

Increasing your impact with BC

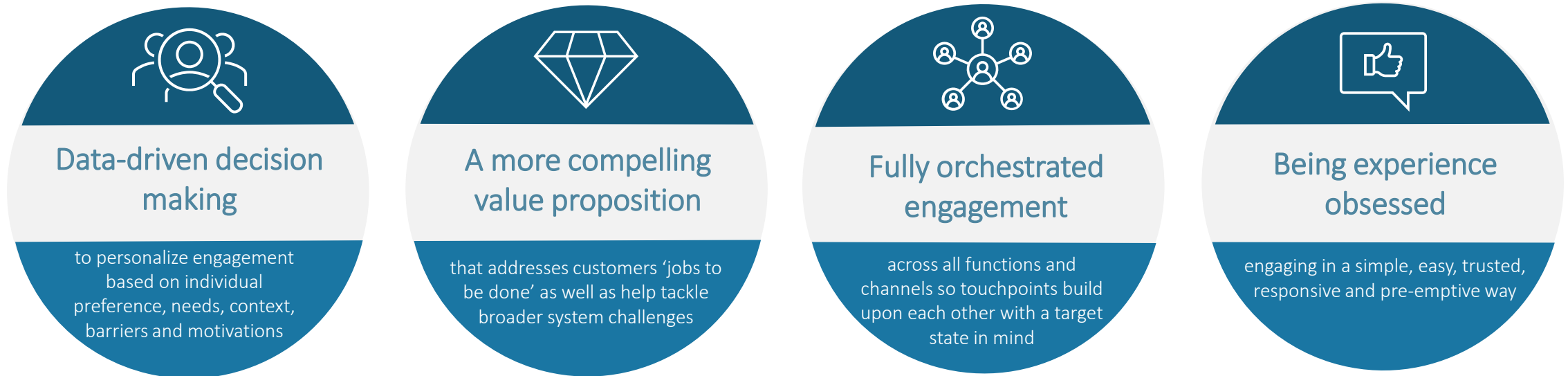


Helping the industry work more efficiently through standard offerings, operating model optimization, and a world class team.

