

ENGAGEMENT CASE STUDY

Lead Advisor & Executor

Post-Demerger IT Separation & Data Platform Transformation
Novartis / Sandoz | Global Pharma | 30 Months | 37 Countries

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The challenge: When Novartis and Sandoz separated, a legally binding Day 1 deadline meant Sandoz had to be 100% operationally independent — own IT, own data, own infrastructure — across 37 countries, 14 manufacturing sites, in a GxP-regulated environment where a single audit failure risks FDA/EMA enforcement. **Missing the deadline was not an option. Disrupting supply chain was not an option.**

30 Mo

Global Program

37

Countries & 14 Sites

~400

OQ+PQ Test Scripts

+3 Mos

Ahead of Deadline

Zero

Business Disruption

WHY THIS WAS EXCEPTIONALLY COMPLEX

- **GxP compliance** — zero tolerance for audit failure; FDA/EMA could halt operations
- **Zero Data Footprint** mandate — every structured and unstructured data touchpoint (SAP, SharePoint, SFDC) between Novartis and Sandoz had to be cleanly certified
- **Three deeply entangled MDM platforms** (Finance, Supplier, ESG) driving all downstream ops — SAP FICO, procurement, AP/AR, ESG reporting
- Multi-vendor landscape with competing firms sharing the same program — inter-vendor politics a constant risk
- 37 countries, multiple languages, 14 manufacturing sites — any single country going dark on Day 1 breaks patient supply chain

WHAT I DELIVERED AS EXTERNAL ADVISOR

- Owned **end-to-end product lifecycle** for all 3 MDM platforms — backlog, releases, vendor management, infra deployments
- Planned and executed **~400 OQ+PQ test scripts** — the critical decision that ensured clean, bug-free, GxP-certified go-live across all systems
- Designed Zero Data Footprint audit framework covering both structured and unstructured environments; achieved full regulatory certification
- Led 40+ multi-vendor team — established clear accountability to prevent inter-vendor conflict from derailing delivery
- Unified cross-geography stakeholders (EU, Asia, US) across language barriers, time zones, and internal politics through structured governance

Why an External Advisor?

Sandoz needed someone above internal politics, with immediate cross-geo delivery credibility and the authority to make hard calls across vendors and business units. An external model brought accountability without headcount — and experience that could not be hired internally on short notice.

The Outcome

Sandoz was fully operational — 37 countries, 14 sites — 3 months before the legally binding deadline. Zero business disruption. Full GxP audit certification. Complete business acceptance. In pharma post-demerger program of this scale, this is an exceptional result.