MEDICAL BUSINESS CONSULTING

Customer Case Studies

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Building the Roadmap for Long-Term Omnichannel Success

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CONTEXT

A global pharma customer had set a three-year timeline to achieve omnichannel excellence across regions but was struggling to understand practical ways to embed an effective omnichannel strategy into their technology. They felt that there was more they could be doing with their Veeva suite but weren't sure how to leverage existing capabilities to improve engagement.

Over the course of six weeks, Veeva Business Consulting partnered with the customer to develop a solution.

APPROACH

ALIGN: Veeva's team worked with end users through a virtual workshop with over 40 global stakeholders to understand their "wish list" of things they would want to do, have, or see change in order to achieve their omnichannel vision.

DESIGN: We assessed the current state of their technology, evaluating functionality and usability to identify key gaps across products, data, configurations, and user experience. This helped prioritize key activities for change and design a plan that focused on ways to maximize what was already available to them.

OUTCOMES

DELIVER: The teams partnered to deliver the project, initially working with pilot markets to build capability and enable change.

The customer's marketing and field teams walked away with a clear understanding of how to leverage their technology to support their business objectives. From the work delivered, the customer received:

- A clear vision and actionable roadmap for omnichannel engagement through their Veeva suite aligned to their own strategy and key objectives.

- A deep understanding of 7 quick win activities teams could implement in three months to enhance usage and value of their technology systems.

100+ Business "wish-list" items collected to inform the future of engagement

95% Supported items with a solution that optimized existing technology stack

7 Quick win activities dramatically increase omnichannel capability

"Veeva acted as our digital mechanic, helping us identify what needs to be looked at and ensuring our engine will run smoothly for the long term."

- Global Marketing Director, Respiratory Biologics

Maximizing Launch Impact across Medical and Commercial

CONTEXT

A global organization was looking to build out their core commercial and medical processes for a newly commercializing biotechnology. They aimed to maximize launch impact by driving personalized HCP engagement across channels, detailed measurement, and effective cross-functional processes.

APPROACH

ALIGN: Veeva partnered closely with global and local brand and field teams to convert their brand strategy, segmentation, and content into practical customer journeys.

DESIGN: They collaborated to define the key strategic objectives of the CoE and established the innovation processes, measurement approach, R&R, and governance required to operationalize the teams.

- **Omnichannel engagement:** Built the journeys into CRM to optimize field call planning and defined the measurements and process for continual improvement.

- **Digital innovation:** Performed market research to understand competitive services, identified key product and prescribing problems from company data, and designed key digital service options for current and upcoming indications.

- **Technology enablement:** Planned the setup of core field channels to enable cross-functional HCP engagement.

OUTCOMES

DELIVER: Led a cross-functional approach (brand, technology, analytics) to convert the brand objectives into a cohesive program that delivered significant value across five key elements.

1. **Definition of core processes:** Defined the end-to-end customer engagement processes for commercial and medical teams.

2. **Customer journey design & orchestration:** Created the commercial and medical journeys across five key markets, with CRM integration and ongoing journey orchestration.

3. **Innovation lab setup:** Established a global innovation lab to drive practical, measurable improvements in HCP engagement.

4. **Digital service design:** Identified and designed digital services to drive differentiation and targeting to improve patient experiences.

5. **Tagging & analytics:** Implemented a medical and commercial tagging framework to better measure content and campaign effectiveness.
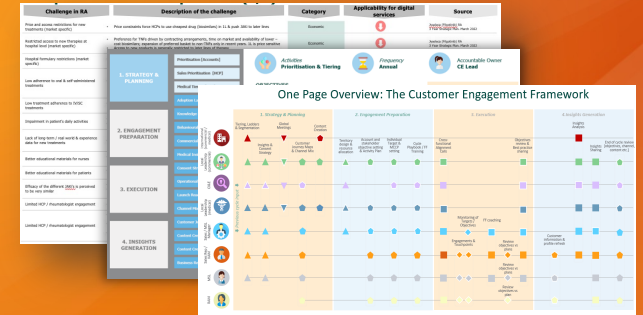
Enabling Launch Excellence

Detailed definition of core medical and commercial operating processes

Shift in cross-functional approach to practical HCP engagement strategy.

CRM, analytics, and technology deliverables to fully embed outputs

Close partnership across markets and functions to ensure practical and effective outcomes

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Evolving Core Medical Capabilities for a Top 10 Global Pharma

CONTEXT

A top 10 global pharma company was looking to evolve the core capabilities of its medical systems excellence (MSE), global medical affairs, and field medical teams.

