

White Paper

Redefining global medical scientific engagement

Operationalising human centric excellence in an AI accelerated world

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Executive summary

As artificial intelligence accelerates access to scientific information within clinical workflows, HCPs are increasingly navigating a landscape where data is abundant, but interpretation is complex. The differentiator is no longer access to data but the ability to interpret, contextualise, and apply evidence in real-world settings, grounded in human judgement, contextual understanding, and trust.

“88% of HCPs search for medical information daily or weekly; over 50% already use AI tools”.

- (Jordana, 2025, p.1)

In this environment, the MSL role has never been more important. HCPs need scientific partners who can help them make sense of evidence within the realities of their clinical practice and not just share information, but contextualise it, challenge it where needed, and apply it meaningfully to patient pathways and decisions.

This white paper sets out how the MSL role must evolve to meet this challenge and presents evidence from the IQVIA International MSL Pilot, a global, multi-market initiative designed to operationalise human-centred excellence in an AI-enabled world.

The Pilot demonstrates that sustained MSL effectiveness is achieved not through isolated training or standalone technologies, but through an integrated model built around four professional competency pillars that form the basis for a high-performing MSL:

Scientific Expertise, Insight-Driven Engagement, Communication Mastery, and Performance & Professionalism

These pillars define the core role requirements for modern MSLs. Critically, they were not developed in isolation; capabilities were aligned, and training was structured progressively and reinforced through a dedicated coaching framework to embed lasting behavioural change.

Impact was assessed through two complementary approaches: a holistic behavioural science-informed assessment tracking confidence and behaviour change across all four pillars, and embedded evaluations within each individual pillar programme. Findings showed confidence rising from ‘confident’ to ‘very confident’ across all four pillars, with managers reporting observable behavioural improvement in the field.

At a glance:



Efficiency improvement: Respondents reported an average saving of 3.7 hours per week



New expert identification: 100% of respondents identified new KOLs/experts using the platform



Confidence and behaviour strengthened: MSLs reported higher confidence across all four pillars and described applying new skills in real interactions, with managers observing the same behavioural improvements

Introduction

Judgement: The human advantage in an AI World

Healthcare is changing fast and scientific information moves at speed, data sources proliferate, and artificial intelligence (AI) increasingly shapes clinical decision-making and medical communications. While AI accelerates retrieval and synthesis, clinicians still depend on human expertise for interpretation, contextual judgement, and trust.

MSLs provide this human expertise through enhanced dialogue, ethical reasoning, and a grounded understanding of patient and practice realities which enable them to contextualise evidence, navigate uncertainty, and support meaningful, patient-centred decision-making.

While AI places publications, data summaries, and pattern recognition at clinicians' fingertips, stakeholders increasingly arrive informed and expect focused, higher-value scientific exchange. The differentiator is no longer access to data, but the ability to interpret, contextualise, and apply evidence to specific clinical, institutional, and system-level decisions.

This shift is reshaping MSL activity from reactive exchange to strategic, tailored engagement, identifying evidence gaps, supporting real-world evidence generation, and transforming field perspectives into actionable insights that inform pathways, guidelines, and medical strategy.

This paper takes a system-based view of the MSL role, showing how MSLs translate evidence into decisions that are aligned across pathways, compliant with governance, and implemented consistently across stakeholder networks and moving beyond excellent individual conversations to influence how care is organised and delivered.

It presents evidence from the IQVIA International MSL Pilot, a global, multi-market initiative that operationalised this model through four professional competency pillars (Scientific Expertise, Insight-Driven Engagement, Communication Mastery, and Performance & Professionalism), reinforced through structured coaching and assessed using behavioural science-informed measurement, demonstrating what sustained, human-centred MSL excellence looks like in practice and how it can be built and evidenced in a real-world setting.



MSLs deliver scientific judgement. AI delivers information

AI can surface patterns and summarise evidence at scale, but it cannot replace the interpretive and contextual expertise that MSLs bring to scientific exchange. Nuanced dialogue, ethical reasoning, and a grounded understanding of patient and practice realities are what translate information into meaningful scientific judgement.

The evolving role of the MSL in an AI-enabled environment

AI has transformed the environment in which MSLs operate. Information is now abundant, rapid, and often pre-curated before interactions occur. In this context, value is defined less by what information is provided and more by how it is interpreted against uncertainty and applied within real care systems, pathways, referral networks, and institutional decision rights. As a result, the medical scientific remit has expanded from a reactive, data-oriented role to a proactive, insight-led, system-aware partnership that supports better decisions at the point of care. This evolution reflects the increasing need for MSLs to integrate scientific insight with system-level understanding, ensuring that evidence is meaningfully applied across pathways, networks, and decision-making structures.

