BREAKING THE SILOS:

Maximizing the Value of Your Veeva Investments

Moving beyond silos to build a scalable Veeva Center of Excellence

Introduction

Rolling out technology in the pharmaceutical industry is never just an IT exercise — it's a business-critical transformation.

Commercial, Clinical, Regulatory, Quality, and Safety all rely on Veeva applications to move quickly — but when each function engages its own vendor, complexity multiplies behind the scenes. The result? Disconnected teams, wasted resources, and mounting difficulty aligning across functions with every new rollout.

> **Fragmentation doesn't just slow projects — it drains resources, increases compliance risk, and erodes trust in the system. Without a unified approach, leaders are forced into firefighting mode, reconciling duplicate spend, misaligned timelines, and disconnected data streams.**

A Center of Excellence (CoE) is no longer a "nice to have", it's the operating model that keeps Veeva programs sustainable and scalable. It transforms a collection of siloed projects into a coordinated platform strategy, ensuring a single source of truth, standardized governance, and a foundation that supports growth rather than holding it back.

How Fragmentation Creates Siloes, Risks, and Rising Costs

When each Veeva application is supported in isolation, the cracks begin to show quickly. What looks like progress at the individual team level often translates into duplicated work, disconnected integrations, and blind spots across the business.

Commercial may request a customization that overlaps with Regulatory's project. Quality may need an integration that no one else has visibility into. Leaders end up reconciling duplicate spend, conflicting timelines, and gaps in oversight that threaten both efficiency and compliance.

Everest Group (2025) notes that as Veeva expands into dozens of Vault applications, life sciences organizations increasingly struggle to manage disconnected deployments, driving demand for consolidated CoE support.

> **When every team runs its own playbook, compliance slips, adoption falters, and cross-functional alignment breaks down.**

> **"Multiple vendors create gaps that slow progress and increase risk. A CoE unifies governance so leaders can finally stop firefighting and focus on scaling with confidence."**
>
> – Sandy Tammisetty, VP of the Veeva Services Practice Group, Conexus Solutions, Inc.

A CoE Creates One Way of Working

A Veeva CoE enables organizations to transition from piecemeal rollouts to a centralized governance model. Standards are applied consistently, and every Veeva application is managed as part of the broader operating model — not in isolation.

At its core is a *"team behind your team"*: a single point of contact managing daily coordination, backed by SMEs with deep expertise across applications. Leaders gain both operational support and strategic guidance, closing the gaps that typically emerge when work is fragmented.

A CoE also brings discipline to the delivery process. Development, testing, and deployment are integrated into a single DevOps culture, rather than being conducted as separate tasks. That predictability makes it easier to expand Veeva adoption without things slipping through the cracks.

Beyond structure, a well-run CoE delivers lasting benefits. It provides flexibility to scale as new Vault modules are added, new markets are entered, or regulatory demands shift.

> **Standardized processes and governance also strengthen audit readiness and compliance oversight. The results are measurable.**

Equally important, a CoE safeguards institutional knowledge. Centralizing expertise that might otherwise be lost with individual vendors or contractors ensures continuity and consistency. And it doesn't just react to issues: a strong CoE actively monitors Veeva's roadmap, pilots new features early, and positions the business to capitalize on innovation.

The Power of a Single Partner

By now, the drawbacks of managing Veeva through multiple vendors are apparent: silos, duplication, and costs that climb with every new implementation.

A single partner flips that equation. Standards are applied consistently across applications, integrations are managed with full visibility, and cross-functional teams can align around a single, coordinated approach instead of piecing together competing methods.

> **"When one partner manages the full Veeva landscape, teams stop rebuilding the wheel. They move faster, stay compliant, and create value that compounds with every rollout."**
>
> – Sandy Tammisetty, VP of the Veeva Services Practice Group, Conexus Solutions, Inc.

Industry analysts confirm this shift. Everest Group's most recent Veeva Services PEAK Matrix® Assessment found that life sciences companies are increasingly turning to providers who can support cross-Vault, enterprise-wide deployments, underscoring the growing demand for integrated CoE models.

Shared solutions also maximize value. For example, when both Commercial and Inside Sales requested an alert management capability, the CoE delivered a single solution that met both needs, with the cost shared between teams, thereby reducing duplication, consolidating spend, and accelerating delivery.

