

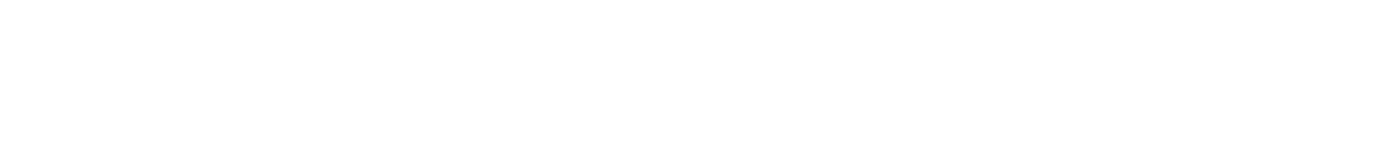


An **impact-led medical affairs organization** requires a strong foundation in five key areas: strategy & culture, KPIs, people, process & structure, technology, and data.

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**



### STRATEGY & CULTURE

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



### TECHNOLOGY

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



### KPIs

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



### DATA

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

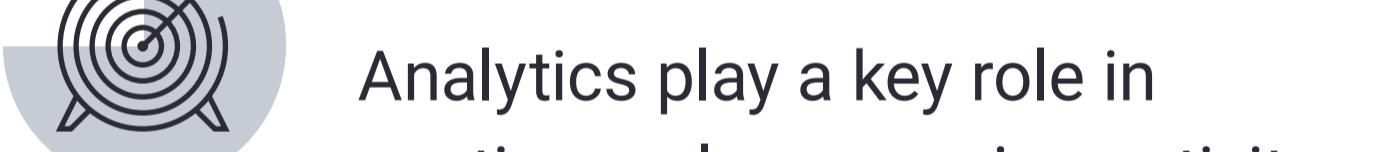


### PEOPLE, PROCESS & STRUCTURE

No connection between individual performance and medical strategic operational priorities

LEVEL

02



## Foundational

**Must-have basics in place**



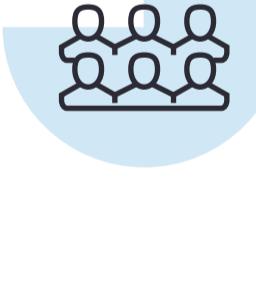
### STRATEGY & CULTURE

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



### TECHNOLOGY

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



### KPIs

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



### DATA

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



### 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**



### STRATEGY & CULTURE

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



### 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



### KPIs

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



### DATA

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



### PEOPLE, PROCESS & STRUCTURE

Performance reporting and business planning have embedded closed-loop processes

LEVEL

04



## Embedded

**Impact embedded in culture and ways of working**



### STRATEGY & CULTURE

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



### TECHNOLOGY

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



### KPIs

Medical impact vision is calibrated based on KPI outcomes



### DATA

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



### 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.