



EMC Consulting combines vertical industry expertise with core competencies in business process improvement and organizational change management to help companies not only to envision the future but also to arrive there.

Challenge

Failure to manage contracts from the joint perspective of compliance and profitability costs businesses billions of dollars every year. In one case, a review of contracts for a large pharmaceutical company identified more than \$35 million in uncollected royalty receivables. In other cases, companies have been fined for failing to comply with government pricing regulations. Those companies which optimize business terms while ensuring compliance can transform contract management into a strategic business advantage. However, the transformation must address not only business process improvement and contract management platforms but also the organizational structures and skill sets needed to drive new contract management systems.

One large pharmaceutical company realized that implementing a new contract lifecycle management process would require substantial change in its corporate support functions. The company engaged EMC® Consulting for help in redefining roles and in preparing personnel for the changes ahead.

Solution

The EMC team worked in tandem with the client to develop a performance-focused organizational structure as well as a competency and career path framework for the new roles the organization would require.

- Interviewed executives and other stakeholders to assess readiness for change
- Designed and conducted “visioning workshops” to align stakeholders and position change as positive for individuals
- Provided plan to ensure consistent executive communication regarding change
- Defined structure, process, roles, and metrics for new system
- Developed competency based training curriculum
- Transitioned implementation to client program office for phased roll-out

Result

EMC consultants leveraged our core competency in Contracts Lifecycle Management and Organizational Change to enable the client to address the fears and expectations of personnel in a positive manner. As a result, the client was able to accomplish the needed changes within the organization and managed the gradual implementation of the new contracts management system.

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Take the next step

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