10 Key Learnings from Artwork Improvement Projects
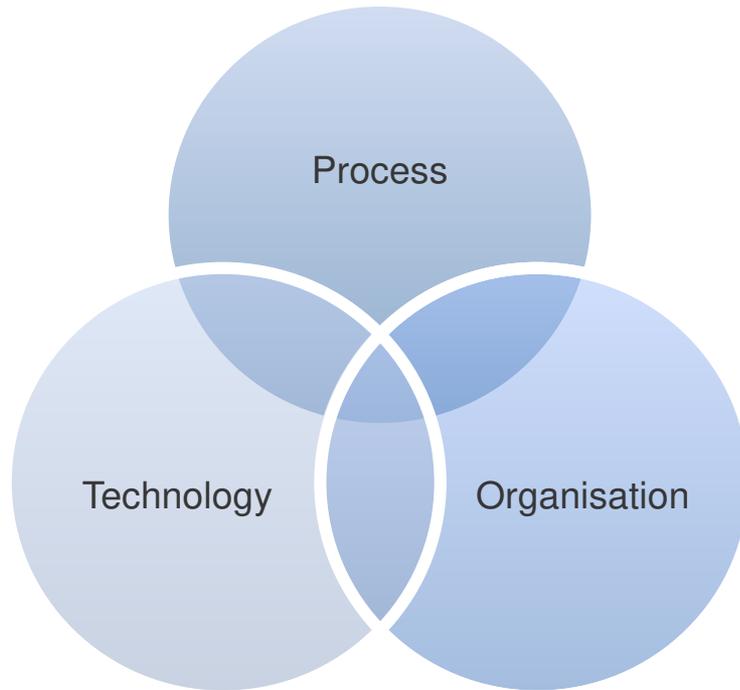
2015

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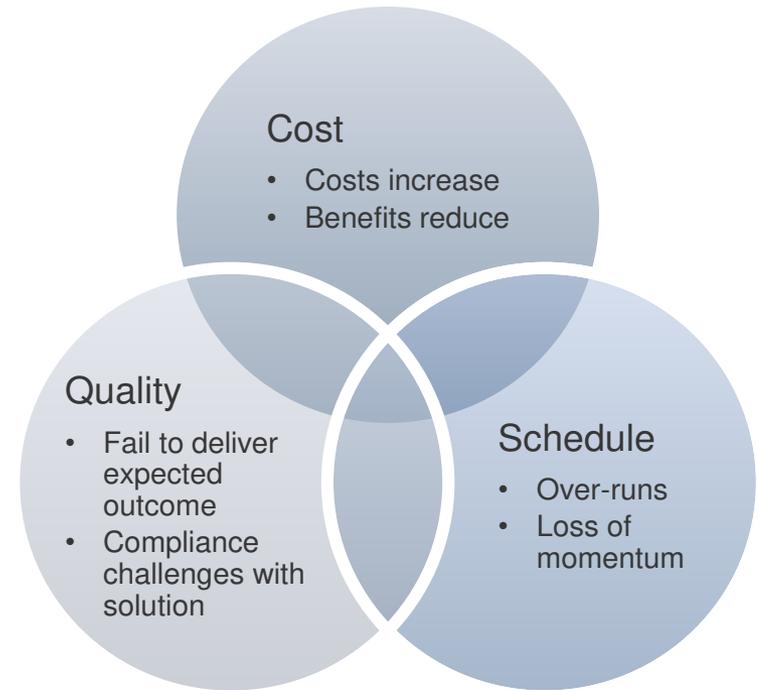
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Like all technology and change programmes, many artwork improvement programmes commence, but not all are successful

Typical Components of an Artwork Improvement Programme

Process

Technology

Organisation

What typically goes wrong

Cost
- Costs increase
- Benefits reduce

Quality
- Fail to deliver expected outcome
- Compliance challenges with solution

Schedule
- Over-runs
- Loss of momentum

From our learning with numerous change programmes there are a number of things to address to ensure success.

Ensure business benefits are clear and build a sense of urgency

Securing funds, resources and approvals is a competitive activity in most organisations

It can take significant time with much engagement to get your project approved

Most Pharma artwork improvement programmes are considered priority through compliance risk (or failure) – it is about patient safety
- Usually not enough headcount savings to provide payback
- Speed to market generally seen as overused as a tangible benefit

It is normally about ensuring the safety of the patient

What makes your project stand out as a must do?

