

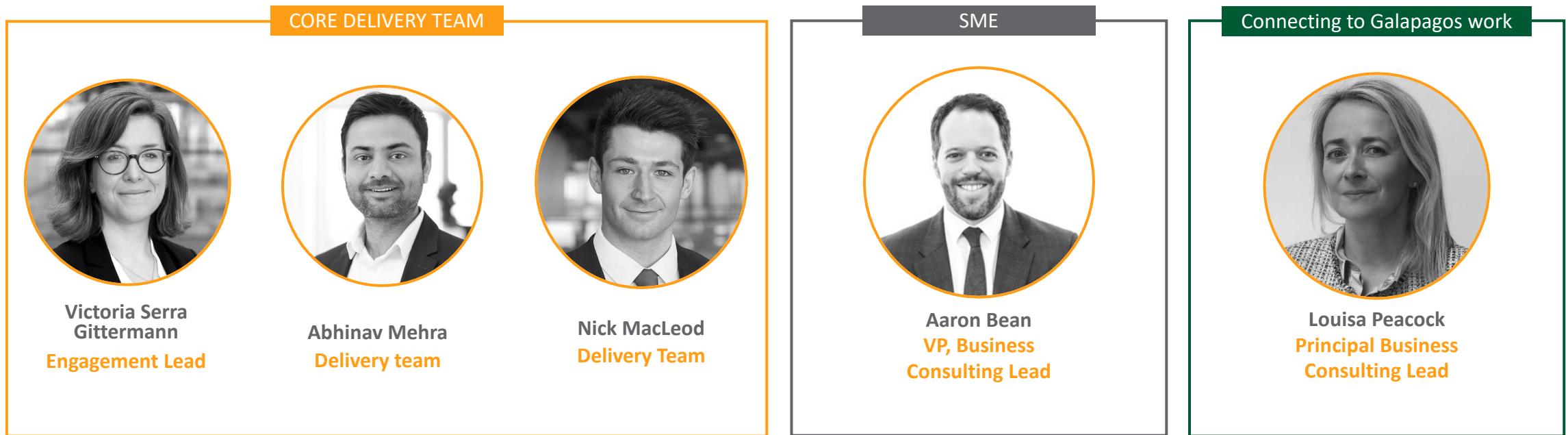


# Galapagos Customer Engagement Model

Veeva Pitch

15 April 2021

# With you today



# Table of contents

- 
- 01 Galapagos Context & Customer Engagement Challenge
  - 02 Our Point of View
  - 03 Proposed Solution & Approach
  - 04 Team, Price and Why Veeva
  - 05 Appendix: Detailed breakdown of activities and deliverables and Veeva credentials

# Focus of our pitch today

- 
- 01 Galapagos Context & Customer Engagement Challenge
  - 02 Our Point of View – 15 min
  - 03 Proposed Solution & Approach – 45 min
  - 04 Team, Price and Why Veeva
  - 05 Appendix: Detailed breakdown of activities and deliverables and Veeva credentials

# Galapagos is seeking to design and operationalise a Customer Engagement model to achieve targeted growth for Jyseleca

Galapagos requires support to:



Design a future fit Customer Engagement model for launching Jyseleca

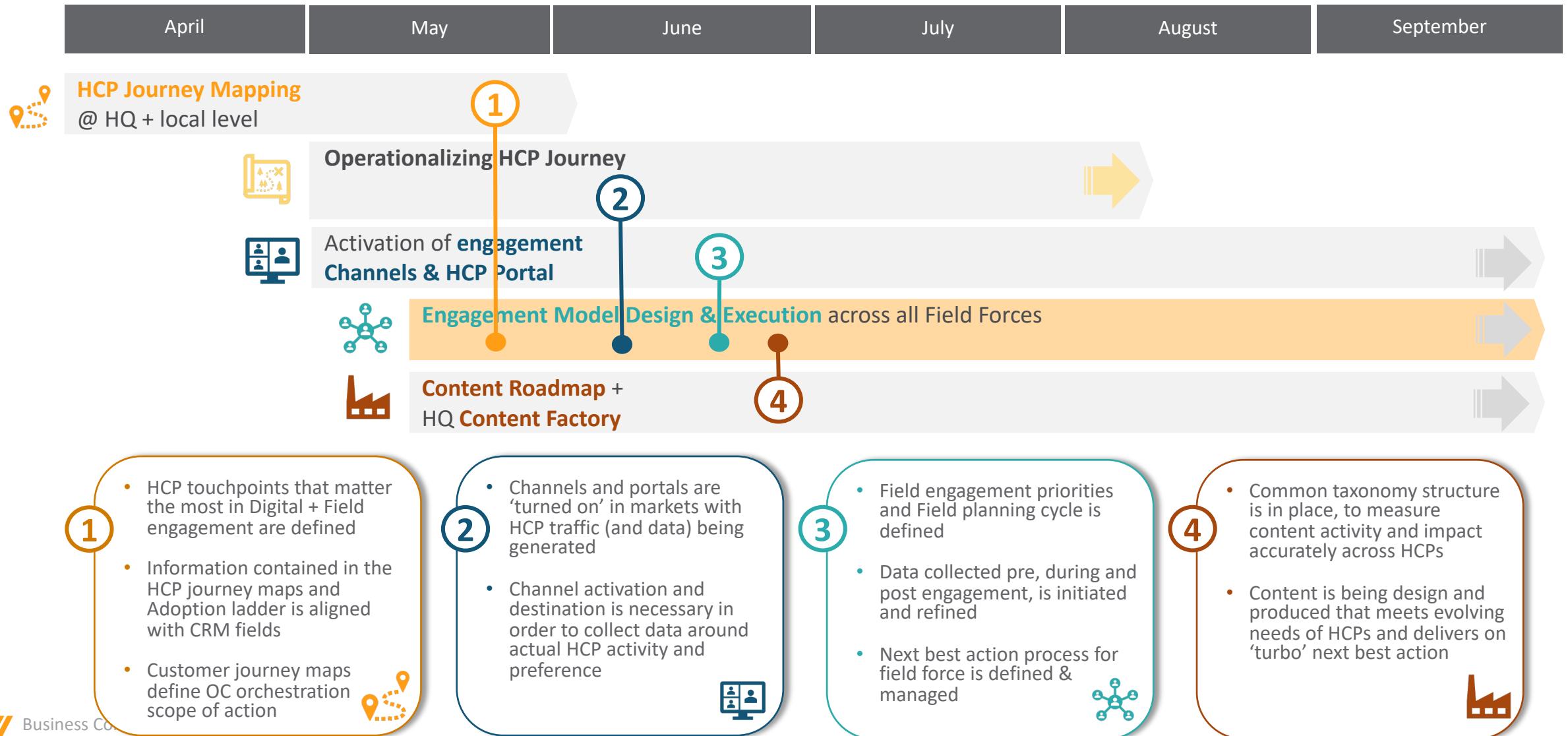


Embed the omnichannel and people capabilities required to execute



Tailor the Customer Engagement model for two launch markets

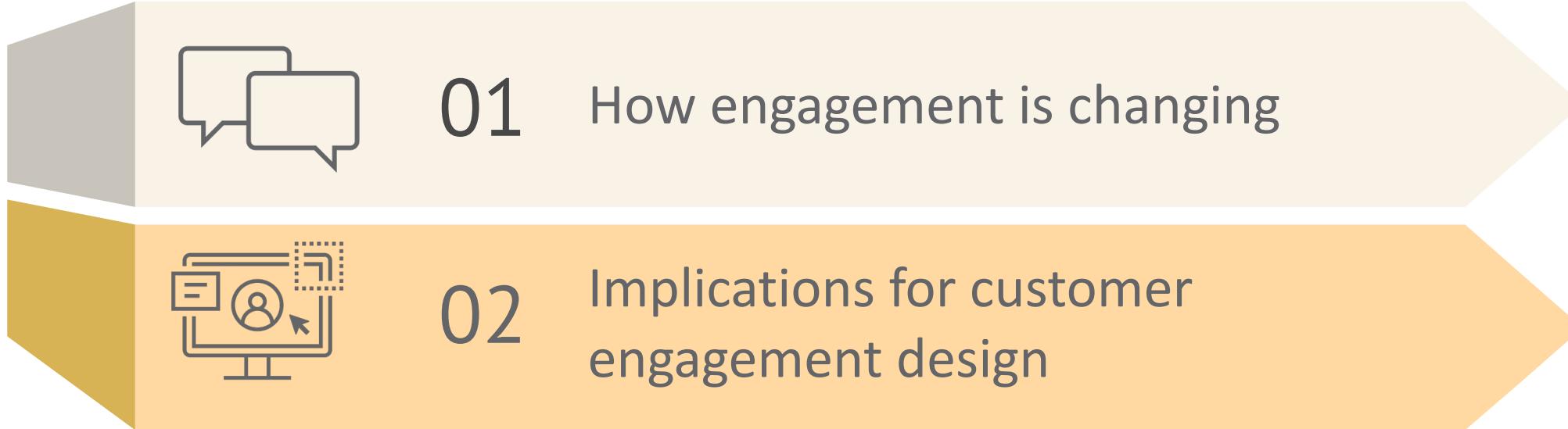
# This is an important project for bringing everything together into a simple execution framework



