



**ABSTRACT**

This case study portrays the strategic and technological transformation undertaken by PharmaLex, a leading, global provider of technology-enabled, functional consulting services for clients in the highly regulated pharmaceutical and biotech industry with 3000 employees, 300m EUR revenue, 30+ country organizations with 60+ offices and, as relevant for a global ERP implementation, 50+ legal entities. PharmaLex value proposition is to be

the provider of choice for integrated end-to-end solutions throughout the pharmaceutical value chain from drug discovery, development through launch and post-launch activities.

The company was German Private Equity backed, proudly accounting for 40% EBITDA CAGR, growing organically and inorganically to retain its global market positioning.

**The challenge**

Over the preceding years, PharmaLex witnessed exponential growth, from a regional specialist into a global player with board service coverage and local expertise, both organically and through Mergers & Acquisitions. Between 2015 and 2021, the company grew from approximately 400 to 2,000 FTEs, further expanding outside of the DACH region, into Americas, India, and APAC. After completing 30+ M&A transactions globally, PharmaLex recognized the imperative need for a unified system to enhance operational and financial efficiency across its diverse international framework, enable faster and more seamless integration of new add-ons as well as to eliminate manual workarounds across all areas caused by lack of homogeneous IT system landscape and limited to none APIs.

In 2019, a strategic decision was made to adopt Microsoft Dynamics 365 (FO and PO), integrated with assorted applications, aimed at standardizing processes, augmenting data utility and facilitating the integration of future acquisitions.

**Implementation Strategy**

A deployment strategy was created, starting with a strong focus on successfully planning a solution for the German headquarters, engaging over 800 users locally and additional workforce supporting German client work. This initiative was designed to address the operational challenges of a growing organization, the German headquarters providing a "golden template" or core-concept subject to localization requirements across the different localizations around the globe. The project was experiencing unforeseen challenges regarding go-live shift and clashing priorities, necessitating a revised approach including onboarding of a turnaround partner to ensure a successful go-live scenario.

**The Solution**

CuroGens' intervention in late 2021 marked a pivotal shift, initiating with an assessment to ascertain the project's current status, thereby offering PharmaLex's management a lucid blueprint for next steps in achieving milestones. When CuroGens entered the project, the percentage of work completed was the insufficient to advocate for a rollout as per amended project timeline ahead of season holidays. Next, a comprehensive project governance framework, institutional Program Oversight was established, ensuring alignment with PharmaLex's objectives, followed by a collaborative effort to ensure ERP implementation readiness and the effective development of Microsoft Dynamics 365, augmented by existing Commercial and HR software solutions.

**The Outcome**

The result was a coherent and strategically phased implementation of Microsoft Dynamics 365 Finance & Operations, which included integrations with Salesforce and Rexx (a German HR solution), along with the implementation of LucaNet consolidation solution for the Go-Live in Germany, culminating in a successful Go-Live event in Germany within a 6-month period post turnaround initiation. This endeavour not only restored PharmaLex's confidence in their system but also provided a structured pathway for subsequent international rollouts, specifically into Spain and the US. Thereby exemplifying a successful blend of strategic foresight and technological acumen in overcoming complex organizational challenges.

CuroGens' knowledge in agile project delivery, leadership and change management skills paired with outstanding technical competencies allowed the team to win the trust of workstream leads and process owners globally while orchestrating a picture perfect program management, fostering inclusion, engagement and commitment. The Go-Live readiness metrics, streamlined communication and quality testing were pivotal to ensure Go-Live while ensuring business continuity.

The case of PharmaLex exemplified the critically of adaptive strategies, agile approach and robust digital infrastructure in facilitating large-scale organizational transformation and change. The increasing trend of market consolidation and M&A activities across industries emphasize the need of deployment of a unified system across a geographically and operationally diverse entity and underscores the significance of strategic planning, stakeholder alignment and agile project management in the realm of global business operations.

**Compay Highlights**

- More than 43,000 successfully completed projects for over 1,800 customers worldwide
- 25 years of experience in the fields of regulatory affairs (REG), pharmacovigilance/ drug safety (PV), development consulting & scientific services (DCS) and quality management and compliance (QMC)
- Expertise in all therapeutic areas and biopharmaceutical products at 65 locations in 31 countries

