

Organizational Change Management Strategy for a Veeva Implementation

Clarkston recently partnered with a client in the life sciences space to support a multi-year Veeva implementation. This client is an international biopharmaceutical company that focuses on researching and developing antiviral drugs.

The client has been using Trackwise and Agile for all of their quality management systems (QMS) globally. There were several limitations and potential upgrades, such as improved functionality, information connectivity, process automation, and external access and collaboration, which is why the company decided to undergo a three-year Veeva Vault QMS implementation. This implementation would affect thousands of users from dozens of offices around the world.

The client engaged Clarkston's organizational change management (OCM) experts to help ensure a successful global implementation by creating and executing a holistic end-to-end OCM strategy and increasing adoption to the new system.

Life Sciences Case Study

PROJECT OVERVIEW

INDUSTRY:



Life Sciences

PRODUCTS AND SERVICES :



Pharmaceutical
Drugs

PRIMARY OBJECTIVES:

- Inform 4,000+ future Veeva Vault users of the upcoming implementation
- Provide opportunities for hands-on guided experiences through the new system prior to going live
- Develop and distribute communications through future user and stakeholder feedback to minimize confusion
- Create Veeva Vault advocates throughout the various business functions and company sites to help excite users
- Minimize the difficulty of transitioning systems for users and reduce the impact of normal business function post go-live

RESOLUTION:

- Created and distributed monthly newsletters to inform future users on the progress of the Veeva Vault implementation
- Helped plan and coordinate 8 info sessions led by specific QMS leads to minimize the uncertainty of the system within their relevant role
- Planned and facilitated 10 in-person and 8 virtual expos, where users could get familiar with and explore the new technical environment with experts prior to the system going live
- Met with business and technical leads weekly to assess what future users are most concerned / confused about and to determine content of future communications
- Used consistent branding (e.g., colors, themes, icons) to highlight the program
- Created, maintained, and updated a program-specific SharePoint site to store all past informative communications and recorded events so that users can continuously have access
- Designed virtual and physical program fliers and banners to be shown at sites to increase awareness
- Created program-specific slide decks for users and business leads to share across their respective business units

KEY BENEFITS:

- International awareness across client sites of the upcoming Veeva Vault implementation
- Excitement from future Veeva Vault users on the system benefits
- Increased knowledge of bulk upload and overall training due dates, which reduced user downtime due to system access, post go-live
- Understanding of the cutover and data migration process and timeline, which has minimized friction from transitioning to the new system
- Minimization of knowledge-based hypercare issue count and reliance on support team
- Increased adoption from users globally to the new QMS system



KPIs

- **Over 2,000 attendees for in-person and virtual expos**
- **Approx. 1,000 attendees for module and program-specific info sessions**
- **Approx. 2,000 users included in the bulk upload prior to go-live**
- **Approx. 3,500 users trained and with system access as of one month post go-live**
- **Dozens of formal communications sent out to thousands of future Veeva Vault users over the course of 12 months**

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