

# Digital Asset Management for Life Sciences Forum, Europe

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Questions & Answers

veeva



# Centralizing Content Strategy Across a Decentralized Organization



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# Answered Live

Question	Answer
<p><i>How did you measure reuse with the increase from 1% to 7%?</i></p>	<p><b>Cara:</b> So, currently, I would say we're maybe at one and a half, but if you look at it from the perspective of where we started, actually, it's probably more like a two or three. Prior to this project, we were at less than 1% reuse across the globe. And now we're up to about 7%. <b>Cara:</b> So, given the short period of time that we've been live, I think we're actually doing pretty good. But we'd like to increase that dramatically into, certainly double digits and hopefully into the 20 plus percent.</p> <p><b>Sam:</b> Yeah. So just the way we measure it, I guess, is very simple at the moment. We use the statistics from Veeva and how many assets have been copied by other affiliates, so from global to affiliate, and reused. So we just measure in that way, at the moment. We haven't put any work behind. We're not forcing, if you like, reuse within our organizations, and each affiliate is still able to produce what they believe is best for their customers.</p> <p>But even by having assets and materials in the same system, we're already seeing a drive towards people wanting to reuse. So I think that's the reason it's gone up actually, quite a good proportion in the short period of time. And that's how we measure it today.</p>



# Answered Live

Question	Answer
<p><i>Could you comment on the proportion of digital asset vs overall content and it's reuse?</i></p>	<p><b>Sam:</b> So, digital assets versus materials. I would need to take a really good deep dive into the statistics, to be honest, but just now we only have the U.S. who are putting assets consistently onto Veeva.</p> <p>So all the agencies are trained and they have very structured process. And the team that is working with those agencies to make sure that we have the right rights, and the right contracts in place to be able to do that.</p> <p>Although we have rolled the DAM out across the world, we're actively encouraging people not to use it until we've got the structured process in place, and until we've done agency training.</p> <p>And our approach to this is over the next, kind of 12 months, we really want to get those countries with English language materials up into the DAM, because we think that will have the most impact on reuse.</p> <p>But definitely regions like our Latin America colleagues are already working on this as well. So we've got different work streams of work going on to increase that digital asset management, and material reuse is clearly what's happening mostly at the moment. Hope that answers the question.</p>



# Answered Live

## Question

## Answer

*Regarding Collective responsibility: what specific actions did you take to change the way of working and habits? What worked well and not*

**Cara:**

Yeah. So what worked the best and continues to work for us is being able to explain to people the value that they'll gain utilizing Vault PromoMats effectively. And we have found that by taking advantage of the champions, the people who actually believe in the system, believe in what we're trying to accomplish globally, and having them be the voice for us at the affiliate level has been the biggest positive impact for us.

And it's been really fascinating to see because we're still in the process of rolling out where we're actually at our fifth wave of six at this point. And the last wave, the team in the UK put out their own video, where they walked through all of the reasons why this was going to bring value to the UK, and, and it was really wonderful for us to see because they didn't consult with us, they didn't ask us to be part of the video. They just did it, and they said all of the things that we've been saying for the last 18 months.

And so they, by being their own advocates, it actually then pays it forward to the next group because everybody who's coming on board in the future sees that. And it's means what much more to them to see it from their own colleagues at the country level versus seeing it from us as the people overseeing the program.

So I think that's the biggest benefit, or the thing that has had the greatest impact in a positive way. Honestly, probably one of the things that's been the hardest for us, at least recently, is not being able to be face to face with folks as we're rolling things out, and trying to do everything virtually when we don't know a lot of the folks we're trying to convince to get on board with this, and trying to develop those relationships virtually has been challenging, although not impossible.

**Sam:**

No, I think that's right. I think particularly as we move into these metawebs of valid appointments, we're no longer moving Zinc users over to Veeva, which in some ways is an easier sell, because the system will no longer be there. We're now moving previous Veeva users over to Veeva, or people that have got their own homegrown solutions that they've had for many, many years.