# Table of contents

- 
- 01 Galapagos Context & Customer Engagement Challenge
  - 02 Our Point of View
  - 03 Proposed Solution & Approach
  - 04 Team, Price and Why Veeva
  - 05 Appendix: Detailed breakdown of activities and deliverables and Veeva credentials

# Our point of view

- 
-  01 How engagement is changing
  -  02 Implications for customer engagement design



## Today's HCPs are 'digital citizens' with specific needs and preferences. Pharma needs an engagement model to match.

- Nearly 70% of all HCPs are digital natives. They expect information to be delivered through **personalized, frictionless experiences** regardless of where they are or how they receive it
- They are in **control** of what information they do and don't consume; they demand a high level of **variety in their content, preferably visual**
- They turn **first to digital** sources for information and place huge trust in **what peers say** to stay up-to-date in rapidly evolving fields of medicine
- They are **active, informed and peer-enabled**, particularly as collaboration with other key specialty areas improves, due to the increasing awareness of comorbidities
- They value work-life balance, expecting **high quality, convenient** digital interactions in their channel of choice



# This shift has important implications for how we plan and execute customer engagement



## Rise of the hybrid Rep

- Reps need more engagement tools at their disposal including use of “pull” channels
- Empowering reps to orchestrate and curate engagement, focusing on building/maintaining relationships
- Soft and agile skills important to augment sales skills



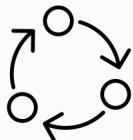
## Need for data-driven decisions

- Measuring digital engagement reality across all channels into a 360 degree HCP view
- Use customer sentiment and perception measures to drive action
- Supplement field teams through “next best action” solutions to support Rep engagement-decisions



## Ability to react fast

- Adapting field structures and roles to align to customer decision-making structures
- Faster, more dynamic planning and shorter cycle times
- Leveraging automation to respond faster



## Digital encirclement

- Rep is given insights on full spectrum of engagement with assigned HCPs
- Alignment of channels following HCP preference and delivery optimisation
- Driving the HCP forwards on a defined customer journey using customer-selected touchpoints



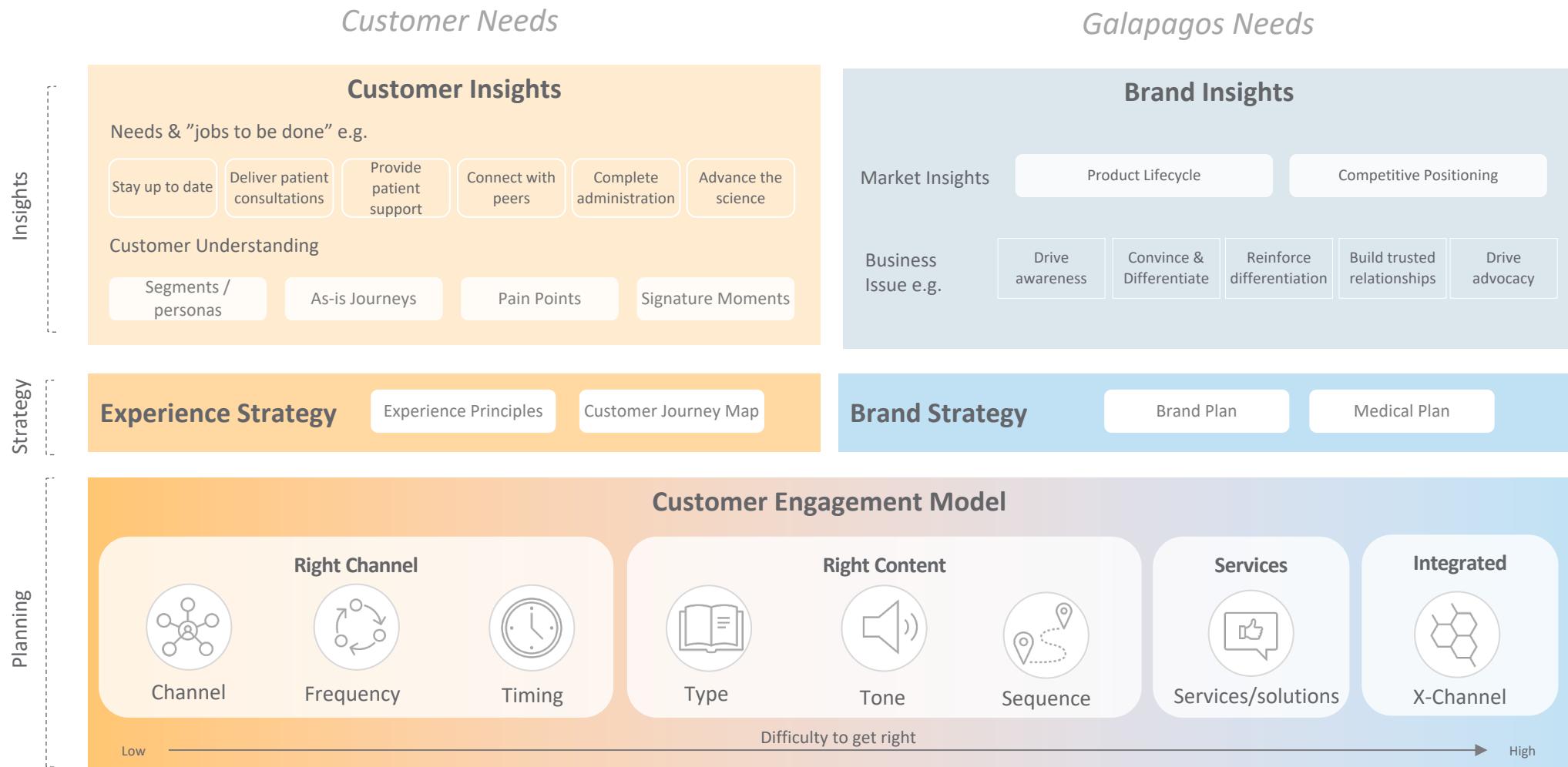
## X-functional collaboration

- Commercial & Medical alignment and cross-fertilisation
- Cross functional integrated approach to accounts and HCPs cross Medical and Commercial in launch
- Account specialist role, feeding in expertise and right skills to Account as required



