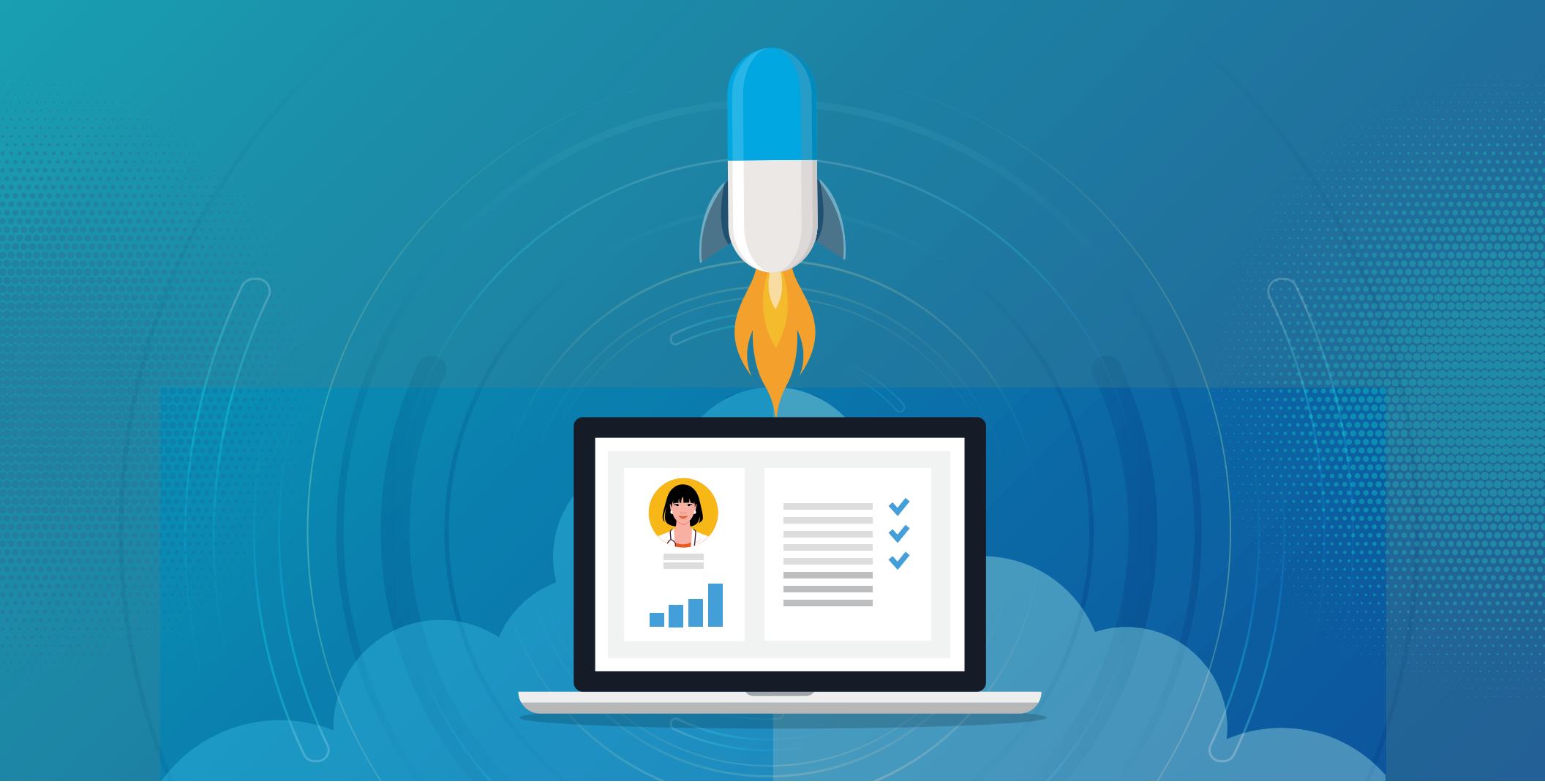


The New Role of Customer Data in Launch Success

Veeva

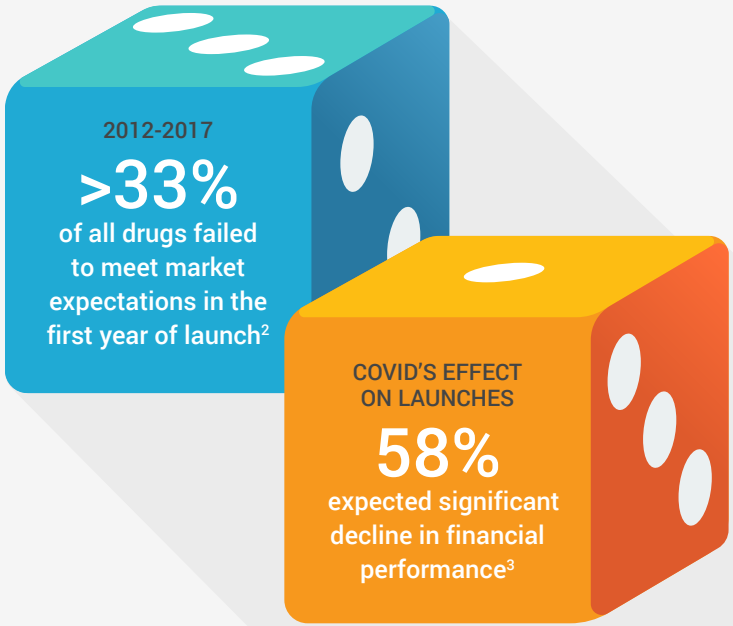
Emerging pharma's high-stakes gamble

The last few years have raised the stakes on drug launch success for pharma companies. Prior to COVID-19, it was common for new drugs to fall short of market expectations one year post-launch **[Figure 1]**. But during the pandemic, the risk grew even greater—nearly three in five launches experienced a significant decline in expected financial performance.[1]

For emerging biotechs, failing to launch effectively could spell financial ruin. But, teams have an opportunity to transform their chances if they can get earlier access to health ecosystem data during the launch process.

Up to two years ahead of launch, even before you have reps, medical, or medical science liaisons (MSLs) in place, you could be using data to size your market, build profiles of your customers, and start forming connections with the healthcare professionals (HCPs) and experts who will determine your product's ultimate success. This eBook offers guidance for emerging biotech on improving the odds of launch success with a new approach to customer reference data.

FIGURE 1: LAUNCH FAILURE BECAME MORE COMMON AFTER COVID-19



[1] McKinsey, Ready for Launch: Reshaping Pharma's Strategy in the Next Normal
[2] Deloitte, Key Factors to Improve Drug Launches, 2020
[3] McKinsey, Ready for Launch: Reshaping Pharma's Strategy in the Next Normal

Finding a needle in a haystack

When used to its full potential, customer reference data can significantly improve field planning and productivity for pharma companies of all sizes. Equipped with profiling information on HCPs, healthcare organizations (HCOs), and affiliations, field teams can quickly identify and engage the most relevant individuals and groups influencing decisions — from market access to treatment.

However, many emerging biotech companies do not realize that customer reference data can play a decisive role in the months and years before a launch. Traditionally, these companies assume customer insight will be primarily relevant to their field teams, via CRM software. These insights, the thinking goes, are only useful when reps are in place to engage potential customers.

Even for enterprise pharma companies, identifying the right people during a product launch is like finding a needle in a haystack. Emerging biotechs have even less room for error.

There are significant benefits to leveraging accurate customer reference data before launch, and emerging biotechs need access to it much sooner in the drug development process. During the clinical phase, these companies need to identify and engage compliantly with various stakeholders; in medical engagement, the focus often shifts to healthcare professionals influencing the wider community. During launch preparation, the priority becomes understanding and sizing the full customer base.

Start outreach early to build relationships with key people

Delays in mobilizing MSLs have contributed to launch failure.[4] Given the competition for time with medical and scientific experts, emerging biotechs need to start outreach as early as possible.