The foundations of high-quality MSL engagement

High-quality engagement is defined not only by the scientific content shared, but by how it is delivered, why it is relevant, and how effectively it supports decision making.

Viewed from a broader healthcare perspective, the four competency pillars (Scientific Expertise, Insight-Driven Engagement, Communication Mastery, and Performance & Professionalism) act as enablers of change, grounding interactions in clinical context, clarifying evidence relevance, enabling tailored dialogue, and supporting compliant implementation at scale. Together, they create engagement that is credible, influential, and sustainably effective.

Maintaining this standard demands a structured, continuous capability-development approach that reinforces core competencies while enabling adaptability across therapeutic areas, organisational models, and the asset lifecycle.



The IQVIA MSL Capability Framework

Many organisations recognise the capabilities required for high-quality MSL engagement, but they are not always implemented in a consistent, measurable way. Development often involves isolated training moments and variable expectations, creating a gap between what MSLs are expected to deliver and the support needed to deliver it. MSLs act as scientific partners who build peer-to-peer relationships, provide deep scientific and clinical education, and bring judgement, context, and clarity into HCPs' decision-making.

The IQVIA MSL Capability Framework addresses this by defining four professional competency pillars that anchor high-quality MSL practice and provide a coherent, system-aligned model for capability development. Together, these pillars move organisations beyond isolated training moments towards a consistent, measurable, and sustainable approach, enabling MSLs to deliver high-quality, context-specific scientific engagement aligned to how clinical and organisational decisions are made.

Figure 1: The IQVIA MSL Capability Framework

Visual overview of the four capability domains surrounding the MSL role.



Scientific expertise: From knowledge holder to evidence interpreter

MSLs combine extensive scientific and therapeutic knowledge with critical data analysis to help stakeholders move from *what the data says to what the data means*.

This includes appraising trial design, bias, sub-group effects, and the fit between RCTs and real-world evidence, while clearly articulating limitations and practical implications.

In practice, an MSL may reconcile conflicting hazard ratios to clarify which local patient sub-populations benefit most, anticipate questions on sequencing or co-morbidities, and translate clinical questions into feasible Investigator Initiated Study (IIS) or Real World Evidence that an MSL can help shape with clinicians so they are realistic to execute, methodologically sound, and aligned to decision-relevant evidence needs.

Insight-driven engagement: From call plans to orchestrated journeys

High-quality engagement starts with robust customer profiling and flows into strategic orchestration of personal and non-personal channels.

MSLs map influence networks, referral routes, formulary constraints, and evidence needs to prioritise stakeholders with pathway leverage. They then sequence touchpoints to sustain scientific momentum. For example, a focused virtual deep-dive is followed by a compliant, approved email summary and then a peer-to-peer roundtable to progress any evidence gap, with outcomes from each step logged to determine the next best action.

To support more targeted preparation, the pilot used an “expert ecosystem” approach. A method that considers multiple dimensions of expertise, including scientific activity, clinical practice, digital presence, and peer recognition. Looking across these complementary perspectives helped MSLs build a clearer picture of who influences evidence, decision-making, and knowledge flow within their local systems.

Communication mastery: From delivery to personalised dialogue

Trusted, transparent engagement translates complex science into clear, balanced dialogue tailored to both audience and context. As one participant noted, this meant “being more deliberate about the questions I ask and allowing space for insights to emerge.” MSLs set clear objectives, separate data from interpretation, and frame uncertainty; they tailor emphasis for clinicians (sub-group efficacy and safety), payers (outcomes and resource use), and nurses or pharmacists (workflow and administration) to lead a highly tailored discussion.

Approved agentic AI field agents accelerate preparation by validating and documenting sourced in advance, enabling MSLs to enter discussions with greater clarity and focus. This enables MSLs to lead focused MDT discussions that surface local bottlenecks, such as baseline PRO capture, and agree practical, compliant next steps.

Performance and professionalism: From individual effort to scalable excellence

Disciplined execution, strong governance, and adaptability are non-negotiable. MSLs maintain compliance (ABPI/EFPIA and local codes, accurate documentation, correct handling of unsolicited requests, prompt adverse event reporting) while embracing coaching and demonstrating measurable behavioural uplift over time.

They balance in-person, virtual, and asynchronous touchpoints to protect quality without losing cadence.