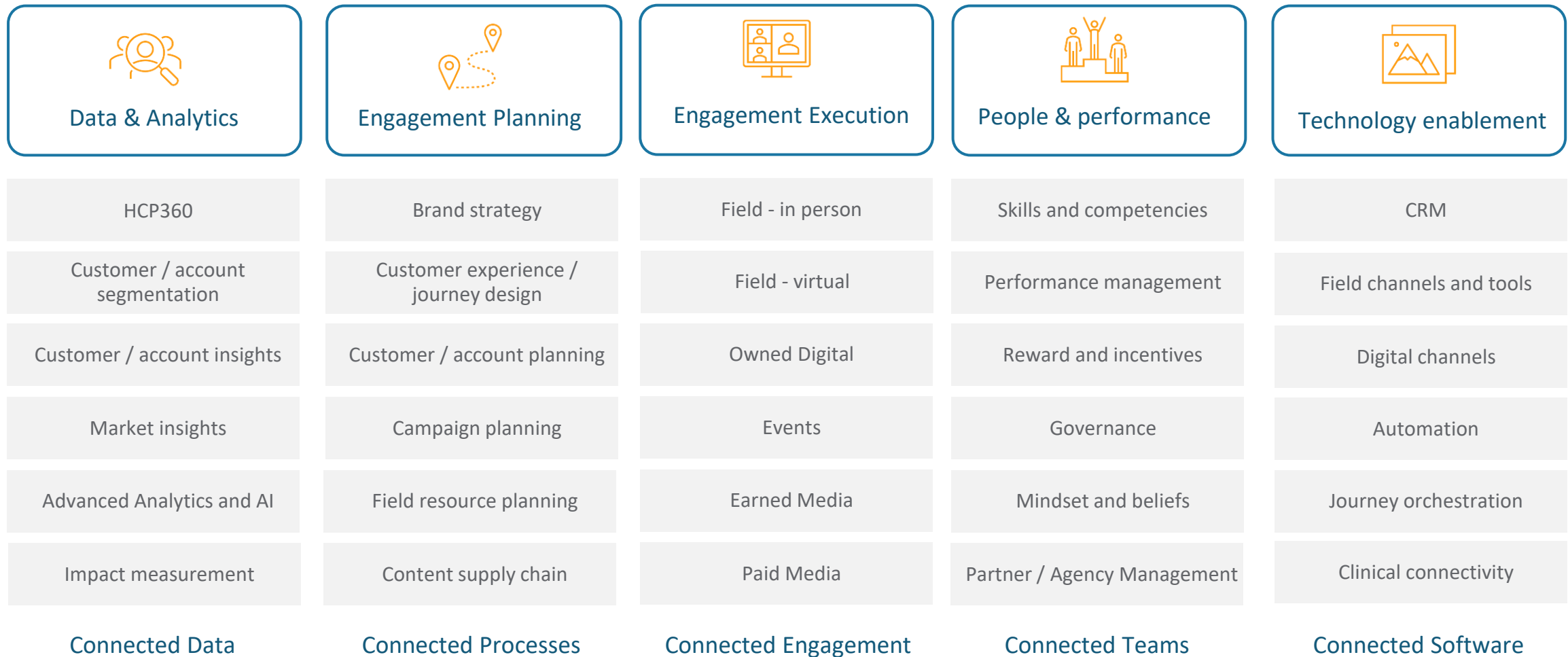
The future of Customer Engagement

Deliver great **customer experiences** and mutual **value** that drives or reinforces desired customer behaviors or necessary healthcare system changes to ensure patients get access to the **right treatments** to help them live long and healthy lives

Enabled through:



The enabling capabilities of a connected Customer Engagement



We have been supporting our clients in Latin America with a wide range of business challenges in an innovative and successful way



Go-to-Market
models



Launch
Excellence



Targeting &
Segmentation



Field force
Effectiveness



Account
Management



Change
Management



Business
Performance
turnaround



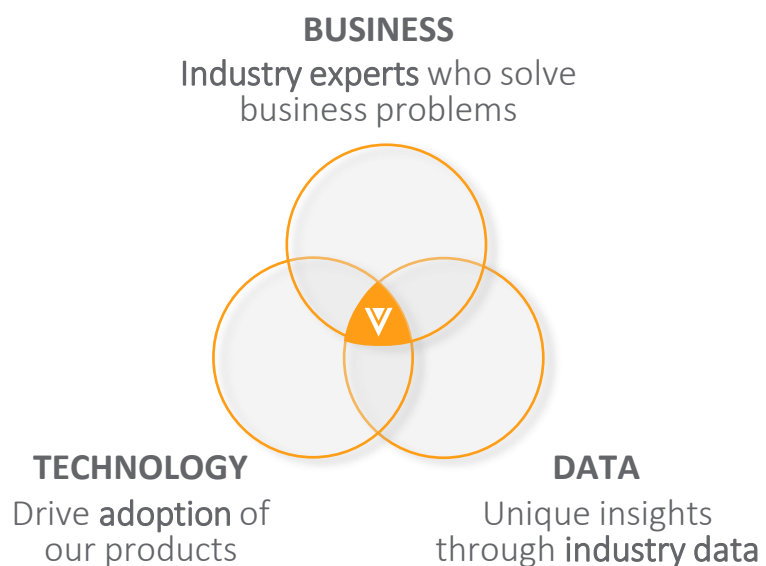
Omnichannel / AI
Transformation



Medical
impact



Veeva
technology
adoption



REAL CASE DELIVERABLES

Rapid Engagement Diagnostics (RED)

BUSINESS NEEDS

Identify tangible opportunities to drive commercial optimization in the new market landscape.

RED aimed to provide new insights into customers and performance by evaluating 2 core areas:

- **Engagement Insights:** Assessing if the right HCPs are being targeted and engaged efficiently and effectively.
- **Business Capability:** Determining if the team possesses the right capabilities to achieve excellence in customer engagement.

