Product Mgmt. x Veeva

Utilizing Product Mgmt. Practices for Veeva cloud platform operations

Eraneos 2026

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Current Situation

" Transitioning from project to product in pharma isn't just a shift in process; it's a commitment to patient outcomes, faster innovation, and building systems that adapt to the ever-changing healthcare landscape"

Inspired by Mik Kersten, Project to Products (2018)

Eraneos supports clients to setup Veeva platform based on product and scaled agile practices to enable long-term and flexible development of new business features

*Life Sciences companies implementing Veeva, **struggle** to establish an integrated **run mode between Business and IT** — not only after the implementation program ends, but also **during setup** and **throughout the execution** of the program*

Frequent new Veeva releases and increasing business needs

- Veeva provides frequently new platform and business releases that require ongoing integration and adoption to take full advantage of new features
- To keep up with the evolving platform & vaults, Veeva itself recommends a product based operating model
- New Veeva releases are not the only drivers, also the business needs have become much more dynamic
- Supporting clinical development with digital & analytics solutions have become a competitive edge for Life Science companies

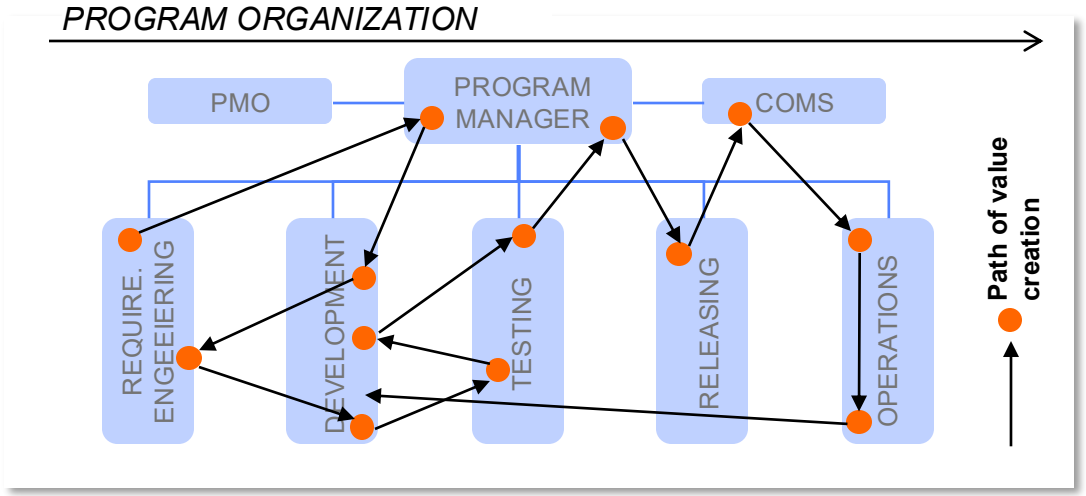
Advantages of product-orientation

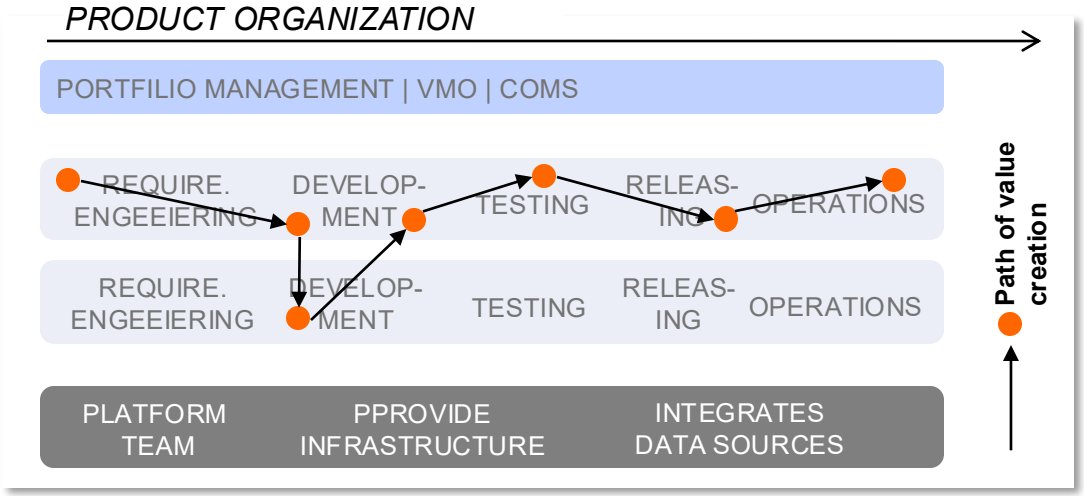
- Product development follows a clear customer-centric approach which fosters sustain value-creation
- A product organization is setup as persistent cross functional team, enabling long-term delivery and adoption of new releases and business features
- Product and scaled agile practices provide a proven setup to integrate Business and IT accelerating deliver of new features
- Product-driven organizations are more agile and capable of responding to changing market conditions

Impact on business

- Veeva operating model that integrates Business & IT enabling long-term development and operations of the platform and Vaults
- Team setup fostering efficiency and agility of the existing Veeva implementation keeping pace with frequent releases
- Lean Portfolio Mgmt. facilitates prioritization and funding across business functions and IT along Veeva Vaults and platform ensuring fast decision-making
- Agile and product values foster the skillset and self-organization of Team members increasing motivation

