



GLOBAL CRM – AN EMERGING TREND IN LIFE SCIENCES COMMERCIAL OPERATIONS.

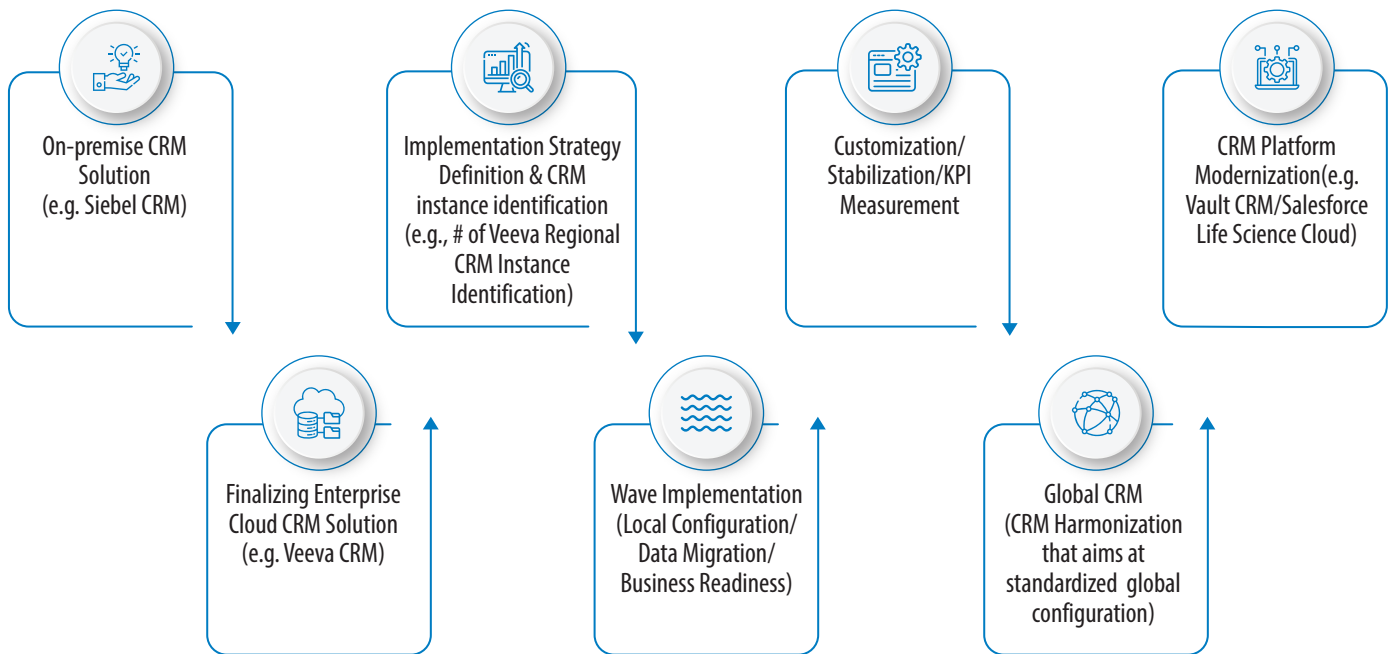
Commercial Operations has always been at the forefront of leading the technical and business transformation in Pharma industry. With primary focus on top-line growth, Commercial Operations has played a pivotal role in modernizing Sales and Marketing to make it more nimble and agile. Customer Relationship Management (CRM) is at the center stage of this modernization journey and has already witnessed monumental transformation in last couple of decades. Now there is ever growing need sensed to build synergies across CRM implementation in different regions and to develop a 'Global CRM' through CRM harmonization. The objective of this paper is to outline this emerging trend of 'Global CRM' in Pharma industry.



A quick glance at CRM transformation

CRM space in Pharma has witnessed major transformations that has seen on-prem CRM solutions that existed ‘in-silos’ undergoing cloud transformation, paving way for enterprise SAAS based CRM solutions adoption predominantly Veeva and Salesforce. Post stabilizing the implementation waves across regional clusters (instances) and accommodating the local market customization, compliance and regulatory needs, now there is renewed focus on how to establish maximum synergies across these CRM regional instances.

