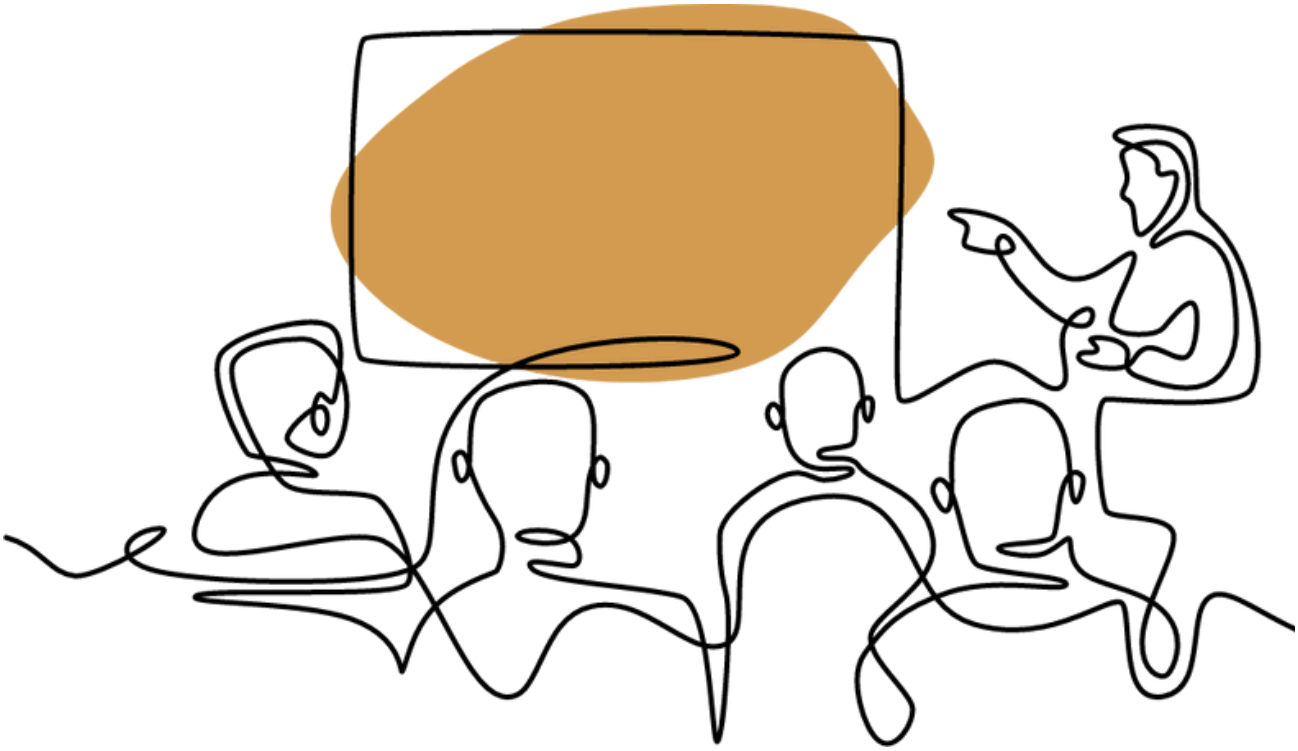
A BASE LIFE SCIENCE ARTICLE

CRM Assessment: Aligning Platform Decisions With Business Goals



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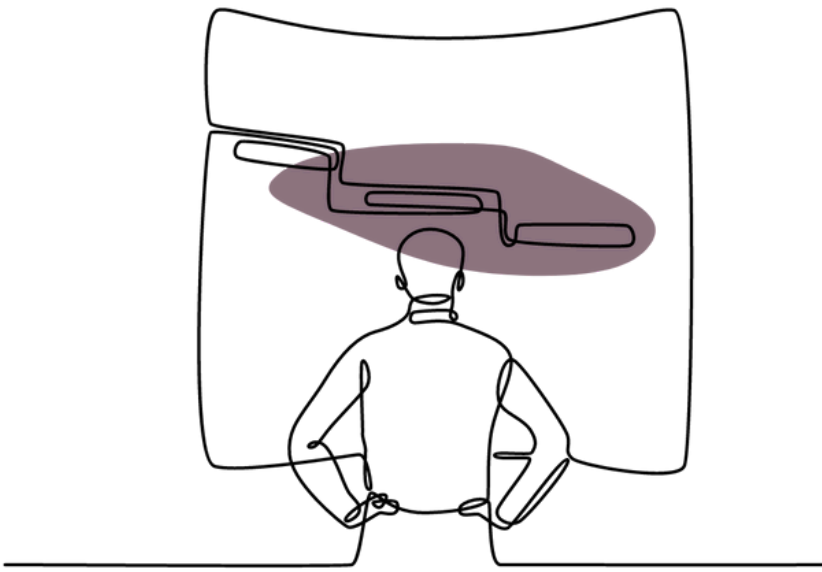
Are We Still Designing Our Commercial CRM Around Yesterday's Assumptions?
Across life sciences, CRM platforms have quietly become one of the most critical and least re-examined foundations of commercial operations. For many organizations, Veeva CRM has been the standard for years. But as commercial models evolve, data strategies mature, and enterprise architectures become more connected, leaders are increasingly pausing to reassess whether their CRM still supports where the business is going.

From an advisory perspective, this is not about dissatisfaction with Veeva CRM. In most cases, it has served organizations well. The more relevant question is whether long-standing CRM decisions still align with today's commercial reality and tomorrow's ambition.

CRM Decisions Are Business Decisions
One pattern we consistently see is CRM being assessed primarily through a functional or technical lens. Yet CRM now sits at the center of commercial execution connecting sales, marketing, medical, analytics, and data governance. For business leaders, the priority is whether the platform enables more coordinated, customer-centric engagement. For IT leaders, it is whether the CRM fits cleanly into the enterprise landscape without driving fragmentation or complexity. The strongest outcomes emerge when these perspectives are aligned from the outset.

Data Is the Constraint Most Organizations Underestimate
In practice, the success of any CRM transformation is dictated by data, not features. Life sciences organizations depend on accurate, governed HCP, account, product, and territory data to execute effectively. When evaluating platforms beyond Veeva CRM, the key consideration is how the CRM participates in the broader data ecosystem: MDM, analytics platforms, and downstream activation. We often see better results when organizations avoid replicating legacy data models and instead use the transition to strengthen data ownership, quality, and interoperability.

Compliance Works Best When It Is Built In
