

# MSL: Η αξία και η δυναμική του ρόλου

Ο ρόλος του MSL από τα μάτια διαφορετικών stakeholders

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# MSL – when, why?

- ▶ Historically, in the pharma sector, the Medical Affairs department was seen as a function whose role was to provide internal support to the commercial organization.
- ▶ The changing environment demanded a change in strategy.
- ▶ In 1967, Upjohn Company introduced the role of the Field Medical Advisor or Medical Science Liaison (MSL), aiming to address the following needs<sup>(1)</sup>:
  - ▶ Contribution to improved outcomes for patients through the timely, responsive dissemination of medical information
  - ▶ Exploration of mutual clinical and scientific interests with HCPs and the pharma industry

1. Marrone C.M. et al. 2007: Survey of Medical Liaison Practices Across the Pharmaceutical Industry. *Drug Information*, 41; p. 457-470

# MSL – who?

- ▶ The need for the scientific communication dictates a **scientific background** in Life Sciences
- ▶ **Business acumen** as the MSL should be able to understand the implications of the insights gathered and to be able to provide recommendations that may influence the strategy
- ▶ **Soft-skills** - although often not considered, the MSL should:
  - ▶ Have empathy
  - ▶ Be able to actively listen
  - ▶ Be able to effectively communicate
  - ▶ Be able to lead



# MSL – Role Dynamics



Medical Insights

Scientific Expertise

Scientific Engagements

Internal &  
External  
Recognition

Business  
Acumen

Cross-functional  
Collaboration

# Scientific Expertise

- ▶ The MSL must be able to be perceived as the true Scientific Reference point in the Therapy Area of expertise
- ▶ The Scientific Expertise of the MSL, although not quantifiable, is the true measure of the MSL's success.
- ▶ Scientific expertise makes the MSL the preferred partner externally but also internally, where quite often, the Brand Team will seek guidance and scientific input from the MSL in order to formalize a Brand strategy and to maximize the output

# Scientific Engagements

Engage to the highest standards of peer to peer scientific dialogue

- ▶ Provide balanced, appropriate and up to date scientific information
- ▶ Uncover areas of scientific interest to the KOL and to the patient
- ▶ Address scientific questions & engage in scientific dialogue
- ▶ Seek medical insights that will inform communications, activities, strategy

Outcome: External Stakeholders recognize the MSL as their peer and value these interactions to discuss new clinical developments, potential changes in the SoC as well as communication with the pharmaceutical industry

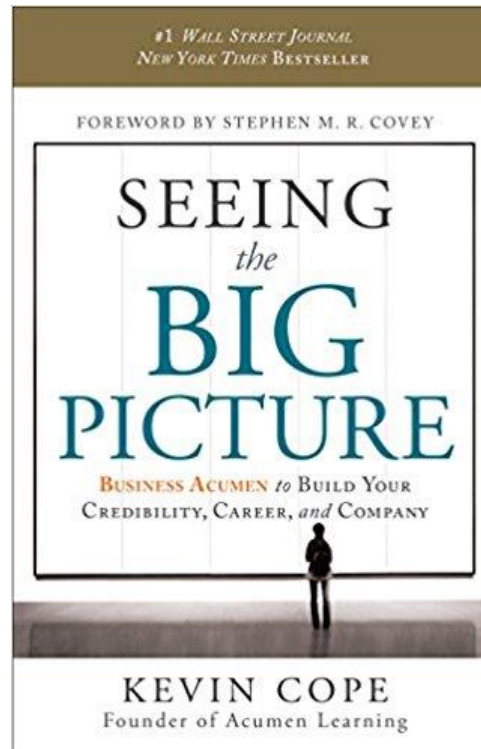
# Internal & External Recognition

- ▶ One of the most interesting, impactful and important roles of the MSL is the Internal & External Recognition.
- ▶ Through the Interactions with both Internal and External Stakeholders, the MSL deserves unparalleled recognition.
  - ▶ External Stakeholders recognize the MSL as their peer and rely on their interactions to absorb new developments, potential changes in the SoC as well as communication with the pharmaceutical industry
  - ▶ Internal Stakeholders recognize the MSL as their source of insights from the “field”. The MSL has the unique responsibility of bringing information that potentially will alter the strategy for the organization.
- ▶ It is through this recognition that the MSL becomes a valuable partner for both internal & external stakeholders



# Business Acumen

- ▶ The MSL must be able to understand the Business.
- ▶ Business Acumen allows the MSL to sit in various committees and to bridge the science-to-commercialization gap



# Medical Insights

Gaining insights will help our Organisations to better understand patient needs

- ▶ Requires active listening and genuine interest to deeply understand our HCP needs
- ▶ Insight need to be analyzed and acted upon, otherwise it remains a piece of information



# In Summary: MSL Role Dynamics

Scientific  
Expertise



Business  
Acumen



Valued  
Scientific  
Engagements

Impactful  
Cross-functional  
Collaboration

Actionable  
Medical Insights

# And finally, what does this mean?

- ▶ It is therefore, without a doubt, a most critical role in the current environment.
  - ▶ Without the MSLs, is there a scientific link to the external environment?
  - ▶ Moreover, do the MSLs provide the internal support needed to ensure the maximization of the portfolio impact?
- ▶ Metrics
  - ▶ The common problem is how to measure the MSL impact...
  - ▶ Qualitative vs Quantitative metrics?
- ▶ Recognition
  - ▶ Is the role of the MSL is now fully recognized as an integral part of the Medical Affairs?
- ▶ Importance
  - ▶ Regardless of the Business Model of the organization (Innovative Pharma, Generics, Biosimilars) is the MSL a crucial stakeholder?
- ▶ What are the competencies - skills needed?
  - ▶ The MSL needs to demonstrate Scientific Expertise, Strategic Insight Gathering, Scientific Partnership, Scientific Exchange

# The journey continues....