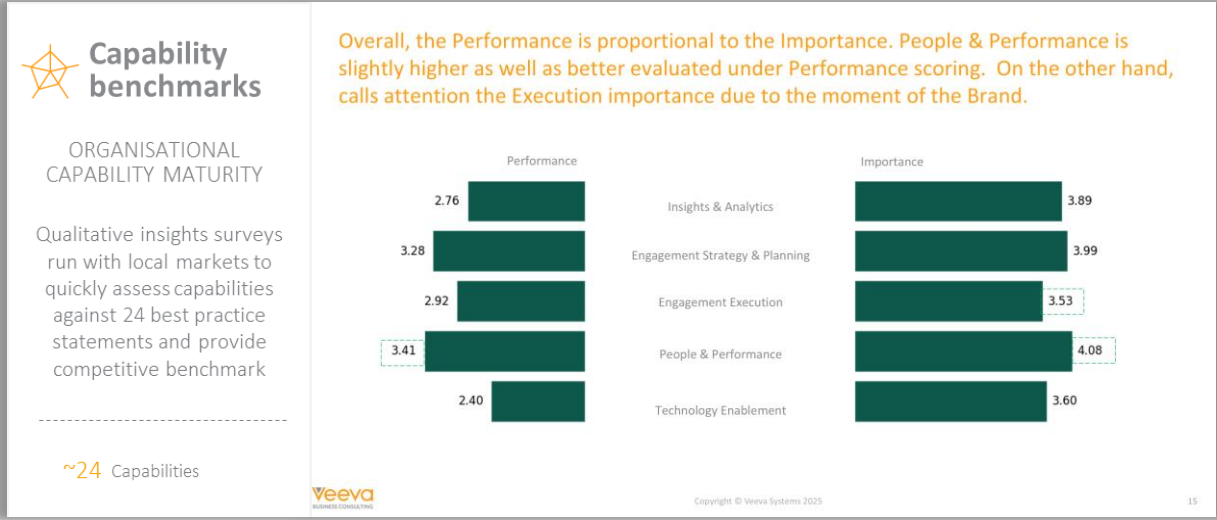
KEY DELIVERABLES



Engagement insights dashboard



Capability Survey Summary



Launch Acceleration plan

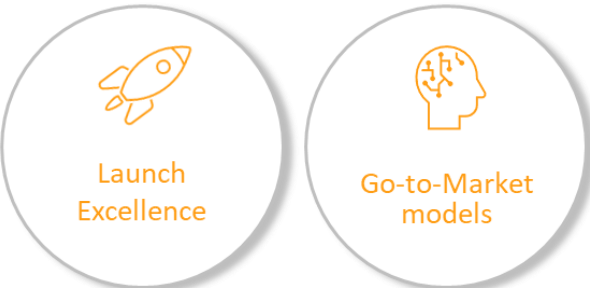
BUSINESS NEEDS

Pharma company had a product to **launch** in a **market not known** to the company current business

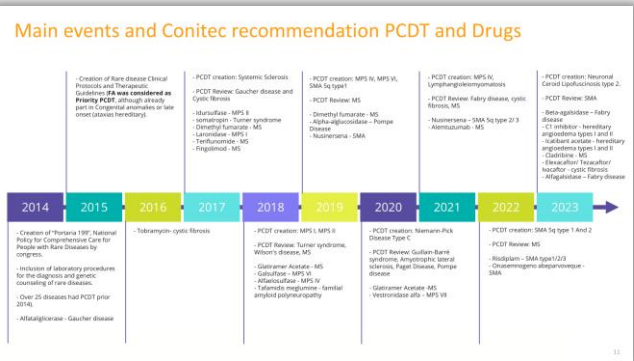
They needed to be prepared to:

- Raise awareness, communicate value and drive adoption to critical stakeholders
- Achieve incorporation and maximize patient access to treatment
- Define company's Field force structure to activate the market

