

# Sanofi eContract

*A new tool developed by Icertis allowing to elaborate, approve, sign and store contracts, but also a new process built around the role of « Contract Specialist »*

# 2 years ago, Sanofi decided to launch an ambitious transformation of contract management

**Scope : 40 000 procurement contracts per year from request to storage**

## Initial situation

- Organization**
  - Very heterogeneous maturity
  - Almost no dedicated position for Contract Management activities
- Process**
  - No global RACI on Contract Management activities
  - Contracting cycle time optimization potential
- Tool**
  - More than 60 IT systems to manage contracts
  - Multiple repositories and no overall visibility of contracting commitments and liabilities

## Target

- Creation of Contract Specialist position (*fully dedicated*)
- Setting-up of an organization for Contract Specialists
- Reduction of contract volume (*risks based approach*) and cycle time (*optimized approval flow, e-signature,...*)
- Harmonized processes
- One tool
- One repository

# We overcame most of the challenges thanks to a strong sponsorship and a robust project methodology



## Main challenges



**Deploy in 50 countries in 2 years (*gradual decommissioning of existing tools*)**



**Transform existing organization to achieve more than a tool evolution**



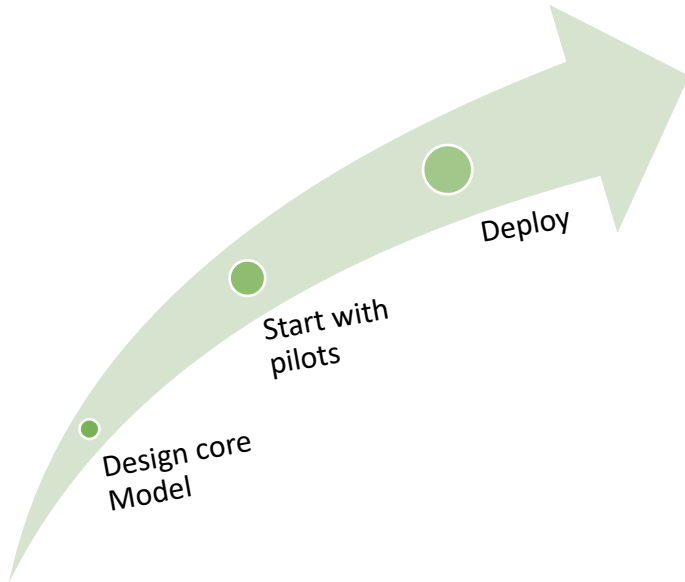
## Strategies

- Get legal, IS and procurement sponsorship and keep them onboarded during the project
  - Choose the good partners (*Icertis, Wavestone, Cap Gemini*)
  - Leverage existing teams to deploy by providing them a powerful rollout Kit
- 
- Create a dedicated organization and start with centralizing existing Contract Specialists positions
  - Identify a leadership team with good company network and ability to influence



# We decided to start on a small perimeter but to think big during the design phase

## Start small



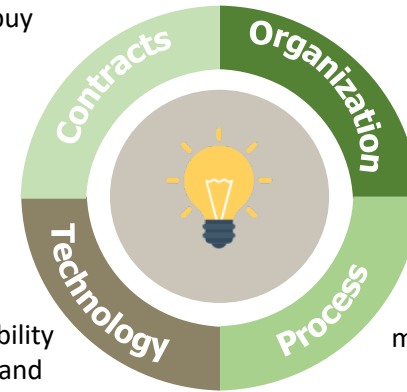
## Think big !

### Maximum contract coverage

Anticipate the inclusion of the majority of contract types (buy side, sell side, ...)

### Latest technology

Leverage on a best in class technology that offers possibility to embed all contract types and cover several geographies (languages, large number of users, ...)



### Contracting Center of Excellence

Create a dedicated organization to contract activities (*local teams/centralized management*)

### Standardized process

Define contracting and monitoring processes that can be widely deployed

# CCoE a catalyst for contract management



## Ensure partnering

Be the **key contact** of all **stakeholders** involved in the contracting process

Develop the role of contract specialists with **appropriate skills**, continuous **training and sharing best practices**



## Save time

**Give time back to legal** by handling Contract Management activities, providing **support**, identifying bottlenecks and facilitating **problems resolution**



## Act as a gate keeper

Improve **compliance** with **internal** processes, contract/procurement policies and **external regulations**



## Increase performance

**Monitor** the activity of contract management according to relevant **KPIs**



## Provide Organizational Framework

**Foster development of transversal initiatives** on contract management (*template development, IA, digitalization, ...*)

Resources will remain **in local setting** but will report **centrally under the CCoE**

# Deployment on procurement contract is almost done but it is not the end of our journey



Continue to build our  
Contracting Center of  
Excellence

Extend an initiative  
beyond procurement  
contracts (*sell side,  
healthcare  
professionals and  
organizations, Interco  
agreements...*)

# APPENDIX

# Leveraging ICM Implementation for Sanofi's eContract project

## Automation

- **One Intelligent Repository** (*Bridge the gap for searching across Legacy and new contracts, Identify relationships between contracts and associated documents,...*)
- **Smart tracking and alerts** (*Automated tracking, configurable alerts, ability to define actions based on events and different status in contract lifecycle,...*)
- **Intelligent contract Wizard** (*Guided wizard for creating requests / contracts, ability to default the approved legal language drafts based on attribute selection,...*)

## Changing WoWs

- **Digital workflows** (*Configurable rule based approvers & reviewers, visibility on cycle times for tasks pending with approvers and reviewers, ability to use attributes for defining Workflow rule,...*)
- **Progressive search and KPIs** (*Real time search on contracts and associated documents, ability to restrict search based on roles/locations/access, global and user based KPIs / dashboard for creating visibility,...*)
- **Library for clause and templates** (*Functionality to define a library for clauses and templates, ensuring maintenance for templates and clauses, linkages between clauses and templates*)

## Responsive Ecosystem

- **Adaptability for integrations** (*Ability to integrate with CRM, ERP and Single sign-on application, ability to ingest data from ERP/CRM for the contract attributes, linking transactional data with the contracts*)
- **Inkless contracting** (*Enabling electronic /digital signatures for contracts, flexibility to use electronic and manual signatures for complying to 'law of land', reduced cycle time for contract execution*)
- **Reducing the burden on legal experts** (*Taking away the focus of Legal teams from correctness to enforcing right and updated language, peer review on clauses and templates rather than creation in SILOS, collaboration between Legal and other functional owners to enforce the right language and business specifics*)