

Organizational Change Management for Global Implementation of Veeva Vault QualityDocs

This client develops and produces treatment for life-threatening diseases around the world. In addition to antiviral and antiretroviral therapy used in the treatment of HIV, hepatitis B, hepatitis C, and influenza, the client also develops products for the cardiovascular, oncology, inflammation/respiratory, and other therapy areas.

The organization's document management system, which contained the majority of its corporate procedural documents, was due to be replaced. Besides reaching its end of life from a systems and support standpoint, over the years it had become unnecessarily complicated and overly-customized, resulting in frustrated users and disproportionate document processing time.

Compounding the excessive complexities, the system restricted users to a specific brand and version of a browser, which was by now multiple versions behind the current release.

Realizing the challenges presented to user and process efficiency, the client sought an innovative, user-friendly, and easily managed solution. Furthermore, the client sought to empower teams with a system that would afford an increased measure of autonomy to end users. With these criteria in mind, the biopharmaceutical leader selected Veeva Vault QualityDocs as its document management solution.

Knowing that no matter the sophistication of the new system, poor user adoption would lead to underperforming business benefits and potentially derail the entire implementation, the client reached out to Clarkston Consulting for organizational change management services to ensure adoption of the system, optimization of its benefits, and full realization of the investment.

By first evaluating the change impacts and affected stakeholders, Clarkston assessed organizational readiness, formulated a change management strategy tailored to the business, developed the tactical change management plan, and then partnered with the client to execute against it.

Life Sciences Case Study

PROJECT OVERVIEW

INDUSTRY:



Biotechnical Pharmaceutical
Development & Manufacturing

PRODUCTS + SERVICES:



Discovers, develops, manufactures,
and markets medicines for
life-threatening conditions, and is a
leader in cell therapy

EMPLOYEES:



11,000

REVENUE:



\$5.7B

PRIMARY OBJECTIVES:

- Increase end user acceptance from 35% to 75%
- Reduce deviations resulting from overly complex processes by 50%
- More nimbly address business needs by increasing functional releases from 2 to 6 per year while allowing for system changes between releases
- Leverage Veeva's qualification documentation as part of the client's validation package

RESOLUTION:

- Performed a thorough assessment of the current state and impacted stakeholders, ensuring that the depth of analysis was appropriate for the reach of the new system
- Evaluated the organizational readiness for the change, including an assessment of change saturation, capacity for change, learning needs, communications channels, and external factors impacting the success of change adoption,
- Formulated a change management strategy that included components for engagement, sponsorship, readiness, learning and development, communications, and sustainment
- Invested additional time and effort to ensure stakeholders were engaged and that the drivers and objectives for the project were understood.
- Utilized a comprehensive and targeted communications approach, continuous in nature and extensive in its reach
- Integrated the change management plan with the overall project plan
- Monitored the progress of each tactical plan as it was executed, and adjusted activities as needed
- As part of the learning and development plan, produced global training materials and a delivery methodology for each site and functional area

KEY BENEFITS:

- Rapid adoption by stakeholders and users as a result of an effective awareness campaign that helped build excitement for the new system and the anticipated benefits,
- Continued productivity during the change over from the old to the new system, since the change was expected, understood, and adopted,
- Faster return on investment due to the mitigation of project and adoption risks such as scheduling, performance, and user adoption repeatable and sustainable training documents, processes, and plan to enable future orientation, and
- Increased speed to realization of business benefits, driving improvements in reporting, process efficiency, cycle times, validation, and decision-making.

**“From the beginning,
Clarkston was more
than just an advisor
or extra worker –
they became an
integral part of the
project team and our
success”**

- SENIOR
DIRECTOR