The first challenge is to identify and build relationships with key people, which can be overcome if you have access to real-time intelligence on your therapeutic area ecosystem. By connecting with the right experts long before launch, you can communicate your company's purpose and discover the potential impact of your scientific intervention on the treatment landscape. These insights can then be leveraged to shape your medical strategy.

However, building strong relationships ahead of a launch takes extensive preparation. To create high-value interactions, you'll quickly need to gain a deep understanding of key people, including their clinical and academic interests, networks, and social media involvement. Your teams could waste time trying to pull this information manually from multiple websites. They can only be nimble if they have one point of access to all relevant information, continuously refreshed.

Social media is now an important channel where experts share information. It has made the scientific landscape far more dynamic and provides insights from experts more quickly than traditional channels, such as publications. When the scientific landscape changes, digital opinion leaders are the first to communicate it. For example, consider how much scientific information is now shared through Twitter **[Figure 2]**. Millions of key opinion leaders (KOLs) broadcast their commentary on new clinical research data every month; scientific exchange and debate now happen in real time.

This also makes it critical to engage early with digital leaders, but the volume and velocity of data could mean you fail to spot them if you rely on a manual approach. Companies of all sizes need compliant access to social media feeds, while medical field teams require insights embedded in their engagement software. Equipped with this real-time information, they can tailor their interactions to maximize relevance and value.

FIGURE 2: THE SCIENTIFIC LANDSCAPE IS CHANGING RAPIDLY[5]

In April 2022

How can pharma manage real-time data at this velocity?

[4] McKinsey, First-time Launchers in the Pharmaceutical Industry, 2021
[5] Source: Veeva Link Key People

Accelerating market access straight after launch

Traditionally, emerging biotechs may have assumed that its field force would use customer reference data most following a launch. In reality, there are many ways this data could help the whole organization hit the ground running: from C-suite to medical, compliance to field and marketing.

For example, during the drug development phase, biotechs may not have reps in place with plans to hire them after launch. However, without eyes and ears on the ground, they won't fully understand the ecosystem surrounding their drug when they need it the most. With access to dashboards built on clean and real-time data, senior management can quickly see field team activity by HCP/KOL types, primary centers, and specialty.

Teams can also leverage customer reference data to build their market access strategy in a given country. For one commercial-stage biotech company, having access to the full ecosystem in one database helped its teams to move ahead on market access strategy in countries where launches were already live **[Figure 3]**. By having visibility of market potential, it could even hire key roles in markets yet to launch.

However, accurate data is only as good as the granular insights it can provide. Consider a drug that supports patients suffering from a specific type of cancer. To identify the potential market, it's necessary to know which oncologists are in the ecosystem and those who have previously diagnosed this disease. This requires compliant and advanced segmentation capabilities.

FIGURE 3: CREATING A COMPLETE ECOSYSTEM IN ONE DATABASE WITH VEEVA OPENDATA

Consolidated multiple logins and data transfer processes into one system

Data change requests completed within 24 hours

Zero disruption due to high match rate on customer lists from legacy system

It was a very smooth transition for our teams to Veeva OpenData. Countries that had already launched had the confidence to continue as there was no loss of legacy information. We've also extended our ability to find potential new customers and patients.

Director, Global Strategic Operations and Analytics

Compliance is another challenge. As you use marketing collateral to increase your brand's share of voice, you need to be confident that a registrant for your content is a genuine HCP that your field or medical team will manage **[Figure 4]**.

Newcomers to the market can sometimes find the legal and regulatory environment confusing to maneuver. For example, customer reference data must be built keeping privacy and consent in mind. For global companies, this also encompasses taking GDPR into consideration. As emerging biotechs usually lack the relevant expertise in-house, companies may need their technology partners to help them define a robust interpretation of data privacy and consent regulations specific to their markets. Partnering can make it easier to navigate regulatory processes.

