

The Integration of Sales & Marketing

*Unleashing the Full Potential of Sales & Marketing
by Ending Their Ageless Feud*



Integration of Sales & Marketing

Pharma is beginning to embrace a new commercial business model that puts the customer in the center of it all. Everyone who interacts with the customer must adapt to this model-of-the-future, starting with sales and marketing teams, who are the most customer-facing parts of the organization. It requires complete integration between both teams, but that's just the beginning.

Abstract:

This white paper examines why the clash between pharmaceutical sales and marketing rages on, why it must end, and how this will unleash the full potential of the commercial organization. True integration of sales and marketing is required if pharmaceutical companies are going to improve collaboration and evolve into customer-centric operations. Part I focuses specifically on why there has been such a history of discontent between sales and marketing, the domino effect this has had on the rest of the pharmaceutical organization, and how other industries are handling similar challenges. Part II drills into how to fix the problem. In order to end the feud, pharmaceutical companies need to change their attitudes, technologies, and processes – in that order. The lasting effect will indeed turn the industry's business model on its head...and not a moment too soon.

Introduction:

In many pharmaceutical companies, sales teams and marketers feud over roles and resources like the legendary feud between the Hatfields and their back country foes, the McCoys. But, with patents expiring, weak product pipelines, parallel trade, consumerism, tightening budgets, and increased competition, it's time for everyone to drop their fists before it's too late.

A recent Research and Markets study, "Big Pharma M&A Analysis to 2012 - Surveying the Growth Rate

Landscape," reports that sales growth rates are expected to fall well below their historic levels for the first time. According to the report, pharmaceutical companies must act now to bolster their performance out to 2012 if they are to maintain the investment community's valuation of their stocks.

"Cost pressure is the bottom-line problem," says Shawn Roman, senior executive in Accenture's Health & Life Sciences industry group. "Companies are examining how they can reduce expenditures and not lose market share. It's difficult. The pharmaceutical industry has never had to deal with anything of this magnitude before."

With the writing so clearly on the wall, pharmaceutical companies are beginning to take action. Some are restructuring. Others are adopting new processes and developing new capabilities. Most are trialing new technology tools like eDetailing and Closed Loop Marketing (CLM) systems. Whichever direction industry leaders choose, they should heed warnings from those in other industries who have been through similar transformations. Before charging forward with any new program, executives must first

"There's just no room for—or tolerance of—inefficiency in sales and marketing anymore."

*Jake Lynn
EMC Corporation*

lay out an intelligent strategy. Many agree that the strategy must start with replacing an antiquated 'hire more reps, sell more product' mind set – a.k.a. pharmaceutical's traditional, direct sales model – with a customer-centric, commercial model, similar to what the financial services industry did when it introduced online banking in the early 1990s. Today, more than 53 million Americans make some type of monetary transaction online.

For decades, the pharmaceutical industry has enjoyed large margins without having to make widespread operational changes or major budget cuts. In fact, pharmaceutical companies have traditionally invested a whopping 30% of revenues into sales and marketing – even higher than commercially-driven consumer companies like Procter & Gamble, which devoted 28% of its net revenue to sales and marketing in 2007 by comparison. Indeed, this is unfamiliar territory. It's going to be difficult to make a fundamental shift in how business gets done – especially when that shift hinges on the integration of two legendary rivals: sales and marketing.

"This theme of integration is at the top of the agenda of big pharma companies and we are starting to see real action being taken to integrate sales and marketing to address the needs of all customer segments including managed markets," says Charley Beever, vice president and partner at Booz & Company, a private strategy and technology consulting firm. "Will the move be real or complete in 3, 4, or 5 years? It's hard to say. Directionally, yes, and we will continue to see a lot of change but the pace of change depends most on the attitude and actions of senior executives," warns Beever.

Part I: The Longest Duel

Sales and marketing alignment is one of those corporate considerations more honored in the breach than in the observance. This is certainly the case in the pharmaceutical industry where sales managers and salespeople complain about what they see as marketing trying to rule from its ivory tower. On the other hand, marketing moans about off-brand messaging and lack of feedback from the field.

