



PHARMA CLIENT

A fortune 100 company, among the world's largest independent biotechnology organizations with \$25 billion in revenue and over 24,000 employees.

"Thank you for your outstanding work in this critical space and appreciate the extra effort to get it completed in a short amount of time. I have no doubt that the team will benefit all year from your hard work."

- EXECUTIVE DIRECTOR, IT



BUSINESS FUNCTIONS

- » Global Commercial Operations (GCO)
- » Research and Development
- » Multiple Corporate Functions



COMPASSX SERVICE OFFERING

- » Organizational Change Management
- » Product Management
- » Program & Project Management



CLIENT SPONSORS

- » Executive Director, Enterprise Engineering & Analytics
- » Chief of Staff, Enterprise Engineering & Analytics



THE CHALLENGE

Historically, our client's employees searched for information in various silos of internal and external data repositories. This inefficient approach led the Enterprise Engineering & Analytics department to imagine a new internal search engine product, dubbed "Intelligent Search," as their answer to helping employees find, explore and discover the information they need with greater efficiency.

A comprehensive and customized Organizational Change Management (OCM) implementation framework and execution effort was required to drive enterprise-wide employee adoption of this new tool.

THE SOLUTION

We delivered the following:

Change Management Strategy

Validated change scope, set objectives, developed the product charter, and assessed the change and organizational attributes. Specifically, we evaluated 14 change characteristics from incremental (small) to disruptive (large) changes, and 14 organizational attributes from "change ready" to "change resistant". These metrics resulted in a risk profile that informed our decisions to customize and scale the change management approach across the company. High risk changes require more time, effort and resources to support than low risk changes.

Sponsorship & Stakeholder Analysis

Identified and analyzed key sponsors and stakeholder groups, and facilitated pilot groups to align on design, functionality, and search elements. These groups were evaluated on levels of change support, competency, coaching / development needs and degree of impact, all of which assisted the CompassX team to customize the change journey for client pilot groups that led to a successful adoption of the new Intelligent Search tool.



THE SOLUTION (continued)

Communications

Finalized key messaging, identified desired communication channels and mechanisms, and established an “office hours” concept for post go-live end-user support.

Change Sustainability

For impact measurement and monitoring, we created an Executive Dashboard which served as a critical communications conduit from the product team to C-level executives to highlight implementation status, messages, and key performance indicators of the Intelligent Search product.

For ongoing operational maintenance of the tool, we stood up a governance council and curation community. The council facilitates ongoing meetings on operational topics related to the tool and its usage and benefits.

Additionally, we generated a user guide to aid new users in the navigation and use of the search portal to ensure ongoing, rapid adoption of the tool.

THE RESULTS

The Intelligent Search product increased from ~5,000 to 1.4 million searches in nine months following go-live, launching to 29,000+ global employees across 10 functional areas. The team continues to see increased adoption and usage of the Intelligent Search engine across the enterprise, demonstrating the sustainability of the change.

The first generation Intelligent Search tool has become a centralized portal for unstructured data alongside more standard structured data results. An interactive virtual assistant is a future feature enhancement that is expected to drive more tool adoption with artificial intelligent, data-driven results and insights.