Veeva Business Consulting provided strategic planning and execution support that spanned across omnichannel, optimization of CRM for medical, end-to-end content development for medical communications, and for the MSE team, preparation for future pipeline needs, and building scalability to support increased demand.

APPROACH

ALIGN: Veeva performed a series of 1:1 interviews with the MSE team, core business colleagues, and MSLs to diagnose pain points and determine the root cause of issues. A multi-day workshop was conducted with the core project team to explore 'the art of what's possible' for medical, prioritize recommendations, and begin to form high-level solutions.

DESIGN: With a clear, robust understanding of the current state, the teams aligned on a three-step approach to build the vision and deliver the project.

This involved configuring quick wins based on the initial assessment and then formulating a 24-month roadmap for building new capabilities across medical functions.

OUTCOMES

DELIVER: Veeva partnered with the company to deliver a multi-year business capability roadmap spanning people, process, and technology capabilities that would drive them toward achieving medical engagement excellence and scalability of systems to accommodate future growth.

1. **Clearly defined pain points and root causes** that underpinned gaps in core capabilities across CRM & MedComms.

2. **Alignment on the future design principles** for Medical Systems Excellence.

3. **Development of a transformational roadmap** to evolve MSE core capabilities, further enable in-field medical teams, and drive the scalability needed to prepare for future pipeline demand.

4. **Established governance and operating models** designed to enable the global medical organization to have more "share of voice" in managing the CRM roadmap.
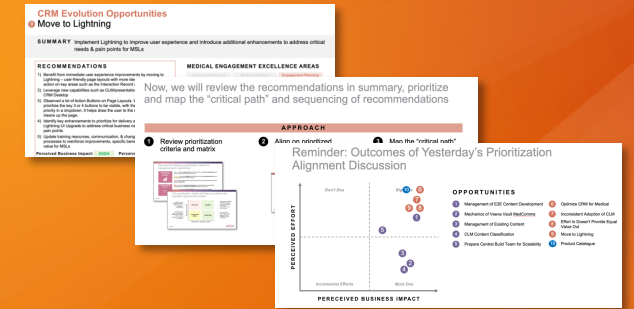
Accelerating Medical's Evolution

Identified root causes for pain points that underpinned gaps in core capabilities across CRM & MedComms

Configured quick wins based on initial capabilities assessment

Developed a multi-year transformational roadmap to evolve core capabilities across teams

Unlocked medical's "share of voice" in managing the CRM roadmap

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Reinventing Medical CRM to Deliver Precision Engagement

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CONTEXT

A global medical organization wanted to increase use of CRM and expand digital capabilities for its field teams, to help them achieve the overall strategic aim of delivering precise scientific engagement at scale. They needed to execute with urgency to ensure readiness to support upcoming product launches critical to the future of the business.

APPROACH

ALIGN: Veeva Business Consulting performed a mix of qualitative and quantitative analyses, conducting 1:1 interviews and leveraging Veeva Pulse data and CRM healthcheck to build the case for change that aligned with their future vision.

DESIGN: After detailed business and technical requirements collection, Veeva collaborated with end users to design an updated CRM within the customer's sandbox environment, focusing on functionality that would add value to MSLs and improve efficiency and effectiveness in completing their daily tasks.

The teams agreed on desired outcomes across three time horizons, with clearly defined accountabilities and next steps to mobilize execution efforts.

OUTCOMES

DELIVER: Veeva partnered with the company to deliver a 24-month business capability roadmap that would lead them to achieve their strategic objectives at scale. The project delivered significant value to both business and IT teams. This included:

1. **Clearly defined pain points and root causes** that underpinned low digital maturity and adoption of tools.

2. **Alignment on the vision and success measures** for Medical Excellence across digital capability use cases.

3. **Agreement on the case for change** based on competitor benchmarking and capability utilization analysis.

4. **Reinvention of CRM for medical**, enhancing the configuration to maximize the value of the tool and improve the overall end-user experience.

5. **Strategic execution plan** prioritizing resources and efforts to ensure readiness across people, process, and technology initiatives.

Complete diagnostic of root causes to inform the case for change

Future vision and statements of success defined to check future progress against

Shift in MSL mindset, now trusting CRM as a tool that can add significant value

Detailed programs of work build a strong foundation capable of sustaining momentum long term

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About Veeva Business Consulting

Veeva Business Consulting combines commercial and medical expertise with Veeva's proprietary data and technology to deliver better business-focused solutions for our customers. Our team of experts offers a suite of advisory offerings, including launch readiness, digital acceleration, and content optimization, all supported through unique HCP insights and analytics.

To learn more, visit: veeva.com/business-consulting