FIGURE 4: HCP DATA IS CENTRAL TO MULTIPLE GROUPS, NOT JUST THE FIELD FORCE

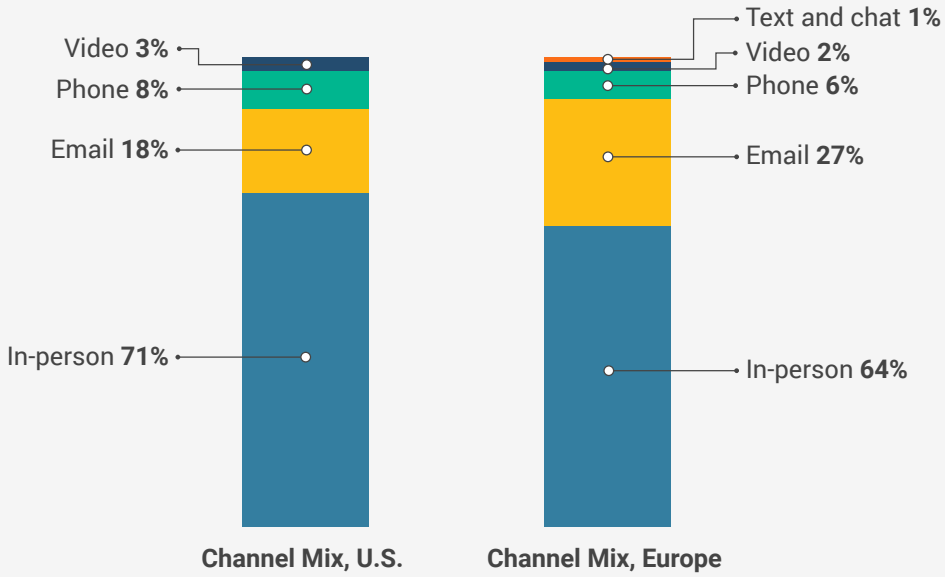
- **Integrated HCP experience**
- **Seamless handover between internal teams**
  - Clinical – Study Teams, CRAs
  - Medical
  - Sales – KAM
  - Executives
  - Marketing
- **Agile and structured planning and execution**
- **Business rules and compliance**

Engage the right HCPs through the most relevant channels

While in-person engagement continues to be the primary channel used in the U.S., a recent Veeva Pulse Field Trends Report shows email has emerged as the second channel of choice for field teams. This tracks consistently with data from Europe **[Figure 5]** where email is also a widely used engagement channel. These trends indicate that organizations realize the benefits of email as a key connector in their omnichannel strategies.

The benefits of email can apply to emerging biotechs. Consider a scenario where you are trying to engage HCPs digitally for the first time. Typically, you will need to capture consent for future interactions at the first digital contact. Emerging biotech companies often do not set up their field forces until closer to launch, which means email can do much of the heavy lifting in the early stages.

