



# Project Leadership for a Global SampleManager LIMS™ and SAP Implementation

## CASE STUDY

### PROJECT AT A GLANCE

#### Business Sector:

- Chemical

#### Informatics Systems

- SampleManager LIMS 11.2.2
- SAP S/4HANA
- SAP R/3

#### Service Offering

- Project Leadership Implementation

#### Elements:

- 5 Sites
- 23 Labs
- 30 Months
- 4-6 CSols Team Members

A large multinational chemical company had acquired a business unit from another company, and needed to align those additional manufacturing sites with their existing systems. The client had eight global locations involved in this project, of which several were part of the acquired business unit.

The project involved implementing a new version of SampleManager LIMS™ across those sites. They also needed to improve their LIMS functionality by integrating with their manufacturing execution system (MES) and with two separate instances of SAP.

The client staffed consultants from several companies to help with the SampleManager and MES implementations. When projects are this large and complex, it's not uncommon for them to fall behind schedule without the proper project management and leadership. Unfortunately, this project was headed down that path. CSols, Inc. had worked with this client during the initial phase of the project and presented the idea of, and a CSols consultant as, a project leader to get things back on track.

### Objectives and Challenges

The goal of the first project phase was the implementation of three

SampleManager LIMS 11.2.2 instances at the sites acquired in the merger, one instance for each product line. Most of the manufacturing sites had existing business-specific SampleManager LIMS implementations with significant customization. The second phase of the project was to add two additional sites, including one that used French-Canadian as its primary language.

There were major issues in connectivity between the acquired sites and the heritage sites that led to significant delays. At the outset of the project, the client was renting server space from the company that had sold the additional sites. In the second phase, the French-speaking site had never used a LIMS before, and it was difficult to agree on requirements. These issues were complicated by a short timeline, with the goal of delivering 23 lab go-lives in 6 months.

### CSols' Role in the Solution

The project leader took an iterative prototype approach to achieve rapid development cycles, bring the project back on schedule, and meet aggressive timelines. This methodology was used for both phases of the project.

The size and complexity of the project required a dedicated project leader



timelines were met, user requirements were addressed, and end users were satisfied with the outcome. CSols consultants are true project leaders, skilled not only in managing schedules and master data, but also in leading client teams through the necessary organizational change to ensure user adoption.

All client sites are now on SampleManager LIMS 11.2.2, with some sites using a LIMS for the first time. The Frenchspeaking site received documentation translated into French Canadian. The CSols project leader knew that making the translation available would help to increase user adoption at the site, which was one of the sites using a LIMS for the first time.

In addition to the harmonization of all sites, the client now hosts their informatics solutions on their own servers and was able to stop renting server space, saving them money.

LIMS implementation and integration with their MES and SAP instances increased productivity and reduced risk to the client. This is a major accomplishment that cannot be done without thorough knowledge of each system—a distinctive quality of CSols project leaders.

resource to effectively manage the project and work with the client on organizational change management, so that the new system was adopted by the end users. Many meetings were held throughout the project, both online and in person, to communicate developments to the client's team as they happened.

The CSols project leader was also responsible for the following tasks:

- Project governance, including budgeting, deployment strategy, and interacting with the client's business and IT sponsors
- Project charter and initial project planning, including master data management
- Project requirements gathering with project team
- Business change management with the client, including process harmonization and training
- Managing the project through requirements, build, testing, and deployment
- Project risk assessment and status reporting; change control
- Detailed management of deployment schedule

## Benefits

The failing implementation was brought back on schedule for an on-time completion due to the calculated approach taken by the CSols Project Leader.

Experience gained from previous projects provided the knowledge needed to determine the best approach, which allowed the project leader to respond effectively to the fluid nature of the client's requirements.

The iterative prototype approach taken by the CSols project leader enabled the team to provide a highly customized solution that works well for the client.

Throughout the project there were minimal disruptions to client's resources because the CSols Project Leader had the skill and foresight to guide the project as seamlessly as possible to completion.

Engaging a project leader gave the client a dedicated resource who could work with all stakeholders to ensure