

CASE STUDY

Global Pharmaceutical Company

Managing Corporate IT as a Business

Challenge

This global pharmaceutical company needed to approach IT as a strategic enabler of its corporate objectives.

Solution

Developed formal systems to measure and manage customer satisfaction, aligned IT initiatives with business objectives and gauged the effort expended on IT initiatives. Created a Program Management Office (PMO) to measure performance and drive business value out of all IT projects.

Benefits

By aligning IT with its corporate objectives, the company is now able to:

- Measure the performance and efforts of more than 225 full-time employees
- Distinctly quantify the business value of each IT project
- Strictly adhere to quality standards set forth in its enterprise-wide methodology, including FDA regulations for computer systems validation

Challenge

This global pharmaceutical company recognized the need to “run IT like a business.” By strategically aligning IT with the company’s corporate objectives and focusing on the business benefits derived from IT services, this company hoped to:

- Increase customer satisfaction
- Create greater cross-functional collaboration
- Demonstrate business value for the investment in IT

In order to approach IT as a value-added activity, the client needed to develop formal systems to measure and manage customer satisfaction, align IT initiatives with business objectives, and gauge the effort expended on IT initiatives. By running IT as a business, the company could approach IT as a strategic enabler of corporate objectives, and better understand how IT fits in with the organization as a whole.

Solution

Clarkston Consulting helped this client build the foundation for running IT like a business by aligning organizational structure with corporate business objectives. In order to accomplish these goals, Clarkston assessed the IT organization, and worked with IT leaders to design the optimal structure to meet their business goals.

Clarkston created a Program Management Office (PMO) to measure performance and drive business value out of all activities within the IT department. The PMO led the implementation of IT management processes and systems, which resulted in:

- Standard methodology across the enterprise, tailored to the FDA-regulated environment in which the client operates

- Formal performance management measures, including a customer satisfaction survey
- A formal Project Portfolio Management process, owned and facilitated by the PMO

Additionally, Clarkston implemented Changepoint, a business process automation toolset, to support this strategic initiative. As part of this implementation, Clarkston orchestrated training of more than 200 end-users, which included focus sessions with senior management.

Benefits

This successful project helped the client implement the foundation for running IT like a business, and aligned IT with the company’s business initiatives. As a result, this company is able to:

- Measure the performance and efforts of more than 225 full-time employees
- Distinctly quantify the business value of each project using Project Portfolio Management
- Leverage Project Portfolio Management as a division support mechanism for proposed projects
- Strictly adhere to quality standards set forth in its enterprise-wide methodology, including FDA regulations for computer systems validation

Because of this project, the client’s IT department is aligned with corporate business initiatives, and committed to realizing the business objectives of the company.

Company Profile

This global pharmaceutical company, which employs more than 5,000 people in the United States, is dedicated to the discovery, development, manufacture and marketing of innovative human and animal healthcare products.

Clarkston Consulting is a leading management and technology consulting firm that provides strategic business solutions for clients within the life sciences and consumer products industries worldwide. These market leaders turn to Clarkston to help them bridge the gap between strategy and execution to sustain a competitive advantage. Clarkston is a sought-after business partner because of its recognized industry thought-leadership and superior client relationships, as measured by The Conference Board’s survey on client satisfaction. For more information, visit www.clarkstonconsulting.com.