Sales begs for more complete, easily available customer relationship management (CRM) information and powerful corporate messaging delivered through public relations, advertising, and trade show exposure. Marketing, meanwhile, is equally focused on the CRM function, but urges sales to work harder on solution selling and be more proactive in sharing best practices.

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In short, sales and marketing suffer much too often from a major disconnect, worsened by mutual distrust and perhaps even a lack of respect.

"Pharma companies have spent excessively in the past because they could. But no one can afford to follow old practices anymore. There is too much internal scrutiny of budgets and external scrutiny of promotional spending by the press, politicians, state regulators, stakeholders, and consumers. They are asking why are you spending more on promotions than R&D...why are you spending billions of dollars to sell a billion dollar drug? There's just no room for or tolerance of any inefficiency in sales and marketing anymore," says Jake Lynn, life sciences solution partner for EMC Corporation – a U.S. Fortune 500 provider of IT solutions.

A new survey jointly conducted by Sales & Marketing Management and the American Marketing Association highlighted the issues profoundly. In the poll of 1,508 sales and marketing executives, there was broad agreement about customer messaging. Both sales and marketing think that getting their companies' value proposition right, and then communicating it effectively to customers, is the number-one priority when it comes to marketing and sales integration.

A Prolonged History of Distrust & Disrespect

The strains between brand teams and sales teams fall into two main categories: economic (each fighting for a larger share of budget dollars) and philosophical (the two functions attract very different types of people who achieve success by spending their time in very different ways). As an example, marketing professionals tend to cycle through jobs every 18 to 24 months, on average, while it is not unusual for salespeople to commit to a job for 15+ years. Sales, as a result, views marketers as ‘short-termers’ who don’t have much at stake and are therefore only concerned with immediate gains. Marketers view sales as stuck-in-their-ways and unwilling to try new approaches.

Of course, this is just the beginning of a wedge between sales and marketing, contributing to salespeople’s lack of trust and respect in marketing.

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Over the years, credence was paid to the sales team for their direct influence on revenues while marketing was barely given a nod. Some egos inflated while others were bruised and the relationship between the two teams crumbled.

Trust was the first attribute to go. Almost any pharmaceutical executive will admit that trust is conspicuously absent between their sales and marketing teams. “There’s a serious lack of trust between marketing and sales—sales thinks that marketing doesn’t understand their customers. Brand teams think that sales don’t take them seriously,” says EMC Corporation’s Jake Lynn.

“From a purely textbook perspective, sales should be one of the many marketing channels integrated in the mix to promote the product,” says Charley Beever, of Booz & Company. “But, that’s not the reality in pharma. Over the years, the sales channel has taken on a life of its own. Sales is typically not well integrated with other elements of the marketing mix and there aren’t any high-quality, fact-based discussions or feedback from the field during marketing planning sessions. The lines are drawn.”

“The entire process pits two groups against each other,” adds Lynn. “Marketing develops brand plans and throws them over the wall to sales but sales weren’t part of the critical planning process so they put little faith in the plan’s success. It becomes a self-fulfilling prophecy. Because the sales team isn’t confident in the plan, they don’t implement it, and, of course, it fails...further reinforcing their lack of confidence in marketing.”

The bottom line? Each group undervalues the other’s contributions. Both stumble when they are out of sync, and performance suffers. Yet, not enough pharmaceutical companies are making serious overtures toward enhancing the relationship between these two critical functions, then wonder why the two groups are stuck on opposite sides of a wall.

Silos Sprouting Up Around Every Department

The disconnect between sales and marketing has caused a proliferation of numerous silos throughout the pharmaceutical organization way beyond just sales and marketing. Other groups like managed markets,

medical affairs, and research & development are all working in their own separate silos, out-of-touch with the rest of the organization, not talking, not collaborating.

Here’s a case where each of these groups could work together to better support the customer and improve overall performance. A pharmaceutical sales rep speaks to a targeted physician customer about an allergy medication. The conversation goes well until the physician asks about pediatric use of the drug. The rep checks his salesforce automation (SFA) system and doesn’t see any pediatric dosing so he simply moves on – as does his customer.