FIGURE 5: THE IMPORTANCE OF EMAIL AS AN ENGAGEMENT CHANNEL



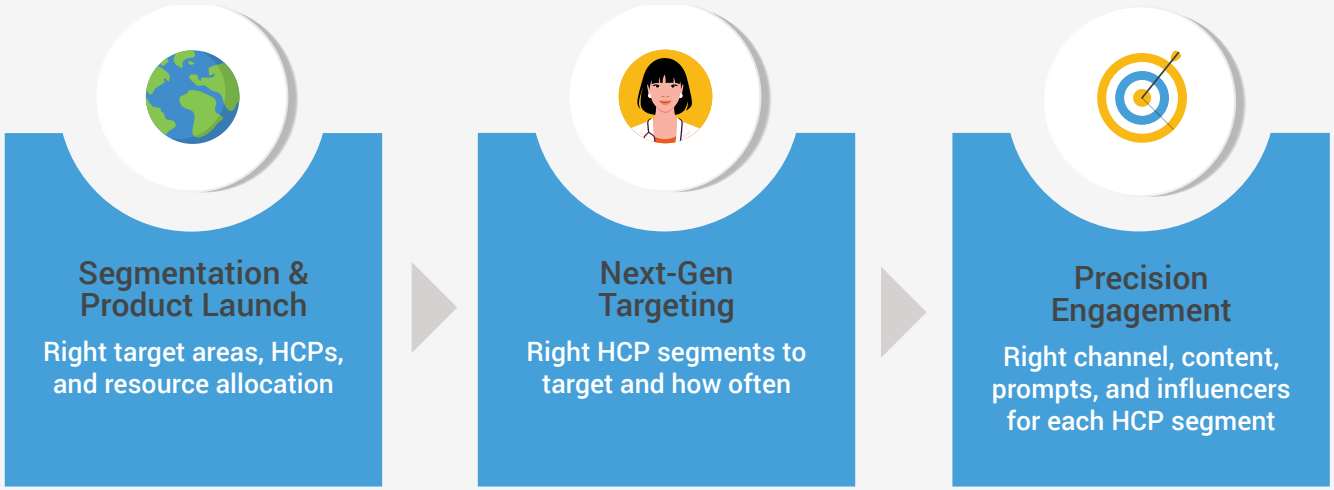
Email can do much of the heavy lifting in the early stages of launch by helping emerging biotech companies build their consent database before the field team is active.

Veeva Pulse Data, July–September 2022

Across every stage in your launch preparation, you will save time and resources by switching away from a manual approach. If integrated data and software is your foundation, you can ensure efficient data and digital access for all your stakeholders **[Figure 6]**.

When your field teams have seamless access to this data, they are also more likely to use the software, creating a virtuous circle.

FIGURE 6: DATA AND DIGITAL WORKING TOGETHER AT EVERY STAGE



Finally, having the right digital foundation before launch can benefit your company in other ways. If you can start enriching the customer data you are collecting in CRM software, you will be able to engage sooner with HCPs in a personalized way.

Shionogi: How to scale launch success

Once you attain success with a drug launch in one market, you'll soon need the option to expand. Success across multiple launches requires you to define and filter your universe of experts, HCPs, and hospitals, perhaps even globally.

Shionogi augmented its customer data foundation with real-time customer intelligence from Veeva Link. Teams can now identify key medical and scientific experts, and initiate medical discussions, ahead of launch. These in-depth ecosystem insights are seamlessly integrated with Veeva OpenData, through a common data architecture.

As Shionogi discovered, harmonized data and technology allow you to scale efficiently. The implementation of OpenData had an immediate impact on two upcoming drug launches. Field teams were able to search the whole HCP universe, augment their target lists, and use rich affiliation data to understand how their target hospitals were structured. Thanks to the integration between OpenData and Veeva CRM, targeting is easier and field execution more effective.

Read the full story here.

> *I no longer spend my time worrying about data quality, OpenData just works.*
>
> **Bob Bell, Director of Digital Innovation, Europe, Shionogi**

