Veeva

Agency Opinion Leader Forum Roundtable Transcript

EU Summit 2020

Hosted by:

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Agency Opinion Leader Forum

A Veeva Initiative

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Pooja Ojala:

By way of introduction, Pooja Ojala, VP Commercial Content Strategy here at Veeva, and I'm so very excited to be hosting this year's inaugural Agency Opinion Leader Forum Roundtable.

Let me give you a little bit of background on who this esteemed group is and what you will continue to see from them. For those of you who don't know, Veeva has over 500 agency partners within our content partner program, where we work to help customers drive adoption by way of our products and our agency collaboration.

This group, as you can see, represents some of the largest agencies in the industry, and we are excited to bring forward their experiences, highlighting the best practices that they see every day with working with their customers, thought leadership, and really talk real talk about how they are seeing the world of content evolve. This session is very timely today. As you all know, content is top of mind, it's transforming constantly, growing in volume and scale and complexity, and with the recent shift and acceleration to digital, the need to have a pulse on ways to work across the entire lifecycle of content from creation, to production, management, distribution, and finally measurement to drive personalized customer experiences, all of it is extremely important. With that, let's get to it.

Focus on two key topics today, it's going to be a little bit of a rapid fire. We definitely picked two meaty ones, I think we could probably take half a day to talk about this with these folks. But we will timebox it as best we can. The first topic will be Modular Content, very relevant and timely. For those of you who don't know, Veeva will be launching its product solution here in '21 R1 of next year. But clearly, with all the speed of an acceleration of content, modular content is very, very top of mind in a lot of the discussions I personally have been having as well as this group.

Then content analytics. What exactly does that mean? I think that's a nebulous term as we'll get into it today, in how do these folks actually think about that space, and how would they address it with their respective customers?

Let's get into it, Modular Content. Thank you to Jen, Scott, Michael and Vikki for joining us today from their respective agencies; FCB Health, Xcelerate (McCann Health), Omnicom Health Group and Havas Health & You. Welcome all. Modular content is a top priority for the industry, and I can say for Veeva it's something that I just say probably 70 times a day these days. Over the recent events, and even prior to that, customers were always looking for ways to accelerate speed to market of content. A lot of this is attributed to the many

brands and product launches, and indication launches that are anticipated over a large set of customers over the next 18 months.

Again, with the shift to digital, it's causing customers to rethink how can I get more out the door? How can I make sure it's compliant content, it's relevant and also not compromising the integrity of that content, and it will resonate with my customer. I'll start with Vikki here., good morning, good afternoon.

From your perspective, let's talk with terminology and definition, how do you define modular content? And how are you seeing this impacting the ways of working in your everyday?

Vikki Ward:

From what we're seeing so far, it is very much defined as these bite sized chunks of information. One of the industry comparisons is always the Lego brick approach that these are small bite sized pieces that you can have solely individually on an approval system in MLR in a DAM, and then you can pick and choose which elements you need to use to build an entire component or tactic, which I think is very accurate. The only issue is when you have somebody whose expertise and whose ambition is to use the Lego set that's for age four to five and someone that wants to build the Millennium Falcon.

With those types of elements, the things that we're seeing quite a lot is actually the definition of modular content, and how that is actually discussed and rolled out across a company is absolutely key. Some examples being where we have a very engaged global team. But when it comes down to a local affiliate level, the affiliates either are not quite aligned as to the benefits of it, or how it can be used to really still give back creativity and how that is actually not going to be compromised with going to this modular content elements.

Now, for us, if you are actually utilizing one system through your MLR system through to DAM, that's where you've got the most optimization of being able to get content out quickly, being able for your individual different elements and affiliates to be able to take this data and upkeep it and move it out. The other thing that we've also found is just the quantity of content that you need to be focused on and aware of exponentially increases, because once you have building blocks, and you have your entire organization really aligned with how effective this can be, not just cost saving, but time saving and MLR savings as well all around, it means that there is a hunger for the data, there is a hunger for more

information, you can create more tactics, you can have more frequently and available updates as well.

