



An **impact-led medical affairs organization** requires a strong foundation in five key areas: strategy & culture, KPIs, people, process & structure, technology, and data.

Evaluate where you are today to plan and execute a strategy that will better demonstrate your organization's impact.

LEVEL

## 01

### Lagging

Limited or no focus on impact



**KPIs**

Solely activity-based and disconnected from medical impact intent and vision



**STRATEGY & CULTURE**

Diluted definition of what impact means to the medical affairs function; KPIs are not defined or only activity-focused



**DATA**

Low or patchy CRM adoption with little trust in activity reporting; ad hoc use of digital content



**TECHNOLOGY**

No aligned strategy for the use of data from activity, share of scientific voice, or unmet patient needs



**PEOPLE, PROCESS & STRUCTURE**

No connection between individual performance and medical strategic operational priorities

LEVEL

## 02

### Foundational

Must-have basics in place



**KPIs**

Established and organization is tracking both activity along with outcome-oriented and actionable KPIs in an ad hoc fashion



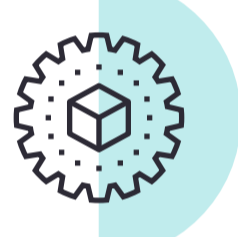
**STRATEGY & CULTURE**

"Northstar" intent and vision in place and endorsed by leadership team and compliance



**DATA**

Standardized data is in place, and organization has established and is tracking outcome-oriented and agile KPIs



**TECHNOLOGY**

Strong CRM adoption with harmonized global-to-local use along with consistent usage of digital, trackable content



**PEOPLE, PROCESS & STRUCTURE**

Global to local impact-led model implemented, including the details of who, what, when, and how

LEVEL

## 03

### Enhanced

Advanced capabilities in place



**KPIs**

Analytics play a key role in continuously measuring activity and outcome-based KPIs aligned with medical impact vision



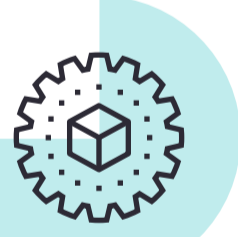
**STRATEGY & CULTURE**

Leadership receives reports on the results of core value KPIs; organization has established impact-led culture across pockets of the organization



**DATA**

Underlying data and analytics are improved and reinforced with new data sets; organization leverages integrated analytics to measure multiple medical impact components



**TECHNOLOGY**

Improved accuracy in CRM data with greater visibility across all operational measurements along with an integrated approach to medical content and an end-to-end technology platform



**PEOPLE, PROCESS & STRUCTURE**

Performance reporting and business planning have embedded closed-loop processes

LEVEL

## 04

### Embedded

Impact embedded in culture and ways of working



**KPIs**

Medical impact vision is calibrated based on KPI outcomes



**STRATEGY & CULTURE**

There is an established impact-led culture across global medical affairs



**DATA**

Tasks and functions have embedded data and analytics capabilities, with a real-time view of impact data



**TECHNOLOGY**

An integrated technology stack within medical, clinical, and commercial is established and enabled with trusted tools for real-time monitoring



**PEOPLE, PROCESS & STRUCTURE**

Integrated impact reporting is available across medical and clinical (and launch) with teams operating as one

Learn how **Veeva Medical Business Consulting** can help you move towards or sustain a more impact-led organization.