

Developing a Governance Model to Streamline Veeva Commercial Operations

This client is a leading American biopharmaceutical company dedicated to developing and commercializing RNA interference (RNAi) therapeutics for genetically defined diseases.

Seeking to increase efficiency while controlling costs, the client aimed to empower their U.S. and Global Commercial teams with enhanced Customer Relationship Management (CRM), Marketing Material Review tools, and various targeting solutions, primarily within the Veeva platform, to improve field engagement and enhance promotional materials. However, while their internal Information Technology (IT) team diligently activated these new capabilities for the teams, a lack of appropriate oversight from business stakeholders across multiple functional groups hampered cohesive decision-making and deployment of these capabilities across the entire organization.

To optimize governance around field engagement and promotional material technology, the client partnered with Clarkston Consulting. Leveraging our digital and Veeva Commercial expertise, Clarkston analyzed the client's existing technology landscape, assessed business needs across U.S. and Global Commercial teams and engaged key stakeholders in defining selection criteria for future tools. This collaborative approach led to a streamlined request intake process with designated oversight and communication channels, ensuring efficient activation of new capabilities to support field engagement.

INDUSTRY:



Life Sciences

PRODUCTS AND SERVICES :



RNAi Therapeutics

PRIMARY OBJECTIVES:

- Assess the current technical landscape and use cases for the Veeva platform across Commercial & Medical
- Facilitate guiding principles sessions for field engagement and effectiveness with alignment across all key stakeholders
- Develop a governance model for clearing functionality enhancements against a holistic vision, including implementing and piloting the governance structure

RESOLUTION:

- Conducted 9+ interviews sessions with 14 stakeholders across Commercial Ops, Marketing Ops, Medical Ops, and Commercial IT to gain a global perspective
- Gathered an understanding of current state customer-facing business needs and related technologies
- Conducted guiding principles session with key commercial and medical stakeholders to establish decision criteria for future use case evaluation and prioritization
- Established new governance process partnering with U.S. Commercial Leadership

KEY BENEFITS:

- Established clear stakeholder alignment on inefficiencies among existing capabilities enablement
- Gained buy-in from key stakeholders across the organization of decision criteria and proposed future process
- Created tangible governance process with outlined roles and responsibilities of involved parties and automated workflows
- Finalized Commercial Ops system landscape for cross-team visibility
- Identified gaps for commercial field engagement and medical and marketing teams in current system landscape

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