# A robust framework is required to simplify engagement model design and enable timely and effective decision making

## Customer Engagement Design





# As we set sales teams up for practical execution of your engagement plans we will put key enablers in place

Use Brand Plans and Account Plans guidance to set MCCP targets

Focus MCCP on the channels which field teams can use and control

Use “capping” to prevent saturation and protect the experience

Use short cycles during launch to incorporate emerging strategic insights

Use MyInsights reports to bring key insights to the user

Set direction

Define actions

Protect the experience

Plan for agility

Measure progress

Translate journeys and targeting into MCCP channels, weights and goals

Create a X-organisational MCCP delivery calendar

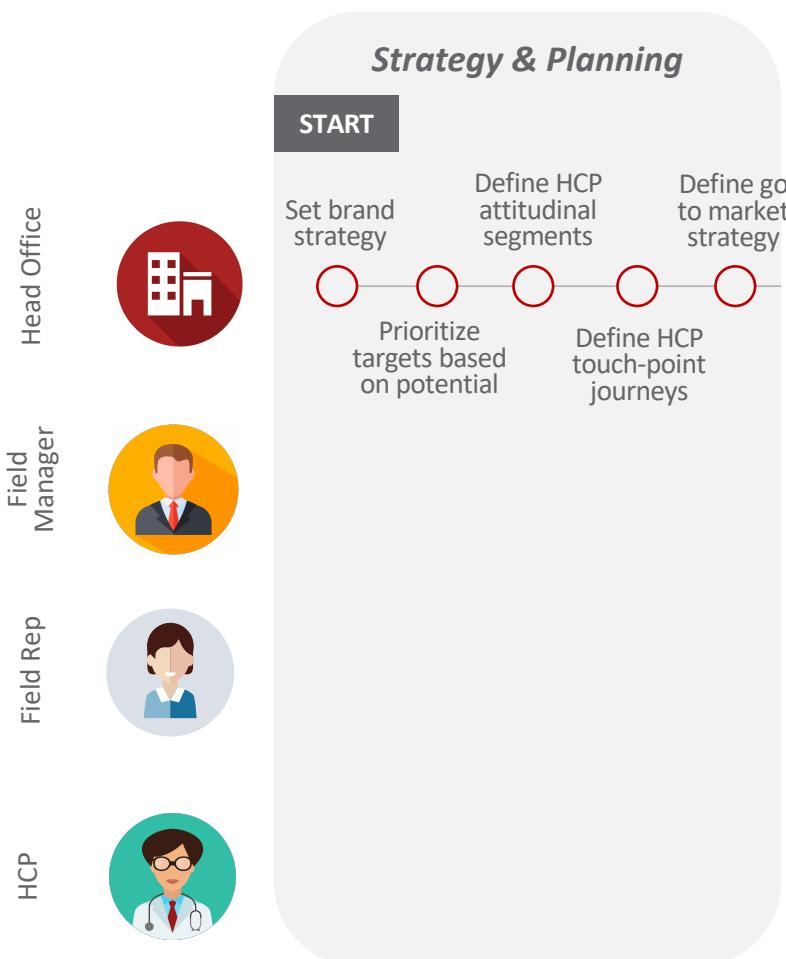
Make sure different teams align their cycle / interaction plans

