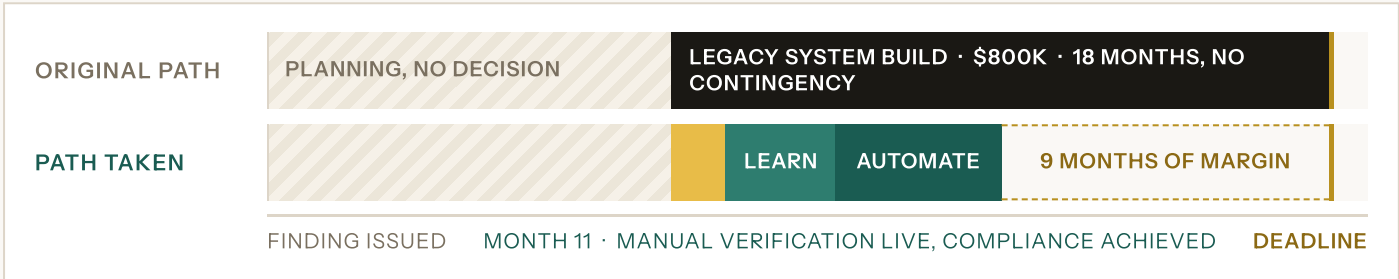


When the system can't move fast enough, build the process first

Build the process manually first. Then automate what you have actually learned.

\$800K LEGACY BUILD ESTIMATE	18 mo IMPLEMENTATION TIMELINE	11 mo PLANNING, NO DECISION	THE STAKES Resolve the compliance finding inside the remediation window, or lose the ability to sell to hospital customers.
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TWO PATHS, ONE COMPLIANCE WINDOW | WHERE EACH APPROACH LANDS AGAINST THE DEADLINE



DECISION POINT

CUT LOSSES

A new project team reviewed the prior approach and recommended starting over.

WHY THE LEGACY PATH FAILED

Every change to that system triggered a full compliance chain. Steering a ship, not a speed boat.

Validation cycles

Regression testing

Multi-function sign-off

IF THE ORIGINAL PATH HAD CONTINUED | Hospital customers blocked from ordering. Deadline missed. \$800K spent on a system still in progress.

A compliance finding required a life sciences company to verify state pharmacy licenses for every hospital customer ordering a combination product, a biological device whose regulatory classification carried pharmacy obligations the order system had never been built to handle.

Eleven months into a twelve-month planning phase, the team had not agreed on a path forward. The leading option carried an \$800,000 estimate and consumed the entire remaining compliance window.

A new project team took over and recommended abandoning it. In its place, a simpler proposition: build the process manually before building it technically. The interim process brought the company into compliance immediately and generated the operational knowledge the team did not yet have.

Marketing Operations was pulled into the workflow, a non-obvious move that enabled outreach to sales before customer licenses expired rather than after. Automating first would have automated the wrong process.