It's a small but powerful example of how consolidation reduces duplication and accelerates delivery. Clients who have consolidated under one partner often cite significant savings — sometimes close to 30% — along with clearer oversight and smoother collaboration.

> **The benefits also extend beyond cost. A CoE with a single accountable partner accelerates deployment, maintains consistent compliance processes, facilitates team adoption of the system more effectively, and ensures data remains reliable throughout the business.**

Biotech Company Cuts 30% of Cost and Complexity

A biotech company developing therapies for urothelial cancers had been relying on multiple vendors to manage its Veeva applications. Each team worked in isolation, resulting in duplicated builds, increased costs, and an uneven experience for end users. Leaders recognized the setup wasn't sustainable but lacked a clear path to consolidation.

By adopting a Center of Excellence model with Conexus, the company gained a single framework for governance and support. Onboarding was completed in just four weeks, with standards and SLAs defined from the outset.

Change management, help desk support, and new-hire training were then integrated into a consistent delivery rhythm. The impact was immediate: releases ran more smoothly, user confidence grew, and downtime decreased.

Most notably, the company **achieved nearly 30% cost savings compared to its multi-vendor model**, demonstrating how consolidation can transform scattered operations into a more reliable and cost-efficient system.

Five Steps to Launch a CoE the Right Way

Pharma leaders often ask where to begin. These five steps lay the groundwork for a CoE that not only avoids common pitfalls but also builds a foundation that can scale as Veeva adoption grows.

1. **Start simple** – Resist the urge to over-customize early. Out-of-the-box functionality helps teams get comfortable, drives adoption, and avoids the burden of maintaining unnecessary

2. **Consolidate early** – A single partner overseeing all applications keeps functions aligned, ensures consistency across Commercial, Regulatory, Quality, Clinical, and Safety, and prevents duplicate spending on similar solutions.

3. **Build a team, not a role** – A CoE is never just one person. Establish a central point of contact backed by SMEs for each application. Executive sponsorship is critical: visible backing from senior leaders ensures that priorities are aligned across functions.

4. **Spot shared needs** – Cross-functional teams often request similar capabilities without realizing it. A CoE can identify overlaps, deliver one solution, and share costs and benefits across groups.

5. **Think cross-functional** – Design governance to unite functions, supported by structured change management that keeps teams engaged and ensures compliance remains strong.

The Future of Veeva Depends on a CoE

Imagine a way of working where technology supports the business rather than holding it back. New applications can be added without disruption, shared capabilities are designed once and scaled broadly, and leaders gain a clearer view of performance, allowing them to plan with confidence.

For pharma leaders, the message is clear: long-term success with Veeva depends on building a CoE that keeps the platform connected, compliant, and ready for the future.

"Start simple — use Veeva's core functionality first, then expand. Too many companies over-engineer their early solutions, adding complexity that slows adoption. A CoE helps you grow in stages, solving once and scaling solutions across teams instead of rebuilding them function by function."

– Sandy Tammisetty, VP of the Veeva Services Practice Group, Conexus Solutions, Inc.

How Conexus Helps:

Conexus partners with life sciences organizations to design Veeva operating models that scale with the business — governed, connected, and built for long-term success. We help you:

- **Establish a governance model** that grows with your Veeva environment
- **Consolidate vendor responsibility** under one accountable partner
- **Create a "team behind your team"** with dedicated SMEs for each application
- **Identify shared needs across functions** and deliver solutions once
- **Bring discipline to release management** for predictable, validated change

Is Your Veeva Strategy Built to Scale?

The future of Veeva belongs to organizations that connect people, processes, and technology under a single model of governance.

Let's build the foundation together.

About **Conexus Solutions, Inc.**

We combine deep industry knowledge with specialized talent to support progress for pharma and life sciences companies. Our team brings practical experience across commercial, R&D, quality, and technology services, helping organizations strengthen capabilities, navigate change, and deliver results efficiently. By aligning strategy with the right tools, we help clients reduce risk, respond to evolving market demands, and build long-term value.

Schedule a consultation at cnxsi.com.

Sources: Everest Group, *Veeva Services PEAK Matrix® Assessment 2025*; Veeva Systems, *Veeva Pulse Field Trends Report*

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info@cnxsi.com

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