Collaborative Transition Enablement

Context

Daiichi Sankyo Europe was introducing several new internal applications to support global IT functions, including vendor management and financial management systems. These solutions were intended for internal use but involved multiple stakeholders across countries and organizations.

Implementation activities were carried out by project teams, while the future service organization had to be prepared to operate the systems reliably once live. Internal IT units, business representatives, global software vendors, and local service providers all needed to coordinate their activities despite differing processes, priorities, and working styles.

Challenge

Collaboration across stakeholders was hindered by complex approval processes, unclear responsibilities, and cultural differences between locations. Decision-making cycles were slow, communication was fragmented, and excessive coordination loops delayed progress.

Without improvements to ways of working, the risk of delays, misalignment, and an unprepared service organization at go-live was significant. At the same time, regulatory requirements demanded structured documentation and quality gates throughout the transition.

Role & Responsibility

As Transition Lead and Service Manager, I coordinated stakeholders across business, IT, vendors, and future operations to drive implementation progress and ensure readiness for stable service delivery.

- Overall coordination of transition activities across stakeholders
- Establishment of governance and communication structures
- Alignment between project teams and future operations
- Optimization of quality gates and documentation processes
- Operational responsibility for Incident, Problem, and Change Management during transition

Key Actions

To improve collaboration and delivery speed, existing working methods were restructured using pragmatic agile practices aligned with ITIL 4 principles.

- Introduced prioritization mechanisms to focus efforts on critical items
- Implemented visual coordination tools such as Kanban boards
- Established iterative planning cycles to replace rigid schedules
- Facilitated retrospectives to continuously improve collaboration
- Streamlined decision paths and reduced unnecessary approval loops
- Coordinated stakeholders across time zones and organizational boundaries
- Ensured alignment with regulatory documentation and quality requirements

Results & Impact

The transition achieved operational readiness through significantly improved collaboration, transparency, and responsiveness across all parties involved.

- Decision-making cycles accelerated, enabling faster progress during implementation
- Escalations decreased as coordination became more structured and transparent
- Issue resolution improved due to clearer prioritization and communication
- Waiting times between activities were reduced across stakeholder groups
- The service organization was fully prepared for handover and stable start of operations