Increase the Success of Your Veeva Deployment With a Trusted Partner

Overview

Life sciences companies today face many challenges, both market driven and internally generated. Issues include ensuring regulatory compliance, coping with price pressures, outmaneuvering increased competi-tion and managing complex stakeholder expecta-tions. Internally, many pharmaceutical companies are experiencing revenue shortfalls due to the expiration (or coming expiration) of key patents. Life sciences companies are finding their tradi-tional IT infrastructure overtaxed by the need to enable multi-channel customer management and collaboration. The pressure is on to diversify across products and markets.

As the industry continues to innovate and adapt to these forces, life sciences companies are beginning to consolidate their customer strategies across multiple channels and regions. The move toward standardisation is being fueled by emergence of industry-specific, cloud-based customer relation-ship management (CRM) platforms such as Veeva (Veeva is a market leading life sciences business solution based on the Salesforce.com platform). These on-demand solutions pair an intuitive and easy-to-use interface with core pharmaceuti-cal sales and marketing functionality, enabling business agility for commercial teams and

operational flexibility for technology teams. Many life sciences companies are replacing (or consider-ing replacing) their on-premises CRM solution to gain the advantages of the cloud model, including reduced cost and faster time to market.

However, the agility and flexibility enabled by cloud carry potential risks, as well. For starters, users have high expectations for the functional-ity and time to market of on-demand solutions. If the cloud project does not move as quickly as they hope, they might be tempted to do their own deployment, jeopardizing the benefits of standardisation. Also, the early adopters of on-demand CRM have discovered they typically have underestimated the effort needed for process harmonisation. It has proven difficult to identify and manage core vs. local business, data and interface requirements.

Though less onerous than traditional on-premises CRM implementation, getting up and running with a tool like Veeva requires companies to consider the impact the new environment will have on other systems, such as downstream analytics and reporting. A SaaS implementation will likely also require revisiting the connections between systems and even some new integration work – challenges that tend to get overlooked.

Cognizant

Above all, companies need a comprehensive strategy to manage the complexity of multi-country Veeva programs while at the same time enhancing business governance and building a sustainable CRM platform. Based on our experience helping clients with Veeva implementations, we have developed a practical framework called "Deploy Success" to deliver business benefits to customers implementing Veeva across regions. The framework comprises multi-country CRM best practices, reusable coding for data migration and integration assets defining common scenarios (such as "customer" and "sales") and a "jump-start" reporting pack with pre-defined key performance indicators (KPIs). All of these features speed implementation and increase efficiency, minimizing process-alignment time.

Veeva: Next-Generation Business Benefits

Life sciences companies are migrating to the Veeva platform to increase speed to market, collaboration and operational efficiency. The following are driving life sciences companies to embrace Veeva:

- The need to harmonise processes across the region or globe, depending on the company's business model, enabling a standard go-to-market strategy.

- Convergence of traditional and digital sales channels: Traditional sales reps are equipped with tablets/iPads to improve planning, execution, call effectiveness and cross-channel collaboration.

- The desire to overcome functional gaps in key account management, opinion leader management, influence mapping and segmentation, targeting and new territory alignments.

- A rationale to reduce capital expenditure and improve flexibility by migrating to one regional or global cloud platform.

Meanwhile, the move to on-demand CRM with Veeva offers undeniable benefits – speed of implementation, lower up-front cost and increased agility. However, there are numerous business and technology issues that must be addressed:

- The need to manage information from myriad upstream and downstream systems.

- The need for high user adoption rates to ensure project benefits are realised.

- The need to leverage existing master data and reporting to complement cloud.

Leverage Our Reusable Integration Assets

The Deploy Success Framework includes these integration assets:

- System integration architecture (including landing/staging) with flow of data entities:
  - With external data providers (IMS, sales, Cegedim, customer).
  - With internal customer systems (event management system, data warehouse).
  - With CRM tools for segmentation and territory alignment (iAlign).

- Reusable integration design and codebase:
  - Customer service request interface with Cegedim One Key.
  - Re-deployable DB Scripts for generating relevant schema and base tables.
  - Automation scripts for scheduled jobs including interfaces.

- Target Veeva data model tucked under core Veeva application template:
  - Profile definitions (attributes defined) for standard user profiles such as sales rep users, first-line manager, marketing users, and medical and scientific liaison (MSL) users.

Your Veeva Deployment Partner

We are uniquely positioned to support life sciences companies in their next-generation CRM journey with deep domain knowledge and experience with multi-country CRM program delivery. During the last 10 years, we have developed rich technical expertise delivering over 20 multi-country CRM programs for leading life sciences and pharmaceutical companies. Leveraging this experience, we have created the "Deploy Success" framework, which combines:

- Best practices in multi-country CRM deployment.

- Multi-dimensional governance provisions.

- Deployment accelerators.