A typical progression might include setting two coaching goals based on recent interactions, integrating feedback, and evidencing improvement in the next cycle, alongside flawless documentation. To support consistent, high-quality performance, the pilot used a structured learning approach that broke core MSL skills into clear, practical units.

Each unit focused on everyday behaviours that matter in the field, from getting the fundamentals right, to building strong relationships, gathering meaningful insights, and managing a territory with intention. Learning was delivered in short, accessible formats and reinforced through practice and feedback, helping MSLs build confidence steadily and apply new behaviours in real interactions.

The IQVIA International MSL Pilot

The International MSL Pilot was designed to understand whether strengthening capability across the four pillars leads to improved real-world outcomes, including clearer evidence gaps, higher-quality MDT dialogue, and better continuity between personal and non-personal touchpoints.

This multi-country initiative involved twenty-five MSLs across sixteen global markets and four major client organisations, with the objective of strengthening confidence, strategic contribution, and real-world effectiveness across the full scope of the role. The training itself was intentionally practical and real-world, focused on helping MSLs apply the four pillars in day-to-day interactions through hands-on tools, field-relevant techniques, and opportunities to practise core behaviours.

How behaviour science informed the evaluation

To assess the impact of the training, the pilot applied a behavioural science lens to understand how MSLs adopted and integrated skills over time. Using repeated surveys, thematic analysis, and manager validation, the evaluation examined changes in confidence, behaviour, and the ability to combine skills across pillars into a coherent, real-world approach to scientific engagement.

MSLs were invited to share self-reported confidence and experiences at programme start and at regular intervals through to completion, with open responses capturing how learning was being applied in real interactions. Managers were surveyed at parallel points, providing an external perspective on whether shifts in confidence were translating into observable behavioural change in the field.

Delivery was enabled through close collaboration across IQVIA teams including Global HCP Engagement, the International Project Team, Medical Communications, Real World Solutions, and US Training and Development,

reflecting a broader organisational commitment to advancing field medical excellence through sustained, people-centred capability building.

Alongside this holistic assessment, each individual pillar programme included its own embedded evaluation, capturing module-specific outcomes through participant feedback, pre and post-assessments, and performance indicators. Together these two approaches provided both a programme-wide and pillar-specific view of capability development.



The pilot in practice: Integrated training and coaching across the four pillars

The pilot was built around a structured, progressive development pathway rather than isolated skill-building. Each programme aligned directly to one of the four pillars, with training, coaching, and skills development working together as a connected whole:

Scientific Expertise

Structured peer-to-peer engagement and strategic-thinking workshops strengthened scientific dialogue, clarity, and influence, while embedding data-driven planning, customer segmentation, and channel orchestration where scientific application mattered most.

Insight-Driven Engagement

The IQVIA Expert Ecosystem supported real-time insight generation and customer profiling, informing individualised, evidence-based dialogue grounded in clinical and practice realities.

Communication Mastery

AI-enabled preparation and a structured coaching ecosystem provided real-time behavioural feedback, reflective practice, and continuous development to support high-quality, human-centred scientific exchange.

Performance and Professionalism

IQVIA MSL Track Training provided opportunities to enhance skillsets in foundational field-medical competencies and compliance, scientific storytelling, strategic territory management, and consistent global standards across markets and lifecycle stages.

Together, these programmes demonstrate how a comprehensive capability framework, embedded within a connected learning environment and reinforced through structured coaching, enables sustained excellence in Medical Affairs, keeping uniquely human value central within an AI-enabled model. The impact of this integrated approach was assessed through two complementary measurement streams, explored in the following section.

Measuring impact

The behaviours developed across the four pillars: Scientific Expertise, Insight-Driven Engagement, Communication Mastery, and Performance and Professionalism, which formed the basis for the Pilot's three core objectives: **strengthening confidence in complex scientific dialogue, deepening strategic contribution** through insight generation and cross-functional impact, and improving real-world effectiveness through more focused, pathway-relevant engagements.

To assess progress against these objectives across the four pillars, the Pilot used two complementary approaches.

The first was a holistic, behavioural science-informed assessment measuring how MSL confidence and behaviour evolved across all four pillars throughout the programme. MSLs completed confidential surveys at programme start and at months one, two, three, and completion, self-reporting their confidence in performing key job tasks aligned to each pillar. Open responses captured how learning from across the pillars was being applied and integrated in real interactions. Managers were surveyed at programme start, months one and three, and after completion, providing an external perspective on whether pillar-specific confidence gains were translating into observable behavioural change in the field.