When you're talking about markets, such as Spain that have a very high interaction level with their customers, it really allows them to have that bank of information to be able to constantly date and change. For me, MLR integration with a strategy for modular content is absolutely imperative. If we aren't engaging with every element of the business, from the global level down to the affiliate level, so there's a really clear understanding of how and what this is and how it's going to work, that is when you can potentially come across inefficiencies, or not really getting the buy in of everybody to move to this way of creativity.

I know Scott's going to put on that creative element, but it is very much a case of, we can be more agile in the way that we operate as agencies by using this model as well, because we have the bite sized pieces that we know have already been approved at a global MLR level, which means that when we go into market, yes, there may still be questions about can we use this building block with this building block, but at least you know that the actual basis of all that content has been rigorously approved, discussed and then made available for different markets.

It's something that I see a great advantage of and moving forward, I think we can definitely do some great work and still be creative in pushing this forward. For me, it's something that long overdue, and I can see it's going to be a very busy year.

Pooja Ojala:

No, that's great. Some of the points you made around the definition, and I've seen this as well as how do customers define modular content for their respective organizations is so very important. There is no one single definition, and I think that that's really important to get and the aspect of exponential volume, I think that's a really important one. More the reason why managing it well is so critical to not introduce further risk, because with more content creates more opportunity for risk, and that's why the MLR process to your point is so critical.

Absolutely, I don't think it's just going to be a busy year, I think this is going to transform the way of working and it's going to be fast and following. Thank you, Vikki, for that.

To the point around creativity, I'm going to pivot over to Scott here. I think this is also a theme we've been seeing around, okay, we're trying to standardize process with modular

content, and really, is that going to start to limit creativity as far as how brands can engage with their customers through their content?

Scott, from your perspective, how are you seeing this impacting the ability to innovate and drive customer experience through content? Are you seeing it limiting creativity? What's your perspective there?

Scott Sisti:

Yeah. It really depends, and Vikki, thanks for that setup. I think there are a couple of key things in there. The first of which is, this isn't just a content exercise, this is a strategic exercise. From a global perspective, you're looking at how do I create a significant volume of content that is pre-approved, that sits in a repository, that the individual regions and locations can leverage, even if that means the regional nuances and the things that they need to do on a local level, to tweak those and make those into modular content related to my core claims, related to where I am and how to use it.

But from a global perspective, it's super important that they still start with the idea of there's a customer at the end of this and what is the customer's wants and needs, and establishing very clear communication objectives across your business objectives so that this content is solving problems and not just this repository of, oh, we have 100 messages, you guys just cherry pick the ones that you need. It needs to come with that strategic platform, it needs to come with that playbook or a compendium, to say, this is how you use this content, this is when you use this content.

Then you get to the efficiency, then you get to the, it's pre-approved, and I can be more agile, and it can be more efficient. But if you don't start there, if you don't start with the customer experience, and you don't start with the customer need, and you don't start with checking off what these communication objectives are, then you're back to where you were before modular content.

Pooja Ojala:

Yeah, I think your point is content strategy at its core, right? If you're not having that strategic objective in mind from day one, the process will then impact the experience.

Scott Sisti:

Yeah. What I'm seeing across a couple of different brands is when you start from zero, when you're able to implement modular content, and you don't have messages yet, and you're able to create that framework and then populate that framework, that there's value to that, and there's success to that. But when you are as a company, you're like, well, we're going to implement modular content, and now we've got brands that already have messaging, that already have text that are already out there, and now you're trying to retrofit it, it becomes a little bit more difficult.

Pooja Ojala:

Right. No, that's hugely important. I think this is an area that we're going to continue, especially with all of you folks here on the process is so very critical to not compromise that up front creativity. I think this is a misperception to your point around, this is not so much as impacting the creative design and the content strategy definition, but rather, it's more addressing the process and efficiencies and making sure that tools, technology processes can actually expedite content, once it's been created and developed.