Product-orientation provides a proven approach to establish a persistent scaled agile development setup





- Project organizations are divided by specific functions often clearly separated between Business and IT
- To generate value (e.g., new feature), workpieces must be repeatedly handover between the functions hindering flow
- Project organizations are temporally and not integrated into the line organization resulting to establish a long-term run mode

- Product org. are based on integrated persistent teams with decentralized decision-making integrating Business & IT
- Value creation is mostly contained in one team – Platform Teams provide infrastructure and data to the end-to-end teams
- Lean Portfolio Mgmt. focus on the strategic guardrails and common vision of the product organization

Moving to product requires coaching of members due to new working mode and high degree of self organization

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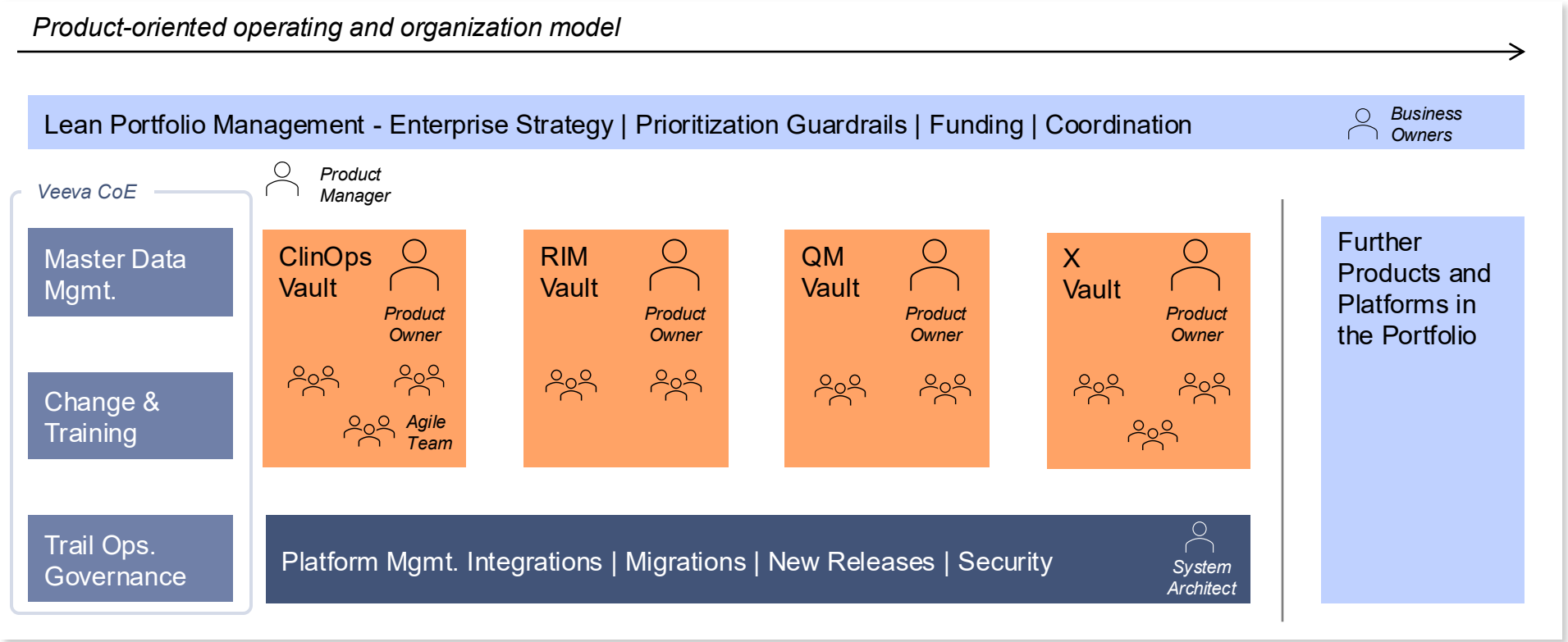
Example Veeva product-oriented operating and organization model enabling implementation and continues improvements



Portfolio Mgmt.

Connection to enterprise strategy and facilitates coordination with further digital products of the portfolio