KEY DELIVERABLES

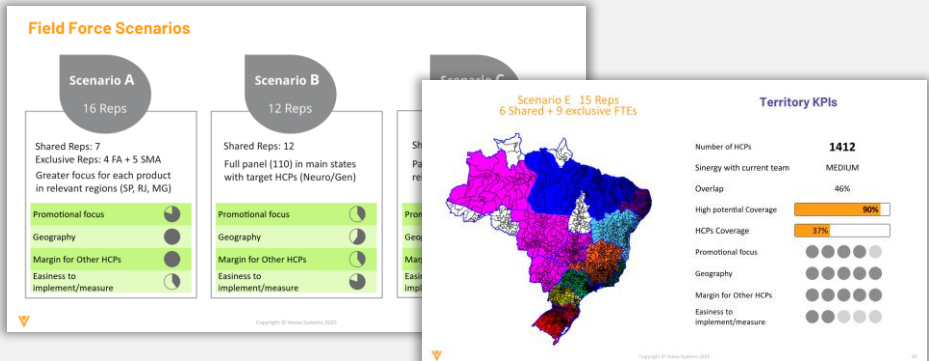


Market Access Routes & Barriers



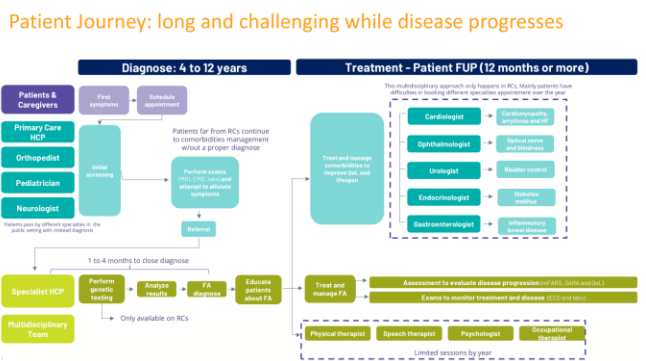
Analyses on main events and **Conitec recommendation** over the years
HCO readiness to treat and diagnose patients

Stakeholders Mapping and GTM model



A list of relevant physicians and treatment centers was created by identifying patients in **DATASUS** databases and other sources
HCPs were segmented in **Tiers** according to relevance.
Synergies with existing team panel were analyzed and considered, and Several sizing and geographic scenarios were built.

Patient Journey Crafting Value Messaging



Market research to map the **current patient journey** and identify HCPs expectations on new treatments

Loss of Exclusivity Strategy

BUSINESS NEEDS

To **reduce the impact of generics entrance**, the company was willing to understand some benchmarks for situation comparison and different possible impacts for the company.

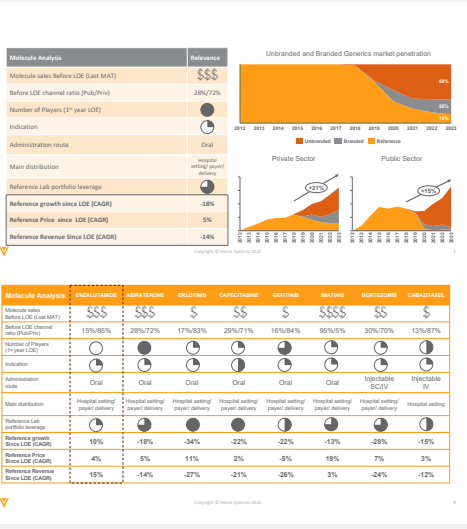
KEY DELIVERABLES



1

Understanding Generics entrance

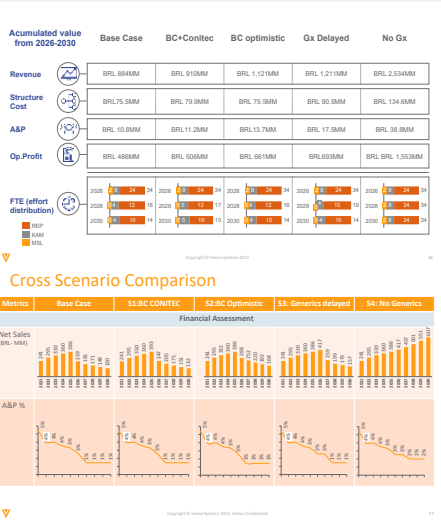
(Secondary data on products that suffered from LOE, Interview with industry executives)



