Veeva

THOUGHT STARTER

Discover Untapped Value with Strategic Efficiency Optimization in Drug Development

As AI and technology reshape drug development, biopharmas must evaluate their current reality and readiness holistically. While these tools create strategic advantage in the race to get therapies to patients with speed, realizing that value depends on a strong foundation: right-fit processes, empowered people, and connected data. Minimizing bottlenecks within drug development is key as biopharmas of all sizes balance rapid technology innovation and scientific advancement against increasing market and regulatory complexity.

Increasing trial complexity requires higher levels of coordination while novel therapies are triggering the refocusing of drug pipelines. Additionally, AI-driven discovery and development is shortening the early stage funnel. Simultaneously, companies must navigate evolving regulatory landscapes and mounting market pressures, such as patent cliffs and pricing reforms, by maximizing value through increased R&D productivity.

Amid these headwinds, sponsors are actively striving to accelerate drug development, improve operational productivity, and ensure compliance. But in the race for ***iterative value***, biopharmas often face significant ***value-erosion***. Common sources include:

Fragmented data silos: Fragmented, disconnected systems with no unified data foundation lead to manual handoffs and redundant data entry. This creates visibility gaps that teams try to solve with complex and inefficient workarounds.

Process mismatch: Legacy processes, often not fully optimized for and across the tech stack, are error-prone, create bottlenecks, and increase cycle times, leading to longer and costly go-to-market timelines.

Critical-path opacity: Not all processes are created equal, nor do they equally affect time-to-market. Failure to understand and map out a holistic, cross-functional critical path down to the operational details often leads to disparate and duplicative efforts.

Companies with a connected drug development ecosystem — where technology, data, processes, and teams can work together seamlessly — can identify significant untapped potential to achieve efficiency and acceleration targets.

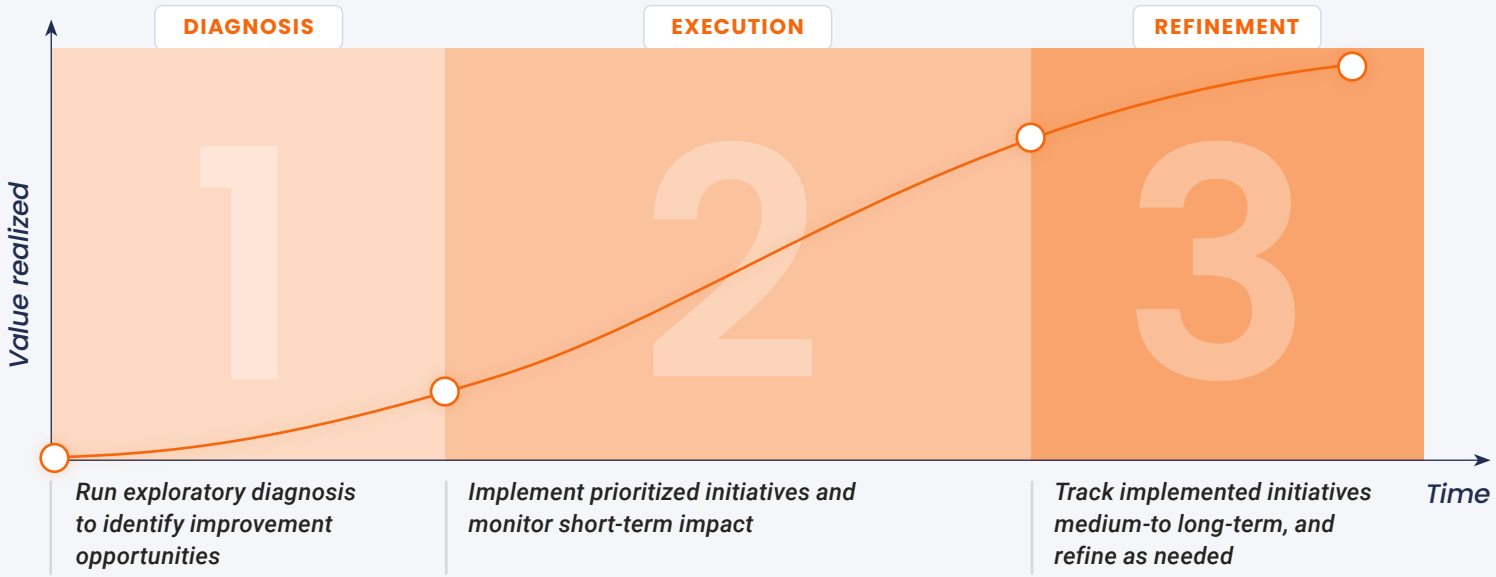
Identify, quantify, and prioritize untapped value

More than 400 sponsors have adopted multiple Veeva Vaults within Veeva Development Cloud, spanning clinical, regulatory, and safety. Veeva's vision is to provide the technology foundation for the life sciences industry and help businesses evolve toward greater productivity. This means creating a single source of truth and system of record where data is captured once and only once across the enterprise, a unified user experience, and truly harmonized and streamlined end-to-end processes that eliminate siloes.