- Artwork is both a multi-functional and multi-organisation activity but not necessarily owned by any function
  - May be owned by a function but that function does not have the organisational authority over other functions/companies involved.

- Any change needs high level sponsorship to help steer it through the organisation
  - Who is this?

- Not just about right function – needs someone passionate and knowledgeable about the change
  - Needs to provide executive level leadership

Typical Governance Membership

Supply Chain

Regulatory

Who is the sponsor?

Quality

Marketing
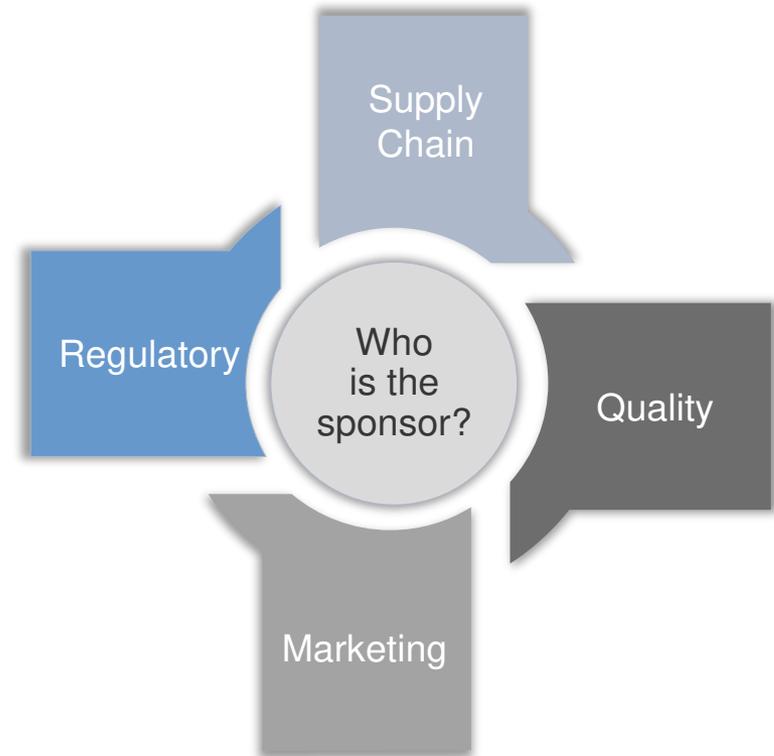
Effective sponsorship will provide the energy to drive the change

Ensure there is a clear and bought into vision of the future

- Artwork is, by its nature, cross-functional, cross-organisational and cross-geographic

- There are many stakeholders and they have differing views on what good looks like

- Too often solutions are determined by the artwork team (or others) who then try to sell or force it on the rest of the organisation

- This creates immediate resistance to the change before you have even started
  - Almost always fails in our experience

Processes
- How will it work in the various teams?

Capabilities
- What new capabilities will teams need?
- What will they not do in future?

Organisation
- How will the structure need to change?
- How will roles change?

Systems
- What new systems are needed?
- What new tools are needed?

Building the future solutions **collaboratively** will dramatically increase the chances of success

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Have you effectively communicated the project across impacted parts of the extended organisation?

- Artwork is about people, but projects often become too focussed on the technology
  - It is not just about building the solution, you need to get the organisation ready to accept

- People need to understand what the changes are and want to know how it affects them
  - Need to communicate 'What's in it for me?'

- People take time to understand and accept
 - Need to communicate continuously
  - *'7 times in 7 ways….'*

Hammering in the solution isn't always an effective way forward

Effective communication is essential to minimize resistance and build commitment to forthcoming changes

Is there a clear roadmap to deliver a coordinated programme?

- Typical artwork improvement programmes comprise of a series of projects that need to be orchestrated through a coordinated programme
    - Ensuring that there is clarity on who is doing what….
    - ….and relevant parts of the extended organisation are held accountable for delivering their components

- With clear scope and boundaries on all projects
    - And controls in place to prevent the inevitable scope creep that can occur with so many groups involved

