

OCM Initiative for a Global Biopharma Company's ERP Transformation

To ensure that patients receive life-saving treatments faster and through a personalized customer journey, a global leader in the biopharmaceutical industry launched a new operating model and a multi-year SAP and Kinaxis ERP business transformation program to revolutionize the ways of working across the enterprise.

The client partnered with Clarkston Consulting to translate the complex, cross-functional technical processes into easy-to-understand transformational change stories and provided clear job role impact summaries and go-live preparation messages to guide the Plan to Deliver and Order to Cash mega workstream – consisting of a group of approximately 1,500 employees and stakeholders – through Phase 1 of the enterprise-wide transformation.

The client had a number of business challenges related to this transformation for which they sought Clarkston's guidance, including a complex operating environment, disparate systems and data repositories, insufficient data structures, too many manual processes, and unwieldy compliance processes.

The global ERP transformation was deemed a success. Clarkston helped the client streamline decision-making based on best-in-class reporting and the analytics landscape; optimize the employee experience by using consistent data, processes, and technology; minimized compliance risk; and strategically align employees to support patient demands and business growth.

Life Sciences Case Study

PROJECT OVERVIEW



INDUSTRY:



Pharmaceutical

PRODUCTS AND SERVICES :



R&D of antiviral and immunotherapy drugs

PRIMARY OBJECTIVES:

- *Original scope:* Create an organizational change and impact assessment approach and communication delivery plan for the Plan to Deliver workstream within the Pharmaceutical Development and Manufacturing Organization. Guide the mega process leaders, business process owners, and impacted end users to successfully transition into the new ways of working during Phase 1 of the enterprise-wide transformation.
- *Extended scope:* Perform high-level process change impact analysis for the Order to Cash workstream and translate the key points into end-user roadshow and cutover communication transformational stories and messages.

RESOLUTION:

- Developed Organizational Change Management (OCM) approach for the Pharmaceutical Development and Manufacturing Organization
- Mapped out impacted end users and cross-functional stakeholders for the Plan to Deliver and the Order to Cash mega workstreams
- Assessed and summarized Process-to-End-User job role change impacts for Kinaxis and SAP processes in scope
- Developed and executed tailored communications strategy and plan
- Synthesized insights gained from the impact analysis into tailored communication messages
- Engaged employees via department and global level all-hands calls; Kinaxis capability deployment newsletters; global end-user roadshow (which included system demos to provide a lens to the system capabilities in support of the

KEY BENEFITS:

- Educated approximately 1,500 employees (leaders, end-users, and cross-functional stakeholders) about the vision, benefits, and transformation journey details
- Articulated the solutions for reducing the complex operating environment, optimizing systems and applications, introducing centralized data governance, preventing compliance issues, and clarifying cutover requirements for end-users before Release 1 go-live

KPIs

- **“Right sized” the change management strategy for the required efforts for the two supported workstreams**
- **Developed and provided accurate, timely, and relevant communication messages**
- **Measured speed of adoption through a Baseline Individual Readiness Survey (“Awareness & Understanding”) benchmarked against 30 days prior Go-Live Individual Readiness Assessment**

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