Shared Service

Provide specialized services to Product Teams on demand

Platform Team

Own Veeva platform – responsible for technical enablers

Product Teams

End-to-End responsible for specific Vaults

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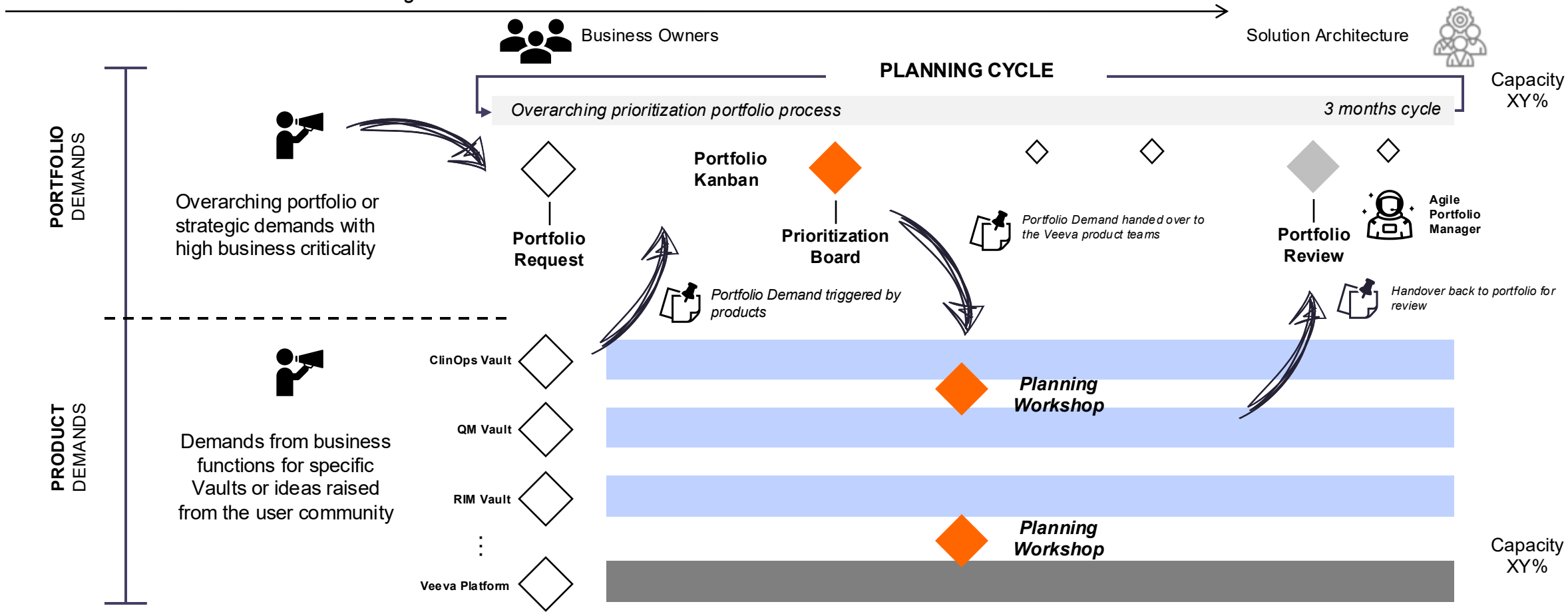
Implementing Lean Portfolio Mgmt. helps to provide a strategic overview and enables coordination between Veeva Vaults and platform

Lean Portfolio Flow for Veeva Product Organization



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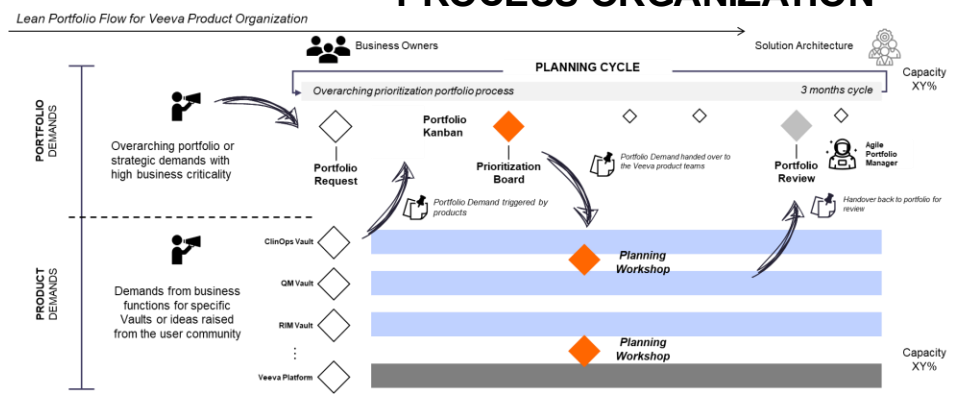
Like any organization, the Veeva product org consists of a process and a structural part - both must be integrated for full value

PROCESS ORGANIZATION



PORTFOLIO MGMT.

- Defines overarching portfolio process from demand to release for products
- Sets recurring planning cycle for all Veeva Vaults and the platform itself
- Portfolio level connects enterprise strategy with product level

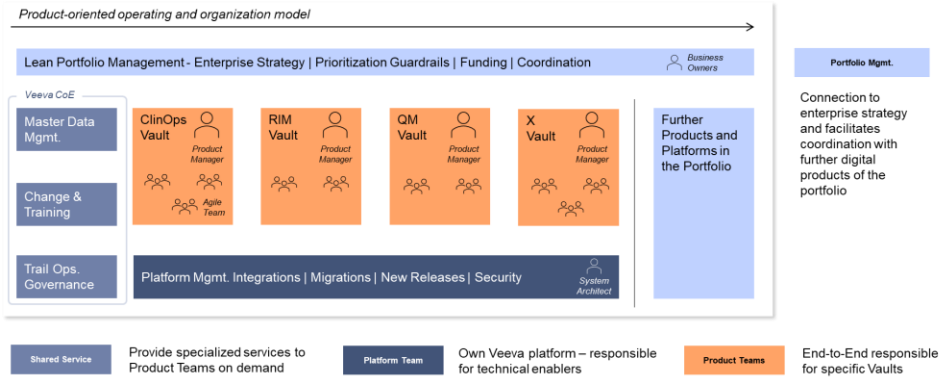
Key Integration via roles

PRODUCT MANAGER

PLATFORM ARCHITECTS

STRUCTURAL ORGANIZATION

BUSINESS OWNER



PRODUCT LANDSCAPE

- Defines overall product landscape
- Sets Product ownership and clear responsibility
- Clarifies Veeva Vaults relation to the platform component
- Shared Services provide support for cross-functional topics and ensure governance