Scott Sisti:

If the notion here is let's become more efficient in the way that we can manage our messaging to our customers, then like most other things that we do, the significant lift needs to be up in the planning stage. Everyone on this panel is aware of this, there's a rush to execution, and then a little bit of a scramble, and then you're tacking on time downstream, versus really putting a plan in place upstream and really thinking through what this thing is going to be and what it needs to be and how you're going to execute on it later.

There's a significant lift. You shouldn't be thinking about channels or tactics when you're doing modular content, you should be thinking about the content and the communication objective. But when you're creating that framework, you should be thinking that well, eventually this is going to need to flow into those tactics, and making sure that you certainly are covering all your bases again, otherwise, when you get to the point where you're ready to use it, now you're doing the additional work that you were looking to avoid in the first place.

Pooja Ojala:

Yeah, great points. Thank you, Scott. I'm going to pivot over to Michael here with one of our real talk questions. Perception is agencies are costly. How would you articulate the role of an agency as an enabler for modular content, to drive reuse and scale and adoption in this transformative space right now?

Michael Exon:

That's a good question, and Scott's already touched on a couple of the key questions there. Agencies have the experience and the processes ready available to activate quickly for the brand teams, for our customers. It's ready to go, it's on tap. But I think just as importantly, agencies are all about preserving the quality of the content. Scott talked very fluidly about this is about a customer experience. It's not just chunks of content, it's about enabling a much higher quality customer experience.

That's the domain, that's the preserve of the agency by and large. I think the agencies can play a critical role there in just expediting the process, but also being the safeguard and the guardian of the content quality.

Pooja Ojala:

Are you seeing any specific activities that you're starting to take on to help with the pull through? Is it varying by market? We talked about affiliates versus global, how are you seeing the role specifically evolve?

Michael Exon:

Great question. What we're seeing across Omnicom Health Group, we're seeing our clients starting to really seize the opportunity to leverage modular content. It's no simple thing to do, but moving from an ad hoc content creation model to a much more centralized set of reusable content is in everyone's interest. I think, the thinking is done, it's now our time really for action.

I guess we're having lots of conversations right now, because there's so many benefits. There's benefits around creating bespoke content, creating much more efficient content, which has better engagement, better ROI. All around, there's a number of really important reasons to do this. I think Scott touched on another really important point, this is all about planning in the upfront. This is all about doing some really smart strategic planning, but yes,

having an eye on the end game. Because actually what we're able to do is to consider, how does this actually implement across not just markets, but across the content ecosystem? The omni channel ecosystem is a really important factor here, and if we create the right set of global content, and we break it down into the right modules, and we can target those modules through a set of shared templates to our key audiences, we can create bespoke quality experiences, which are just infinitely more flexible, reusable, and re-purposable than the old style of just create, create, create ad hoc on the fly. It's going to be much better managed and much better measured.

Pooja Ojala:

Yeah. You mentioned something which I think, we as Veeva have been seeing is, it seems like a daunting task for a lot of our customers. I think this is a new era of where this isn't just a technology solution, right? This isn't just let's turn on a feature functionality. This is really, and this is, obviously where you guys come in as well with us, is helping to partner with the process and the shift, and more importantly, doing it methodically so that it is adopted. So, picking a market or finding a finite space to test and learn is likely where we're seeing things going.

I think to your point, it's about getting started somewhere, and then being thoughtful about the type of content you're creating, not just to say, quantity over quality, it's around tying it to a plan at the end of the day. Absolutely makes a lot of sense from what we're seeing from a Veeva standpoint. Thank you.

Jen, I'm going to pivot over to you here. Obviously, we talked a lot about how modular content ties to MLR. Even in the last couple of couple weeks, one of the questions I've been getting has been our MLR processes are so slow. By the way, a lot of that is perception, and I think that it's about governance, it's about roles, processes, tools, and how the business roles are implemented. Prioritization goes into that as well. But curious to know, from an MLR standpoint, what are you seeing as bottlenecks as it relates to today, quick fixes folks can address and also with respect to making modular content successful, what recommendations would you give to overcome them?