But what if the entire organization were in sync and sales and marketing were collaborating? What if there was a flexible, central system where the sales rep could record that conversation with the physician and then the system alerted marketing of this potential promotional opportunity while simultaneously alerting the medical science liaison so he can follow up on this issue with the physician directly? Now the MSL is able to have an off-label conversation to investigate the pediatric use of this drug and the customer feels like the pharmaceutical company is really listening to his needs. The relationship is strengthened, the company changes a physician’s attitude, and – maybe most importantly – the team uncovers a potential new need for an old drug.

Managed markets is another important part of the mix – especially today when this department has an even greater impact on the overall success or failure of a drug product. Currently, managed markets and sales teams are not communicating efficiently. In fact, they are usually working on two different systems so any information is transferred through email or “plan of action” meetings. According to a pharmaceutical benchmarking and advisory services firm, TGaS® Advisors, there’s simply no good way to inform sales reps that ‘Dr. Smith is on XYZ plan and the managed markets team recently signed this plan up so that we now have a preferred formulary position.’ There’s no automated way to make sales or marketing aware of changes in formulary status – information that could unleash new sales opportunities.

“This is a huge opportunity,” says Jim Mercante, partner at TGaS Advisors. “In our experience with 28 of the top 40 pharmaceutical companies, we’ve seen only a small minority of organizations that have developed a seamless flow of critical market information back and forth between sales, marketing, and managed markets.”

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Another important department that needs to be brought into the fold, according to TGaS, is marketing sciences – including market research and market analytics. In most large pharmaceutical companies, marketing sciences is responsible for evaluating the effectiveness of promotional channels, calculating the return on investment, measuring the impact of promotional activities on physician behavior, and short- and long-term forecasting. These measures help brand teams improve the effectiveness of brand plans, which in turn help improve the performance of sales. But, it also requires sales teams to accurately record both quantitative data and attitudinal data

from their calls so that marketing gets a clearer picture of the market. Does it always happen this way? No, because the processes and systems are not designed to funnel their efforts in this manner. Instead, the walls grow higher and the mutual disrespect grows deeper.

“Getting the right technology in place is a key component of the equation, but not the only component.”

*Charley Beever
Booz & Company*

Regardless, the activities of all these groups are tightly intertwined. That is why it's paramount that executives commit to integrating sales and marketing – the two most operationally compatible departments in the organization and the two with the greatest opportunities for interaction with the customer.

Other Industries Can Do it... So Why Can't Ours?!?!

The pharmaceutical industry isn't the only one to watch its sales and marketing teams joust. Competitive pressures have forced many organizations in other industries to end the feud and peacefully re-align sales and brand teams to create powerful, efficient marketing engines.

Specifically, there are many parallels to the pharmaceutical industry in the financial services industry, which has similar limitations in what they can say, sell, and do. For decades, financial services companies had sold their products predominantly through professional brokers just as pharmaceutical reps have traditionally been selling to physicians even though it's the patient who is the beneficiary of

the product. In the 1990s, however, there was a shift to wealth management services directly selling to the investor akin to pharmaceutical companies marketing directly to consumers/patients. It was at this point, that the online banking industry blossomed and financial services companies began adopting a more customer-focused, multi-channel marketing model that forced sales and marketing to work together more efficiently.

“The financial services industry is already at least five to ten years ahead of pharma in terms of embracing CRM to integrated lines of service and different channels to serve the customer. Prior to this, however, the financial services companies never shared this type of information just as today's pharmaceutical brand teams don't share information with sales and vice versa...but now it's a natural part of their process,” said Jake Lynn.

Rick Edmunds, vice president and partner at Booz & Company, identified a number of other industries that have overcome this same integration issue such as companies that sell through big box retailers, medical device & diagnostics, and the beverage industry. “We worked with one beverage manufacturer that reorganized according to channels so that the account manager and marketing teams all have access to information and can adjust the marketing to customer needs in real-time,” said Edmunds.