Allow users to “edit” goals mid-cycle to maintain currency

Review the effectiveness of cycles and measure engagement not just productivity



# Ultimately, the end-to-end framework will provide sales reps with the clarity, confidence and capability to execute



## ACTIVITY KEY



In scope – Customer Engagement Design

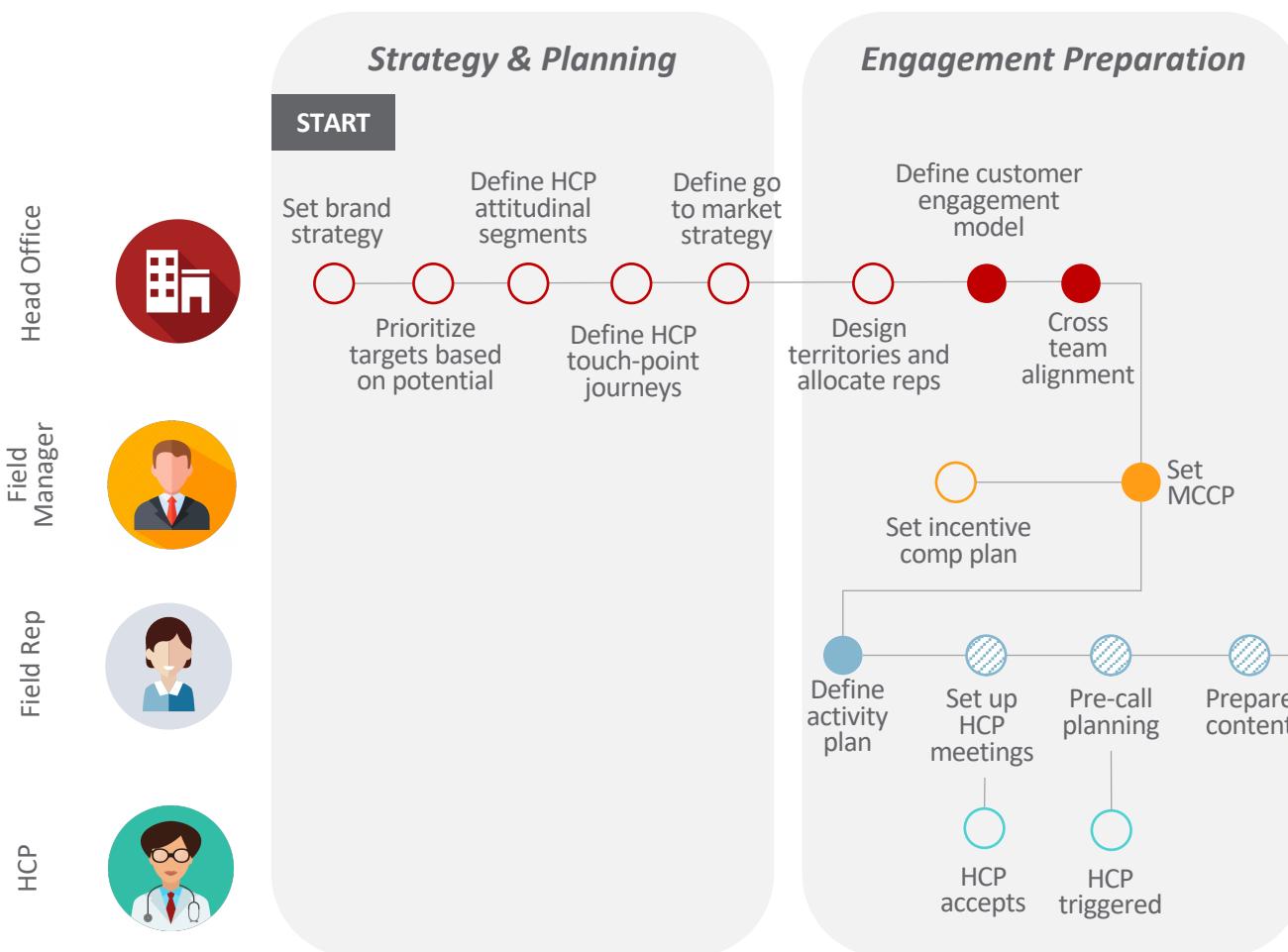


In scope – framework to enable reps

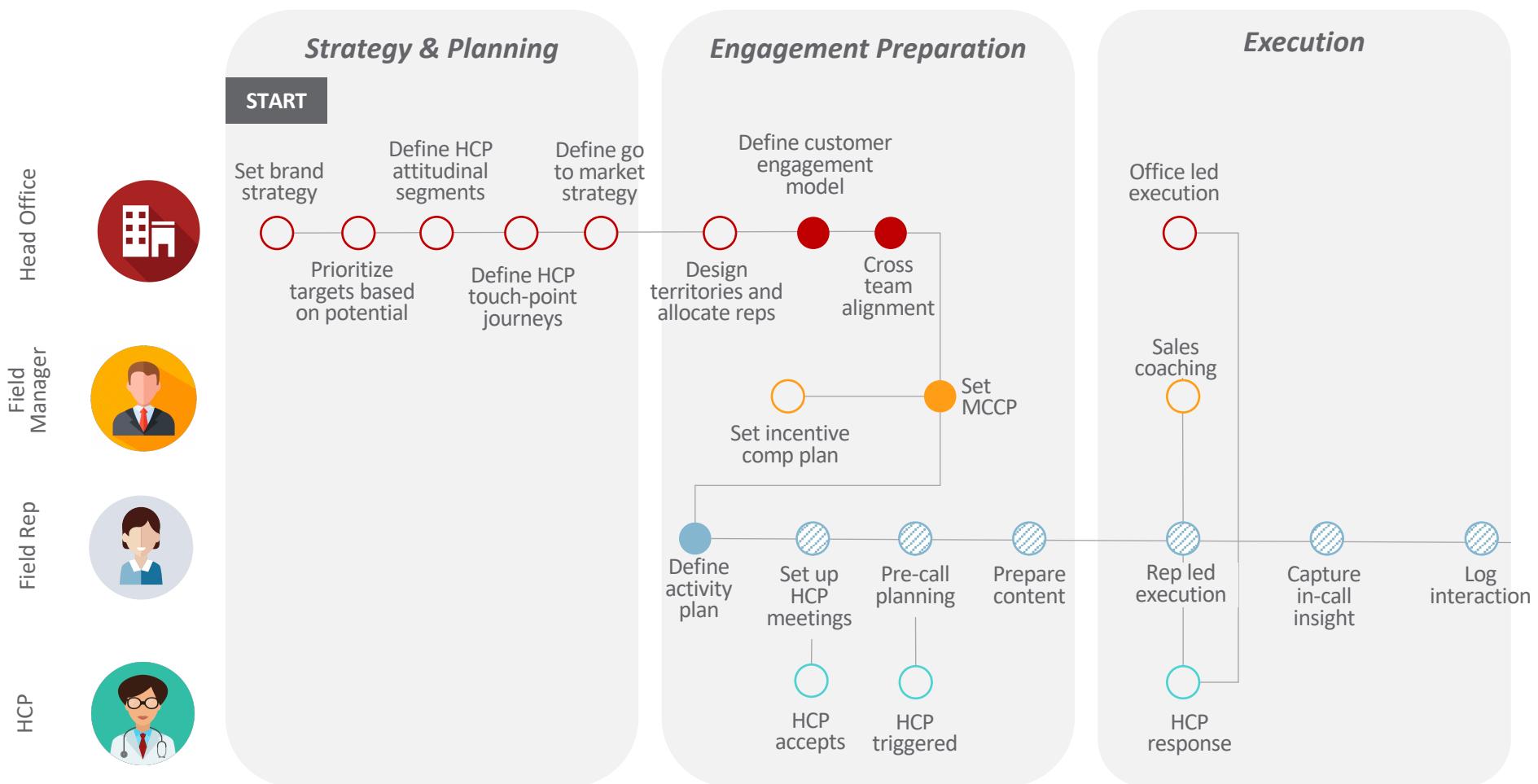


Out of scope – key inputs or outputs

# Ultimately, the end-to-end framework will provide sales reps with the clarity, confidence and capability to execute

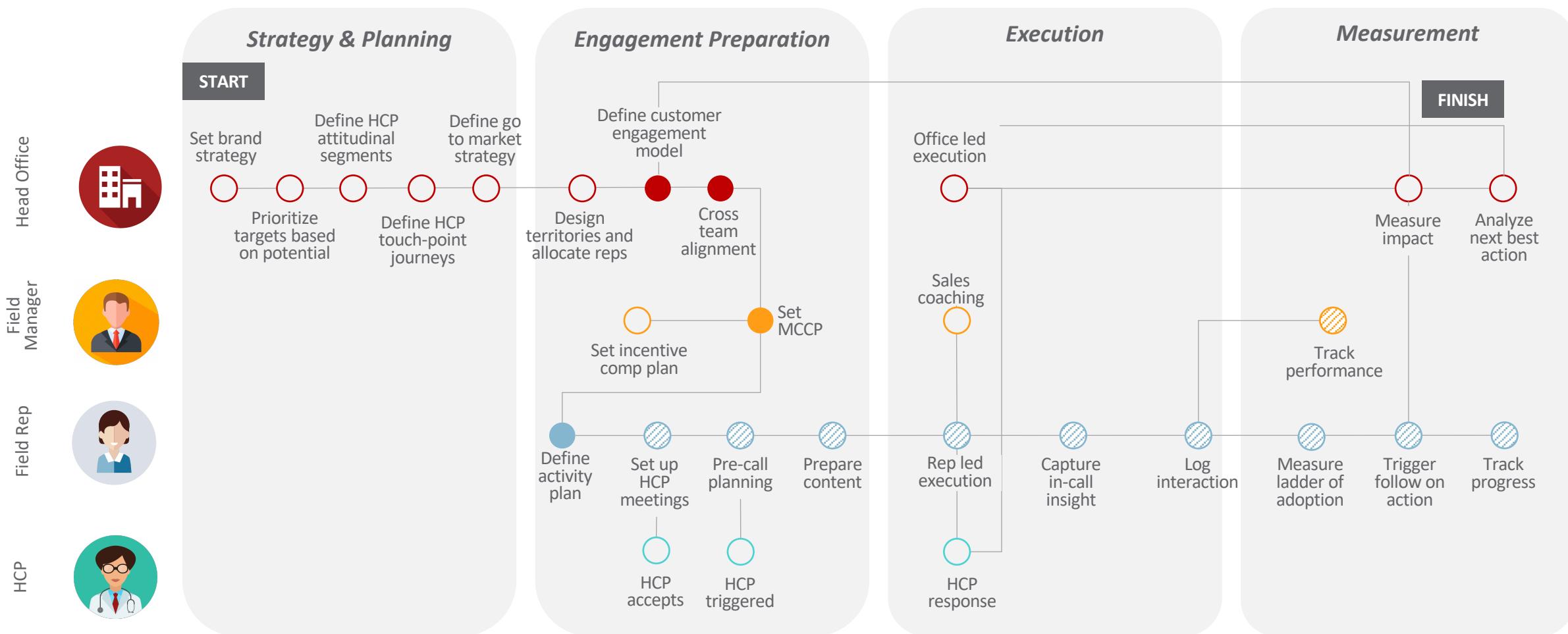


# Ultimately, the end-to-end framework will provide sales reps with the clarity, confidence and capability to execute





# Ultimately, the end-to-end framework will provide sales reps with the clarity, confidence and capability to execute



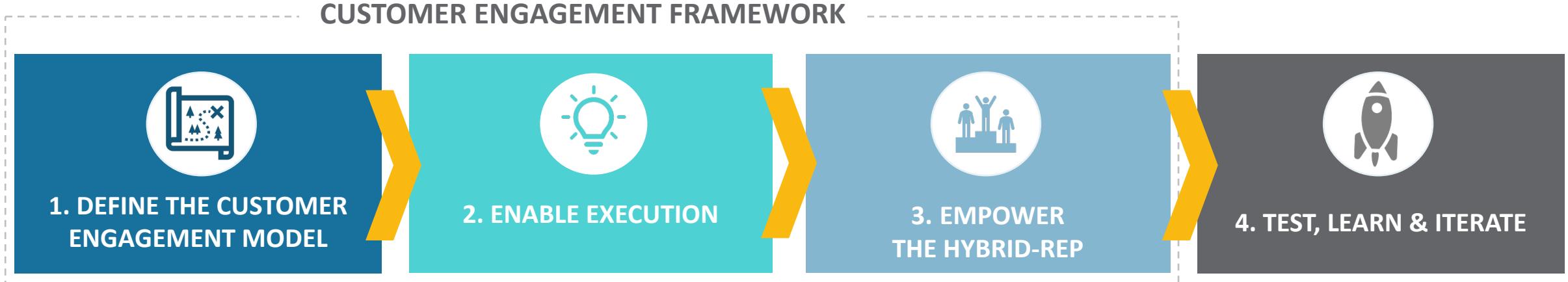
# Table of contents

01	Galapagos Context & Customer Engagement Challenge
02	Our Point of View
03	Proposed Solution & Approach
04	Team, Price and Why Veeva
05	Appendix: Detailed breakdown of activities and deliverables and Veeva Credentials

# Before we start, let's align on key terminology

Segmentation & Targeting	The process of dividing customers into groups that share the same characteristics. Can be based on value/potential to drive targeting and HCP attitudes to describe prescribing attitudes (Mavericks, Compassionates, Pragmatists etc).
Adoption ladder	The 5 stages of HCP adoption for a Galapagos product. Each stage contains the Galapagos goal, relevant barriers and key messages required.
HCP / Touchpoint journeys	This is mapping out the touchpoints, messages and channels required to move HCPs up the adoption ladder.
Go to market strategy	The Galapagos strategy that details how it plans to organise itself to service its customers. This includes field team structure, size, territory alignment, roles and responsibilities.
Engagement model archetype	Describes two main engagement types that drive customer engagement model design. These are HCP level and account-based planning. The customer engagement model will need to be adapted based on what model is right for each market
Customer engagement framework	The overall framework that describes what the customer engagement model is, but also defines the methodology (process, people, platforms) for creating this and how to empower field teams to execute effectively in the market
Customer engagement model	The detailed plan of who will do what to engage HCPs and deliver on the HCP / touchpoint journeys. This involves a rep level activity plan that describes the day/cycle in the life of a rep and MCCP