‘Global CRM’ aims at standardizing the configuration and customization across CRM regional instances, while offering the much-needed flexibility to accommodate the local integration, compliance and regulatory needs. While Pharma majors have already started defining the Global CRM adoption strategy, we expect others to catch up. These transformation trends are depicted below,



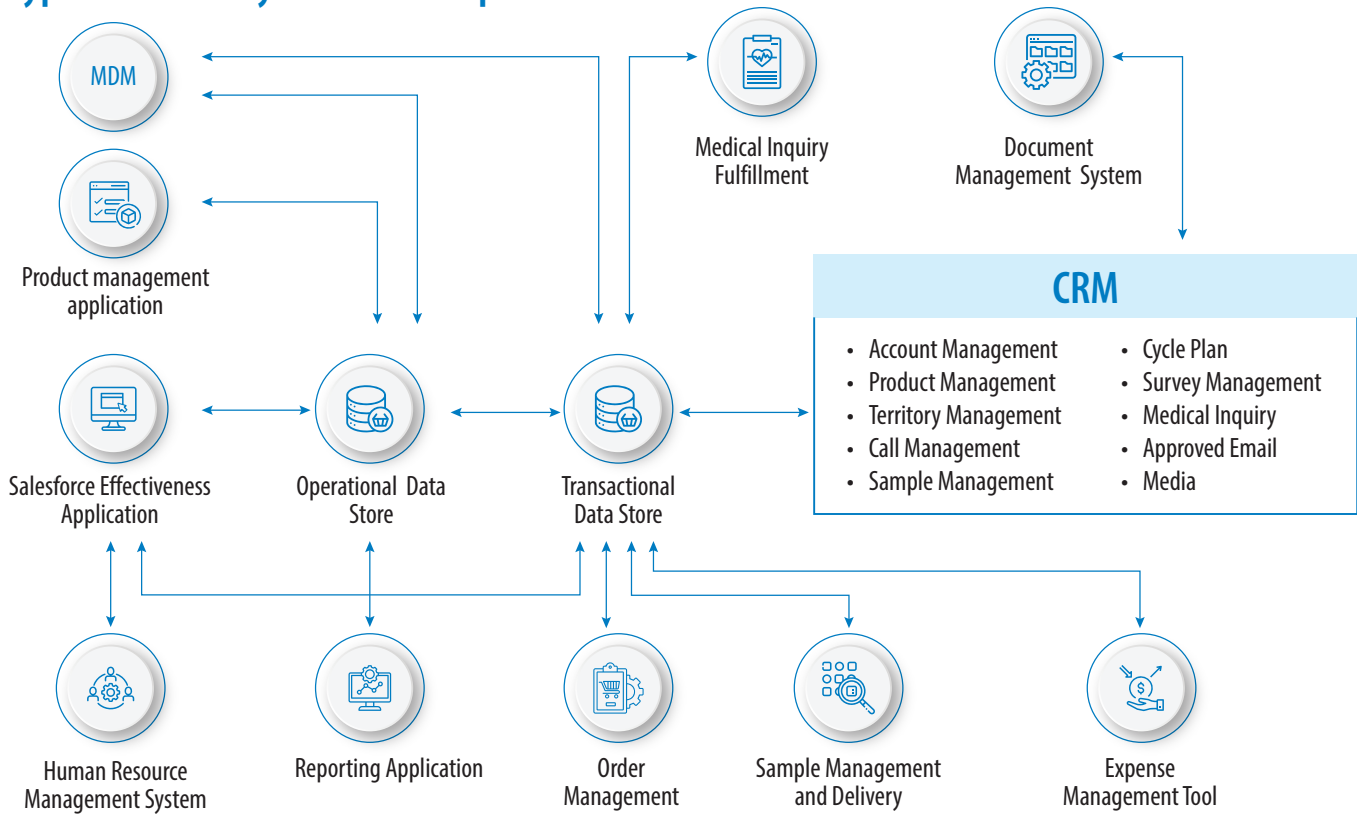


Understanding a 'Typical CRM Landscape'

Besides supporting the business processes for customer facing Sales team, a CRM system holds beneath a complex eco system of interfaces and data flows. These complex data integrations across systems also provides a unique

opportunity for data and CRM configuration standardization. To better understand, a typical CRM landscape is depicted below,

Typical CRM Ecosystem Landscape



How a 'Regional Instance' of a CRM is stacked up

Typical CRM implementation approach follows implementing a 'Regional Instance' having one or more market onboarded. Any global CRM implementation normally involves setting up three-four regional instances (e.g. Europe, US, APAC etc.). In absence of any standardized configuration approach, every country in any regional instance follows their own configuration. Since the business

processes are not standardized across markets, every market initiates localized customization. This is also coupled with the individual market system integration, compliance and regulatory needs. These individualized market specific CRM footprint eventually defines the overall configuration of a 'Regional Instance'.