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Getting from Veeva implementation program mode to continues product development and operations

Product maturity increases from workshop to workshop →

Decisions to go Product

1st Veeva Product Setup

- Create common understanding of the Veeva product vision* with Business and IT stakeholders
- Define product organization incl. platform team and shared services based on vision
- Clarify Veeva Product organization responsibilities on Business Owner level

2nd Operating "Run" Mode

- Derive (scaled) agile working mode based on product setup
  - Combine best practices
- Define required roles, reoccurring events and decentralized decision-matrix between vaults
- Create lean portfolio mgmt. guardrails & flow for the Veeva product organization

3rd Transformation Roadmap

- Define iterative step by step transformation roadmap to rollout Veeva Product Org.
- Derive nest features and technical enabler based on portfolio kanban approach
- Build Transformation Team staffed from Business & IT
- Get buy-in from Mgmt. stakeholders

Getting Started

- Assign people to the product roles and team(s)
- Schedule first portfolio review event
- Prepare Veeva Portfolio Backlog
- Conduct first planning workshop(s) with Veeva Vault product teams

Outcome

Clear target-state of the Veeva product org. and baseline for next workshops

Aligned operating mode matching to the actual needs of the product org.

Agreed Transformation Roadmap

Start development in iterations and ensure inspect & adapt

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*Product Vision includes architecture and Veeva platform needs

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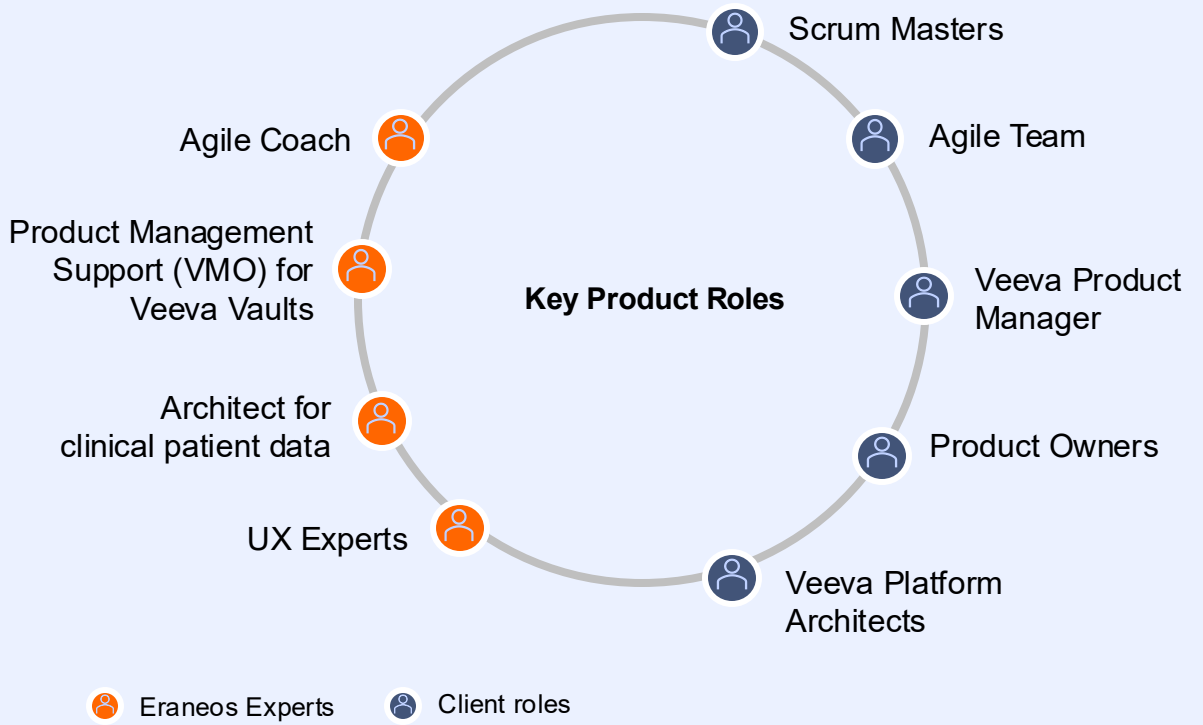
We at Eraneos see ourselves as an enabler for the Veeva Product Organization by supporting and coaching key roles in the background

Key Product Roles enablement



Coach the Coach Approach

Eraneos experts form a **Transformation Team** with the internal product & agile experts/coaches

Within the Transformation Team, Eraneos experts **focus on coaching and advising** the internal agile experts/coaches in scaled agile and product practices

Our objective is to provide guidance on building a scaled digital product, while remaining in the background and **enabling the internal members to take center stage**