According to Accenture's Shawn Roman, “few in pharma are there yet, but everyone must get there fast. Customer expectations are rising because of the high level of service they get from companies in other industries, such as their financial services with banks. They are applying those expectations to their interactions with pharmaceutical companies so pharma needs to rise to that challenge and find the right way to do it...profitably.”

Part II: Building a Bridge to the Future

Despite the longstanding divide between sales and marketing, it doesn't have to be that way. In fact, it can't; the coexistence and mutual support of sales

and marketing are essential to survival, not to mention to succeed, in today's competitive marketplace. To do so, three things must change: attitudes, technology, and processes (in that order). It's a lot to tackle but there's a lot at stake. Experts recommend that companies start small and not try to transform an organization overnight. “Any company that pursues a one-size-fits-all plan or that tries to transform everything in a few months is destined to fail,” says Booz & Company's Charley Beever.

Change in Attitude

A change in attitude must come first and from the top. One highly tangible – and powerful – way for executives to demonstrate a commitment to a change in attitude is by aligning new performance measures and incentives to the attitude you want the rest of your team to adopt. In addition to an attitudinal shift by the leaders of the company, the entire sales and marketing department must be educated about each other's functions and how they can help each other.

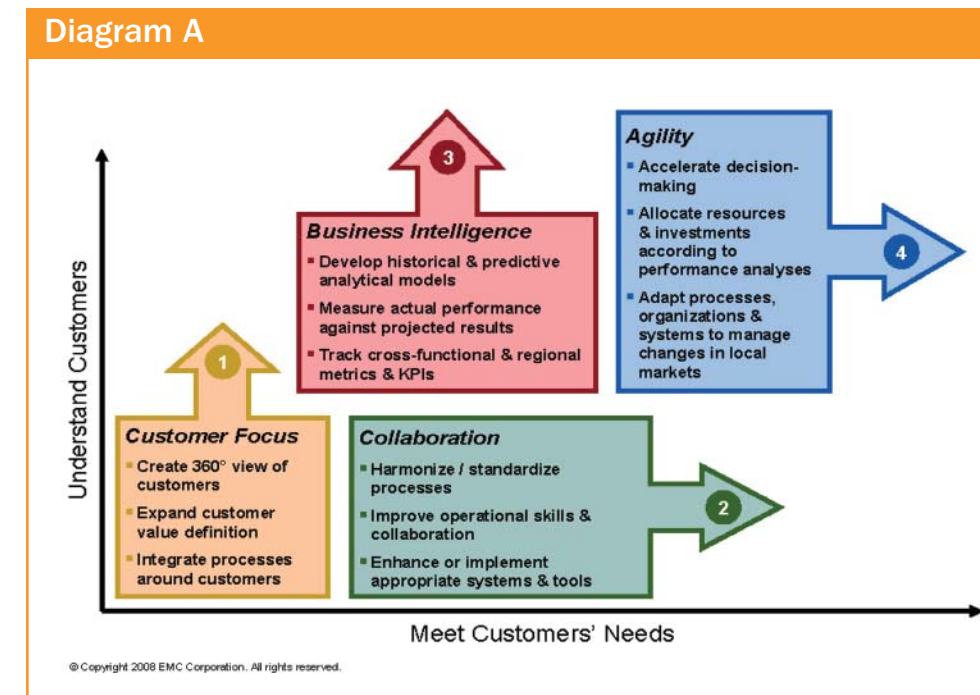
“People become functionally expert in just their own jobs so they don't develop an appreciation for what other people do or how they can affect their work. This makes it difficult to establish cross-organizational relationships,” says TGA's Mercante.

Jake Lynn at EMC Corporation suggests that the key to changing people's thinking is to become completely customer-centric. “Right now, sales and marketing are at odds. They need to change their mind set and understand that they are all on the same side, working together to understand and satisfy the needs of the customer.”

According to Lynn, the first step that pharmaceutical companies should take is to become customer-focused by expanding the customer value definition, creating a 360-degree view of customers, and integrating processes around customer needs. For details on Lynn's model, see diagram A.