The second was a set of embedded evaluations within each individual pillar programme, assessing module-specific outcomes through participant feedback, pre and post-assessments, and system-anchored indicators. These pillar-level assessments provided a detailed picture of what was working within each area of the capability framework, from scientific competence and communication quality through to insight utilisation and strategic-thinking capability.

Together, these two approaches built a rounded picture of capability development across the full framework, capturing both pillar-specific improvements and the sustained, integrated behavioural change that comes from developing the four pillars as a connected whole.

Pilot outcomes

The Pilot delivered measurable improvements across all four pillars (Scientific Expertise, Insight-Driven Engagement, Communication Mastery, and Performance and Professionalism), with improvements also observed in how evidence progressed through MDTs and pathways. Outcomes are drawn from two complementary sources: robust evidence from the individual pillar evaluations, and the holistic behavioural science assessment tracking confidence and behaviour change across the full programme.

The holistic assessment showed confidence rising from 'confident' to 'very confident' across all four pillars, with MSLs rating training relevance to their role an average of 4 out of 5. MSLs described consolidating skills across all four pillars into an integrated approach, combining data, communication, and insight-generation capabilities to tailor interactions to unique stakeholders. Managers corroborated these gains, noting MSLs had started thinking more strategically and varying their approach using behavioural techniques.

Together the findings demonstrate sustained capability development and meaningful improvement in the quality, consistency, and impact of scientific exchange, reinforcing the critical and enduring contribution of human scientific judgement within an AI-enabled medical affairs environment.

Key findings:

- 3.7 hours/week time saved on preparation
- 26% expansion in expert identification
- 100% improvement in strategic thinking workshop ratings
- NPS 9/10 for track training
- Consistent uplift across scientific, communication and strategic behaviours

Scientific expertise (strategic thinking and peer-to-peer engagement)

Approach: Training for the Scientific Expertise pillar was delivered through two interactive programmes: Strategic Thinking workshops and structured Peer-to-Peer engagement sessions. Both were designed to strengthen scientific dialogue, clarity, and influence in real-world field settings, reinforced through structured pre-reads and post-event evaluation.

Key findings

The holistic behavioural science assessment showed MSLs applying Scientific Expertise with greater clarity and strategic purpose in their day-to-day practice, describing improved ability to tailor scientific dialogue and lead more focused, insight-driven conversations with stakeholders.



The individual programme evaluations demonstrated strong engagement and satisfaction across both programmes:

- 100% of participants rated the strategic thinking workshop as *Very Good* or *Excellent*, reporting clearer customer understanding and improved strategic channel planning aligned to both scientific and business objectives
- All peer-to-peer participants rated sessions as *very good* or *excellent*, citing improved clarity of scientific dialogue, stronger rapport with stakeholders, and increased confidence in leading complex scientific discussions with KOLs

**Insight-driven engagement
(Expert Ecosystem)**

Approach: Delivered through the IQVIA Expert Ecosystem, combining live sessions and weekly check-ins focused on customer-specific profiling and real-time expert intelligence. Designed to help MSLs build a richer, more objective understanding of who influences evidence and decision-making within their local systems.

Key findings

The holistic behavioural science assessment showed MSLs applying more intentional, insight-driven engagement in their day-to-day practice. MSLs described more deliberate interaction planning and greater awareness of how to generate meaningful insights, with one noting they were “planning meetings with a clearer objective instead of going in reactively.”

The individual Expert Ecosystem evaluation demonstrated clear improvements across three areas:

EFFICIENCY AND TIME REALLOCATION

MSLs reported an average time saving of 3.7 hours per week, enabling them to shift effort away from manual research toward higher-value activities such as engagement planning, strategic prioritisation, and IPD coaching discussions. One MSL noted: “I’m thinking more strategically about each interaction and what insight I’m trying to generate.”

DEPTH AND BREADTH OF SCIENTIFIC INSIGHT

100% of respondents identified new KOLs using the platform, with an average 26% expansion of expert lists, indicating broader consideration of relevant scientific voices. This provided a richer understanding of expert activity and influence spanning peer-reviewed publications, congress abstracts, speaker activity, guideline authorship, committee participation, and cross-institutional networks.

QUALITY OF ENGAGEMENT PREPARATION

Engagement preparation strengthened significantly, with MSLs reporting greater confidence in expert visits, advisory boards, and congress planning. Expert prioritisation was increasingly informed by objective scientific criteria rather than fragmented or manual assessments.

