Life Sciences Case Study

PROJECT OVERVIEW

Enabling a Modernized Operating Model Through an IT Organization Redesign

The client is a global innovative biopharmaceutical company with a broad portfolio of specialty drugs.

The client engaged Clarkston Consulting to conduct an IT re-organization that focused on improving operational efficiency and speed of response; consolidating/synergizing similar functions; optimizing span of control and organizational layers; and reducing/outsourcing commodity skills where possible and increasing higher value skills (Data, AI, Cloud, DevOps, Agile, Cyber). The overall intent was to provide a modernized operating model that best supported the client's overall and IT-specific strategies, priorities, and goals.

The effort encompassed assessing current state, identifying gaps in maturity compared to leading life sciences pharma IT organizations, and identifying and prioritizing key opportunities for improvement.

Methods and tools used included engaging Level 2 through Level 4 leaders by conducting a series of interviews and workshops, analyzing organizational and individual roles and responsibilities, and benchmarking a set of best practices from leading pharmaceutical IT organizations across organizational structure, governance model, and ways of working across global and complex organizations.

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PROJECT OVERVIEW

INDUSTRY

Pharma

PRODUCTS AND SERVICES

Generics & Specialty Pharmaceuticals

PRIMARY OBJECTIVES

The overall intent was to provide a new organizational structure/operating model that would be best fit to support the client's overall and IT-specific strategies, priorities, and goals, including:

- Improving operational efficiency and speed of IT response
- Prioritizing and maximizing value for IT and the business
- Simplifying and standardizing core processes
- Reducing/outsourcing commodity skills where possible and increasing higher value skills *(Data, AI, Cloud, DevOps, Agile, Cyber)*

RESOLUTION

- Conducted a series of interviews and workshops with the CIO, Executive Leadership Team, and their direct reports to assess current state, uncover gaps in maturity compared to leading life sciences pharma IT organizations, and identify and prioritize key opportunities for improvement
- Analyzed organization and individual roles and responsibilities
- Benchmarked client against a set of best practices from leading pharmaceutical IT organizations across organizational structure, governance model, and ways of working across global and complex organizations
- Built IT operating model principles to guide decision-making, roles and responsibilities, and standards for demand and budget prioritization
- Developed a set of five key initiatives to enable the future IT operating model that would modernize ways of working, processes, roles & responsibilities, and RACI to transform the IT organization into a strategic partner to the business

KEY BENEFITS

- Aggregated 10 benchmarks of leading life sciences IT organizations in areas of organizational structure, operating model standards, ways of working, and cross-functional collaboration models
- Aligned on a set of governing operating model principles that will be universally applied to the global IT organization
- Documented ~20 roles, responsibilities, and skillsets for critical IT team roles
- Developed a standardized RACI that will be leveraged across the software development lifecycle
- Defined clear processes, ways of working, and ownership roles for demand management, prioritization, and budget allocation for cross-IT solutions

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KPIs

- Increased IT Portfolio Value delivered to the business
- Improved % on-time IT project delivery
- Adherence to budget % actuals against planned across IT organization

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