particular on a pharma company's success ... and why!
- The Medical Affairs organisation and different roles within
- The important role of MSLS in:
 - Off-label discussions
 - New developments within the R&D pipeline
 - Gathering intelligence/insights
- Compliance - where are the boundaries?

11:45 Coffee Break

12:00 The Medical Plan That Determines All Tactics in Medical Affairs

- The place of the local Medical Plan in the pharmaceutical planning cycle and how it is aligned with other plans in a pharma company
- Analytical tools used to gain insight:
 - The SWOT analysis
 - The Confrontation Matrix
 - Gap analysis
- Critical elements in the plan:
 - The company's Mission & Vision
 - Critical Success Factors (CSFs)
 - Strategic pillars

13:00 Lunch

14:00 Group Exercise on SWOTs, CSFs and Strategies

- Using a case study of a fictional pharmaceutical, delegates will work in groups to do a SWOT analysis, define the Critical Success Factors for Medical Affairs, and propose Strategies
- Groups will present their findings in plenary, at the end of which the expert will discuss the optimal solution

15:30 Coffee Break

15:45 Key Opinion Leader Management

- Definitions and different roles of KOLs
- KOL mapping: concepts, methodologies & tools
- What do KOLs want/expect/need from MSLS, from other infield colleagues, and from other pharma company functions?
- Dos & don'ts, common issues

17:00 Close

Group Dinner

Agenda Day 2

08:30 MSL Tactics Workshop (1) – The Why & How of:

- Face to face discussions
- Round tables
- Scientific presentations

09:45 Coffee Break

10:00 MSL Tactics Workshop (2) – The Why & How of:

- Continuous Medical Education
- Studies (IIS and PMOS)

11:00 Advisory Board Meetings

- What constitutes an Advisory Board Meeting
- Dos & don'ts
- The 9,5 steps to an excellent Advisory Board Meeting
- Discussion: sharing best practices

12:00 Lunch

13:00 Planning MSL Tactics for Optimal Impact

- Tips for prioritizing and timing your tactics optimally
- Manoeuvring within the boundaries of medical and other budgets

13:30 Group Exercise on MSL Tactics Decision Making

- Following-on the strategies proposed in the outcome of the group exercise on day 1, delegates will work in group to discuss and decide on the optimal tactical mix for each of the strategic options
- Groups will present their findings in plenary, at the end of which the expert will discuss the optimal solution

14:15 Coffee Break

14:30 The Value of the MSL Role: How to Measure and Showcase Success

- Understanding the need for metrics to measure MSL performance
- MSLs vs. Sales Reps: different approaches
- Current practice in measuring MSL performance, with a focus on the most commonly used MSL metrics across the industry today
- The search for the perfect metric

15:15 How to Work Effectively Within Teams

- Who are the other internal stakeholders MSLs typically work with in teams?
- Fundamental principles of effective teams
- Understanding the other internal stakeholders within a country affiliate: Marketing – Sales – Market Access & HEOR – Medical

16:00 Wrap Up

16:15 Close

Learning Methodology

Maaïke is a passionate trainer with a strong preference for interactive learning styles. Her course includes group exercises and plenary discussion sessions which are designed to enable participants to not only apply the theory but also effectively learn from each other.

Real life examples from the Medical Affairs point of view will be used and discussed, and tools will be provided so that delegates can use the acquired new skills and knowledge in their daily job.

One of the most valuable aspects of attending any C.E.L.forpharma course is not only being able to have your specific questions answered by a leading expert, but also having the opportunity to share experiences and have in-depth discussions with your international peers.

How To Register

- 1.) Check our website (www.celforpharma.com) for the most recent course dates and fees.
- 2.) Click "Register Now" & fill out the registration form with your personal and company (invoicing) details.
If applicable please add your company's VAT number. We will include this on your invoice, which is needed for your company to reclaim VAT.
- 3.) Choose a payment method.
 - a. If you select "Pay by credit card" we will email you a pro forma invoice and secure payment link.
 - b. If you select "Pay by bank transfer" we will email you a pro forma invoice for you to process through your company's payment system.

- 4.) Click [Confirm Registration >](#)

You will receive an automatic confirmation email shortly followed by a personal email with your pro forma invoice and further payment instructions.

Included in the Registration Fee

- Course Material (Digital & Print Versions)
- Coffee, Tea & Refreshments During the Course
- Lunch During the Course
- A Group Dinner on the First Day
- Certificate of Attendance Signed by the Expert

Have Any Questions?



Contact Annelies Swaan for general enquiries, group discounts, and more info.

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