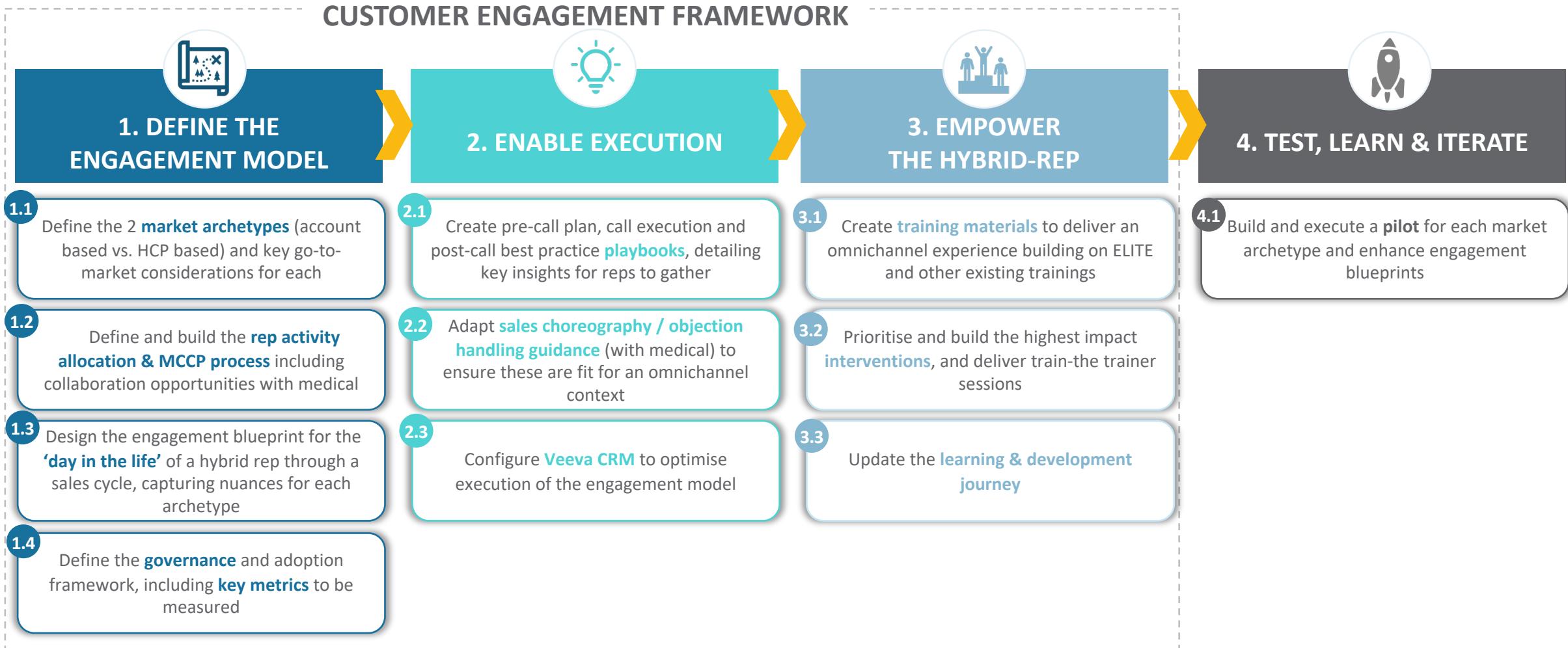
We propose the following approach to support markets executing on the strategic elements defined so far



### OUR GUIDING PRINCIPLES

BUILD ON EXISTING WORK • GLOBALLY ALIGNED, LOCALLY EMPOWERED • FOCUSED ON EXECUTION

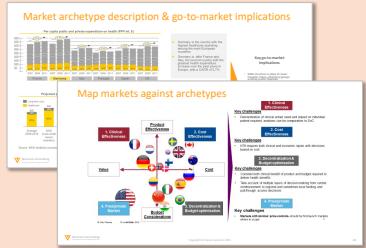
# As a result, we would create following key elements to support the markets and the reps in the execution



# What you can expect as an outcome of our work together

A set of pragmatic, repeatable outputs designed with end users in mind

## For the countries



Market archetypes outlined and countries mapped against them



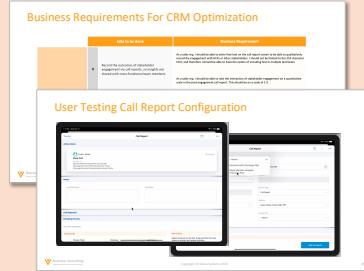
Pulse Data for 7 markets



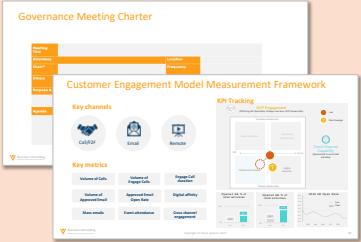
Rep activity allocated by market archetype and customer segment



Omnichannel training created, delivered through a train the trainer session and embedded in the curriculum



Veeva CRM optimized for execution



Governance & measurement framework to deploy & track implementation

## For the hybrid reps



'Day / cycle in the life' playbook of the hybrid rep, stress-tested through pilot

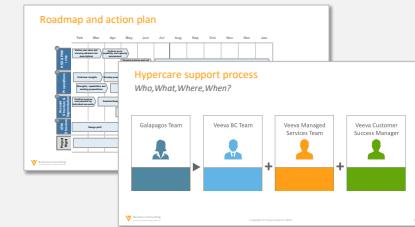


MCCP tracking



Call planning, execution, measurement playbooks for the hybrid rep stress-tested in through the pilots

## For the pilot markets



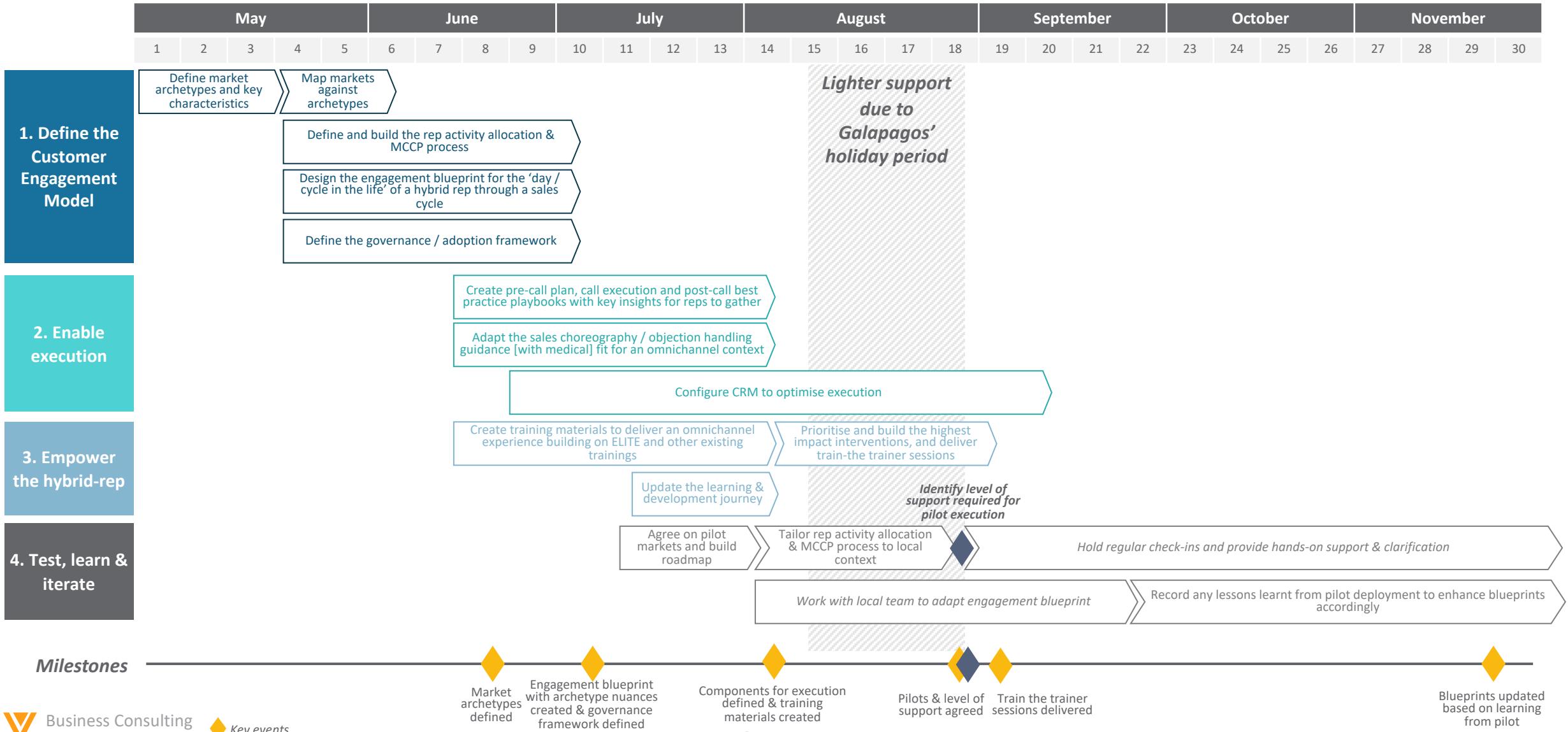
Pilot roadmap, action plan and support process defined