2

Developing scenarios

(Based on forecast discuss the impact on sales of different events and defense strategies)



- **Industry benchmark**, understand what other laboratories did in the past to mitigate the impact of the generic entrance
- **Size of the impact**, estimate what could happen with product sales in different scenarios
- Understand the **relevance of HCPs** to leverage brands volume and **willingness to prescribe** a generic product
- Map the **price impact** that could minimize losses with private payers

Medical field teams Excellence

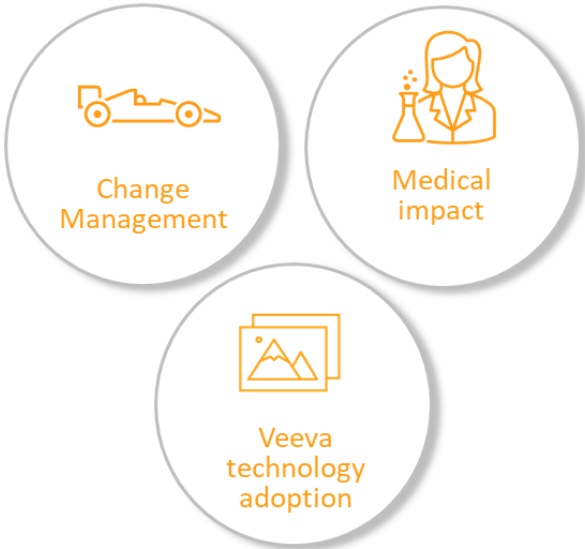
BUSINESS NEEDS

Pharma company was willing to identify improvement opportunities to their **KOL segmentation** process and benchmark **Medical CRM usage** across several TA's in all LatAm.

They needed to:

- Understand where users (MSLs) perceived value and assess input and POV from different centers of excellence involved in parts of the process.
- Define, harmonize and implement a series of processes for Medical Teams to bring a higher level of control and insights.

KEY DELIVERABLES

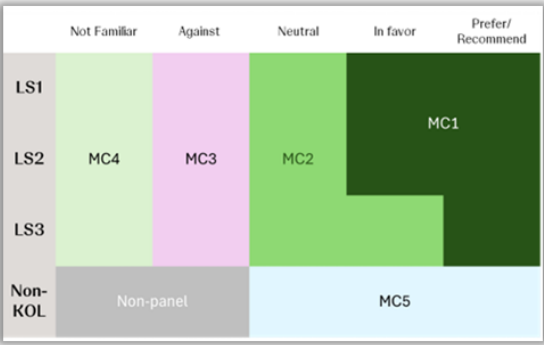


Leading Specialist segmentation

New KOL Influence Level Survey			
Criteria	Brief Description	Definition	Criteria removed
Geographic Influence	Notoriety and Network span	No change	Product Development
Clinical Experience	Medical practice background	No change	Presentation Skills
Guideline Involvement	Contribution and influence in guidelines	Change	
Scientific reach	Publications and authorship	Change	
Institutional Influence	Affiliations, Conferences and Subject Matter Expertise	Change	
Other(s)	Teaching and/or Research activities	Change	

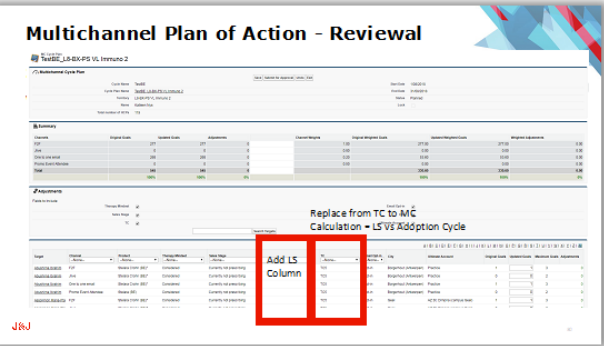
Simplified **survey** to assess KOLs in tiers, determining **KOL influence level** (LS1, LS2, LS3, Non-Kol)