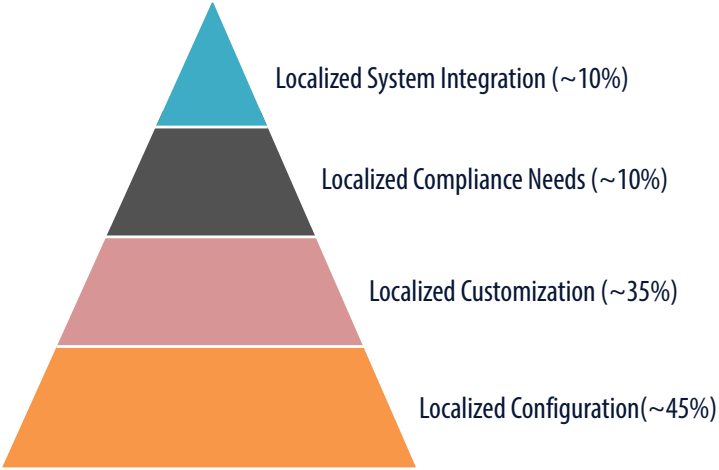
Summing it up – ‘Constituents of CRM Footprint’

Any CRM implementation typically involves implementation of three-four regional instances. The individual market specific footprint thus adds up and thus defines the overall CRM footprint of an organization. Generally, the localized

configuration and customization constitutes to 70-80% of overall CRM footprint. This also creates an opportunity to build synergies in business processes and standardization of CRM globally.



CRM Implementation at Organization level



CRM Implementation Constituents

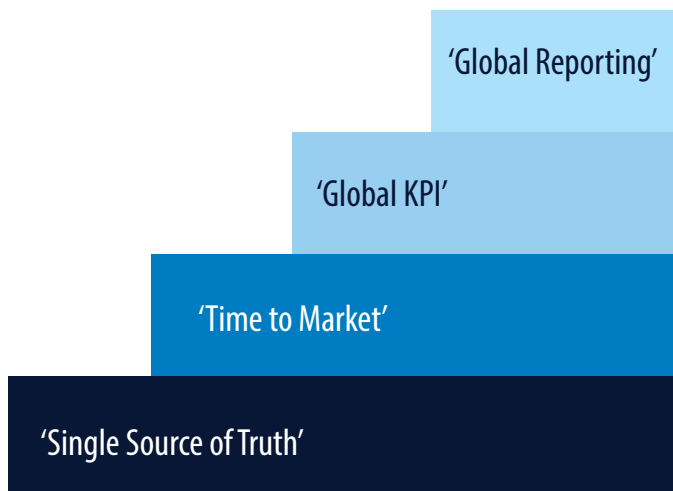
Current Challenges of CRM Eco-system

Though CRM solution is acting as enabler to the Sales team helping them drive efficiencies, CRM eco-system is facing challenges on business and operational side. Addressing these challenges and developing more synergies in CRM eco-system continues to be primary focus of Commercial Operations.

Business Challenges:

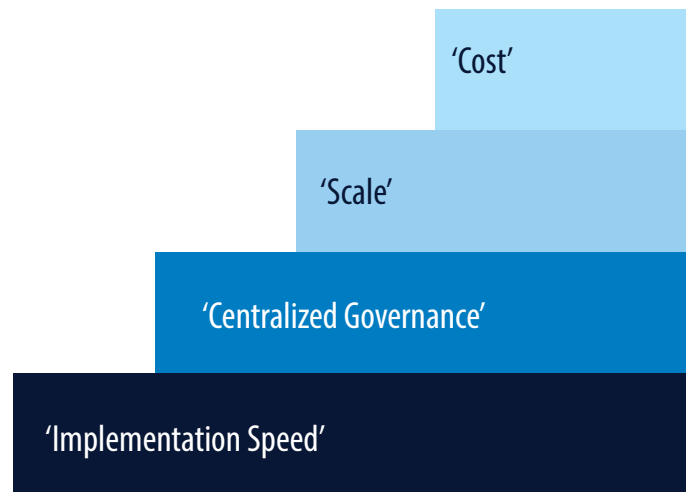
Speed, ease and efficiency continue to be key focus areas of Commercial business. Towards this, commercial business is looking for CRM systems to be more simplified, synergistic and agile; thus addressing business challenges listed below.