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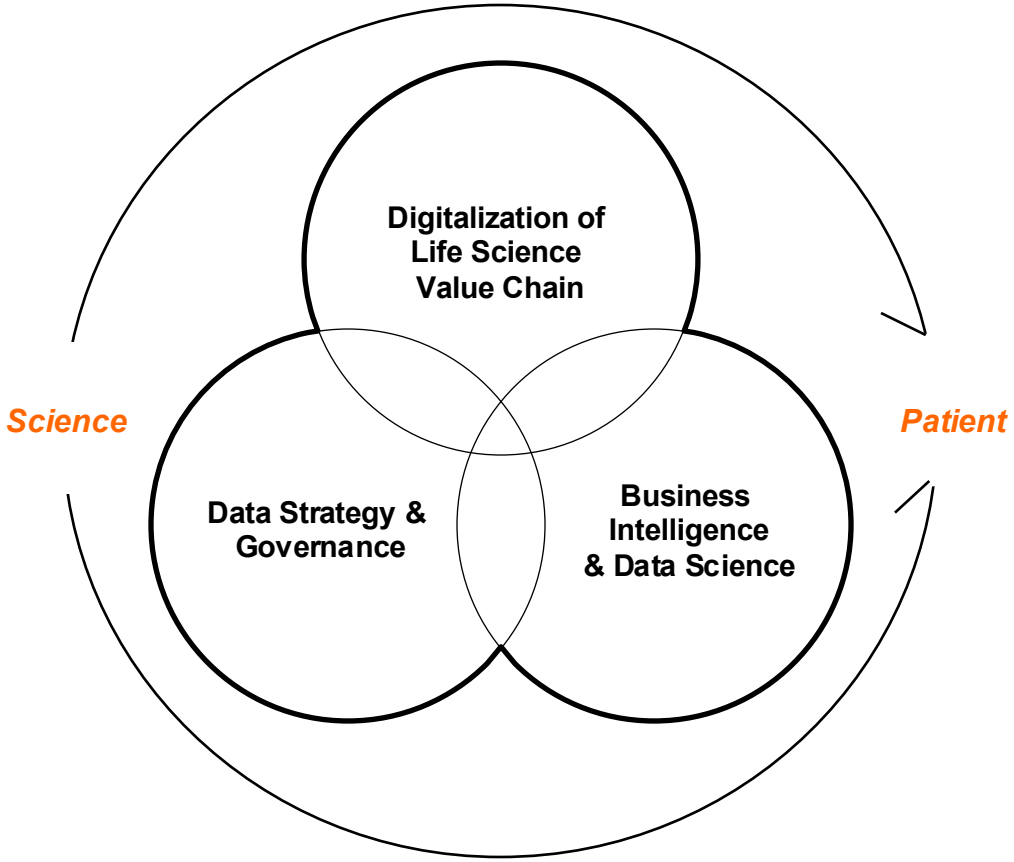
Your partner for your Digital Transformation journey



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Accelerate time-to-market and reduce costs of drug development through Eraneos Life Science consulting services

Digitalization of LS Value Chain

Navigate regulatory complexity and streamline R&D processes with end-to-end digital solutions. Leverage Veeva Vault and other accelerators to drive innovation and efficiency.

- Technology implementation (e.g. Veeva Vault, eClinical)
- Life Science Process Consulting
- Transformation & Change Management
- Portfolio & Product Management excellence

Data Strategy & Governance

Unlock the potential of your data. Build a solid data strategy and governance framework to become a data-driven leader

- Data Strategy & Organization
- Data Governance
- Data Architecture & Security
- Metadata Repository (MDR)

Business Intelligence & Data Science

Empower faster, data-driven decision-making in clinical development with a robust business intelligence and data science ecosystem that generates valuable insights.

- BI & AI Strategy
- Digital & AI Use Cases
- Business Intelligence Platform
- Document Classification

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Eraneos combines product excellence with Life Science industry experience to scale, enhance & streamline product organizations

Veeva & Life Science related Product Transformation References

Veeva advisory and workshops to define a product-orientated *Run Mode*

- Eraneos provided strategic guidance to establish a product-oriented operating model for a comprehensive Veeva implementation
- Led a Run Mode Workshop to define a tailored post-implementation operating model aligned with specific client requirements
- Developed comprehensive Run Mode documentation, including management storytelling

Setting up product-oriented development for a large-scale analytics solution in life-science

- Implemented and coached agile and product-oriented working mode for a scaled analytics solution building upon Veeva capabilities with 70+ team members
- Eraneos supported to raise awareness, create desire for new working mode and trained key roles like Product Manager & Lead Architect within the team
- Conducted value stream mapping and applied team topology to define cross-functional product structure
- Facilitated key product workshops and events such as Planning Workshops & Product Demos

Introducing lean portfolio management to enable product transformation in Pharma

- Eraneos developed a customized lean portfolio management approach for a product landscape of pharma company based on key organizational challenges and desired outcomes
- Introduced and coached the lean portfolio approach to senior management stakeholders
- Supported alignment of product landscape to overarching lean portfolio process

