

# ACQUIRE BUSINESS ACUMEN IN MEDICAL AFFAIRS



LEARN from Pharma's  
international top experts

**Maaïke Addicks**

## Business Acumen for MSLs

LEARN from interacting  
with your industry peers



*I liked Maaïke's stepwise approach to this course and found it very practical. We were given lots of useful tools to become a more strategic MSL. I enjoyed the nice discussion and interaction with the group. Thanks Maaïke, thanks CELforPharma."*

**Lundbeck**

Johanna Zeevat

**MSL**

The Netherlands



# Business Acumen for MSLs

## Learn

- To understand the full impact of the MSL role on the success of a pharmaceutical company.
- How you, as an MSL, add the greatest value and how to prioritise activities towards maximising this value.
- The structure and purpose of a Medical Plan, and how you can contribute to it.
- How to perform a SWOT and Confrontation Matrix such that the outcome determines the Critical Success Factors of your tactical plan.
- How to identify and map KOLs, how to structure your KOL plan and determine the optimal tactical mix, and how to build relationships based on mutual benefits.
- How to optimally plan and implement tactics: Advisory Boards, scientific interchange, CME, etc.
- How to optimally contribute to team performance and how to align your activities cross-functionally.



## The Expert

Maaïke Addicks

- Physician with over 15 years of experience in Medical Affairs in mid-size and big pharma, in both headquarters and national affiliates, across a wide spectrum of therapeutic areas.
- Maaïke Addicks, MD, has 10 years of experience in managing Medical Managers, Medical Advisors and MSLs, with both hands-on and strategic experience in Medical Affairs.
- Experienced in Medical Affairs Development, as well as Change Management in different companies.
- Led the development of the Medical Affairs Competency Matrix for the Dutch Association of Pharmaceutical Medicine

## Dates & Locations

7-8 October 2021 (live online)  
30 Nov - 1 Dec 2021 (live online)

29-30 March 2022 (live online)  
28-29 June 2022 (face-to-face)

Visit [www.celforpharma.com](http://www.celforpharma.com) for registration fees and updates.

## Additional Benefits

- Share best practices and discuss issues with MSLs from other companies.
- Discussions will help you to formulate and to better communicate the added value and the role of the MSL in your individual situation.
- Put the learnings into practice immediately through handy checklists and decision-support tools (e.g. Confrontation Matrix, Advisory Board Checklist, Medical Plan PowerPoint template, KOL planning Excel template).

## What Participants Say About This Course



*As a recent graduate and new MSL, this training was an absolute must. The chosen topics were very relevant to my daily practice. The personal experiences and examples, but also the offered templates and other learning materials were very useful tools to get started. After this training, I feel much more confident to improve and expand my MSL activities myself and I am very motivated to work with the acquired knowledge and insights."*

**AREGA Pharma**  
Ine Peetroons  
Medical Advisor  
Belgium (June 2021)



*The course gives a very good overview of the activities of an MSL and their impact on the company and physicians. It is especially suitable for MSLs with little experience."*

**Novartis**  
Manuela Felder, MSc  
MSL  
Switzerland (June 2021)



*This course was a good chance to get a clear overview on all aspects of being an MSL and how to improve your daily work and increase success. The discussions within the group were great and very helpful. Maaïke did a wonderful job at presenting the course and the CELforPharma coordinator did an excellent job at supporting Maaïke and the group, thanks to you both!"*

**Sanofi Pasteur**  
Stefanie Lang  
Medical Scientific Liaison Vaccines  
Germany (June 2021)

# Agenda

Important: all hours are noted in CET/Brussels Time, so carefully convert into your local time zone!

Short breaks will be offered throughout the day.

