

### The Client

Commercial division of a large global pharma company

### The Challenge

The global commercial division needed to deliver new business capabilities as shared digital services while understanding their alignment with the firm's strategic direction. The range of geographies and wide variance of maturity levels made it difficult to quickly and effectively complete the required analysis.

### The Solution

Working with a small client team we liaised with Commercial stakeholders to gather the required source content and combine this with existing architectural information. We gathered, modelled and analysed relevant business and IT information not only to identify opportunities for establishing globally shared digital services, but also to sequence their delivery according to local needs and maturity levels.

A suite of Essential views and reports provided key insights into the business, its geographic and business drivers, and its supporting IT systems. These reports, created dynamically from an integrated repository, answered key tactical and strategic questions at various levels of detail to meet different stakeholder needs.

### The Outcome

- Discussions with business leaders about the prioritisation and introduction of new capabilities were facilitated by an understanding of areas of duplication and gaps
- Decision making was supported by providing line of sight between business objectives through to the IT systems by providing visibility of the alignment of business drivers across the various local commercial organisations
- Central and local cost information was provided to support TCO analysis, charge model development and portfolio management decisions as the strategy was executed
- Insights were available into opportunities for sharing capabilities and services either through rationalisation across the organisation or by leveraging locally developed solutions

✓ **Brings visibility to the implications of change for decision makers**

✓ **Highlights opportunities for global shared services**