Veeva Clinical Operation scaled agile and product-orientation transformation

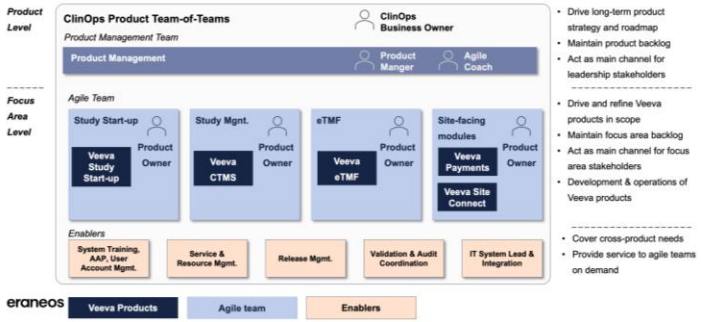
- Full scaled agile transformation for a Veeva Clinical Operations implementation
- Setting up four agile Teams, multiple Enablers and a Product Management layer for strategic coordination
- Guiding the transformation through coaching and change management

See more in our Case Study

Case Study

Comprehensive scaled agile and product-oriented working mode transformation for a full scale Veeva Clinical Operations Implementation

Framework

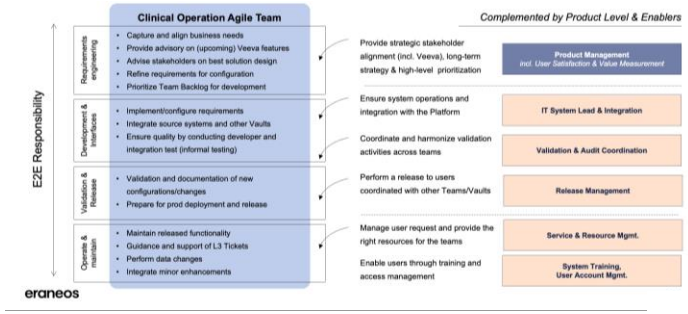


Scaled Product Setup

Translating complex requirements into manageable, scalable Focus Areas and Agile Teams. This product setup is supported by cross-product enablers - like Validation Coordination and User Training - and guided by a Product Management layer to ensure management stakeholder alignment and strategic road mapping.

Clear responsibility in a complex and large scale Veeva Clinical Operations environment

Team Setup

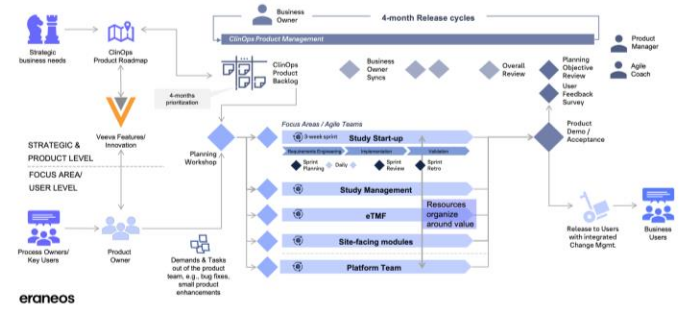


End-to-End Agile Team

Establishing end-to-end Focus Area/Agile Teams that contain all required skills across Business and IT from Requirements Engineering and Business Process Expertise to configuration, validation and release – making them independent delivery units.

Teams bridging Biz & IT seamlessly for value delivery across organizational boundaries

Delivery Flow



Strategic Product Flow

Maximizing business value via integrated delivery. A strategic product flow ensures seamless transition from Enterprise Strategy and User Needs into execution, encompassing strategic planning, dedicated delivery, and streamlined validation coordination.

Predictable product delivery with high integration into enterprise strategy and Veeva roadmap

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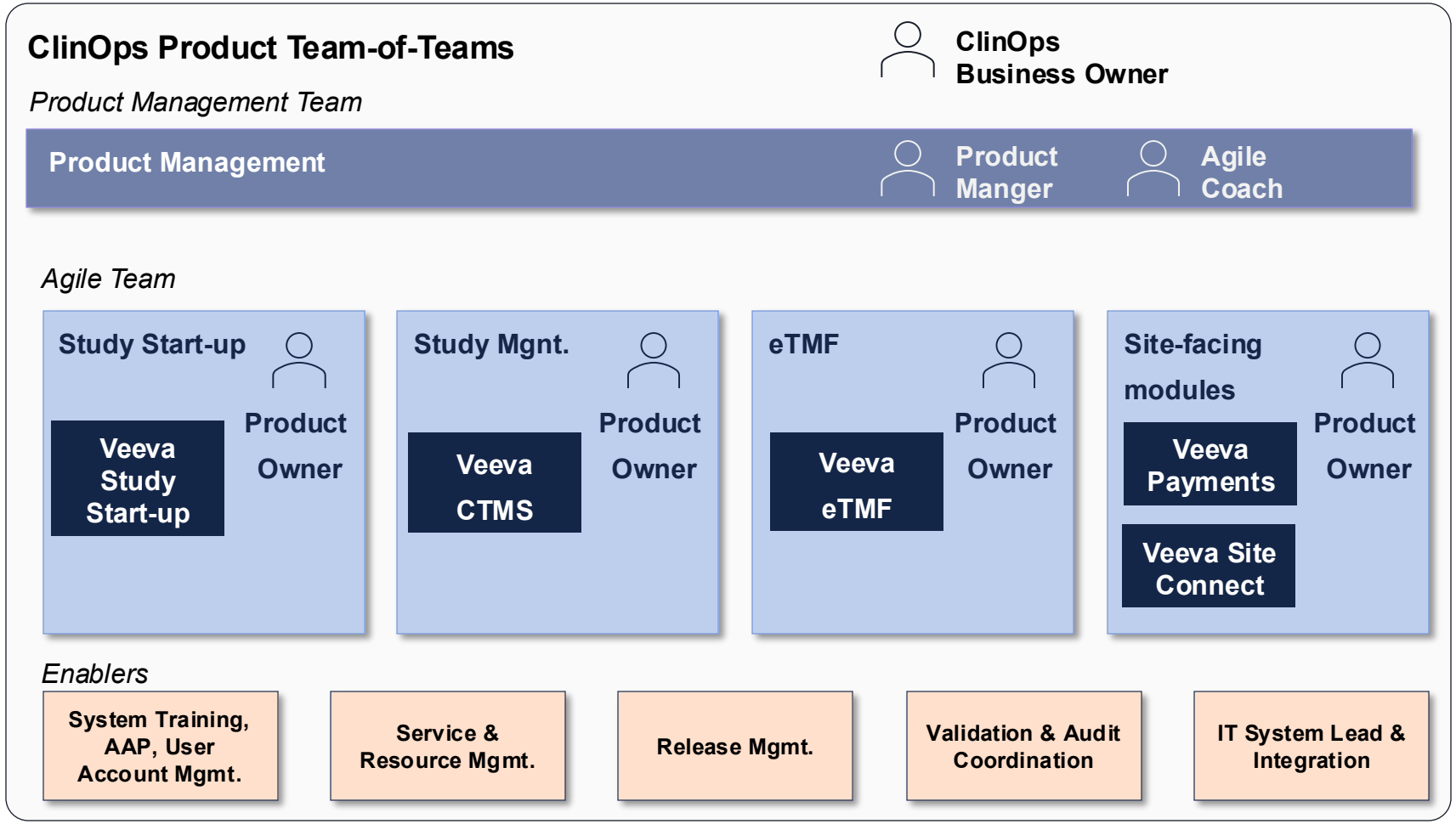
Veeva Clinical Operation Product Landscape and key roles