Jennifer Ma:

Yeah, I think it's a good question Pooja and top of everyone's minds, and all of our clients, of course. Like you said, we dabbled in a bunch of these different topics, because they're all intertwined, of course. I think specifically as it relates to MLR bottlenecks, I think we've

probably all encountered times and situations where either concepts or intentions or even annotations may have become unclear, may have held up some of those critical rounds, really compounding or impacting an already tight timeline, from the global MLR perspective, and then the local regionalize area.

Those can all cause potential delays across the teams, and for our customers. That's all very tough to navigate. I think there's some very specific trends that have been coming up, and I think the agencies, I think we've all experienced a lot of this are trying to rely more and more on some solid simple tools at our disposal to really help expedite whatever we can control. I think besides building these global toolkits in the best way to be digested and to be reused, I think some of us are starting to really leverage Veeva's DAM in a stronger way.

I think, the DAM itself helps to be that repository, again, that Scott's talked about, and Vikki's alluded to, and Michael's obviously supported as well. How does that really translate into really reusing some of that content? Faster search, more user friendly for our marketers and our teams. I think some of the struggle sometimes has been finding, oh, you know what, remember that brochure we did for Italy? How did we do that one, how do we pull that through very quickly?

Now, you can search it through the DAM pretty quickly, and we even pull through a lot of things, not just the piece itself, the brochure. The imagery and the assets from the photoshoots that may have been done, have image rights that are approved for multiple regions if we use the metadata within Veeva smartly. Then obviously, it could be the future world where we can pull through certain pre-approved annotations.

I can imagine a place where... I've managed a lot of IT teams and development teams and worked with a lot of our content and strategy folks, where that can be streamlined a lot more smoothly across the board to get us to that faster market, speed to market at the end of the day. I think those are all different potential bottlenecks and potential things we can leverage to get through some of that priority.

Pooja Ojala:

That's so timely, because a lot of the conversations we're having are, how do you streamline that MLR-DAM process? These things are so tightly joined together to your point. It's a real quick fix, but also, if you're thinking about modular content, and where this is going, your DAM will be the source of those modules. it'll power the growth, it'll power the scale, and more the reason to clean house or have a really solid foundation to get your content

organized and stored in the right way, but more importantly, accessible to all the markets so that they can start that theme of reuse for future scale.

Jennifer Ma:

Yeah, really helps with any type of product lifecycle from a new launch to new indication, to label updates, even purchase.

Pooja Ojala:

Fantastic. Thank you guys, I wish and I hope we can talk about this topic in further days out the road, because I have a feeling this is going to be one of many topics around modular content in the coming year. I'm going to pivot over here to analytics. Our folks here, Alex, Nick, and Ariel will comment. The topic of analytics again, sort of like modular content definition is really critical here. Content analytics can be tied to performance, utilization. What is it really intended to do in the end of the day?

A couple of topics we'll get into here. Ariel, I'll start with you. When we think about content analytics and content reuse, those two are tied so closely together to drive performance. But oftentimes, they're not linked. How are you seeing content reuse as a KPI across brands that you work with, and how are you seeing these two interconnected or tied together?

Ariel Salmang:

It's a really difficult question. Obviously, we're seeing a huge paradigm shift, and Michael and Scott's outlined that transition into creating experiences, which obviously needs to be data driven, which means that anytime we do something that go to create and collect data, we should be thinking upfront about how we're going to measure it. I would say that if we look at the global to local perspective, we're seeing... I'm not going to the KPI, but at least a metric of reuse being captured.

For it to become a KPI, I think we need to add that dimension of actionability that is, I would say, a very small ceiling that's starting to grow. We're starting to see it show up in more and more brands. But generally, global to local structures tend to have more key view on how content is being reused from the center into the spokes, so to speak. I think we're a little bit behind at a local to local level. The reuse of content between channels, and the reuse of content between campaigns, I think is not being tracked as well as it could be. As well, here we're seeing an emergence of awareness of the need of keeping track.

