Veeva-Salesforce split: A catalyst for commercial transformation in life sciences

How life sciences companies can turn a forced choice into a strategic opportunity to revolutionize HCP engagement

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The Veeva-Salesforce split is a challenge that almost every life sciences company is reacting to today. As companies evaluate their vendor choices, are they overlooking the wider opportunity for customer-focused transformation?

For years, CRM tools have maintained the same features and functions even as customer and employee needs have changed significantly. Existing system challenges, including rigid workflows, limited integration options, and disjointed data architecture, has led to inconsistent engagement with healthcare providers (HCPs), while inflexible and inefficient processes across sales, marketing, service and medical stymie growth, innovation, and patient-centricity.

The Veeva-Salesforce market disruption presents a unique opportunity for life sciences companies to not only rethink their CRM provider, but also redefine their entire HCP engagement strategy. By establishing a single source of truth through a CRM system that seamlessly integrates with next-gen technologies, including generative and agentic AI, companies can elevate HCP engagement and deliver more personalized, efficient, and intuitive interactions that drive increased revenue and boost efficiency.

In this context, life sciences companies do not just have a choice to make between Veeva CRM or Salesforce Life Sciences Cloud – they need to decide how they will approach their decision: as a required IT migration or a holistic opportunity for business transformation.

What is the Veeva-Salesforce split?

In 2022, Veeva announced that it would transition its CRM solution to its own proprietary Vault platform beginning in 2025. For life sciences companies, this shift forces a critical decision: Migrate to Veeva's new standalone ecosystem, shift to Salesforce Life Sciences Cloud, or adopt another system altogether.

Room for improvement: Enterprise satisfaction with existing CRM

6.8/10	6.6/10	6.4/10	7.3/10	6.5/10
Integration with existing solutions	Enabling customer 360	Real-time analytics and insights	Improving CX	Better sales enablement

Source: Everest Group, 2024, Report: Unleashing the Power of Data and Artificial Intelligence in Customer Experience Management (CXM).

Resource Gap

Industrialized countries face HCP shortfall, with *40%* retiring within the next decade, and *80%* of healthcare leaders citing insufficient budgets

Data Gap

88% of HCOs seek better integration of tools and systems for operational efficiency, and *78%* need improved data availability for decision-making

Source: Capgemini and Sermo Market Study as published in Shaping the Future of Healthcare

Addressing life sciences trends and challenges with a next-gen HCP experience

Experience-first engagements

- Use immersive technologies for better engagement
- Focus on cost-optimized engagement models, such as modular content creation, to improve HCP digital engagement
- Orchestrate constituents along care pathways, for example between a radiologist and oncologist

Patient centricity and connected care

- Create a seamless connected care ecosystem to enhance patient experiences and outcomes
- Enable new value-based care strategies and models
- Support new business models by enabling hyper-personalized treatments that cater to smaller target populations, including cell and gene therapies

Data foundations and cognitive KPIs

- Improve customer, transaction and performance data quality, governance and transparency
- Automate KPI monitoring with AI driven excellence
- Enable point analytics, such as HCP segmentation to large-scale multi-tower solutions covering marketing, promotions and sales

Digital products and services

- Add digital touchpoints to support deeper customer engagement
- Map and improve existing journeys
- Integrate a cohesive cross-service experience

Personalized, omnichannel experiences

- Tailor interactions for individual HCPs
- Connect and orchestrate communication between medical, sales, marketing and service teams and across all channels to create a seamless, unified HCP experience
- Leverage omnichannel data to anticipate needs, personalize interactions, and improve overall engagement quality

Regulatory compliance

- Ensure systems are capable of addressing all applicable global and local standards such as FDA 21 CFR Part 11 for electronic records or GDPR for data privacy
- Develop an adaptive compliance framework, supported by AI-integrated workflows to ensure the business remains compliant with evolving regulations
- Proactively plan the transition strategy to ensure no gaps in coverage occur

Tech consolidation and modernization

- Connect different teams throughout the commercial organizations across the product lifecycle to enable actionable insights while observing different requirements
- Shift from product-centric to a service-centric value proposition

Overcoming common CX challenges with a next-gen CRM

Life sciences companies face persistent challenges in HCP engagement, almost all of which stem from system fragmentation and siloed data.