All materials tailored to the 2 pilot markets

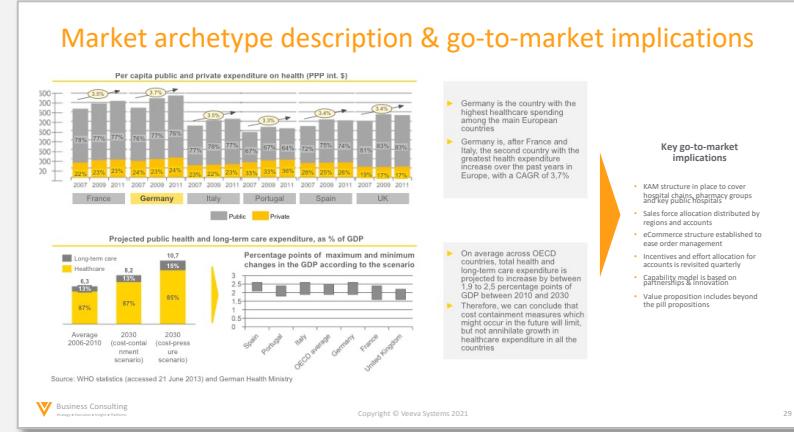
# Based on our experience working with Galapagos, we believe a 'long & thin' support model would work best

Indicative

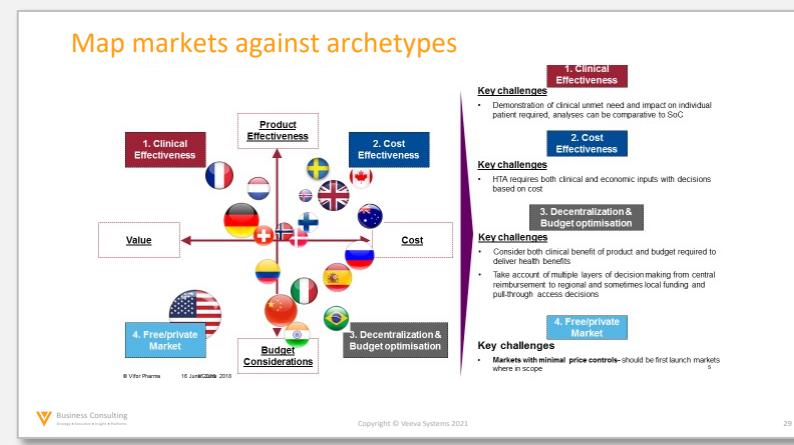


# 1.1. Define market archetypes

Define two distinct market archetypes, describing key characteristics and implications for their customer engagement model



1. Create an archetype profile for account-based and HCP-driven markets
2. Leverage strategic work done so far to understand nuances and implications to consider for each archetype. For example:
  1. Segmentation and customer prioritization
  2. Field force structure and territory allocation
  3. Customer journey & channel volume impact
  4. Engagement & competency framework
  5. Others (TBC)
3. Map markets against each of the archetypes and test with key market representatives
4. Use archetypes to tailor customer engagement model processes, learning interventions and guidance materials as required

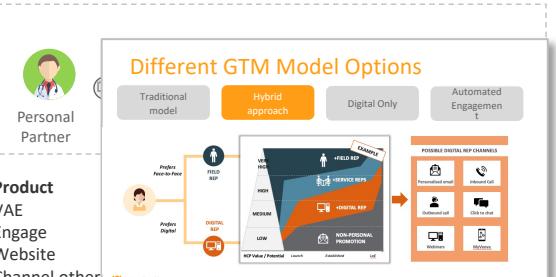


# 1.2. Define and build rep activity allocation & MCCP process

Define the process for the allocation of channel activity targets in CRM, based on customer segments and market archetypes

## Jyseleca channel plan

Target journey determines total touchpoints



Channel impact

Product  
VAE  
Engage  
Website  
Channel other

V Business Consulting

Copyright © Veeva Systems 2021

1. Review the customer journey maps, engagement preferences (F2F, Digital, Hybrid etc.) and customer segment objectives for the upcoming sales cycle
2. Confirm the appropriate channel mix for each market archetype, specific to customer segments, and assign a weighting to each of these channels
3. Define the number of interactions required via each channel within the next sales cycle (minimum and maximum) for each archetype and segment combination to build a set of scenarios
4. The output will be a 'channel attainment' score for each scenario so that individual reps are able to measure progress against targets during the sales cycle
5. Define the end-to-end process to refresh this data and to load into Veeva CRM / MCCP within each sales cycle

## How to review your MCCP dashboard

Select Tap here to add a filter

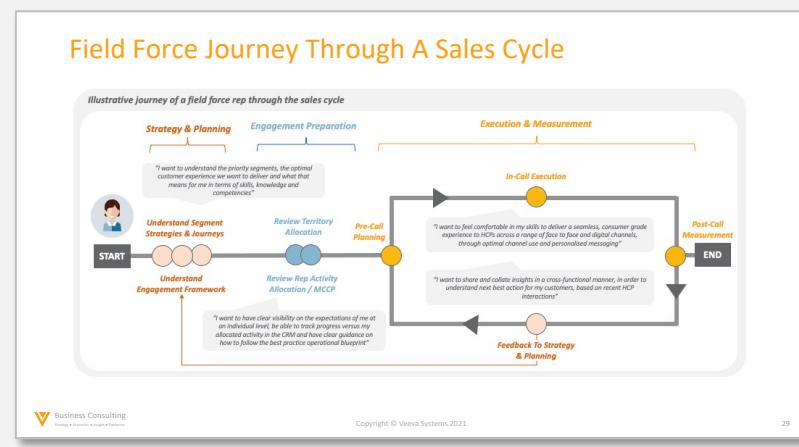


V Business Consulting

Copyright © Veeva Systems 2021

# 1.3. Design the guide for a ‘day / cycle in the life’ of a hybrid rep

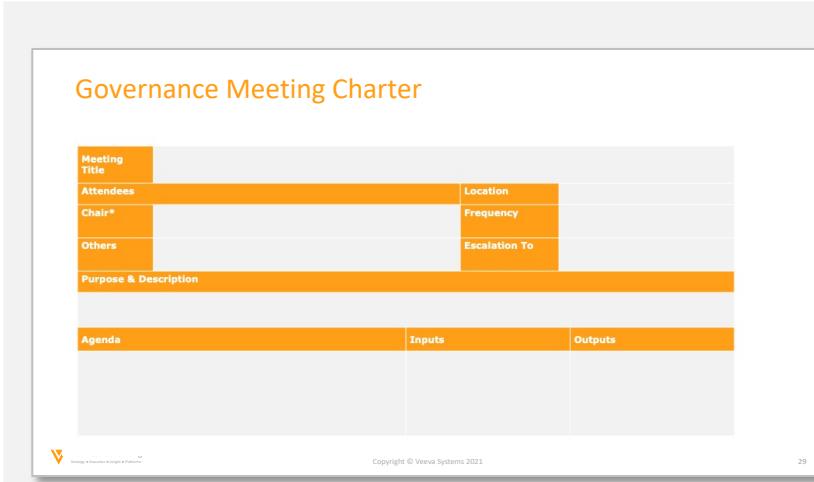
Create the operational guide that the field force will use during each sales cycle