PERCEIVED VALUE TO THE MSL ROLE

End-of-pilot feedback confirmed strong perceived value, with the platform seen as a meaningful enhancement to how MSLs prepare for and conduct scientific engagement.

METRICS	MSL SCORE /10
Valuable for my current role	8.9
Likelihood to recommend	8.8
Overall experience	8.7
Provides the type of information I look for	8.7
Provides deeper/better data than prior approaches	8.5
Provides more relevant insights than prior approaches	8.3

Communication mastery (Coaching Ecosystem)

Approach: Training for the Communication Mastery pillar was delivered through a structured Coaching Ecosystem combining manager-led feedback with guided self-coaching, supported through an LMS-based framework. Designed to provide real-time behavioural feedback, reflective practice, and continuous development to support high-quality, human-centred scientific exchange.

Key findings

The holistic behavioural science assessment showed meaningful improvement in how MSLs approached scientific conversations, with participants describing more deliberate use of questioning techniques, greater awareness of how to structure dialogue to generate insights, and increased confidence in tailoring conversations to different stakeholders. One participant noted this meant “being more deliberate about the questions I ask and allowing space for insights to emerge.”

The individual Coaching Ecosystem evaluation demonstrated strong uptake and impact across both MSLs and managers:

- All workshop participants and first-line managers reported ease of use and strong perceived value in applying the coaching tools
- Coaching enabled consistent behavioural reinforcement, increased accountability, and measurable improvement in confidence and quality of scientific call delivery



Performance and professionalism (MSL Track Training)

Approach: Training for the Performance and Professionalism pillar was delivered through a blended learning curriculum combining eLearning, podcasts, and live sessions across four capability units. Designed to strengthen foundational field-medical competencies including compliance, scientific storytelling, strategic territory management, and consistent performance standards across markets and lifecycle stages, evaluated through pre and post-assessments alongside qualitative feedback.

Key findings

The holistic behavioural science assessment showed MSLs applying more disciplined and intentional approaches to their field practice, describing stronger territory planning, more structured coaching conversations, and greater consistency in documentation and compliance behaviours. Managers observed these improvements directly, noting more strategic thinking and deliberate use of behavioural techniques across interactions.

The individual MSL Track Training evaluation demonstrated strong outcomes across all capability units:

- Learners reported a Net Promoter Score of 100%, indicating strong uplift in scientific confidence and overall programme satisfaction
- MSLs identified both meaningful new skill acquisition and valuable capability refreshment, independent of tenure
- Emotional intelligence, ethical influencing, scientific storytelling, KOL mapping, and strategic territory management were consistently rated as high-value, practical capabilities with direct field applicability
- MSLs rated the relevance of the training content 4 out of 5, reflecting strong alignment to real-world needs
- Managers requested the programme be delivered in full for future cohorts, reinforcing its perceived value and scalability

From pilot to scale: Embedding behavioural science across an integrated capability model

The Pilot findings demonstrate that when the four pillars are developed and reinforced as an integrated system rather than isolated competencies, MSL performance becomes more consistent, purposeful, and strategically aligned. The next phase of value creation lies in formalising this integration through embedding a Behavioural Science Framework across the full capability ecosystem.

The shifts observed across the Pilot in scientific competence, communication quality, insight generation, and strategic behaviour reflect the core mechanisms of a Behavioural Science Framework, which clarifies intent, shapes cognitive and emotional drivers, and reinforces behaviours through structured practice and feedback. Embedding this framework into the next phase enables the four pillars to operate as a coherent behavioural system:

- **Scientific Expertise** is strengthened when paired with communication mastery, enabling complex evidence to be conveyed with clarity, influence, and scientific credibility
- **Insight-Driven Engagement** becomes sharper when informed by behavioural cues, cognitive framing, and structured preparation
- **Communication Mastery** becomes more effective when anchored in behavioural intelligence, ensuring interactions are emotionally attuned and aligned to scientific and system priorities
- **Performance and Professionalism** provide the reinforcement loop that embeds new behaviours, strengthens accountability, and sustains performance over time

The next phase of integration will formalise this alignment across learning, coaching, measurement, and field execution, enabling IQVIA to scale a system-based model for field medical. This approach translates evidence into implemented pathway change with consistency, compliance, and pace. Grounded in behavioural science and enhanced by intelligent technology, it positions MSLs as AI-enabled scientific partners delivering system-level value.

