

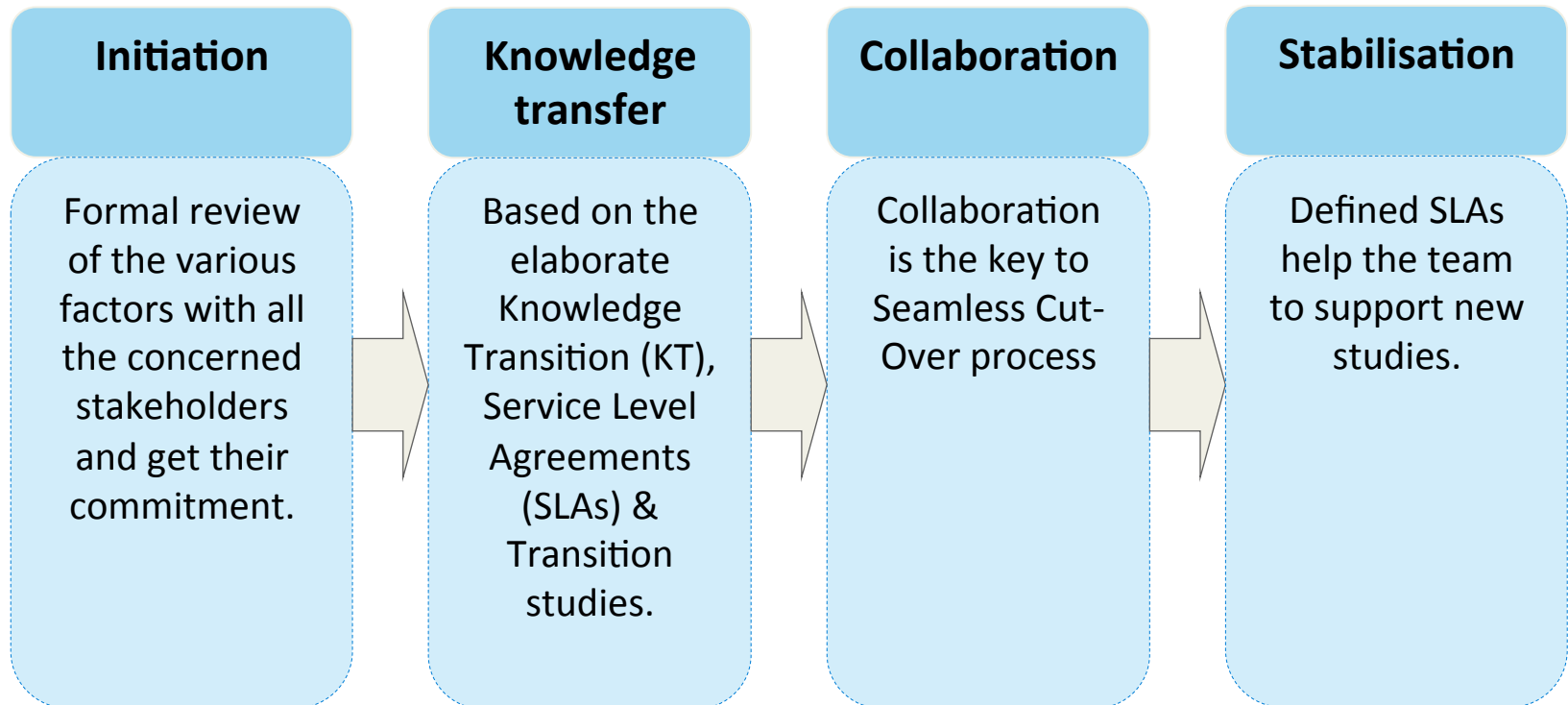


Change Management – An ICON Approach & Study

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- ICON has been supporting Clients on Study Reporting for several years on ICON's market ready platform.
- One of the Clients wanted to leverage its own platform; hence decision was made between ICON and client's management teams to transition studies from one reporting system to another
- List of studies and specific reporting events defined
- Transition lead identified by ICON
- Transition was phased over one year

The Transition Phases



Key Elements of Transition Planning



❖ COSTS:

- Determine the training and on-boarding costs and who (client/ICON) will bear what percentage of these
- Determine implementation costs and what change orders will need to be raised

❖ RISKS:

- Quality of the deliverables
- Delays to receiving data
- Quality of training (given and absorbed)
- Under estimating transition timelines can set the transition for failure
- Settling in time – potential delays for new platform
- Not having template documents and processes
- Technical difficulties with accessing the new reporting system

Ensuring Successful Implementation

- Project Sponsors approved transition plans
- Identification & allocation of programmers to be trained on the new reporting system
- Study of the data standards, data mapping, current automated programs
- IT involvement to facilitate access to the new reporting system
- Identified teams to map data to required standards
- Setup processes and required document templates for mapping
- Required Study documents identified and templates developed for programming team
- Trainings initiated
- Team structure
- Resource Estimations for new reporting system
- Oversight and close monitoring of transition studies

Some Challenges Faced

- New data mapping team & on-going ramp up led to delays in data set deliveries due to which timelines needed to be re-worked.
- The unforeseen delays led to cost increases

Some Best Practices

- Short term and long term strategies were identified
- Separate distribution list setup for sharing information
- Internal training plan was developed and organized training was rolled out
- Internal knowledge share meetings were setup at ICON
- Documentation organized with condensed summary tagged to every document
- ICON SMEs identified
- Process was setup on how the queries will be internally resolved prior to sharing with the client
- Weekly meetings were setup with the client to raise any queries that could not be resolved internally at ICON
- Benchmarked the time per task by using the actual effort
- Maximised the use of pre-existing automated programs to minimize the costs

- The accelerated transition model leveraged by ICON, not only helped streamline the process of taking over the large and complex studies from the client, but also, built capability and capacity within ICON
- By showing a strong commitment to the transition, ICON developed a strong working relationship with SMEs at the client allowing problems to be resolved and knowledge to be developed quickly
- Transparency led to client getting on-demand access to data, TFLs programs and ICON gaining status as Trusted Partner

Q&A

Thank You