- **'Single Source of Truth':** There should be single, consistent source of truth i.e. implementation of a global golden instance which should not vary from market to market but should be standard and consistent across the globe.
- **'Time to Market':** CRM system should accelerate new product launches and should be more swift to accommodate organizational changes such as re-org.
- **'Global KPI':** Single KPI metrics for performance measurement of sales team across globe.
- **'Global Reporting':** Standardized global reporting & analytics which can be effectively leveraged by executive teams for defining organizational priorities.



Operational Challenges:

- **Implementation Speed:** Turnaround time for implementation cycle needs to be optimized.
- **Centralized Governance:** Instead of governing Regional Instances, centralized governance and change management would be more effective.
- **Scale:** Number of changes deployed per development cycle differs across regions due to varying configurations, business requirements etc., this varying scale of change needs to be standardized, thus ensuring higher scalability.
- **Cost:** Improved synergies should lead to operational cost reduction.



What is 'Global CRM' & how it helps

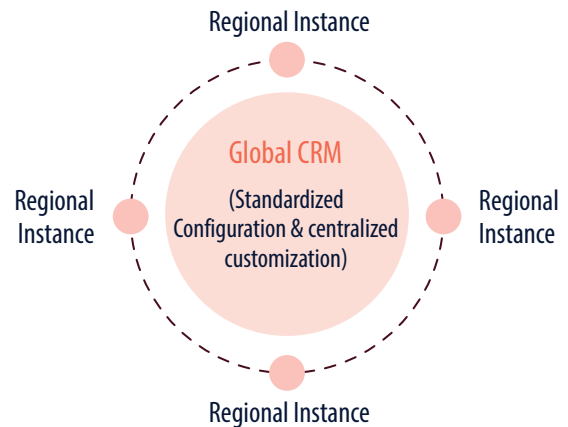
'Global CRM' refers to a global CRM instance which will be implemented across all regions. While it standardizes locally managed configurations and customization to global level, it also gives the much-needed flexibility to local markets to implement market specific compliance and system integration needs.

'Global CRM' helps in achieving configuration and customization standardization thus ensuring 70-80% of CRM implementation across all regions is standard and consistent.

A consistent CRM definition also helps in standardizing the data definitions, and that in-turn helps in achieving business objectives of simplification through standardization and 'Global KPI' & 'Global Reporting'.

Any changes to the 'Global CRM' are centrally managed, this helps in eliminating the region-specific change management process and ensures centralized governance. From operations point of view, it helps in optimized product development life cycle thus achieving accelerated change and scale.

In true essence, Global CRM will not only help Commercial Operations in standardization of CRM but also will lead to standardization of commercial business processes.



Business Challenges

- ✓ 'Single Source of Truth'
- ✓ 'Time to Market'
- ✓ 'Global KPI'
- ✓ 'Global Reporting'

Operational Challenges

- ✓ 'Implementation Speed'
- ✓ 'Centralized Governance'
- ✓ 'Scale'
- ✓ 'Cost'



Conclusion

Major Pharma organizations have already started designing strategy around 'Global CRM'; we believe this trend will continue to accelerate further. Life Science CRM domain is pre-dominantly dominated by Veeva CRM and with Veeva's announcement to replace Veeva CRM through Vault CRM by 2030, Pharma organizations are compelled to initiate evaluation between Vault CRM and Salesforce Life Science Cloud.

Irrespective of the selection of CRM platform, 'Global CRM' will see increasing adoption. In fact, benefits realized through 'Global CRM' in terms of data, business processes standardization and cost optimization would be compelling enough to explore other areas such as Master Data Management (MDM) harmonization. We expect 'Global MDM' too would also see increasing traction in MDM space.

Want to know more about 'Global CRM' implementation?

Reach out to our team of experts !



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