The best way to make customers feel understood and taken care of is to ensure that every contact – whether it is with sales, medical affairs, clinical development or marketing – is linked and shared to build continuity in the customer's experience with the company. Everyone talking to a customer must be informed of what others have said, and that can only happen if this mind set is part of the core values of the company.

Michael Taylor, CEO and co-founder of software company, SchellingPoint, points out that “lack of clarity in objectives for fear of disagreement, and the inability to productively reconcile misalignments are the silent drags on system level changes. In this case, the negative judgments and inferences about sales and marketing's attitudes towards each other need to be swiftly acknowledged, then mitigated.”



Change in Technology

As tensions start to thaw and sales and marketing begin to appreciate each other, it's time for the executive 'peacemakers' to establish a new system that will allow for efficient collaboration and be flexible enough to handle process change. "One of the problems we always run into is that the information systems don't support the ensuing cultural and process changes. Getting the right technology in place is a key component of the equation but not the only component," says Booz & Company's Beaver.

"Integration between disparate groups represents a real strategic change. Companies need to develop an architectural perspective including not just the technology but also factoring in the business models and corporate culture."

*Saideep Raj
Global SaaS Managing Director
Accenture*

In the past, many pharmaceutical sales and marketing teams worked on different platforms or systems, making it extremely difficult to share data from the field or messaging derived from the brand plans. Without flexible technology, both teams were handcuffed to clunky legacy systems (i.e., client/server) and unable to measure the success of their strategies quickly in order to re-allocate resources in

new directions when necessary. Many client/server systems of old require 12 or more months just to be able to measure the success of a particular marketing message or promotional tactic. That's simply too long.

In contrast, consider a scenario where sales and marketing are working together and using an integrated system. The 'retrained' sales rep delivers the marketing message, set forth by the brand plan, to the physician and asks a few questions about whether or not he understood it and did it make an impact. The rep uses real-time data capture to record this attitudinal data and the marketing team finds out how well the customer accepts the new message and tactics instantly rather than months later.

Consider a different example where a large pharmaceutical company wants to deploy a new type of sales team in a given geography. It's an experimental strategy so three weeks after the new sales team is working in the field, the company realizes that it needs to deploy 20 additional salespeople with a slightly different view of the customer. However, the organization's current SFA system proves too inflexible to cost-efficiently add the new users. Even worse, if the company chose to invest in a new system, it would not be connected to the existing system, forcing the new sales team to work in a silo – technologically separated from the rest of the organization. Under these conditions, management would never get a realistic view of the effectiveness of this new strategy. However, if they had a flexible platform, uninhibited by walls or distance, management could carry out its experiment efficiently and possibly uncover a new sales model that works.

In both examples, a nimble, scalable, and flexible system is a requirement – and currently only possible with the latest technology called Software-as-a-Service, better known as SaaS and made renowned by Salesforce.com. It's a software application delivery model where the software vendor develops a web-native application, and hosts and operates the application for use by its customers over the internet. Customers pay not for owning the software itself but for using it – an important distinction. With SaaS,

there are no equipment, upgrade, or maintenance costs...fundamentally changing the economics of deploying a powerful, yet tailored application to teams of all sizes.

SaaS makes it possible for companies to develop and quickly implement specialized applications that unite sales, brand, managed markets, and medical science liaisons...and many other different teams. Completely in sync using SaaS, the company can share one view of the customer rather than individual departments only having partial, one-sided views.

The SaaS combination of easy customization and extreme scalability also affords pharmaceutical companies unique business flexibility, especially when experimenting with new business strategies and sales and marketing tools such as video detailing, eDetailing, alternative sampling programs, and closed-loop marketing (CLM). Due to the inflexibility of their current client/server systems, companies have been forced to trial these new strategies in a vacuum, casting doubt on their effectiveness and making it impossible to truly measure their impact. With SaaS, it is fast and easy to add new groups of users to the overall system so these experiments can be carried out in realistic settings.