A next-gen CRM addresses these core obstacles by establishing a single source of truth for life sciences sales, marketing, service and technical service teams and uniting critical information, such as HCP interactions, medical inquiries, event participation, and digital engagements.

This digital foundation also serves as a platform for innovation and automation, enabling organizations to leverage next-gen tools, including generative and agentic AI, to effectively personalize interactions at scale.

Creating experience-first engagements

With a robust data foundation in place, sales reps and technical service engineers can approach their work with a deeper awareness of their clients, extracting meaningful insights to ensure that every interaction is informed and relevant.
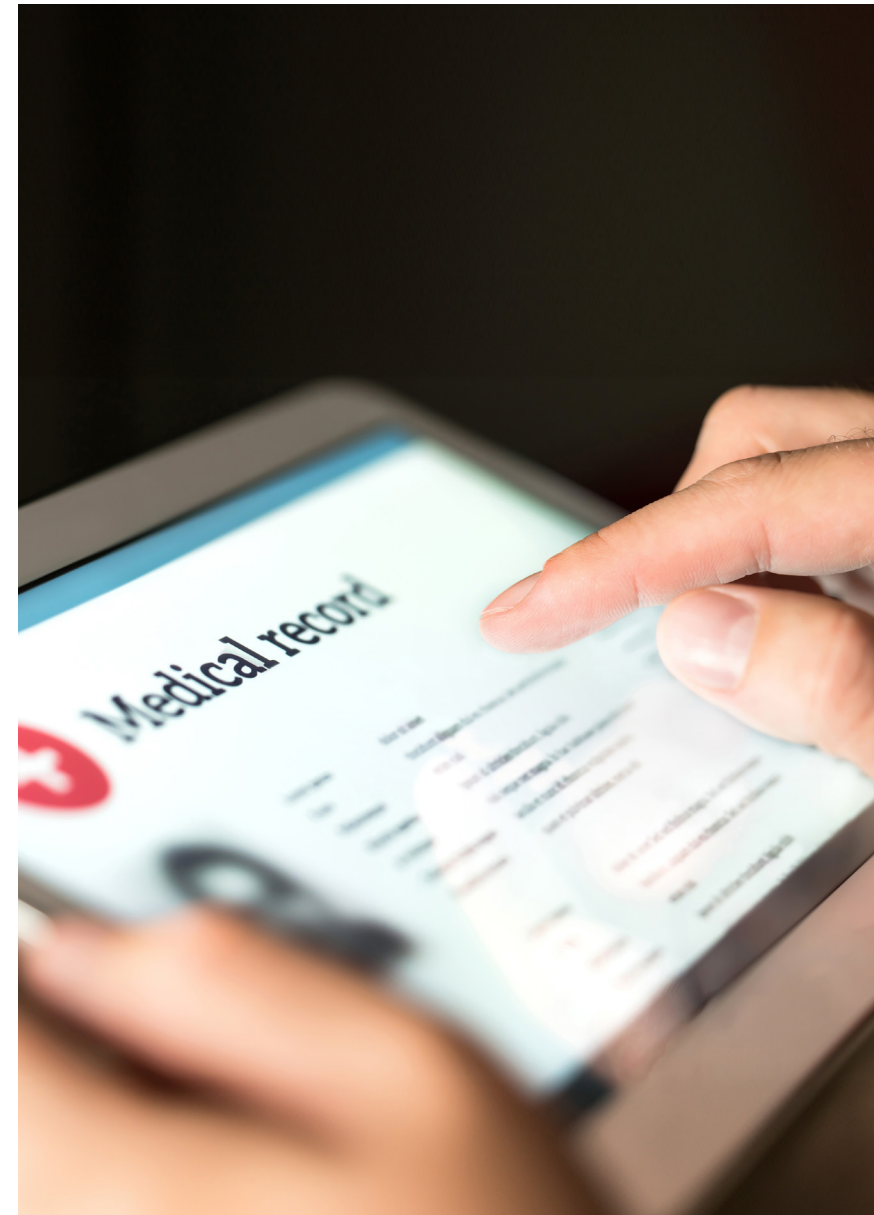
For example, with a next-gen CRM, when a sales rep visits an HCP, they will have access to personalized insights based on previous interactions, visited platforms, topics of interest, and relevant events. Native Gen AI capabilities will allow sales teams to gather information from external sources, such as media and social media, to deepen their awareness of their client and help them have personalized, informed discussions.