- Reusable assets for data migration and data integration.
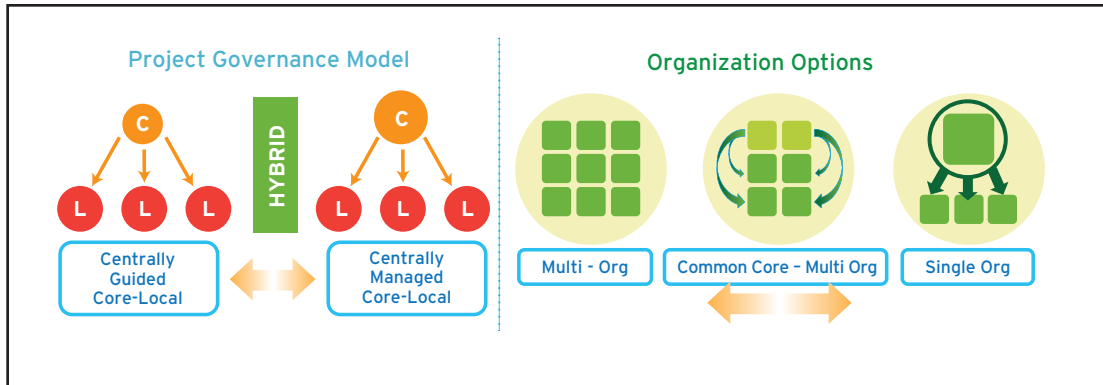
Architecture and Delivery Options

Figure 1

The Deploy Success Framework enables clients to maximize their opportunities and realize the benefits of best-in-class CRM with minimised risk.

The framework with well-defined roles and responsibilities is of significant value add towards multi-country roll outs due to its holistic and collaborative approach.

The Veeva Deploy Success Framework

Here is how we utilise the Deploy Success Framework:

1. We begin with a multi-country implementation readiness assessment. This strategic assessment analyses the sustainability of existing systems and processes across countries and forms recommendations on the best way forward.

2. Next, we create a multi-country program governance model. This stage covers three scenarios: (a) new pilot, (b) building onto an existing pilot or small-scale rollout and (c) new transformation program. Figure 1 depicts the architecture and project delivery options available for Veeva.

3. Then, we apply our multi-country program delivery methodology. As illustrated in Figure 2, the delivery methodology encompasses two scenarios from which the client can choose: (a) Agile (in which each phase contains all the elements of development) and (b) hybrid waterfall (in which the team completes one development phase, such as requirements definition, before moving to the next).

4. Next, we create a model for application and data administration, with clear roles and

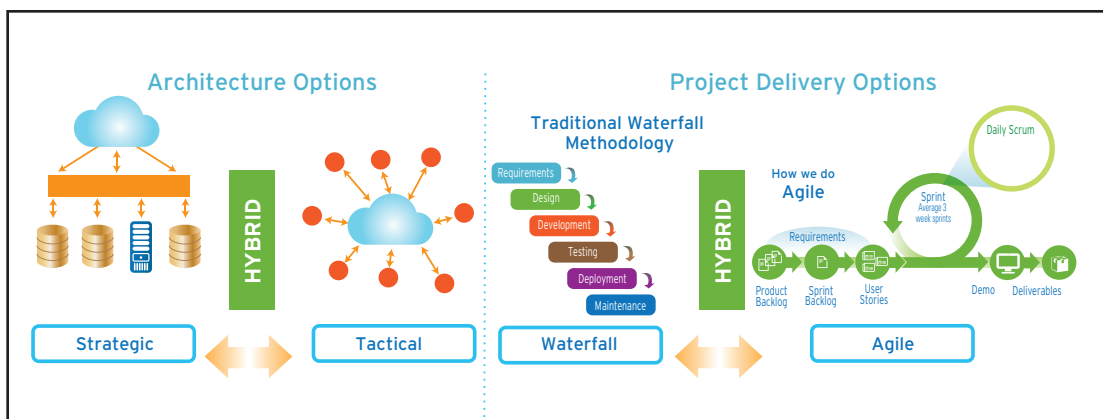## Multi-Country Delivery Methodology

Figure 2

responsibilities as well as general "do's and don'ts" for clients to manage Veeva sustainably after deployment.

5. We leverage reusable integration assets, including robust and pre-tested integration templates, code and reference architecture with the Veeva data model (see box, page 2).

6. Along the way, we will use tools from our Siebel-Veeva migration toolkit, including the design framework and codebase, to accelerate the migration and to leverage industry best practices.

7. We then apply our Hybrid Analytics Toolkit (a reusable reporting framework), which includes a variety of KPIs including field force reporting, local and regional KPIs, to provide analytical capability complementing Veeva.

8. We also include guidelines for balancing out-of-the-box configuration vs. the need for customisation vs. using the Salesforce.com App Exchange product for typical scenarios of territory management, segmentation, campaign management and e-mail marketing.

Delivering Veeva Across Multiple Countries

We take a holistic approach to customer engagement, driven by our deep life sciences and multi-country CRM implementation experience to deliver a best-in-class solution that helps our clients meet their business objectives.

We have worked with Veeva since 2008. Our global organisation supports your business aligned to the demands of the developed and emerging pharmaceutical marketplace, bringing agility, reliability, reach, lower cost and quick time to market.

For more information

Please contact:

Pratik Maroo:
Pratik.Maroo@cognizant.com

Raj Danave:
Raj.Danave@cognizant.com

About Cognizant

Cognizant (NASDAQ-100: CTSH) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 230 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at www.cognizant.com or follow us @Cognizant.

Cognizant

World Headquarters
500 Frank W. Burr Blvd.
Teaneck, NJ 07666 USA
Phone: +1 201 801 0233
Fax: +1 201 801 0243
Toll Free: +1 888 937 3277
Email: inquiry@cognizant.com

European Headquarters
1 Kingdom Street
Paddington Central
London W2 6BD
Phone: +44 (0) 20 7297 7600
Fax: +44 (0) 20 7121 0102
Email: infouk@cognizant.com

India Operations Headquarters
#5/535, Old Mahabalipuram Road
Okkiyam Pettai, Thoraipakkam
Chennai, 600 096 India
Phone: +91 (0) 44 4209 6000
Fax: +91 (0) 44 4209 6060
Email: inquiryindia@cognizant.com