

# CASE STUDY - ERP Implementation at Speed for a Pharmaceutical Contract Manufacturer



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## **The CHALLENGE:**

The start-up Pharmaceuticals Contract Manufacturing Organisation (CMO) acquired three legacy manufacturing sites at the same time in France, Italy and the US from three different ‘Big Pharma’ Co’s. All required integration into the CMO’s operations and systems quickly to separate from the legacy owners and to minimise TSA costs.

- CMO had a just created an SAP ERP template which formed the foundation of the deployed solution
- Due to poor performance, the IT service provider and system integrator where changed immediately prior to the deployment
- Added complexity of simultaneously installing the CMO’s IT Infrastructure, Payroll and Document Management processes/systems in parallel with SAP

## **The APPROACH:**

- Unrelenting focus on schedule into outcome – ‘be the process’ that drives global governance of scope and delivery to maintain a consistent and on time deployment
- Hands-on supervision and course correction of the system integrator’s team daily
- On-site presence – go where the work is and the issues start
- Deploy standard ERP. Incremental improvements come after a successful go-live

## **The VALUE DELIVERED:**

- On time go-live of three parallel ERP deployments over 5, 6 and 7-month timelines
- No supply interruption and all TSAs exited early, leading to further cost savings
- Delivered to tight budgets for the implementations, vendor costs ~\$2m USD per site
- Communication plans kept company executives, Site L/T and legacy owners informed throughout and their expected involvement at each step clear

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## TAKE-AWAYS FOR SUCCESS:

1. Don't outsource your success to 3rd party integrators – maintain control and visibility
2. Continually challenge the consultant's approach, resourcing and costs to maintain a fit-for-purpose price/performance outcome – it's your baby, not theirs
3. Vendor performance management must be direct and immediate ('see something, say something'), with the expectation that issues are addressed immediately
4. Establish empowered and committed teams that adapt and overcome hurdles quickly
5. SMEs must be knowledgeable and committed – grade their capabilities and performance
6. Co-locate teams at an early stage to concentrate the work and issue resolution efforts
7. Project Sponsors are instrumental in getting access to key resources and gaining cooperation across multiple stakeholder groups that are beyond your direct influence

**About the Author:** John is an experienced ERP Programme Delivery Manager with a consultancy background. He has extensive expertise in designing, executing and leading technical and business facing streams of work across transformation and acquisition integration programmes involving data migration and cutovers.

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