- Phased to deliver capabilities in staged improvements, focussed on delivering the highest priority improvements first
    - Ensuring resources need to be provided in a timely manner to deliver the programme
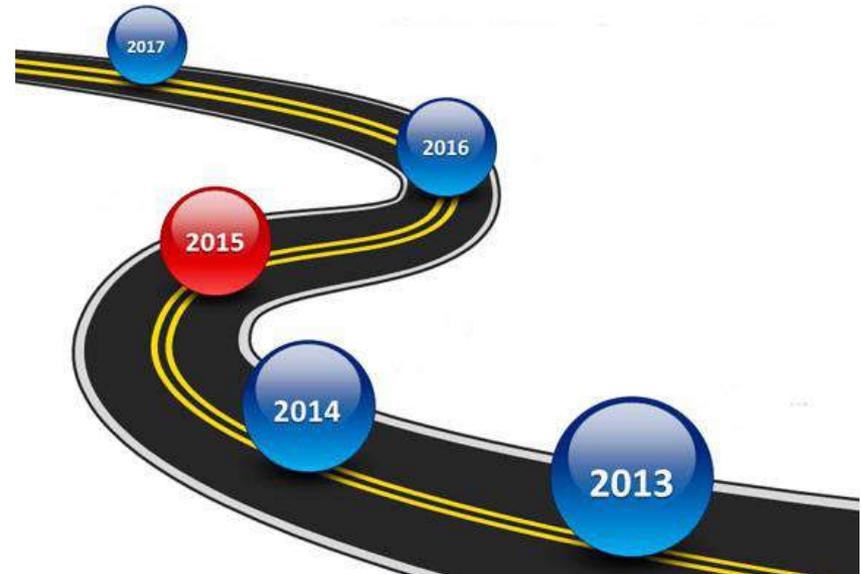
Know where you are going before you start

Having a clear roadmap will help all participants in the programme understand the change and fulfill their part in making it happen

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How will you maintain momentum?

- Organisational priorities change, the environment evolves and arising issues distract leadership and pull on resources

- Complex artwork improvement programmes requiring new technologies and organisational change take time and persistence

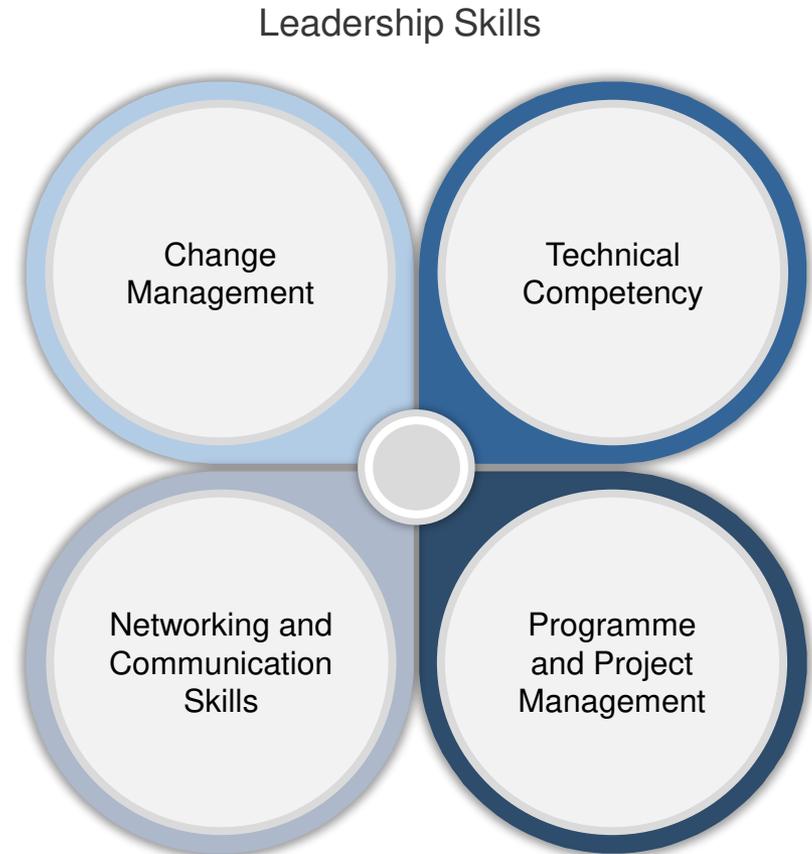- Every programme goes from the initial optimism to the challenges of delivery

These issues sap energy and reduce focus

How will you keep the programme going?