Because a next-gen CRM has built-in AI features or can be integrated with advanced AI tools, it can also help teams boost productivity through task automation. For example, a Gen AI tool can be used to enhance sales effectiveness by automating core tasks such as analyzing and prioritizing leads, personalizing outreach, and preparing for in-person meetings.
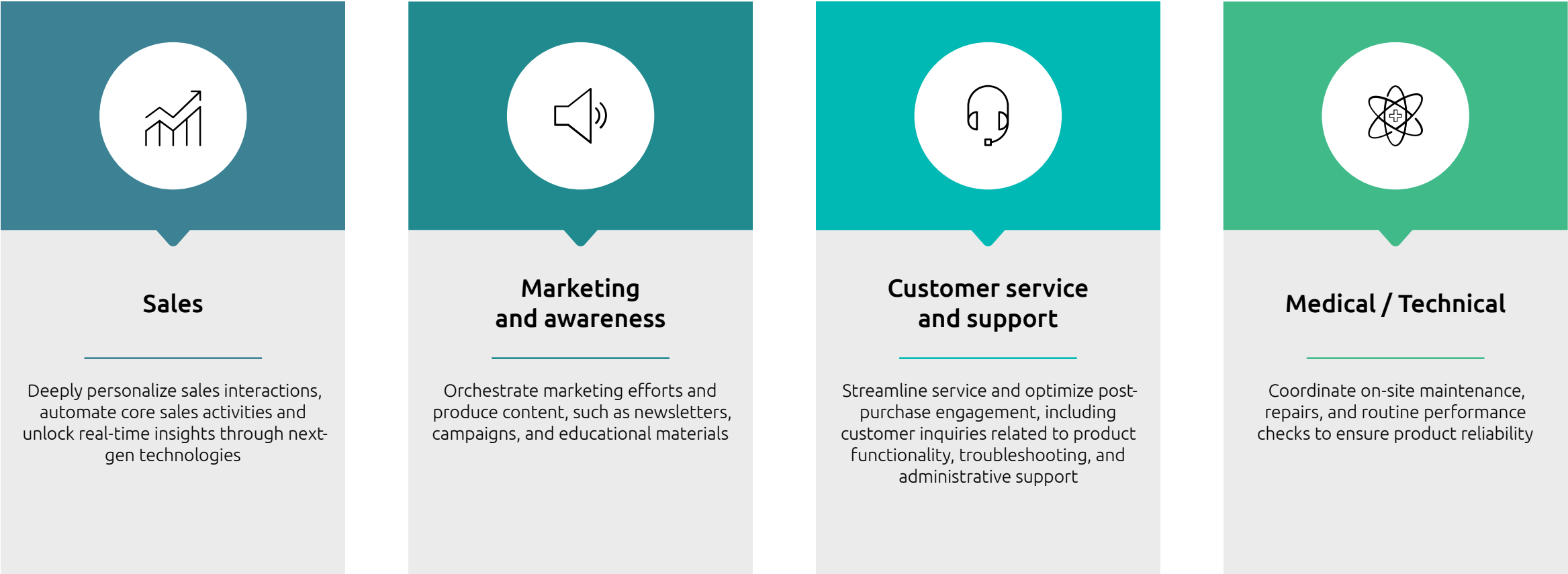
Gen AI can also recommend next-best actions based on past interactions, guiding reps in their follow-ups and informing future interactions. Agentic AI can further automate more complex tasks, such as updating client preferences or adding new information to a profile across different systems.

