

# shaping the world of life sciences



## case study

## VMS implementation for a large pharma company

June 2010 – May 2011

### Need for transparency and compliance

After a successful collaboration for over 25 years and following our client's Contingent Labour Strategy, Randstad was asked to implement a VMS system in Europe (B/N) and develop it to make sure it could facilitate the handling of temp labour. The deployment included over 15 sites in 2 countries.

Triggers for deployment of a VMS tool:

- Contingent labour strategy client
- Transparency and overview
- (sox) Compliancy
- Harmonisation HR processes

### A phased approach

Instead of opting for a big bang, we decided not to rock the boat and phase our roll out.

In the first phase of the deployment (4 months), 95% of the spend was covered and basic integrations with client systems were included in order to be able to offer an end-to-end solution. The second phase consisted of adding the additional – less central – sites to the VMS system.

To be able to bring this project to a successful end, Randstad has brought on its standard project implementation kit, using IPMA/Prince 2 knowledge.

A Randstad Project Manager has been appointed – working under strict client supervision. Each implementation consisted of these phases:

- Analysis
- Design
- Build
- User Acceptance Testing
- Training (all user groups)
- Go Live with Support
- Project closure and hand over documents

Due to the good documentation of each step and the project library, all actions and decisions were traceable, and rework and discussions have been avoided, all leading to increased efficiency.

### Challenges

Though being proficient in implementing client solutions, Randstad came to face new challenges:

- Altering a VMS tool to efficiently manage temp labour
- Harmonisation: different sites, different business rules
- Existing IT architecture of client
- Resistance to change

Thanks to the astute risk management and involvement of executive sponsors, Randstad was able to overcome each of these obstacles.

## Implementation

Randstad collaborated strongly with the VMS provider to get the construction tested and implemented. Key to success was the amount of attention that went into communication and change management.

An elaborate communication plan, starting with kick-off sessions for the different stakeholders. After testing, client specific training programs and a local helpdesk - where all the users could be helped in their own language – was set up. The supplier base and worker base were treated in the same way.

## A satisfied customer: Benefits

Our Project Principal is delighted about this implementation because of the excellent project management provided by Randstad. All that was agreed upon in the project plan was delivered in time within the agreed costs.

By executing our plan meticulously, the completely customised VMS tool could function to the maximum, providing:

- Transparency (procure to pay)
- Custom consolidated reporting
- Integrations with client IT applications
- Process compliancy
- Sox compliancy
- Reduction of IT applications used in hiring process
- Special adaptation of the system to support temp labor
- Cost savings due to decreased workload for hiring managers

Of course, we also consider all suppliers and workers as our clients in these projects, and they indicated:

- Less time was needed to generate commercial needs
- Strong follow up of candidates
- Easy to use platform
- Easy to input the number of hours worked

## Recommendations

Every implementation delivers valuable lessons learned, and we are happy to share some of these with you:

- Make sure executive support is established
- Appoint a strong project manager
- Involve all stakeholders in your project team
- Define clear roles and responsibilities
- A good project plan and analysis saves you time afterwards
- Conduct a change management program

## Facts and figures

**Company:** Fortune 500 company in the pharma sector

**Sites:** 16

**Countries:** B/N

**Users:** > 1.000

**Transactions:** 210 – 280 simultaneous hires

**Managed Spend:** + 15 mio €/year (B/N)

**Implementation length:** 4 months phase 1, 3 months phase 2

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