Regulatory requirements are a given in life sciences, but how they are addressed makes a material difference. CRM platforms must support auditability, privacy, and validated processes without creating unnecessary operational burden. From an advisory standpoint, compliance should be treated as a design principle rather than a constraint. When security, consent, and regulatory controls are embedded early, organizations gain confidence to evolve commercial models without repeatedly reworking the foundation.



Adoption Reflects Whether the CRM Fits the Business
User adoption remains the clearest indicator of CRM value. Field and internal teams increasingly expect systems that reflect real workflows and reduce administrative overhead. Platforms that emphasize configurability over heavy customization tend to be more resilient as roles, processes, and engagement models change. When CRM aligns with how people actually work, adoption improves naturally and with it, data quality and insight reliability.

CRM Is Shifting From Execution to Insight
The role of CRM is also changing. Beyond managing interactions, leading organizations expect CRM to inform decisions highlighting trends, supporting prioritization, and enabling more targeted engagement. As analytics and AI capabilities become more embedded in commercial operations, the ability of a CRM platform to evolve into a system of insight becomes increasingly important. This requires close alignment between CRM, data, and analytics strategies.

Platform Choices Should Be Evaluated Over Time, Not Just at Go-Live
Finally, CRM decisions should be assessed through a long-term lens. Vendor direction, investment in life sciences–specific capabilities, and the strength of the implementation ecosystem all influence sustainability. Total cost of ownership is not just about licenses and implementation, but about how easily the platform can adapt as regulatory expectations, commercial strategies, and data needs change.

A Moment to Reassess, Not to Rush
From a BASE life science advisory perspective, moving beyond legacy Veeva CRM is best approached as a structured reassessment rather than a reaction. Organizations that take the time to align business strategy, data foundations, and technology architecture can use CRM transformation as a lever for more connected, effective commercial operations. Those that don't risk reinforcing complexity that becomes harder to unwind over time.

If your organization is currently reconsidering its commercial CRM or approaching a vendor decision, our experts can support a structured, objective assessment aligned with your business goals.



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