Segmentation Matrix



Adoption cycle in conjunction with Leading specialist segmentation leveraged to generate a segmentation matrix, providing an easier to understand panel assessment for MSLs

Engagement Plan



Streamline current planning process
Implementation of CRM-based cycle planning enables implementation of MyInsights **dashboards** for **real time** tracking by MSLs and Managers

Business Unit Overhauling Project

BUSINESS NEEDS

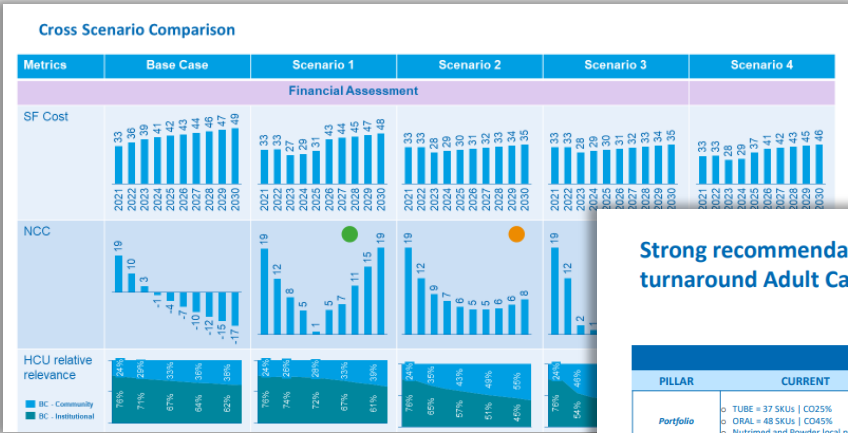
Client has lost its competitiveness, losing a great portion of its market share and the business has become less profitable with strong reductions in the products margin.

The company needed to **restructure the BU ways of working and commercial aspects**.

Veeva approach was to understand current and future situation, portfolio analysis, Sales force structure, competitive landscape, stakeholder's prioritization, commercial model, and financial & P&L.

KEY DELIVERABLES

- Redirect growth focus to retail Market and Oral portfolio
- Simplify, Rationalize portfolio
- Increase affordability of hospital products by nationalization of production
- Integrate Hospital Field Force Teams to better serve clients
- Redesign GTM (Usage of logistic operators, which accounts to serve direct and indirect)



Strong recommendations to turnaround Adult Care Business

Approved Scenario - PROFITABILITY MAXIMIZATION

- ✓ Focus on Community Market and Oral portfolio
- ✓ Tube Local Production
- ✓ Field Force Team 2 in 1 (Demand and Sales)
- ✓ Transitioning to a Key-Account Based Engagement
- ✓ Increasing synergy with distributors

PILLAR	CURRENT	1 st Play : Bridge			2 nd Play : Turn Table				
		2023	2024	2025	2026	2027	2028	2029	2030
Portfolio	• TUBE = 37 SKUs CO25% • ORAL = 48 SKUs CO45% • Nutrimed and Powder local production	➤ Focus on Profitable Products: Oral + Tube institutional ICU ➤ Delisting 13 SKUs (TUBE) with Negative CO and NCC (-3MM) ➤ Start process to local production to 7 SKUs (TUBE)			Tube Local Production				
Structure on Institutional (in Hospital)	• FTEs = 36 Reps BRL 9.1MM • Accounts = 1,500 • Sales Team (Shared Service)	➤ Reduce 21 FTEs (Save BRL1MM) ➤ Team Structure with operation "2 x 1" (sales and demand) ➤ Focus on 790 Key-Accounts (40% market)			Increase				
Structure on Community	• FTEs = 26 Reps	Maintain			Maintain				
A&P Investment	• Institutional = BRL3MM • Community = BRL7MM	➤ Reduce Institutional (Save BRL1MM) ➤ Increased Community A&P (BRL7MM) to boost HCP, DTC and Trade management initiatives			Increase in both channels				
Institutional Logistic Operation	• Direct Sales • Indirect Sales	➤ DL model distribution implementation in waves to 790 accounts (direct sales as an exception) ➤ Small accounts use distributor structure							
Funding within from		Institutional (BRL6MM-1MM) + BRL7MM (Estimated)							

