

Compliance Turnaround: Pharmacy License Verification Under a Hard Deadline

THE SITUATION

One month before a non-negotiable regulatory compliance deadline, J&J was still carrying 18 months of development work on a pharmacy license verification solution that would not deliver. The existing approach was expensive, manually intensive, and structurally misaligned with what compliance required. Leadership was committed to the prior path. The deadline could not move.

WHAT WE DID

Recruited to lead the initiative with one month remaining. Assessed the existing solution and influenced senior leadership to pivot — abandoning 18 months of prior work in favor of a new approach. Designed and delivered a real-time pharmacy license verification system, managing the full build from scratch within the compliance window. Drove cross-functional alignment across technology, legal, and operations.

OUTCOME

Delivered 9 months ahead of the revised schedule. Reduced costs by 92%. Saved 13,000 labor hours. Enabled real-time access verification for 100,000+ customers. Recognized with the Ethicon Digital Fulfillment Supply Chain Award.