

Defining an ERP Readiness Plan to Support Clinical and Commercial Operations

This client is a biotechnology company focused on the discovery and development of therapies for patients with neurodegenerative diseases, including Alzheimer's disease, Parkinson's disease, ALS, and others. They are rigorously pursuing a science-driven approach to translational medicine and clinical development and are targeted to launch their first commercial drug later this year.

The client's Manufacturing, Supply Chain, and Finance organizations wanted to define a strategy that would enable the best use of SAP for supply chain management and manufacturing of clinical and commercial products. The client engaged Clarkston to define a robust business readiness plan for their SAP implementation that identified critical cross-functional activities and processes required to support clinical and commercial business operations as well as key decisions they would need to make as part of SAP design.

Life Sciences Case Study

PROJECT OVERVIEW

INDUSTRY:



Life Sciences

PRODUCTS AND SERVICES:



Discovery and development of therapies for patients with neurodegenerative diseases

PRIMARY OBJECTIVES:

- Assess current state capabilities for Supply Chain, Procurement, Quality, Finance, and Manufacturing for clinical and commercial products
- Understand existing key challenges and gaps that need to be addressed and define recommended solutions through SAP
- Define a Supply Chain Readiness Roadmap that identifies all cross-functional activities required to support commercial products
- Identify key observations and considerations when building business processes and designing SAP as well as highlight key decisions that must be made when implementing SAP
- Provide recommendations on deployment approach, considering implementation timeline, SAP design decisions to be made, functional scope, and commercial supply chain capabilities roadmap

RESOLUTION:

- Conducted interviews with Supply Chain, Procurement, Quality, Finance, and Manufacturing
- Evaluated and identified gaps in existing process, organizational, technical and data foundation as well as recommended readiness activities to support commercialization and ERP implementation
- Aligned supply chain foundation with SAP practices (standard and advanced)
- Assessed planned and potential use of technology (and integrations)
- Defined and prioritized recommendations for use of SAP for enabling supply chain operations via a Supply Chain Roadmap and Capability Matrix
- Identified business readiness activities required to support commercial products
- Provided SAP deployment options

KEY BENEFITS:

- Provided key observations and considerations to evaluate when building business processes and when designing SAP to support clinical and commercial products
- Highlighted key decisions that must be made when implementing SAP along with recommendations based on industry benchmark
- Identified benefits and risks for three SAP deployment options along with estimated business resource requirements
- Prepared to enter SAP design phase with clearer business process requirements and understanding of system capability
- Equipped with knowledge of high-level program activities that should be included in an SAP implementation, such as business readiness, project management, computer systems validation, change management, and training



KPIs

- Conducted 7 interviews/work sessions with 20+ client team members
- Reviewed and answered 20+ questions/process areas
- Identified 75+ key observations and considerations across 10 functional areas of SAP, including Master Data
- Evaluated 21 core capabilities for commercial and SAP readiness for people, process, and tools
- Identified 10+ SOPs to be created to support commercialization and describe use of SAP
- Provided 200+ key decisions, impacts, considerations, and recommendations for supporting successful design of SAP

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