

## Change Management for Global T&E System Upgrade

Acquis develops and implements a global change management strategy for a Fortune 50 pharmaceutical company that was upgrading its T&E system.

### Challenge

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A Fortune 50 pharmaceutical company, with more than \$50 billion in revenue and operations in more than 60 countries, was upgrading its T&E system. Moving from an in-house system to an SaaS (hosted) environment required coordination across internal stakeholders, including Data Privacy, Compliance, and Production Support teams. In addition, the internal communications team had shrunk and lacked the resources to manage this effort.

The organization needed to:

- Communicate key changes related to the upgraded system and important updates to T&E policies and procedures;
- Train multiple help desks, specialized end users, and all employees on the new system and policies.

### Collaborative Approach

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Acquis:

- Organized a structure for project team meetings to ensure appropriate levels of communication for the governance board, interfacing system teams, and project management office
- Developed global change-management toolkits for end users, back offices, and help desks
- Created end-user communications and FAQs, and coordinated the review process
- Ensured that Web-Based Training and Quick Reference Guides were updated appropriately
- Modified internal websites that hosted project FAQs, and translated market materials, training materials, and communications

### Drive Change

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Acquis enabled a successful and smooth transition to the upgraded T&E system. Overall, we:

- Ensured all 60 countries had the necessary information to go live with the upgraded system before the go live date, including detailed cutover activities, back office processes, and end user communications and training
- Delivered training and communication toolkits for the help desk, end users, and back offices, which ensured consistent messaging to users as the new system was deployed across each market
- Achieved high user acceptance of the new system through our communications plan, FAQs, and training materials

#### About Acquis

Acquis is a consulting firm specializing in strategy and implementation. We help ambitious organizations solve business challenges that enable sustainable growth and healthy efficiency. We do this by not just designing strategies but also putting them to work.

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