Digital Transformation

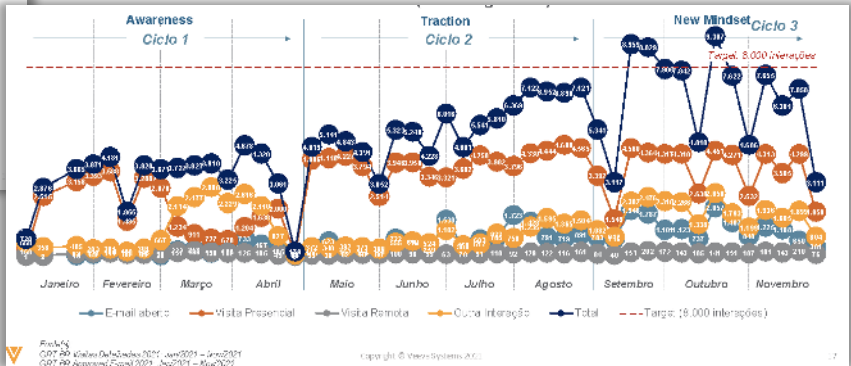
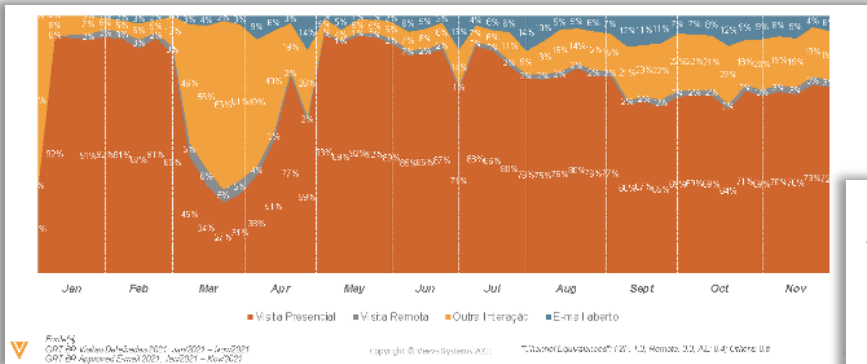
BUSINESS NEEDS

This company has moved forward to adopt digital channels and upskill the field engagement model. The BR affiliate did not have a **Digital Excellence** Lead to drive the required transformation, so Veeva Business Consulting approach was to encompass both planning and implementation phases for digital transformation.

- Conducting a situation analysis to identify pain points
- Definition of "What success looks like" and how to bridge the GAP from current status and vision
- Prioritizing initiatives for implementation phase with a PMO component
- Monitoring progress with clear digital KPIs

KEY DELIVERABLES

Digital Culture Increase based on clear digital KPIs monitoring that the company was not used to in a very tight governance model during the whole program.



Target & Segmentation

BUSINESS NEEDS

The therapeutic area has grown and became highly competitive in the last years, so the company needed to extract actionable insights for **HCP segmentation**.

Through Veeva Pulse data, Veeva were able to:

- Qualify and benchmark the current company's panel, getting insightful activity metrics for those HCPs at the Veeva brick level.
- Find non-called HCPs who presented market potential.
- Database delivery with new HCP/brick list and metrics.

KEY DELIVERABLES



UNIQUE INDUSTRY ENGAGEMENT DATA

+85% of Global HCP CRM interactions are managed by Veeva

Big data on interactions between the pharmaceutical industry and healthcare professionals (HCPs)

Integrated in Veeva's
Common Data Architecture
▼OpenData ▼Link

Provides in-depth industry insights into **HCP engagement** allowing **engagement trends** monitoring and comparison with **competitor benchmarks**