"SaaS is as much about business change as it is about better technology because SaaS has incredible power to enable changes to be made to the organization, the processes, and the system," says Saideep Raj, managing director for Accenture's Global SaaS Practice – launched in Q4 2008 as part of the company's goal to extend SaaS services across domains and technology platforms. "Companies are now starting to solve larger, more sophisticated problems using SaaS – including this issue of boosting departmental collaboration beyond enterprise boundaries."

According to Raj, more and more companies will start to make SaaS the heart of their strategy and will do more with the technology than ever before. "It will be a game-changer for some pharma companies," continued Raj. "The reason for the rapid upswing in SaaS is because it allows companies to try new

business processes in real life, get fast feedback, and make accelerated adjustments as a new process is rolled out across divisions or departments. This creates a learning environment where ROI is proven based on early results."

With SaaS, pharma companies can drive transformation in an incremental fashion achieving measurable results in months vs. years.

Recent research from the Aberdeen Group, "The convergence of Sales and Marketing Technology," explores the current and planned integration between sales and marketing technologies among organizations of all shapes and sizes. Sixty percent of organizations in the December 2007 study indicate the top pressure driving integration between sales and marketing technology is the need to increase top-line revenue. Aberdeen's "Best-in-Class" organizations are enabling sales and marketing with cross-functional data to drive effectiveness at the operational level, delivering tangible increases to top-line revenue. Seventy-three percent of those organizations are integrating one or more marketing tools at the prospect or account level within CRM.

"SaaS can be extremely impactful in the pharmaceutical industry where there is enormous business change right now – especially in sales and marketing," says Accenture's Raj. "When you have enormous business flux, you need to be able to test new tools and strategies within real-life scenarios, make adjustments, and then roll them out to your teams quickly. This is SaaS, making it perfectly positioned for today's pharma companies."



Change in Processes

With the right attitude and technology in place, the next step is to initiate process changes that will foster enterprise-wide integration, beginning with sales and marketing.

A nimble, scalable, and flexible system, only possible with the latest Software-as-a-Service (SaaS) technology, is a requirement.

SaaS makes it possible for companies to develop and quickly implement specialized applications that unite sales, brand, managed markets, and medical science liaisons, and many other different teams, allowing the company to share one view of the customer.

The first step towards a new marketing and sales process is learning how to optimize all of the various marketing channels available today to best support the customer. Most organizations have become intimately familiar with the need to leverage multiple technologies in marketing – search engine marketing, marketing automation, web analytics, affiliate marketing, e-mail marketing, etc. But the use

of multiple technologies results in silos of valuable information that could be useful to both marketing and sales. The challenge is to deliver actionable, timely information to end users in a way that aids consumption and use across the organization.

“In pharma, it’s about using alternative channels to engage customers in the most profitable manner,” says Accenture’s Shawn Roman. “Historically, we’ve been all about direct sales, but now we are starting to look at other channels like email, direct mail, multi-tiered sales reps, CLM, and more. They all have different cost points and drive a different set of interactions. So, you must look at these channels carefully to see the best way to develop customer relationships.”

Roman continues, “There’s no one right way. Everyone is trialing new technologies or processes or models right now. But the answer must be based on your product portfolio (drugs that treat chronic disease vs. lifelong drugs vs. common cold remedies) and your customers (young, web-savvy specialists vs. entrenched primary care physicians). This understanding will allow you to dial up or dial down the levers you can pull across all of these channels. But, each set of factors should lead you down a different path.”

One thing is clear: processes need to change to reflect the new commercial business model as many companies can already attest. Pfizer, the largest drug maker in the world, recently initiated its own process changes with a Q4 2008 reorganization that segments its business units by customer groups (i.e., primary care, specialty care, and emerging markets) rather than by geographic region. According to a corporate spokesperson, the company’s goal is to better respond to customers in all of their various forms – physicians, patients, governments, and other payers.

“It’s not just about the technology – although we definitely need better technology that connects sales and brand managers – but it’s about how people use the technology” said Asaf Evenhaim, chief executive officer of Crossix Solutions, which does ROI analyses for direct-to-consumer advertising programs.