Generate short-term milestones and deliverables to build a sense of achievement

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Ensure focussed and accountable leadership

- Complex programmes require competent leadership

- Whilst technical skills are necessary, the people elements of change programmes mean that they are only one part of the leadership requirements

- Leaders of the improvement projects need to be able to engage and influence across the extended organisation bringing a broad range of stakeholders with them

- They need to inspire and drive to achieve desired outcomes

- …and they need to be supported by a network of change agents located across the extended organisation, who are enthusiastic, knowledgeable and ready to help delivery

Leadership Skills

Change Management

Technical Competency

Networking and Communication Skills

Programme and Project Management

Strong leaders deliver superior results

# Ensure there is effective cross-functional governance

- As discussed, artwork improvement programmes are cross-functional, cross-organisational and cross-geographical

- Many parts of the organisation will be impacted by the changes

- Different parts of the organisation need to own different parts of the programme and be held accountable for delivery

- Decision making must ensure that needs of the disparate groups are considered

All impacted parts of the organisation(s) need to be appropriately represented in the programme governance

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Select your solution partners carefully

- Solutions providers will be long-term partners for your artwork service

  – Therefore they need to be selected carefully

  – Using appropriate criteria and evaluation processes

- Too often we see that a solution is selected and then is force-fitted to solve the problem

  – With strategies and business cases extrapolated backwards to fit

- You must decide your future vision first, and then select the most appropriate partners to deliver and support

Graphic Services Providers

Translation partners

Solution Partners

Consulting Partners

IT Solution providers
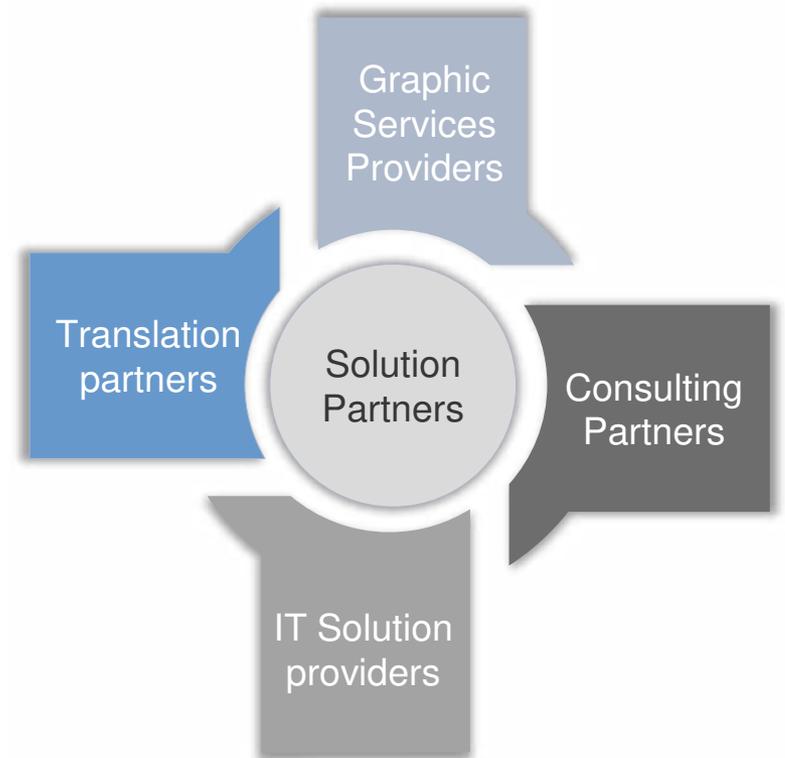
You must ensure your solution partners can meet the future needs of your organisation

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Make sure the new ways of working stick

- People resist change and 'old habits die hard'

- Therefore need to ensure that changes are sustainable:

  - People understand and agree to the changes

  - Processes are built into technology solutions

  - New ways of working and behaviours are modelled and rewarded

  - Measures demonstrate success of changes introduced

  - Old ways of working are disabled

- It is about architecting the project from design, through implementation, to operation to maximise the chance of success

Normal service will be resumed as soon as possible

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Make sure you disable the old processes

Change is difficult but programmes can be designed for success

	Topic	Learning
1	Urgency	Ensure there is a compelling business case to build
2	Sponsorship	Ensure you have the right sponsor with the right passion, a sense of urgency, knowledge and energy
3	Vision	Collaboratively develop your vision involving all relevant stakeholder groups
4	Communication	Communicate across the extended organisation. Help people understand what is in it for them
5	Roadmap	Ensure there is a path to deliver solutions. Involving the right groups in delivery
6	Momentum	Keep momentum up by generating short-term wins
7	Leadership	Pick credible leaders with the right change management, communication and technical skills
8	Governance	Ensure there is effective cross-functional governance
9	Partners	Don't pick a solution and design the programme to fit. Pick provides who will help deliver your future needs
10	Sustainability	Make sure your solutions stick

Best wishes for the programmes you are involved in!

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THANK YOU

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