## Day 1

### 10:00 Welcome & Audience Expectations (~30 min)

#### The Role of Medical Affairs

##### – The Growing Impact of MSLs (~2 h)

- A typical pharma brand's lifecycle and the different roles of Medical Affairs along the lifecycle stages
- The growing importance of the MSL within the pharmaceutical company
- The difference between the MSL and commercial colleagues
- Your added value to internal and external stakeholders:
  - How does Medical Affairs impact the success of your company?
  - What do internal stakeholders need from you?
  - How do you add value for your external stakeholders (i.e. KOL, HCP, patients)?
- *Group discussion: Your unique impact as an MSL*
- The future of Medical Affairs

#### Measuring and Demonstrating the Value of the MSL (~30 min)

- Possibilities and limitations of quantitative vs. qualitative metrics vs. a combination of both

### 13:00 Lunch Break

### 14:00 The Medical Plan That Determines All Tactics in Medical Affairs (~3 h)

- The strategic importance of the Medical Plan for you and the team
- Determining and aligning critical elements in the Medical Plan:
  - Analyses
  - Strategic goals
  - Strategies
  - Medical Affairs tactics
- Analytical tools used to gain insights
  - The SWOT analysis
    - *Group exercise: in small groups the attendees will work out a SWOT for a case-study*
  - The Confrontation Matrix
  - Gap Analysis
- Alignment between brand plan, global and local medical plans
- Using your plan to improve cross-functional collaboration

### 17:00 Close of Day 1

## Day 2

### 09:30 Recap of Day 1 (~15 min)

#### KOL Planning (~2 h)

- The importance and role of the KOL for pharma
- How to identify and map KOLs:
  - Who are your KOLs?
  - Different ways to map your KOLs
  - The importance of emerging KOLs
- Setting short- and long-term goals for your KOLs
- Choosing the right tactics for your KOLs
- Customising your communication and discussion topics for each KOL
- Examples of KOL plan templates

#### KOL Engagement (~1 h 15 min)

- What do KOLs want/expect/need?
- Tips for successful cross-functional KOL management

### 13:00 Lunch Break

### 14:00 Tactical Planning (~1 h)

- Choosing the best Medical Affairs tactics to achieve your goals
- Tips for prioritising and timing your tactics optimally
- Assessing the ROI of your Medical Affairs tactics by mapping on impact, reach and effort

#### Diving Deeper into MSL Tactics (~1 h 15 min)

- Explanation and benefits of most commonly used tactics: Advisory Board, face-to-face discussions, scientific presentations, symposia, round tables, data generation, medical projects, and early access programmes
- Medical Affairs Tactics in times of COVID: how to increase your impact online
- Focus on the Advisory Board: 9,5 steps for success

#### Group Discussion Using Case Studies: Which Medical Affairs Tactics Are Most Impactful to Achieve Your Goals (~30 min)

#### Final Q&A (~15 min)

### 17:00 Close

# Registration Form

Complete the below form and email to [aswaan@celforpharma.com](mailto:aswaan@celforpharma.com) or fax to +32 2 721 13 82 or go to [www.celforpharma.com](http://www.celforpharma.com) and complete the online registration form.



**Questions?**

**Annelies Swaan**  
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## Course(s)

Course Title .....  
Course Date(s) .....

## Registration Fee

Visit our website [www.celforpharma.com](http://www.celforpharma.com) for information about the early bird fee and full fee, group discounts, etc.

## Participant Details

Title ..... Email .....  
First Name ..... Mobile Number .....  
Last Name ..... Country of Work .....  
Job Title .....

## Company Details

Company Name .....  
VAT Number .....  
Invoicing Address:  
Street Address .....  
City/Province .....  
Postcode .....  
Country .....

## Payment

Payment Method  Bank Transfer (+3%)  Credit Card  
PO Number (optional) .....

## Confirm Registration

In order to complete the registration, please tick the following box(es):

- I, the participant(s), have read and accept CELforPharma's Transfer & Cancellation Policy ([www.celforpharma.com/transfer-cancellation-policy](http://www.celforpharma.com/transfer-cancellation-policy)) and Privacy Policy ([www.celforpharma.com/we-value-your-privacy](http://www.celforpharma.com/we-value-your-privacy))
- I accept that CELforPharma regularly sends me information by email on topics discussed within their website ([www.celforpharma.com](http://www.celforpharma.com)) and relevant to my function, under the condition that I can unsubscribe at any time. I accept that relevant personal details are stored in a database for that purpose, as per CELforPharma's Privacy Policy ([www.celforpharma.com/we-value-your-privacy](http://www.celforpharma.com/we-value-your-privacy)), of which I accept the terms.