Process change is hard. And, each type of pharmaceutical organization will have its own set of challenges. “But, in a sales-driven culture like pharmaceuticals, the sales team will have the biggest pill to swallow,” says Mercante. “There has been a steady decline in the number of pharma sales reps so companies must be very careful about how they allocate these precious resources. As the more efficient channel, marketing will have to accept a larger role and sales will have to gain a better sense of how each physician interacts with the company.”

Accenture’s Global SaaS Managing Director, Raj, adds, “Integration between disparate groups represents a real strategic change so companies need to think it through carefully. Companies need to develop an architectural perspective – including not just the technology but also factoring in the business models and corporate culture. This is business transformation...but companies need not necessarily take as big a gulp at hearing those words in future: with SaaS, pharma companies can drive transformation in an incremental fashion achieving measurable results in months vs. years.”

Conclusion: Potential Unleashed

Imagine the tremendous potential that would be let loose if pharmaceutical companies’ two most customer-facing entities finally united and started working together. Instead of two groups pushing opposing agendas with imperfect clarity of what is truly effective; there would be one large, powerful, customer-centric engine firing on all cylinders. The left hand would coordinate with the right to dramatically improve marketing and sales efficiency, performance, and responsiveness.

Targeting would be finely tuned and promotional campaigns would be accurately measured then refined within days rather than months. Sales opportunities, previously missed or overlooked altogether, would be snatched up quickly and revenue would grow just as fast.

As important, the integration of sales and marketing would likely be just the start of departmental

integration enterprisewide. Silos would crumble down around managed markets, R&D, and analytics. And, the pharmaceutical industry would take one giant step closer to reaching its ultimate goal – establishing a purely customer-centric business model like that which is already working in other industries.

Sound too faraway and dreamy to be a reality today? Well, maybe those rigid walls won’t come down tomorrow or the next day, but the pharmaceutical industry is evolving and only the fittest will survive. So, it’s time for both groups to find some way to work together and realize the incredibly positive effect integration will have not only on their personal job performance but on the performance of the company, maybe even the industry.

Let’s hope sales and marketing bury the proverbial hatchet sooner than the famous feuding families of West Virginia who didn’t stop fighting until 1891. It took almost a century for the two foes to sign a peace treaty, which they did in 2001 following the September 11th attacks – a symbolic showing that Americans can bury their differences and unite in times of crisis. Can we do the same? Only time will tell.

What’s all the buzz about SaaS?

Software as a service (SaaS) is a software application delivery model where a software vendor develops a web-native software application, and hosts and operates (either independently or through a third-party) the application for use by its customers over the Internet. Customers pay not for owning the software itself but for using it. The term SaaS has become the industry preferred term, generally replacing the earlier terms Application Service Provider (ASP) and “Utility computing.”

SaaS is generating a lot of attention because it is the only technology that makes the development of highly specialized products affordable to the mass market. And, because users access the system through any web browser, advanced software is becoming easy to use – even for the technically challenged. Think My Yahoo! for business applications.



Many types of software are well-suited to the SaaS model. Application areas such as Customer Relationship Management, Video Conferencing, Human Resources, Accounting and Email are just a few of the initial markets showing SaaS success.

SaaS applications are generally priced on a per-user basis, sometimes with a relatively small minimum number of users, and often with additional fees for extra bandwidth and storage. SaaS revenue streams to the vendor are therefore lower initially than traditional software license fees, but are also recurring, and therefore viewed as more predictable, much like maintenance fees for licensed software.

About Veeva Systems

Veeva Systems is the leader in multi-tenant SaaS-based solutions for the global life sciences industry. Veeva has dozens of customers ranging from the world's largest pharmaceutical companies with thousands of users to emerging biotechs commercializing their first products. Veeva customers achieve the fastest time to value through the deployment of fully functional applications that are flexible, simple to deploy, inexpensive to operate, and provide a superior user experience. Veeva is a privately-held company headquartered in Pleasanton, CA.

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