With budgets no longer being unlimited, and efficiency moving to the forefront, and brands being accountable for the way they use the production budgets, as well as the media budgets, that is becoming an area of more and more focus. Overall, I think it's early days, we're seeing some hopeful examples. I'm confident that moving forward, this will become the VSOP, in that every piece of content will be natively created with the KPIs in mind.

Pooja Ojala:

Yeah, it's interesting reuse has been out there for quite some time and there's been various schools of thought around is it mandated, or do we have targets set by market? We start with 10%, we need to get to 40% reuse by 2025, what have you. How are you seeing customers facing these challenges around moving towards adoption and driving the reuse? What tactics are you seeing them use to actually not force or mandate the change, but almost have it be a part of the process in how they think about creating content moving forward?

Ariel Salmang:

I think over the last, probably 10 years, we're seeing a gradual shift in the way that content is created. A lot of it has to do with the adoption or the adaptation rates of MLR, as well. So, to Jen's earlier point. But historically, if you think about health care brands, everybody always started from they had their brand platform, the messaging platform, then they created a master sales aid. That master sales aid at some point was done and approved. Then people started thinking about channels and started ripping apart that master sales aid trying to fit the pieces into the different channels.

Thankfully, we're moving away from that, and we're entering an epoch where people are thinking in terms of content modules, because they already have the experiences in mind that they're trying to create. That has definitely been the primary driver of that shift. Getting a brand to the point where it no longer thinks about what is it that I'm trying to say, but rather, what's the experience that I will need to feed, and then creating content accordingly. Based on that, creating ways of keeping track, whether we're making that transition properly, I think that is the focal point and the lever that's going to give us the best effect.

Pooja Ojala:

Yeah, I think to your point, it's early days, but late days, too. There's a lot of best practices around how organizations have adopted reuse. But I liked your point around local to local,

because I think that's a new dimension, especially as we think about omni channel and modular content. That's really where the kicker is here, especially with on demand content and customers wanting to aspire to get more personalization.

I think it's a matrix, if you will, around how reuse can be driven global to local, but channel to channel as well, it's a really great-

Ariel Salmang:

Absolutely. Ultimately, you're seeing the best results in those organizations, or in those brands that are not only adopting an omni channel approach to their experiences, but also putting the same kind of thinking into the back end, so to speak, and are taking across functional approach to the creation of content. The minute you start breaking up the silos on the back ends, you start thinking about content in a new and smarter and more dynamic way.

By default, if you have to bring in your colleagues on a train of thought, you have to force yourself to think about your content and your next steps and then a more structured way, and that helps everyone.

Pooja Ojala:

Yeah, great point. Hope we have time for another Adam question. It sparked my thinking there. But let's see how we progress here. Thank you, Ariel. I want to pivot over here to Nick and Alex. Next topic around spend. As much as 40% of media spend is wasted when the brand teams might not understand how the effectiveness of their tactics is impacting their campaigns. How are you both seeing the role of customers in getting smarter with their data and how they use it to drive tactic creation, campaign development, design and the content associated with that?

Nicholas Pankiewicz:

Thanks, Pooja. I think the biggest thing is that the way to get smarter with our data and analytics is by not isolating your Veeva projects from everything else. Ariel was just touching on this as well. Traditionally, we've been in a world where Veeva driven from personal promotion content has been divorced from what's happening in the non-personal channels.

What you need to do is ask what else your company is doing digitally? What other channels are out there to create a more omni channel experience, something you can integrate with?

Let me give you an example of where this can be advantageous. The industry as a whole is moving a lot of websites and a lot of web platforms onto these big experience management platforms. Things like Adobe Experience Manager, Sitecore, Acquia's Drupal platform, all of these platforms can produce rich metrics, a lot of analytics and a lot of data as well, and the goal is to marry all of that up, marry that into your Veeva data, what you're getting into your CRM.