Benchmark summary



Opportunity Matrix

Engagement Strategy	DEVELOP RELATIONSHIP 1,316	BOOST SHARE OF VOICE 362	REASSES 170	REPLACE 482	NON-PANEL High Promo Pressure 568
NATIVE 850	Increase F2F Increment with Video Increment with Approved Email	Improve call's quality with CLM Increment with Video Increment with Approved Email	Assess Potential Replace with Video Increment with Approved Email	Target by OmniRep Increment with Approved Email	Engage F2F Increment with Video Increment with Approved Email
ACTIVE 497	Increase F2F Increment with Video	Improve call's quality with CLM Increment with Video	Assess Potential Replace with Video	Target by OmniRep	Engage F2F Increment with Video
PASSIVE 774	Increase F2F Increment with Approved Email	Improve call's quality with CLM Increment with Approved Email	Assess Potential Increment with Approved Email	Replace effort with High potential HCPs 1: Mass Email	Engage F2F Increment with Approved Email
TRADITIONAL 1,047	Increase F2F	Improve call's quality with CLM	Assess Potential	Replace effort with High potential HCPs	Engage F2F

From an Operational Cycle Plan to Multi Channel Cycle Plan



BUSINESS NEEDS

Customer was a global Pharmaceutical Company with outdated business processes and needed help to update and adapt process to a hybrid model and to harmonize criteria and rules across 5 LatAm countries.

Veeva assessed the Customer’s business strategy objectives and current capabilities through a comprehensive framework. Then levelled knowledge, designed and executed regional workshops to co-create guidelines for the new process with country representatives.

KEY DELIVERABLES

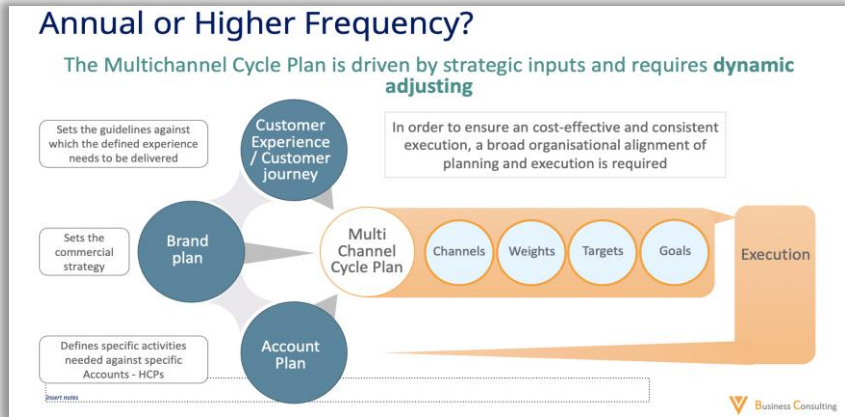
- Implemented by client within a month after recommendation
- Considered a role model approach for Global operations who were inspired by the frameworks and methodology

Capability Survey

Please score channels from a performance/impact viewpoint across attributes *(on the Excel Spreadsheet)*

MCQ (Multi Channel Call Equivalence)						
Rank (Top 5 attributes)	Attribute / Channel	F2F	Phone call	Remote detailing (ie: MS Teams)	Rep triggered email	Rationale
#1	HCP Channel fit or acceptance	5	4	2	3	With F2F physician usually offers some time for the SR deliver promotional message. Hardest channel to guarantee access might be video chat due to technological adoption barriers.
#2	Time of interaction	3	2	5	1	Remote lasts on average 20 min while F2F 5 min
#3	Ability to share contents	5	1	5	3	Telephone does not allow for VAs. E-mail does but no feedback captured.
#4	User friendliness	5	4	3	3	HCPs have a harder time adapting to so many competing technologies for video chat interface
#5	Ability to read body language	5	1	3	1	F2F provides the best experience for body language interpretation.
TOTAL		4.5	2.6	3.6	2.3	
F2F = 1		1.00	0.58	0.80	0.51	

MCCP strategic usage



Want to know more?
Please contact us:



Sebastian Arbeleche

Business Consulting Leader, LatAm

sebastian.arbeleche@veeva.com

+55 11 99210.3676



Ivan Alves

Business Development

ivan.alves@veeva.com

+55 11 98756.0409



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Reshaping Life Sciences to work smarter, faster, and in a more connected way