The future of medical scientific engagement: Human-centred, AI-augmented excellence

The International MSL Pilot reinforces the central theme of this paper. The future of medical scientific engagement will be shaped by people, enabled but not replaced by AI. When capability development is integrated, coached, and measured across the four pillars, MSLs gain more than technical proficiency. They develop the confidence, agility, and influence required to lead high-quality scientific dialogue in increasingly complex environments.

The Pilot demonstrates that MSLs who develop and integrate capability across Scientific Expertise, Insight-Driven Engagement, Communication Mastery, and Performance and Professionalism, supported by structured coaching and enabled by AI, are best positioned to advance field medical excellence. This represents not an incremental enhancement of the role, but a fundamental redefinition of MSL capability and impact.

Within this model, MSLs emerge as AI-augmented scientific partners, using technology to enrich preparation, sharpen insights, and personalise engagement, while relying on distinctly human qualities that build trust and credibility: listening, empathy, nuance, integrity, and authentic rapport. As these capabilities converge, a new global standard is taking shape, one that is human-centered, insight-driven, AI-enabled, and scalable across markets.

Conclusion

Through this pilot, IQVIA has taken a decisive step in shaping that future standard, demonstrating leadership in defining the next generation of field medical capability through real-world evidence of sustained behavioural change. For Medical Affairs leaders, this marks a shift in the definition of excellence. Capability can no longer be treated as an event or a toolkit. It must be designed as a continuously reinforced system, built around integrated competencies that develop the four pillars of Scientific Expertise, Insight-Driven Engagement, Communication Mastery, and Performance and Professionalism as a connected whole.

Organisations that fail to embed integrated, measured, and coached capability development risk variability, erosion of scientific credibility, and under-delivery of AI investment. Those that succeed will define the next generation of field medical impact.

By investing in people, grounded in behavioural science and enhanced by intelligent technology, IQVIA is setting a new benchmark for medical scientific engagement in an AI accelerated world.



About the author



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Carrie works in the Global HCP Engagement Team within Commercial Engagement Services where she is a specialist in Customer Experience and HCP Engagement through the harmonisation of digital and people-based channels within an omnichannel strategy across global markets.

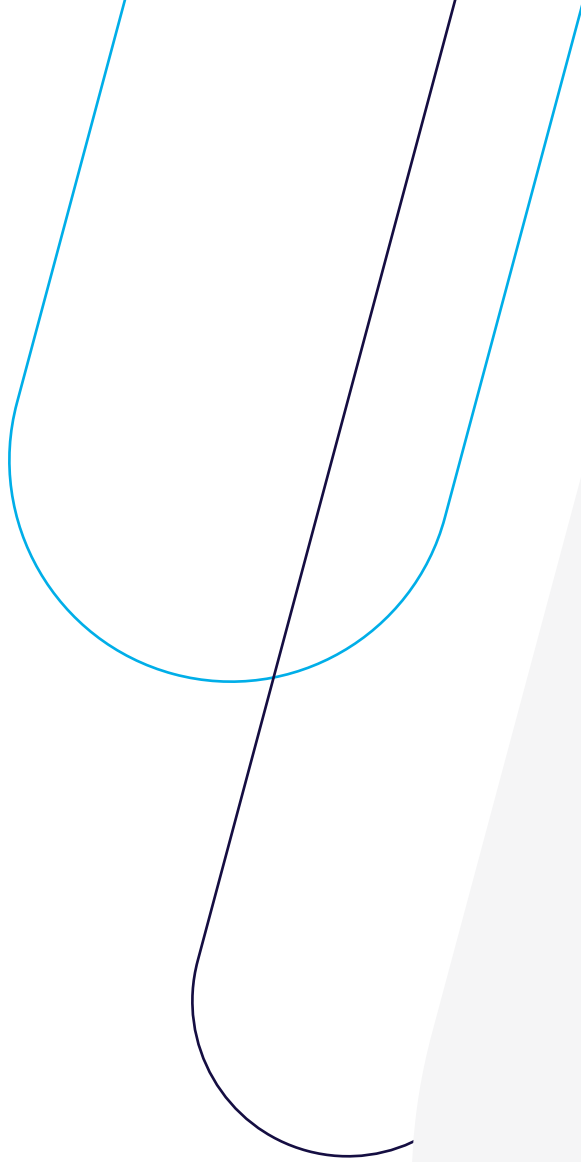
A fellow of the Chartered Institute of Marketing, she has 30 years senior experience in life sciences across commercial consulting, marketing and strategic market access roles.

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