By augmenting and automating workflows with AI, sales reps can significantly scale their reach and efficiency. Whereas an agent may have previously been able to engage 100 HCPs, AI-driven automation can expand their capacity by up to tenfold, offering broader, more effective customer engagement while enabling personalization at scale.

Another key advantage of a next-gen CRM is its modularity and interoperability, which allow organizations to tailor tools to the unique needs of different therapeutic areas – like oncology vs. cardiology – without over-customizing the core system. This flexibility helps avoid the complexity of heavily customized solutions that can be difficult to maintain and update.

Creating experience-first engagements throughout the customer journey

Sales

Deeply personalize sales interactions, automate core sales activities and unlock real-time insights through next-gen technologies

Marketing and awareness

Orchestrate marketing efforts and produce content, such as newsletters, campaigns, and educational materials

Customer service and support

Streamline service and optimize post-purchase engagement, including customer inquiries related to product functionality, troubleshooting, and administrative support

Medical / Technical

Coordinate on-site maintenance, repairs, and routine performance checks to ensure product reliability

Enabling omnichannel experiences

While personalized experiences are one way to boost HCP engagement, life sciences organizations must also keep in mind that their clients and prospective customers have different preferences for how and where to communicate.

For example, HCPs may prefer to use WhatsApp for simple message requests, phone calls for formal inquiries, an online platform to register for events, and a contact form for medical requests. The use of many different channels has historically created a disjointed HCP experience that lacks continuity.

A unified CRM solution can seamlessly integrate these interactions, serving as the backbone of omnichannel engagement. By connecting all touchpoints – from digital communications to in-person visits – a modern CRM system ensures a consistent, streamlined HCP experience across channels. This means that one engagement informs the next, continuously driving personalization, relevance and value.

Enhancing patient centricity

Traditionally, CRM solutions have been focused on HCP interactions. However, the next generation of CRM systems is evolving to include new modules that help create a seamless, patient-centric ecosystem that can be self-managed or operated by a digital partner.

For example, modern CRM systems can support integration with patient education programs, awareness campaigns, direct-to-patient outreach, and event management. Embedding these capabilities within HCP engagement solutions can help organizations create a connected care ecosystem, where patients receive timely, relevant information and support aligned with their treatment plans.

Beyond engagement, next-gen CRMs can also enable new value-based care strategies, supporting models that emphasize patient outcomes and long-term wellness. They can also facilitate hyper-personalized treatments, such as cell and gene therapy (CGT), ensuring patients receive precise, tailored interventions, as well as supporting information and updates regarding their care.

6 best practices to roll out a next-gen CRM that supports growth, future-readiness and sustainable impact

Many companies are approaching their choice of future CRM as an IT vendor decision between two competing players. But as they evaluate system features and specifications, it's important not to overlook the more strategic work that must be done as part of this transition. This expert advisory and digital groundwork will have a major impact on the company's ability to drive growth, stay ahead of industry shifts, and create long-term value, perhaps even more so than their choice of vendor.

Regardless of the HCP engagement platform used, life sciences organizations should consider the wider business transformation surrounding this IT issue. Here we offer six best practices that organizations can follow to ensure a smooth rollout that optimizes efficiency, enhances customer engagement, and future-proofs their business.

1

Transform the business, not just IT

IT-only CRM projects fall short on impact. Align CRM with the long-term business strategy and ensure alignment between the business and IT teams to drive maximum ROI. Identify business challenges and address them with the right propositions and services, while resolving legacy IT issues through process redesign, technology modernization, and data transformation.

2

Maximize platform value by leveraging the standard

Over customization of CRM systems can be difficult to maintain and blocks future benefits. Teams should utilize out-of-the-box features to ensure long-term adaptability and reduce complexity.

3

Supercharge efficiency with AI

AI provides valuable opportunities to enhance customer engagement and sales processes. Gen AI can help create tailored content and personalize outreach at scale, while agentic AI can automate tasks, including those requiring human-like cognitive abilities. Taken together, generative and agentic AI tools can help streamline transformation plans and improve rollout efficiency.