Just imagine this you've got a rep who gets off of an engaged meeting with a doc. As a follow up, sends an approved email to them with a link to a particular KOL video that's sitting on your website based on what they just discussed. Attach to that video using, engaged for portals, maybe there are a bunch of related videos.

Now, you have this doctor who's driven onto your website, into this rich amount of data, this rich experience of all of these videos that you can see that you as the marketer are getting the experience of getting all of that data back to understand what that doctor has seen, what they have looked into, and maybe what they spent their most focus on, which then circles back around that data flows back into your Veeva platform, which gives your rep a great opportunity to go back to that doctor to talk to them... Again, it's another great reason to talk to them again, it's another good idea of what you need to follow up with, with that doctor, and it's a great way to send that doctor more information via email and start the cycle all over again. You can even go so far as to tie in some of the smarter Veeva products like Veeva Suggestions to help make the rep understand what the next best action is. This is where all of the smart data, all of these analytics start to marry together presenting a whole closed loop.

Pooja Ojala:

It sounds so simple when you state it that way, and then, I think this part around data is a really important one, which is there's just a massive amount of data. It's a matter of sifting through, and I think to your point, it's harness the things that you have control over and really get to know the data so you can start to monitor the trends and analyze... We as you mentioned, engage, we're getting anywhere between 20 to 30 minutes with some of our customer interactions, which is an insane amount of time.

I think everybody's, to the point of speed and modular content and analytics, it's oh my gosh, we're running out of things to talk about, what are we going to do? That doesn't mean just go make some new stuff, right? It means make sure you can look at the data and likely say, okay, what's been resonating? Maybe we build on this message or extrapolate a new tactic that builds on this campaign because it looked like that was actually working well.

This concept of data, I think, is pretty massive. Hopefully I feel like this is an area that we will be able to simplify, because I think that's likely where some of the complications arise on what do I do with all of it? And likely the wastage of spend is attributed to that fact.

Nicholas Pankiewicz:

Yeah, absolutely. I don't want to make it seem like it's super simple, it is absolutely one of the most complicated things we can do. It's why you don't see a lot of companies going through and really pulling it off quite yet. But all of the pieces are in place, and we're in a point in the industry, we're in a point in where the technology has developed to where this can now happen. Five years ago, three years ago, hell, last year, may not have even been possible. Now, we're starting to see, especially with the COVID situation that's worldwide, and with everything going remote, there are a lot more opportunities to start uniting really rich data, because now everything is online.

Pooja Ojala:

Right. More to come on this topic. I think this is going to be an interesting year of data as well, for sure. I'll touch on one of the questions here, is going back to the role of the agency and this whole topic area, for both you, and maybe perhaps Alex, how are you seeing the role of the agency in helping to drive the decision making and sifting through the data with respect to the content analytics? I think this is also how are you seeing the role interact with maybe the brand teams, but also if we think about data and content analytics, it probably impacts pervasive across the organization. So, commercial operations, IT. How are you seeing the role of the agency play into this?

Alex Shellard:

Yeah, absolutely. This probably also lends itself a little bit to the previous question, but at W2O we've been developing a couple of products that essentially listens to social insights, mainly Twitter, analyzing millions of conversations on that platform, and selecting and analyzing the conversations that are around health care.

Now, we've then been using that information to pass into Veeva platform, the CRM. This can then be arranged in a way that we can produce a CRM presentation dashboard off the back of these insights. This allows those kind of metrics, those conversations and those insights to be able to be placed in a CRM presentation for the rep or MSL to take to market.

Now, what we see... The benefit of this is probably to come next. You actually can see that insight in real time almost, I think what's to come next is perhaps trigger marketing. An example, a HCP tweets about a certain subject. We could then look to trigger a Veeva CRM suggestion, or perhaps even trigger an approved email off the back of that insight.

Now, this lends itself to perhaps the topic four in terms of reusable content, also lends itself to tracking social media strategies and measuring success there. Yes, I think we've seen a huge, and as you said, Nick, before, and we're going more digital, especially with the unfortunate circumstances this year, we've seen a great step up in social media spending. I think, if we can measure that in real world and compliment the Veeva platform with that, I think that certainly can be... It's already been very appealing to our customers. But even more so going forward.