Spotlight future markets by defining patient potential

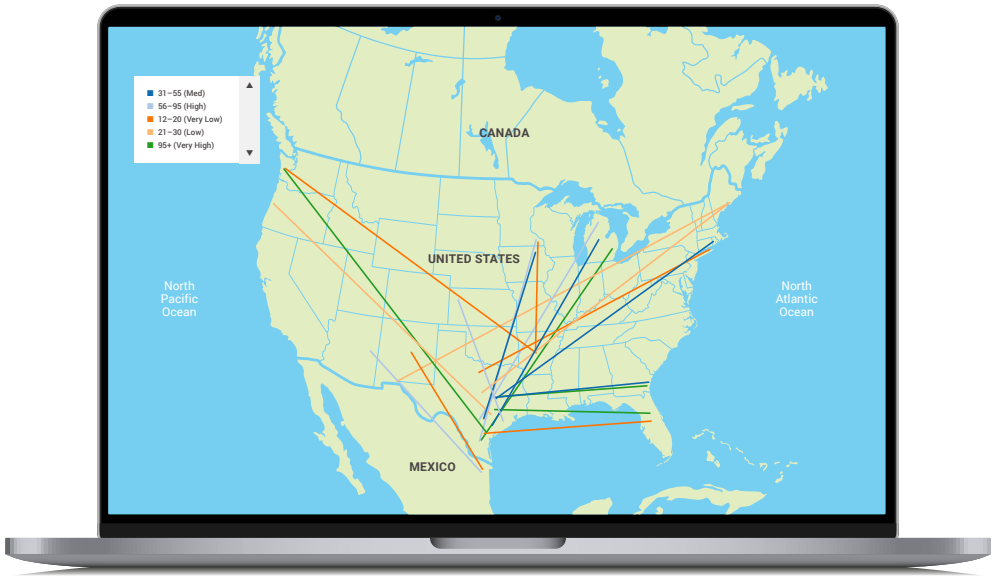
How can you tell if you have the right platform for launch success? Flexibility — which also means ease of integration. The most effective technology ensures data sources are easy to integrate and use.

To be effective, teams should have quick and easy access to diverse data sources using a common data architecture. This allows sales, medical, and marketing to work seamlessly together and removes time-consuming integration activities when new data sources become available. It also ensures that the teams are working from the same data source and can hit the ground running after launch.

For instance, patient claims data is often used to inform early segmentation and sizing decisions. Leveraging prescription and medical claims data (e.g., procedures, diagnoses, and treatments) can offer important insights after launch when filtered and analyzed.

When coupled with customer reference data, patient claims data shines a spotlight on existing and future markets. Combining data sets can yield significant results, from pinpointing the most relevant HCOs for a drug launch to identifying underdiagnosed areas and expanding the customer base.

Patient claims data also makes it easier to segment your market so you can focus on areas with the most patient need. Imagine your teams are trying to discuss a newly launched product and are targeting a hospital specialist for that disease. Patient claims data would allow them to see how many diagnoses were made of that disease in the hospital, and the overall patient volume, before deciding whether or not to visit.



Many companies struggle to maintain the personal touch as they scale, particularly across multiple channels. It should be just as easy to understand the profile of a medical expert (who may endorse your treatment) as an HCP who may use your product. Your field force should be able to meet, research, and connect with any relevant HCP in the healthcare ecosystem without friction **[Figure 7]**.

With the right combination of data and software, your teams are equipped to navigate the full health ecosystem.

FIGURE 7: ENGAGING WITH A WIDER NON-TRADITIONAL ECOSYSTEM

Conclusion: Creating a better health ecosystem

Among today's emerging companies are tomorrow's pharma leaders. Leaving aside the risks and costs of the R&D process, many emerging biotech companies stumble in the last mile before launch because they are navigating a complex health ecosystem with limited resources. Access to the right data not only saves costs in the long run, but avoids time being wasted on cumbersome integrations, manual data gathering, and cleaning.

By broadening stakeholder access, you can ensure MSLs and reps are on the ground faster and laying essential groundwork long before launch. The right insights could help you identify relevant customers — scientific, digital, and community leaders and HCPs — faster than the competition. A flexible platform helps you engage precisely and compliantly so you scale as you grow.

Forming earlier connections to the health ecosystem has important benefits at each stage of your launch preparation. It pre-supposes a robust and flexible technology platform so that different types of data are accessible and quickly usable by your teams. Integrating software and data for the best possible user experience is also critical for scale once you need to expand your footprint into new markets or therapy areas.

By recognizing that customer reference data is integral to your launch plan, you'll be better equipped to run the full marathon.

About us

Veeva is the global leader in cloud software for the life sciences industry. Committed to innovation, product excellence, and customer success, Veeva serves more than 1,100 customers, ranging from the world's largest pharmaceutical companies to emerging biotechs. As a Public Benefit Corporation, Veeva is committed to balancing the interests of all stakeholders, including customers, employees, shareholders, and the industries it serves. For more information, visit www.veeva.com.