4 Provide a strong data foundation

A next-gen CRM is only as powerful as the data behind it. For life sciences organizations, establishing a strong data foundation – covering migration, quality, ownership, and compliance – is critical to unlocking advanced capabilities like AI-driven personalization, omnichannel orchestration, and predictive insights.

5 Prepare for future models

Rigid systems cannot support new models. A flexible CRM is crucial for helping companies transition to new business models, like outcome-based pricing and subscriptions, as well as operating models that include the use of generative and agentic AI to automate tasks and streamline workflows.

6 Embrace change management from the outset

Every sales and marketing team member will play a role in the success of a new CRM. Establish a stakeholder and influencer group early and help them communicate plans to the wider organization. Create and roll out robust training opportunities so that people understand how new features, tools and processes will translate into value for them and their clients.

"The Veeva-Salesforce split represents more than an IT decision – it's an opportunity for true business transformation and a potential source of competitive advantage."

Patrick Schumann
Head of CRM & Service Transformation - Capgemini Invent Germany

"Next-gen CRM is a strategic must in life sciences, unlocking new models, driving growth, and delivering measurable ROI."

Mini Nair
Senior Director and Commercial Excellence Lead Life Sciences

Navigating business challenges to CX transformation

Organizations that are embracing the Veeva-Salesforce split as an opportunity for organizational transformation must accept that this process will have a ripple effect across other areas of the business. Here we explore some of the operational challenges that companies must consider as they proceed.

Minimizing business disruption

Transitioning to a new HCP engagement platform can disrupt ongoing operations, impacting HCP engagement, as well as sales, marketing, service and medical team operations.

To minimize disruption:

- ✓ Conduct a thorough risk assessment to identify potential disruptions to both front-end and back-end operations.

- ✓ Adopt a phased implementation approach to limit risk.

- ✓ Communicate clearly with teams to inform them of transition plans and timelines and explain why this transformation will be valuable to customers, the organization and employees.

- ✓ Ensure teams have continuous access to required systems and tools.

Ensuring data integrity and compliance

As a highly regulated industry, life sciences organizations must maintain data accuracy and ensure adherence with relevant regulations.

To maintain, streamline and enhance compliance:

- ✓ Implement robust data governance frameworks that establish clear data ownership, standardize data formats, and provide validation protocols to ensure accuracy and consistency.

- ✓ Use data integration tools and invest in centralized data management systems to overcome data silos and improve collaboration.

- ✓ Ensure compliance with relevant regulations through AI-powered continuous monitoring capabilities.

Maintaining productivity

Adopting a new CRM can temporarily reduce productivity as users adjust to new workflows and functionalities.

To ensure strong adoption and engagement among users:

- ✓ Implement a blended learning approach that combines self-paced e-learning modules with hands-on workshops.

- ✓ Demonstrate the value of the new solution to the user to encourage uptake and engagement.

- ✓ Create a small group of test users to ensure the new system is intuitive and maintains all necessary functionality.

- ✓ Consider new training methods that leverage generative and agentic AI to accelerate roll out and provide more personalized support to users.

Optimizing costs

Because CRM transformation can be costly, organizations should conduct careful planning exercises to understand the investment and maximize their return.

To optimize costs:

- ✓ Create a clear business case that establishes the projected value of the investment, and the rate of return based on the solution's total cost of ownership (TCO).

- ✓ Develop a detailed transformation roadmap to establish key milestones and ensure close alignment between CRM investments and strategic business goals.

- ✓ Provide multiple solution options to senior stakeholders and achieve clear buy-in on all financial decisions.

Transforming HCP digital engagement with a next-gen CRM strategy

To maximize the impact of a next-gen CRM strategy, life sciences companies must first define their specific needs and engagement goals. By understanding their unique challenges and priorities, they can then align with the right technology solution – one that seamlessly integrates with their existing tech stack and enhances HCP interactions at every touchpoint.