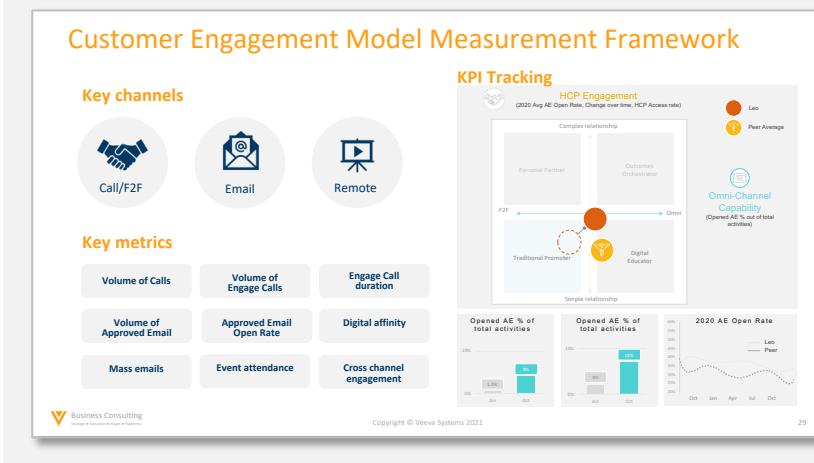
1. Align on the future sales cycle process
2. For each stage in the sales cycle process, define the “jobs to be done” by the field force, for both market archetypes
3. When defining jobs to be done, highlighting considerations around:
  - What activities are required to be completed?
  - What are the inputs required?
  - What are the expected outcomes?
  - Which other stakeholders or functions will need to be engaged?
4. Consolidate into a simple, playbook that the field force can use as a reference guide during sales cycle execution

# 1.4. Define the governance / adoption framework

Establish both proactive and reactive governance mechanisms, and assign global and local responsibilities for deployment of the model

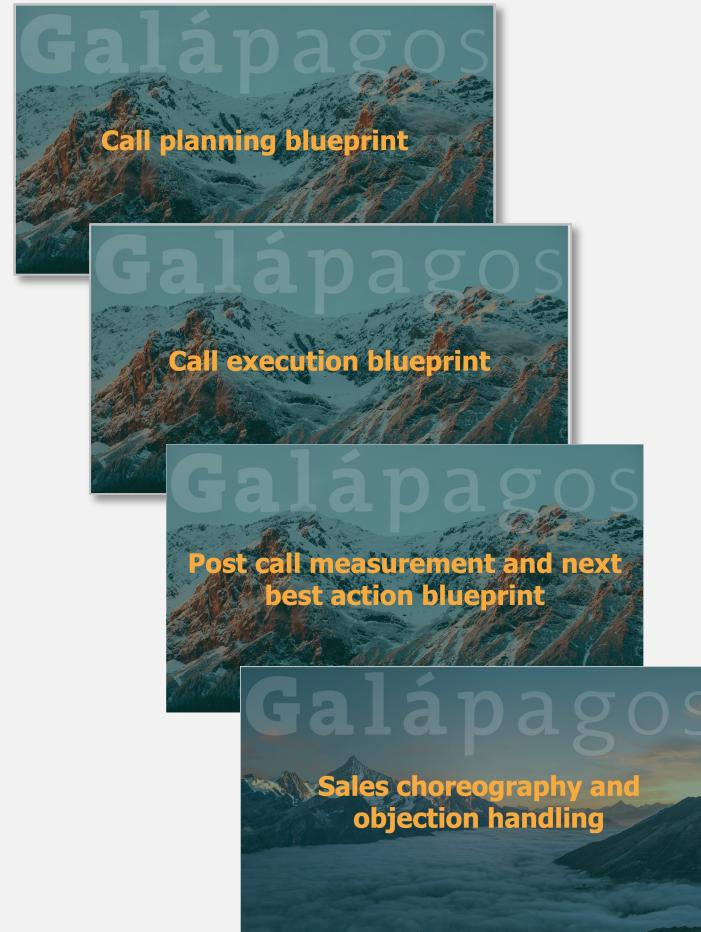


1. Agree on the global / local committee that is accountable for the oversight of deployment and adoption of the blueprints, and define roles and responsibilities
2. Define the mechanisms to be used to facilitate rapid identification of warning signs and signals in markets, to flag where support may be needed
3. Define the necessary standing meetings (local and global) required to review progress and success at regular update points
4. Define the KPIs that will best demonstrate:
  - Adoption of the Customer Engagement Model
  - Customer impact and HCP engagement
  - Operational efficiency
5. Define and establish the data flow required to enable KPI measurement
6. Define the escalation procedure to be followed for any high impact risk resolution



## 2.1 Call planning, execution, measurement playbooks

Providing the field force with best practice methodologies and optimization tips for pre, during and post call activities



The steps below relate to the following three areas of execution activity:

- Pre-call planning
  - In-call execution
  - Post-call measurement and next best action
1. Detail all tasks defined in stage 1.3 (with regards to “jobs to be done” by the field teams) in the form of business requirements required to successfully complete each area of execution activity
    - The business requirements will be documented separately for the both market archetypes
  2. Develop channel optimization tips and guidance and adapt sales choreography / objection handling guidance based on the omnichannel context

## 2.2 Configure Veeva CRM to optimize execution

Optimize configuration of CRM to drive the MCCP process and optimize workflow for pre, during and post HCP call use

**Business Requirements For CRM Optimization**

The screenshot shows a table with three columns: 'Jobs to be done' (numbered 4, 5, 6), 'Business Requirement' (descriptions), and 'POST CALL ENGAGEMENT' (category).

- Job 4:** Record the outcomes of stakeholder engagement via call reports, so insights are shared with cross-functional team members.  
As a sales rep, I should be able to enter free text on the call report screen to be able to quantitatively record the engagement with HCPs or other stakeholders. I should not be limited to the 255 character limit, and therefore I should be able to have the option of including text in multiple text boxes.
- Job 5:** Record the outcomes of planning activities (excluding stakeholder engagement calls) via action item reports, so insights are shared with cross-functional team members.  
As a sales rep, I should have the option to record detailed information on the completion of general action items that are not calls with stakeholders. This should contain the same information and fields for completion that are contained within the call report.
- Job 6:** Update the status of activities within the account plan.  
As a sales rep, I should be able to update the status of the activities and action items which are assigned to me in the account plan.  
As an sales rep, I should be able to update the status of the activities and action items which are assigned to me in the account plan.

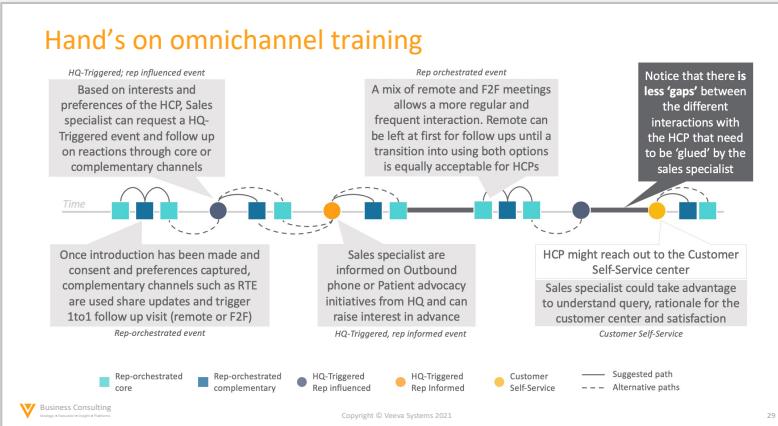
1. Consolidate all business requirements (from 1.2: MCCP process, 1.3: Sales cycle blueprint and 2.1: pre-call, in-call and post-call planning & execution)
2. Convert business requirements into functional requirements leveraging mock-ups / screenshots of CRM functionalities
3. Test & validate the final list of functional requirements
4. Create a test environment and develop the updated configuration to reflect the business and technical / functional requirements
5. Deploy configuration to the production CRM environment

**User Testing Call Report Configuration**

The screenshot shows two tablets side-by-side, both displaying the 'Call Report' configuration screen. The left tablet shows the 'Action Items' section, and the right tablet shows the 'Call Report' details section. Both screens include fields for notes, call objectives, and account details.