And we certainly had to put in a huge amount, more effort to connect with people one on one to be able to do that.



# Answered Live

Question	Answer
<p><i>Also in terms of alignment on content tagging - have you achieved alignment throughout the business?</i></p>	<p>Cara:</p> <p>Sure. So, we are working on standardization of tagging. This is probably one of the biggest challenges for us, as we're trying to bring digital globally on board with this.</p> <p>To be honest, currently the digital work is being done outside of PromoMats. And then the PDF is being pushed through for the MLR review process, and then back into AEM. In fact, we've just been on calls with Hugh and others at Viva over the last few weeks about this topic.</p> <p>And we are, to be honest, just within the U S alone, we struggle with having consistent tagging, let alone across the entire globe. So we see that as probably one of the biggest challenges we're facing over the next six months to a year, is figuring out how we're going to do it minimum, standardized that across some of the key English speaking countries. So that, that kind of bulk of material that's available can get out there for the rest of the world.</p> <p>So to be honest, I feel like I've only come to appreciate what a big issue it is over the last month or so myself, and we're really excited to start tackling that particular challenge for the company now.</p>



# Unanswered Questions\*

Question	Answer
<i>Have you introduced / plan to introduce Brand Portals?</i>	<b>Sam &amp; Cara:</b> We have a cross-functional team evaluating this currently. We believe this could support re-use but appreciate that the brand portal needs to be managed well. We are looking at a few different use cases: a particular Brand that currently hosts materials on a gSite switching to utilising a Brand Portal and also, our global Medical Network who want to be able to source and re-use specific MSL materials more easily.
<i>How much alignment have you achieved in alignment of the approval process globally? How do you manage exceptions?</i>	<b>Sam &amp; Cara:</b> We have actually gained good alignment. We brought many affiliates together and focused on similarities in process rather than differences. At the highest level – the process is exactly the same for all. The key differences between affiliates may be number of reviewers/approvers depending on materials type or the need for external regulatory approval (e.g. FDA). However, on the whole we encouraged all affiliates to relook and simplify their process as much as possible as part of the transformation. This has worked really well overall. We are now looking at above-country review/approval models also.
<i>On partnerships: are you engaging with a partner(s) to support MLR review activities?</i>	<b>Sam &amp; Cara:</b> The vast majority of our review and approval process is carried out in-house. Certainly our agencies have a role to play in this but the main review/approval work is carried out within Roche/Genentech currently.

\*Questions have been sent out to speakers, post-event



# Unanswered Questions\*

Question	Answer
<i>Have you also integrated your Medical Information content, Standard Response preparation and approval into this implementation? If not, are you planning to.</i>	<b>Sam &amp; Cara:</b> We are not doing it currently but it is a change we have just approved. Today our Medical Information Standard Response documents are authored and approved in a 'home-built' solution prior to being automatically pushed into our MI enquiry/knowledge management system. As we would like to ensure that VVPM is our single source of truth for all external content then we will be replacing our current system with a component authoring tool and VVPM. So, content will be created in the component authoring solution, automatically pushed to VVPM for review/approval then automatically integrated with the MI enquiry management system (and any other downstream channels that are appropriate – e.g. websites etc).
<i>It looks like the UK re-use is very low. Is there a specific reason for this? Any learnings?</i>	<b>Sam &amp; Cara:</b> We did not present re-use by country. I think the numbers you refer to are the number of VVPM users per country. The UK number is particularly low due to the fact that they went live with VVPM after we presented at the DAM Forum.
<i>On partnerships: are you engaging with a partner(s) to support MLR review activities?</i>	<b>Sam &amp; Cara:</b> The vast majority of our review and approval process is carried out in-house. Certainly our agencies have a role to play in this but the main review/approval work is carried out within Roche/Genentech currently.
<i>Did you have senior management endorsement?</i>	<b>Sam &amp; Cara:</b> Yes. To be honest, it takes not that much convincing as the approach we are taking completely aligns with our transformation.