1 | **Assess your current CRM and supporting capabilities** | Conduct an assessment to evaluate the company's existing CRM maturity, capabilities, gaps and readiness for change. By leveraging an independent, structured methodology, companies can identify pain points and areas for improvement, arming the organization with specific criteria to consider when evaluating vendors and solutions.

2 | **Define the CRM vision and evaluate platform options** | Once the current state is clear, companies should evaluate their platform options, including Salesforce and Veeva, with respect to their immediate needs and longer-term CRM vision. This includes weighing factors related to compatibility and integration with the existing tech stack, innovation potential, AI advancement, and future scalability.

3 | **Execute the business transformation and platform implementation** | After selecting the optimal CRM solution, the next step is to adapt business processes and ensure a smooth transition to a more customer-focused way of working. Organizations must develop a comprehensive strategy that includes technical requirements as well as cultural aspects of the change management program, such as building a network of change advocates and sponsors and providing training to help fuel user adoption and engagement with the new system.

"For forward-thinking life sciences organizations, the Veeva-Salesforce split can be a blessing in disguise. By taking a CX-led approach, companies can unite their business and transform their HCP engagement strategies."

Wali Hosein
Director, Commercial Excellence - Capgemini Invent

"With the Veeva-Salesforce split, life sciences companies must reassess their CRM strategy to maintain continuity, ensure compliance, and stay competitive."

Raghunandan Hanumanthu
VP & Head of Life Sciences Industry Platform

Creating a competitive advantage with a next-gen CRM

The Veeva-Salesforce split is more than just a shift in CRM providers – it's a pivotal moment for life sciences companies to rethink how they engage with HCPs. Rather than viewing this as a necessary IT migration, organizations can use this moment to build a dynamic, data-driven platform that harnesses advanced AI to modernize engagement strategies and adapt swiftly to evolving needs.

By embracing next-gen CRM capabilities, companies can break free from outdated systems, creating an interconnected ecosystem that enables a more agile, customer-centric business and delivers hyper-personalization at scale. This transformation won't just enhance HCP digital engagement – it will position CRM as a strategic asset that drives long-term growth, innovation, and competitive advantage.

Veeva vs Salesforce: 4 questions to guide your decision

Veeva or Salesforce? The decision will shape life sciences companies' engagement models for years to come.
To guide this process, here are four key questions leaders should consider as they evaluate their options:

1

What is our current pipeline and future therapeutic area (TA) focus?

Different TAs evolve at different speeds, especially when it comes to engagement models – your CRM needs to match that pace.

2

What is our geographical footprint and growth focus?

A CRM should support both current operations and future expansion into new markets, with scalability and localization in mind.

3

What is our level of digital maturity?

Consider your company's readiness to adopt advanced capabilities like machine learning, AI, and intelligent automation, and your intended speed of AI-fication across marketing and sales.

4

What is the total cost of ownership (TCO) in relation to our budget?

Think beyond licensing fees – consider implementation, change management, long-term scalability, and support. As you evaluate your choices during this pivotal moment, Capgemini can help. Our cross-functional team of life sciences experts, digital business transformation professionals, technologists and customer experience engineers can help your organization evaluate, select and execute the optimal CRM system to enable your next-gen HCP engagement plan.

The future of HCP engagement starts now. To learn more about how Capgemini can help your organization navigate the changing landscape and position your CRM as a source of competitive advantage, you can reach our authors at lifesciences@capgemini.com.

Raghunandan Hanumanthu (Raghu) is VP and Head of the Life Sciences Industry Platform at Capgemini, a role he's held since March 2022. With deep roots in both the global Life Sciences and IT sectors, he blends strategic vision with hands-on leadership to drive business growth and transformation. Over the years, he has Built high performing scalable teams that drive operational excellence and innovative solutions, across Pharma, Biotech, MedTech, Consumer Health Industries. A specialist in digital and IT consulting, Raghu is known for translating complex industry needs into impactful strategies – spanning marketing & sales, product development, innovations, presales, and alliances. He is a passionate practice leader who thrives on mentoring talent, shaping thought leadership, and connecting trends with technology. His broad industry expertise across life sciences & IT, making him a trusted advisor. Recipient of the "PharmaTech Leader of the Year" Award, by Economic Times - Times Group.