# 3.1 Create & deploy training to deliver omnichannel experiences

Building on existing training available, create & deploy training needed to effectively deliver omnichannel experiences to HCPS



**Exercise**

**Instructions:** Your brand Omnilis was launched a year ago. The product shows higher efficacy than its competitor, but side effects are much stronger and has been affecting launch uptake.

You have been asked to target Dr. Larsson who has been identified as a skeptic. The main objective is boosting her confidence on how to manage side effects and provide the best outcome in terms of expectancy of her patients.

Besides the training booklet for Omnilis, following materials have been made available to you:

- Patient education booklet (paper-based and on website)
- Email on common effects for Omnilis and how to handle them
- Sales aid for iPad on Omnilis's side effects and how to manage them

**Questions to answer:**

- Which materials would you prioritize for Dr. Larsson?
- What sequence of activities would you advise?

**Key Takeaways:**

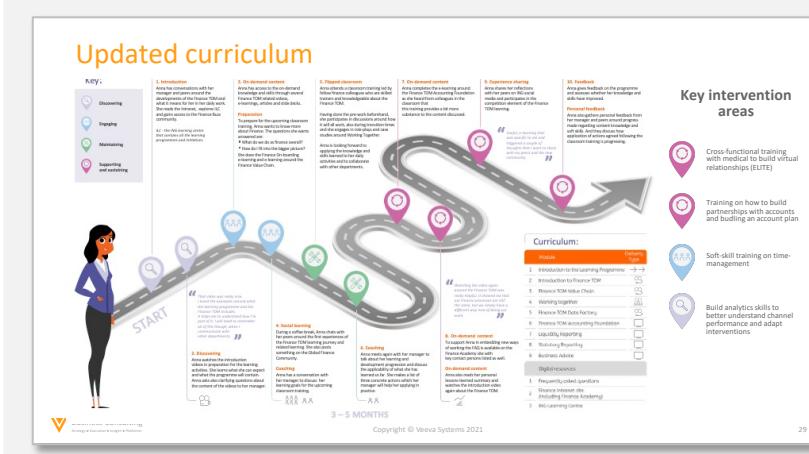
- Never focus on self, where the sales specialist acts as an orchestrator to get the HCP the right content through the preferred channel
- Insight into content previously consumed is key for a more personalized interaction. If that insight is not available, confirm that there is different ways for the HCP to access information on their preferred channel
- Gaining and keeping consent is critical to interact with Digital Savvy HCPs through their preferred channels. This should be not taken for granted and satisfaction with interactions should be checked on a regular basis
- Initiatives happening in parallel (HQ triggered or Customer Self-service) should be organized or considered when possible, in the planning of sales specialist to strengthen that 'partner/orchestrator' image of the sales specialist

Copyright © Veeva Systems 2021 29

1. Identify a group of sales representatives as a review committee and review cycles
2. Agree on key design principles for the Instructor-led training on omnichannel (theory vs. exercise, key themes, language, duration & format, etc.)
3. Test & review proposed table of content and necessary instructions required for a train-the-trainer delivery (slide notes, timings, tips & tricks)
4. Develop training material and test & iterate with review committee
5. Deliver a train-the-trainer session and handover training materials

## 3.2. Update the learning & development journey

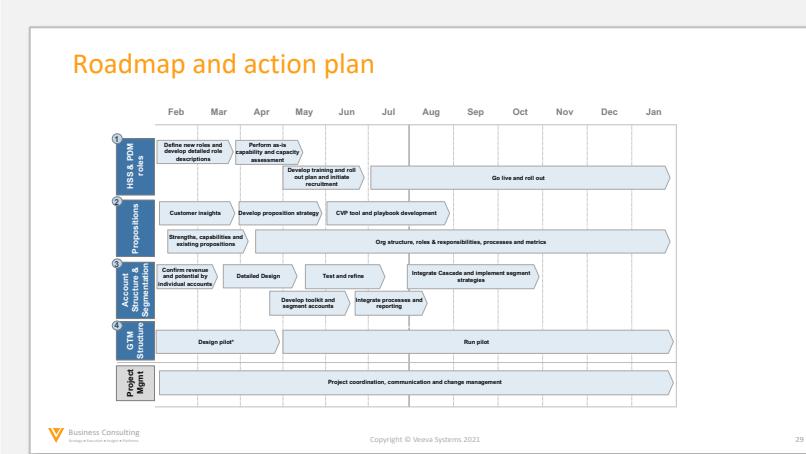
Work with the L&D team to identify where the new training material would be relevant and support updating the curriculums



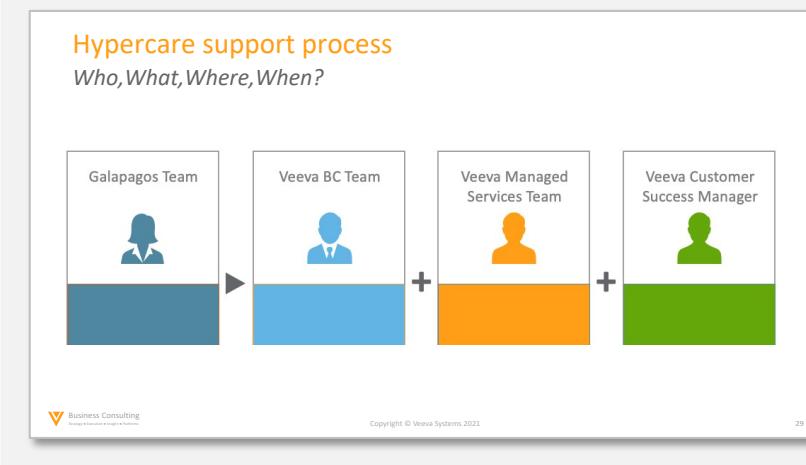
1. Understand the current curriculum for sales including differences per roles & markets, priority trainings, sequence of trainings, etc.
2. Work closely with the L&D team to understand where the new training would better fit in the current curriculum
3. Identify key learning interventions to support prioritization of training rollout
4. Support in the identification of other relevant formats besides Instructor-Led to deliver the training created

# 4.1. Build and execute the pilot deployment roadmap

Create the plan for deploying the model within pilot markets, and tailor approach and materials to specific archetypes



1. Agree the pilot markets and timelines required (action plan)
2. Leverage governance and adoption frameworks to define local owners and key metrics for local success
3. Tailor rep activity allocation & MCCP process to local context
4. Work with local team to adapt blueprint for the 'day / cycle in the life' of a hybrid rep for the September to November sales cycle
5. Hold regular check-in calls with key business users to identify any high need areas of support
6. Provide hands on support & clarification on how to leverage the given materials during the rep activities
7. Record any lessons learnt from pilot deployment to enhance blueprints accordingly



# Why Veeva are the right partner for you

**Proven approach to customer engagement model design**, that reflects go to market strategy development, deep HCP and therapy area understanding and current environment and changing market dynamics understanding

Recommendations **grounded in practical reality**, leveraging our unique position working at the intersection of **business strategy, data and technology** and leveraging our deep understanding of the tools and technology that will enable reps

**Proprietary HCP data** through VeevaPulse providing unique benchmarks and a view of engagement trends and digital maturity for each key Galapagos market

**A collaborative, flexible partnership** approach built on our strong understanding of Galapagos and builds on the work we are already doing with you

Veeva Business Consulting brings deep commercial strategy and execution experience, proprietary Pulse HCP data and an unrivalled understanding of how to design and execute HCP engagement strategies



# Questions



Thank you