Product Level

Focus Area Level



- Drive long-term product strategy and roadmap
- Maintain product backlog
- Act as main channel for leadership stakeholders

- Drive and refine Veeva products in scope
- Maintain focus area backlog
- Act as main channel for focus area stakeholders
- Development & operations of Veeva products

- Cover cross-product needs
- Provide service to agile teams on demand

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Veeva Products | Agile team | Enablers

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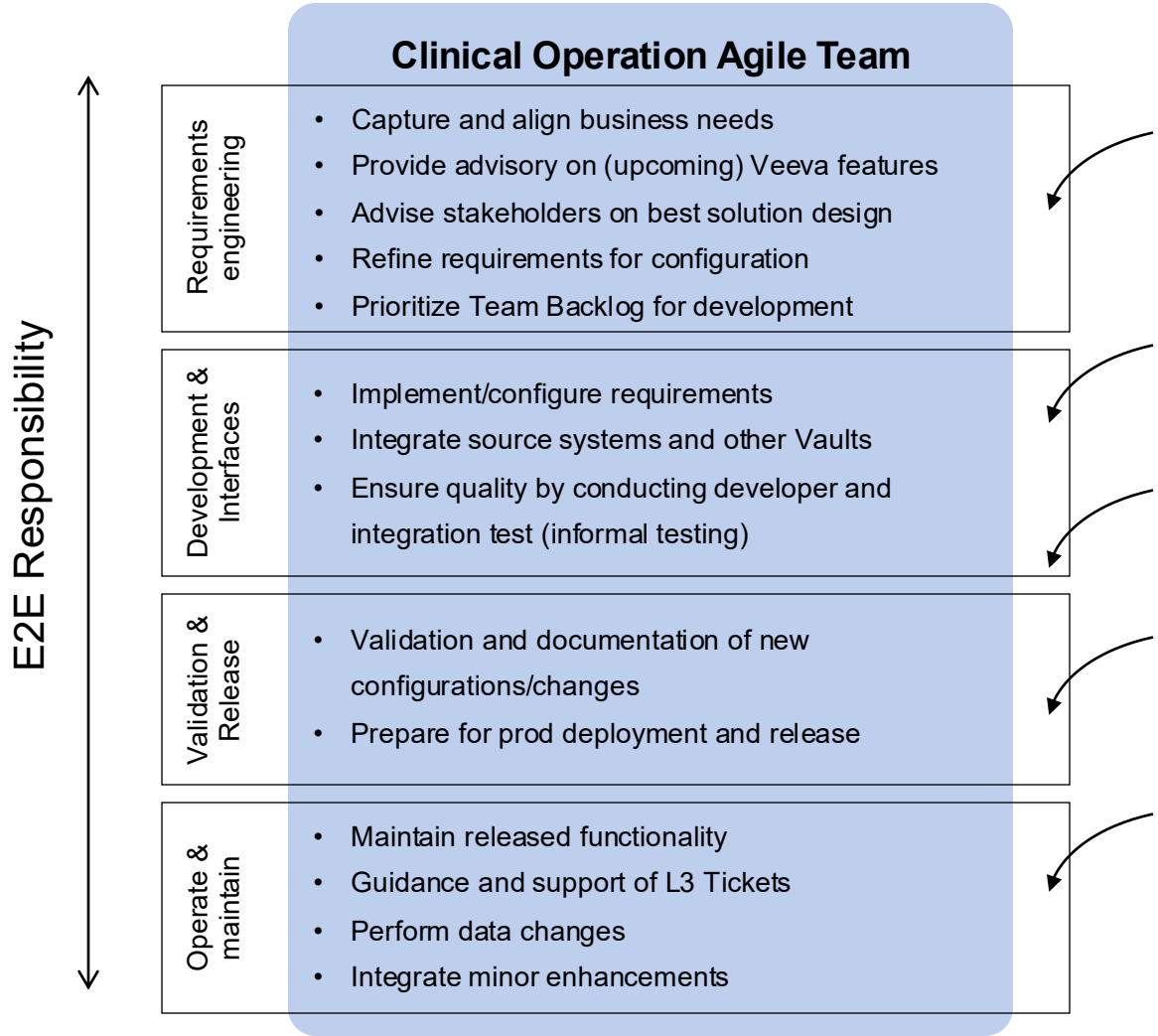
Veeva Clinical Operation Agile Team end-to-end responsibilities