Pooja Ojala:

Yeah. I think as we're talking through all these topics, clearly, the role of the agency is pervasive across all that. One of the things that spurred my thinking, Ariel, when we were speaking just now, is the operating model. I've been seeing these shifts with regards to, I think, even Jen, you mentioned this to the role of MLR in convergence with some of the other parts of the organization.

I'm going to watch time here and maybe tee up a final question, maybe Vikki, I'll tee it up to you to close this out. But, part of where at least from Veeva standpoint, a lot of the conversations are being driven by the product roadmap. IT thinking about, obviously, where technology is going, which is exactly where we should go. But I think as we're talking around these topics of analytics and modular content, the role of the brands and marketing teams and commercial operations, and medical and legal and regulatory, the operating model is really, frankly, coming together. How are you seeing the role of the agency helping bring those unify the direction and the strategy between IT and brands and marketing? What specific suggestions or recommendations might you have as we close out for today?

Vikki Ward:

Well, in a lot of ways, it's almost the translator, in some of the conversations that we have. We have the marketers that have really great ideas, they want to push boundaries, they want to do great things. But the infrastructure of all of the global pharma companies is just that little bit more behind. Now, obviously, in the current circumstances, it's a massive opportunity for them to actually push that fast forward button.

A lot of companies have been doing that. But I think what we are seeing is, there is a genuine, genuine want for the infrastructure to actually supply what the brands and the companies actually need. I think sometimes, there is just this disconnect, in that IT don't speak to marketing and marketing don't speak to IT, because they're so different. Those days are gone, that isn't the way of the world anymore. The same way you have your new iPhone, whatever it is, you are consuming information so quickly, that the expectation of our day world is the same as your Amazon buying, your banking, your ordering on anything, it's the same expectations.

In a business, in our pharma, life sciences world, we have to understand that there are two pieces heavily dependent now on each other, and we have to make sure that we are... Even if it's not proactively being discussed, when we're talking about a brand campaign, and how we're looking at the strategy of the brand. For me, we also have to be very aware of you can deliver a beautiful piece of creative, a great messaging, and a really even changing piece of information for a healthcare professional or a patient, which is ultimately what we're all about, it's the end customer. But if we don't have everything behind us to be able to deliver that effectively, quickly, and competently and reliably, then all that time and effort just goes to waste.

Our job is connecting those two together and always be mindful of the engine has to be able to support how fast the car's going.

Pooja Ojala:

Yeah. No, that's great, and it's something we're seeing as Veeva as well, and I think that there will be a lot more thinking in this space with regards to omni channel and operating models. They're all intertwined at the end of the day.

We're rounding the corner here and I wanted to say thank you. In the last minute here, we talked a lot about a lot of different things; the role of modular content, the definition of how it needs to be established so clearly. The fact that exponentially content is going to grow. So, how can an organization address their operating model, their processes, and more importantly, using the role of the agency to help be the catalyst to string some of these together, as well as the role of IT we just touched on, and how brands and marketing... In order to address this point around speed, the need to address the process shifts with regards to how the operating model works is going to be more critical to help keep that pace with things like analytics and modular content.

We also talked a lot about quick fixes that can be made with regards to addressing MLR, how closely MLR and DAM are tied to driving reuse, and the role of data. This is just going to be a massive topic that we unpack over time. I think that it's going to be a really formative year as far as how the role of content is going to drive experiences through engagement.

I'm very excited to continue to talk with this group, and also continue to bring great thinking to the industry and to our customers. I really appreciate you joining us today. For those of you listening, we hope you've enjoyed our session. Very much, you're going to see this group and others moving forward. Please check us out at www.veeva.com/aol-forum, which we're going to post a lot of great thought capital, white papers et cetera, and more importantly, the transcript in summary and some of your responses to the Q&A today. But thank you again for joining today's session. We hope you have a great day. Stay safe and healthy all. Thank you!