



Guiding the Organizational Change Process

“This is the best, last chance we have to get this right—and we are relying on EMC to help get us there.”

Vice President of Information Management
Pharmaceutical Company

Challenge

In most large organizations, there is no dearth of good solutions to any problem. On the contrary, the difficulty is in embracing and implementing a single solution. Various parts of the organization may view the problem differently and may suggest different approaches. In some cases, a “not invented here” attitude can block needed change. The lack of consensus may stem from conflicting priorities. However, more often, the difficulty lies in a failure to arrive at a common vision of the challenges, opportunities, and priorities. This is where business process improvement can help.

One company had been using a decentralized approach to contracts that was wrought with inefficiencies and had resulted in government action. Company leaders, recognizing the need to change the way contracts were managed, engaged EMC[®] Consulting to help them develop a plan for ensuring that both business objectives and regulatory requirements were met.

Solution

Although the EMC consultants were experienced in developing enterprise contracts management solutions, they recognized that putting their own stamp of approval on a recommendation was not going to solve the customer’s problem. Instead, EMC orchestrated an iterative process, bringing together stakeholders from across the company to develop a common understanding of the issues and priorities.

Through a series of more than 30 interviews with key stakeholders, the consultants were able to identify pain points affecting areas from marketing and sales to the legal division. In a series of structured workshops, EMC presented those pain points for discussion by the stakeholders so that each person was able to expand his or her own view to incorporate the views of others. These sessions helped lower organizational barriers and enable decision makers to take a company-wide view of the problem.

The EMC team incorporated feedback from each session into the presentation for the next until a corporate view emerged and priorities could be determined based on overall risk to the company.

Result

As a result of the EMC engagement, the company was able to break through divisional politics. Stakeholders worked cross functionally to achieve company goals and a new contracts management system was deployed on the basis of mutually determined priorities.

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Take the next step

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