Complemented by Product Level & Enablers

Provide strategic stakeholder alignment (incl. Veeva), long-term strategy & high-level prioritization

Product Management
incl. User Satisfaction & Value Measurement

Ensure system operations and integration with the Platform

IT System Lead & Integration

Coordinate and harmonize validation activities across teams

Validation & Audit Coordination

Perform a release to users coordinated with other Teams/Vaults

Release Management

Manage user request and provide the right resources for the teams

Service & Resource Mgmt.

Enable users through training and access management

System Training, User Account Mgmt.

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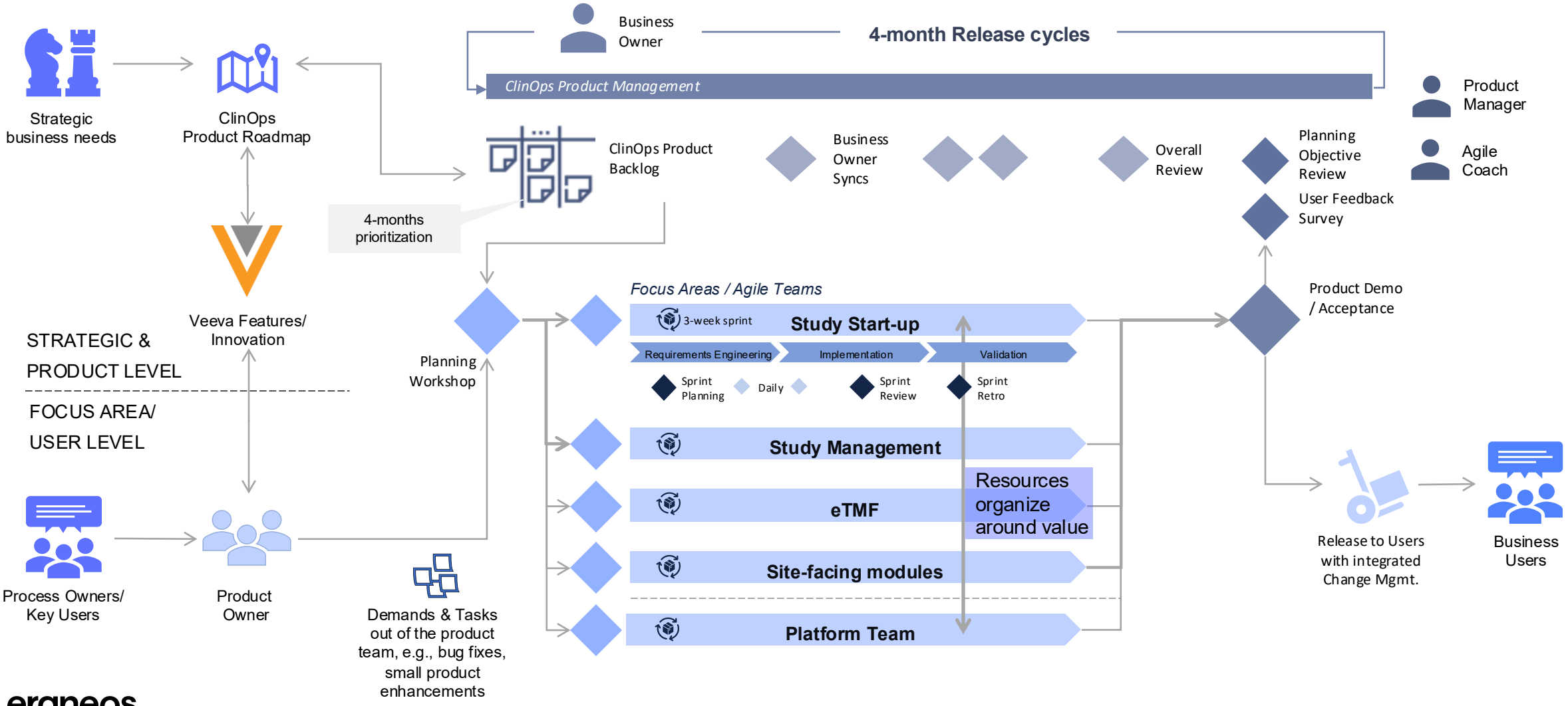
Veeva Clinical Operation Product and Backlog Mgmt Flow



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