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# Unanswered Questions\*

Question	Answer
<i>How did you measure reuse before PromoMats?</i>	<b>Sam &amp; Cara:</b> We didn't measure it prior to VVPM. However, we did run an exercise prior to starting our project to feed into our business case. We took materials from all key 'English-language countries' and did a comparison. We also held a number of interviews to find out how people were re-using content from Global/other affiliates and their reasons for doing this or not doing it. This not only helped us with the initial business case but also helped us understand what would need to deliver in this programme to make it successful (beyond the system).
<i>Related to a single source or truth: are you working with Communications Strategy, Scientific Platform, Core Marketing claims &amp; integrated communication plan?</i>	<b>Sam &amp; Cara:</b> Our Customer Engagement (and content) strategies are created outside the system currently. Some teams are evaluating the 'claims' tools at the moment but nobody is consistently using it at the moment.
<i>Do you have financial key metrics you are measuring?</i>	<b>Sam &amp; Cara:</b> Apart from Programme financials we are not measuring other content financial metrics at the moment. It is something that we are exploring with procurement as we evolve the programme and start focusing on delivering overall content strategy. However, our main driver is to ensure the customer has a great customer experience.
<i>How did you convince top management that a librarian would bring value to the company?</i>	<b>Sam &amp; Cara:</b> To be honest...we didn't! We are empowered to take good decisions on behalf of the company and therefore we just went ahead and made this happen. It seems like the right thing to do. Prior to VVPM we had every single country/person uploading references to their own system to substantiate claims. Therefore, having one global librarian to take the bulk of the workload and also ensure that the library remained 'clean' seemed like a good use of resource and is a safe bet. We are putting the same in place for Digital assets too as part of our operational model.

\*Questions have been sent out to speakers, post-event



# Unanswered Questions\*

Question	Answer
<i>Do you use Veeva for internal content for example guidelines? Or just for Promotional Materials</i>	<b>Sam &amp; Cara:</b> The short answer is – it depends! If the guidelines are, for example, Sales Rep briefings on how to utilise content etc then yes. For other internal guidelines we are not using this system. Our SOPs and Work Instructions for other internal processes (e.g. Adverse Event Management) are housed in another solution.
<i>Great presentation. Have you focused on core claims documents approval in Veeva to build on your digital assets strategy for review/approval of future core or derived assets?</i>	<b>Sam &amp; Cara:</b> Not yet. We are not utilising core claims documents at the moment. Currently it is our US organisation that is uploading digital assets to the system. Over time we want to ensure that, at minimum, the global functions and ‘English-language’ affiliates also upload their assets. We will then be able to look to the possibility of core claims strategy and alignment of digital asset strategy.
<i>How do you facilitate access to content from the DAM? Do you use Brand Portals?</i>	<b>Sam &amp; Cara:</b> We are not using brand portals currently, however, definitely something we are exploring and building use-cases for. Today, access to content in the DAM is facilitated either by searching for relevant materials (and then associated assets) or searching the assets themselves. We have a DAM librarian in the US who is ensuring consistency in tagging etc to allow for this.

\*Questions have been sent out to speakers, post-event



# Unanswered Questions\*

Question	Answer
<i>What is the main difference between asset management value / responsibilities vs General Counsel role in the organisation?</i>	<b>Sam &amp; Cara:</b> Not completely sure we understand the question – apologies. Today we are typically providing recommendations based on sound judgement and alignment with affiliates/functions. We are not, for example, forcing re-use of assets or attempting to drive down costs. However, we do believe to improve external customer experience overall the ability to find content quickly, adapt/personalise it and get it out there as quickly as possible is a positive that our process/tools enable.
<i>How useful they find Brand portals and who is managing them global vs local?</i>	<b>Sam &amp; Cara:</b> We are not currently utilising brand portals however we are currently evaluating different options. We have use-cases for both global and local brand portals (depending on affiliate size and ability to manage).

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