

Enabling Commercialization Through an Accelerated IT Vendor Selection Methodology

The client is a clinical-stage immune-oncology company on the way to commercializing its first therapy. As they move forward in their journey to commercialization, the organization will select and implement several business-critical IT systems. The systems must meet both the business and IT selection criteria.

Business teams are in various stages of identifying solutions and vendors. There is an emerging risk that solutions are being selected purely or heavily on (immediate) functional fit without adequate consideration of strategic fit, interoperability, scalability, architectural fit, etc.

To facilitate strategic and effective system selections, the client engaged Clarkston Consulting's experts. The Clarkston team created an accelerated IT vendor selection methodology and framework tailored to the client. The selection framework was created to be useful across all impacted functional groups with the expressed purpose of considering broader strategic criteria for both business and IT.

Life Sciences Case Study

PROJECT OVERVIEW

INDUSTRY:



Biopharmaceutical

PRODUCTS AND SERVICES :



Immune Oncology
Treatment

PRIMARY OBJECTIVES:

- Gain an understanding of existing documentation and supporting material related to vendor selection processes and progress
- Develop a vendor selection methodology tailored to the client based on an understanding of strategic growth projections, immediate and anticipated future business requirements, technical architecture directives, vendor reputation, and total cost of implementation while also being attuned and sensitive to selection efforts already underway in the business units
- Capture and communicate forward-looking objectives to shape IT's understanding of anticipated needs as the company matures and launches additional commercial therapies

RESOLUTION:

- Conducted meetings with IT to identify and refine selection criteria to inform the creation of educational materials targeted at the business
- Conducted discussions with Business Process Owners to understand their requirement for IT support as they prepare for commercialization (system and process needs)
- Leveraged and tailored Clarkston's Vendor Selection Methodology and toolsets to meet the unique needs of the client
- Trained the client to use the methodology and support IT in meetings with business teams to determine their current state

KEY BENEFITS:

- Fostered greater awareness of business progress and plans for vendor selection and used this knowledge to mitigate solution selection risk by taking a broader business and IT strategic perspective in solution selection
- Developed a toolkit to holistically assess vendors, which includes criteria for both the business and IT around functional fit, strategic alignment, architectural fit, vendor reputation, and total cost considerations
- Provided recommendations to shape the outlook as the client anticipates growth through commercial launches, inclusive of high-level next steps for an approach to establishing an Enterprise Data Governance strategy



KPIs

- Organizational vendor selection benchmarking and selection criteria scorecard – strategic alignment, functional fit, architectural fit, vendor reputation and total cost of ownership
- Organizational change readiness guidelines to accommodate collaboration between the business and IT
- PMO/Project Management dashboard and status reporting templates for monitoring progress of IT solution vendor selection processes and IT software development and implementation efforts
- "Ways of Working" improvements

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