Raghunandan Hanumanthu
VP & Head of Life Sciences Industry Platform

Wali Hosein joined Capgemini Invent as Director in September 2023, bringing a sharp focus on driving Commercial Excellence in the MedTech, Pharma, and Life Sciences sectors. With a background that bridges industry and consulting, Wali supports clients in transforming Sales organizations, optimizing portfolios, and unlocking growth through smart strategy and execution. His experience spans Sales & Marketing, Business Development, and Market Access – underpinned by a strong foundation in engineering and finance. Before consulting, Wali built his expertise in the medical device industry, giving him an insider's view of what it takes to succeed in a complex, highly regulated landscape. He holds a diploma in Engineering and Industrial Management from the University of Kaiserslautern and brings a results-driven, pragmatic mindset to every client engagement.

Wali Hosein
Director, Commercial Excellence | Life Sciences, Manufacturing & High-Tech

With over 23 years of experience, Mini specializes in life sciences sales and marketing strategy, commercial operations, brand management, and digital transformation. Mini has led complex programs in brand analytics, digital marketing, CRM, physician engagement, and sales force excellence. Her expertise in driving business and innovation strategy in sales & marketing, as well as managing change at scale, makes her a trusted advisor to clients. As a collaborative commercial leader, Mini excels at translating complex business requirements into strategic roadmaps that drive measurable business value.

Mini Nair
Senior Director and Commercial Excellence Lead Life Sciences

Since January 2023, Thorsten has been the Executive Vice President and Global Industry Lead for Life Sciences at Capgemini. Previously, he worked at Novartis in various senior roles. As Senior Vice President of Digital Transformation & Innovation, he led the digital function, developed and implemented high-risk, high-return strategic innovation initiatives, and was responsible for Business Development and partnerships in the digital space.

Thorsten Rall
Global Industry Lead Life Sciences, EVP

Since joining Capgemini Invent in 2021, I've been guided by a clear principle: Customer First. As a Senior Director and CRM expert, I help businesses transform their Marketing, Sales, and Customer Service functions through smart strategy, hands-on execution, and the power of leading platforms like Salesforce. With deep cross-industry experience, I support organizations on their digital and customer experience transformation journeys - always with a focus on delivering real, measurable business impact. My academic background in Business Administration provides a solid foundation for a structured, results-driven approach, while my years in management consulting bring best practices and proven methodologies to every engagement. Whether it's rethinking business processes, aligning IT and business strategy, or leading complex CRM transformations - I'm passionate about unlocking value at every step.

Patrick Schumann
Senior Director, Head of CRM & Service Transformation, Capgemini Invent Germany

With +30 years of experience in business and technology transformation, Alex has accompanied many global brands in reinventing their business and transforming their customer experience. This spans their marketing, sales, commerce and service operations, capabilities, and technologies, creating hyper-personalized experiences and platforms to deliver exceptional business value at scale.

Alex Smith-Bingham
EVP, Group Offer Lead for Customer First; Digital Customer Experience Lead for UK

Redefining HCP engagement with Capgemini

Capgemini helps life sciences companies reframe a forced CRM transition into an opportunity for business transformation. Our comprehensive offering helps organizations evaluate, select, and implement an HCP engagement platform, as well as develop an underlying strategy and design best-practice processes that will help companies strengthen HCP engagement.

System assessment

A structured methodology that technically evaluates the company's existing CRM maturity, capabilities, and gaps

CX platform evaluation

A platform and partner-agnostic framework that allows life sciences organizations to find their best-fit CRM platform

Future customer engagement model in life sciences

A comprehensive transformation approach that includes strategy development, process re-design, implementation support and change management

Seamless transition to a future-ready CX/CRM ecosystem

Data-driven decision-making with better-integrated commercial, medical, and market access teams

Solution benefits

Data-driven decision-making with better-integrated commercial, medical, and market access teams

Cost savings through efficient implementation and roadmap-driven transformation

About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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