To realize this potential, however, several puzzle pieces need to fit together. Often a company's technology landscape has grown organically, optimizing for a specific function rather than a cross-functional vision. In other cases, configurations or data foundations are outdated or have evolved toward unnecessary complexity.

In consequence, these legacy issues block efficiency, speed, and quality gains, typically preventing value realization. Veeva Business Consulting's Strategic Efficiency Optimization helps sponsors identify, quantify, and prioritize these untapped value opportunities within drug development operations and beyond.

FIGURE 1:
Strategic Efficiency Optimization Phases



The strategic optimization programs are based on three distinct phases: **Diagnosis**, **Execution**, and **Refinement (Figure 1)**. Each phase evaluates five different lenses: **Technology**, **Processes**, **Data**, **People**, and **Governance (Figure 2).**

FIGURE 2:
Five Diagnostic Lenses: Key Analyses

Vault optimization

Deep dives into existing Vault configurations and features to identify opportunities for optimization or the strategic addition of new capabilities (e.g., AI agents).

Critical path re-engineering

As-is analysis across functional teams to identify critical "right first time" processes and identify unseen bottlenecks. Ultimately, redesigning workflows to eliminate inefficiencies and redundancies, streamline operations, and enhance cross-functional ways of working.

Data & insights enablement

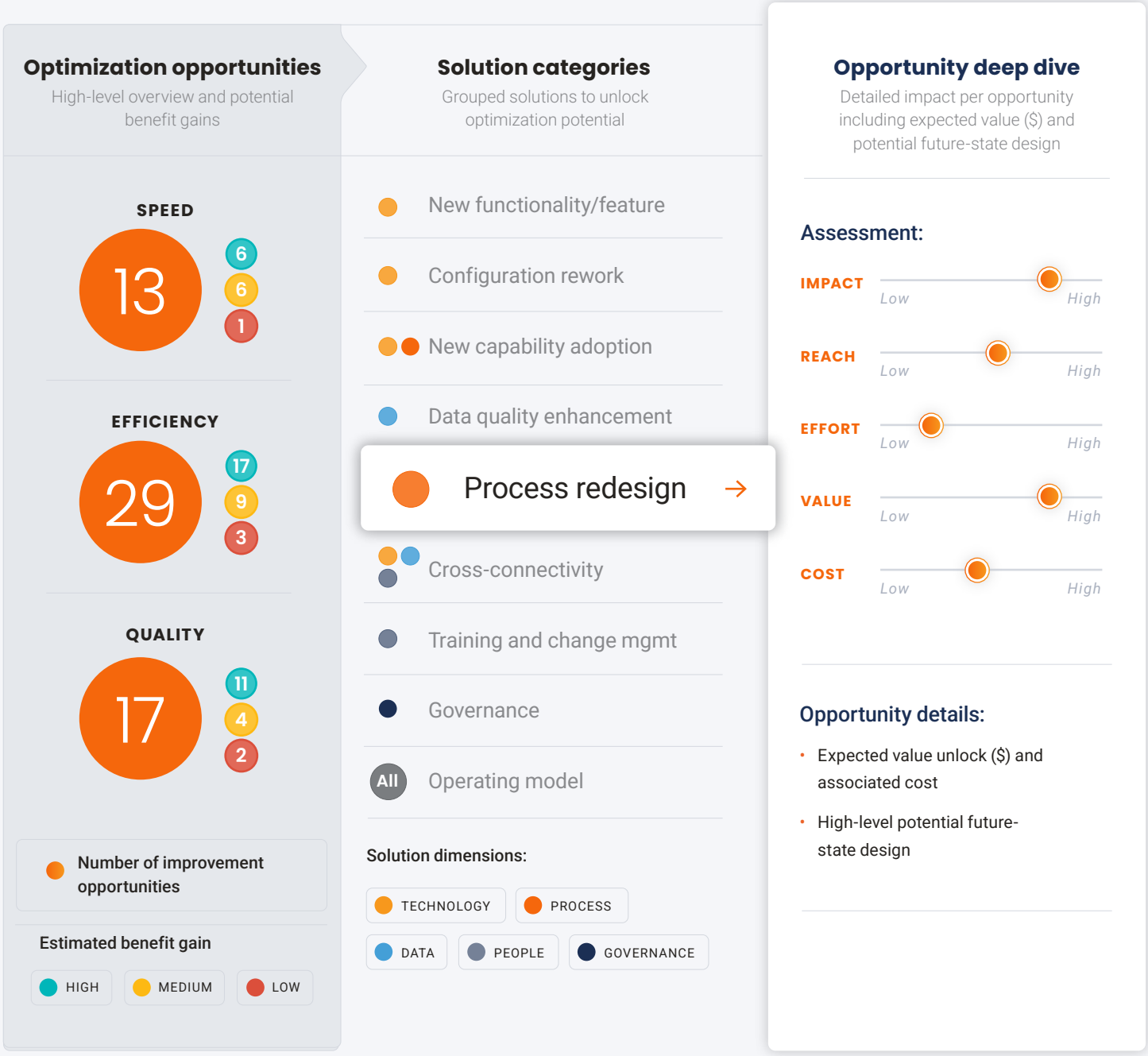
Assessment of existing (cross-)functional data flows, taxonomies, data models, and connections between Vaults to identify gaps and propose enhancements to enable the right and required data is flowing seamlessly between functions.

