



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



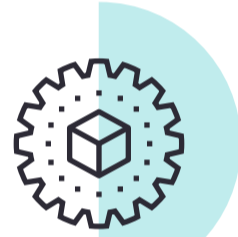
STRATEGY & CULTURE

"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



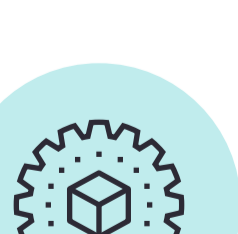
STRATEGY & CULTURE

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.