Best-fit governance and (cross-)functional ways of working

Industry-informed recommendations on the ways of working or right-sizing of cross-functional governance teams or day-to-day execution teams, as well as their mandates and responsibilities. Analyzing unmet training needs or ineffective training or change management strategies.

After identifying improvement opportunities **(Figure 3**) as well as value quantification and prioritization ("Diagnosis"), companies will implement prioritized initiatives ("Execution"), followed by clear value tracking and refinement to achieve optimal value gains ("Refinement").

FIGURE 3:
Example Diagnosis Scorecard



*Example only. Categories and outcomes can differ.

Work faster, more efficiently, and with increased quality

Capacity constraints and traditional ways of working — in particular, systems and processes that have historically optimized for a specific function rather than the enterprise as a whole — can make strategic efficiency gains challenging. A systematic "outside-in" diagnosis as part of a strategic efficiency program can uncover hidden value and enables your organization long-term:

ACTIVITY	VALUE REALIZED
Look "outside-in" at untapped improvement opportunities, gaps, and best practice adherence	**Improved visibility:** *See the blind spots and get a clear plan to close them*
Uncover hidden wins across people, process, technology, and data and align them across the organization	**Strategic focus:** *Clear and aligned direction for execution with high impact*
Understand the return on investment for efficiency enhancements and their long-term potential	**Value blueprint:** *Continuous improvement with focus on where it matters most*

Some examples of value realized include:

- **Accelerated speed to patient:** Streamline processes and automate data flow to significantly reduce cycle times for critical R&D activities along a transparent critical path, bringing life-saving therapies to patients faster.
- **Enhanced operational efficiency and productivity:** Eliminate manual redundancies, optimize resource allocation, and empower teams with integrated, user-friendly systems (e.g., AI agents). This translates directly into efficiency gains and increased output.
- **Improved compliance and quality:** Standardized processes, robust data governance, and enhanced system capabilities lead to fewer errors, better data integrity, and increased inspection readiness.

EFFICIENCY OPTIMIZATION *(Examples)*

TECHNOLOGY · PROCESS

Streamlined cross-functional document handling

Submission optimization through RIM-Clinical Connection and optimized processes:

- Up to **90%** efficiency gains for providing clinical documents for submission
- Approximately **20%** efficiency gains in data entry/ reconciliation for CTA submissions

TECHNOLOGY · DATA · PEOPLE · GOVERNANCE

More effective, synchronous release coordination and governance across Vaults

- Reduced re-work due to misaligned releases and stronger cross-Vault collaboration
- More aligned data across vaults (Common Data)
- Better adherence to optimized in-system processes through consistent training and change approach

*Estimated gains. Quoted examples are case-specific and might deviate depending on the specific situations.

- **Maximized ROI on technology investments:** Optimally leverage Veeva Development Cloud, unlocking its complete potential across different Vaults
- **Future-proofed operations:** Develop a clear roadmap for continuous improvement, making R&D operations agile, adaptable, and at the forefront of technological advancements.

Biopharmas that focus on cross-functional connectivity and strategic efficiency optimization across the drug development life cycle can create a tangible strategic advantage. This work will also enable faster and scalable implementation of advanced technology solutions like automation and AI initiatives.

Reach out to the Veeva Business Consulting team to learn more and create a strategic advantage now.

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EFFICIENCY OPTIMIZATION *(Continued)*

TECHNOLOGY · PROCESS · GOVERNANCE

Improved site collaboration

- Approximately 10% reduction of effort during start-up document exchange, resulting in faster start-up cycle times
- Up to 30% increased efficiency in site-TMF document exchange QC
- Increased site satisfaction

*Estimated gains. Quoted examples are case-specific and might deviate depending on the specific situations.

ABOUT VEEVA BUSINESS CONSULTING STRATEGIC EFFICIENCY PROGRAMS

Veeva teams supporting Strategic Efficiency Optimizations are cross-functional and are led by Veeva Business Consulting. The unique blend of Veeva's teams provides deep functional and industry-knowledge, direct access to Veeva product experts, unique access to data, and deep technical knowledge.

For more information, visit **Veeva Business Consulting Services**.