Transforming IT – Toward Holistic Program Management

Client - GLOBAL PHARMA

For large and regulated organizations, mission-critical activities depend on a clear understanding the interactions between the evolving regulatory, risk, technology and business landscape. At our Client, years of reactive initiatives to address environmental change in corporate silos resulted in the creation over 3,000 policy, control and procedure documents, as well as frequent and disconnected engagements of external consultancies that required various levels of support by hundreds of internal resources.

Within the IT transformation initiatives, the Expertool team was engaged independently by three members of the governing council to support, among others, the following projects:

A. Policy Integration – create a rationalized set of policies and control objectives to address all risk, business and regulatory drivers, together with the required maintenance processes.

B. Common Control Set Development – create a unified set of technical and process controls to address all policies and control objectives, mapped to the company's technical architecture, risk assessment standards and specific regulatory requirements.

C. Divisional Compliance Program Architecture – create the processes and tools to enable project and program managers to effectively and efficiently comply with the business-side requirements of the Common Control Set.

The Challenges

Combinational Interaction Complexity
- Diverse regulations across all global markets
- Diverse technical architectures across regions and divisions
- Diverse business operations, from R&D to banking

Expertise Management
- Multi-disciplinary input surveys from 20+ decision-makers and 300+ subject matter experts yielded 3000+ issues to address
- No clear path to estimate economic impact of new requirements

Dynamic Scalability
- Company was in the midst of a global, aggressive reorganization
- Compliance requirements growing as resources and budgets diminished

The Key Measures

Project A

- Can we get insights beyond what is provided in the spreadsheets that are the primary deliverables of the consultants?
- Can we reuse previous analyses when updates are required?

Project B

- We re-architected all controls three years ago – can we do it faster and cheaper?
- We don't have the time and resources to calculate the corporate impact of over 100 new control requirements. Is there an alternative?

Project C

- Can we make project compliance requirements assessments quicker, cheaper and more consistent?
- Can we arbitrate disagreements between business and technology staff in some rational manner?

The Results

Project A

- Previously unidentified interactions between the organization's technology roadmap and control strategy identified.
- Opaque assumptions in consultants' documentation revealed.
- Through reuse of previous analyses, the impact of cross-border regulatory interactions on organization-specific project requirements was defined in two weeks. A C-level executive stated that the alternative would have been to hire a specialized international law firm for many times the cost.
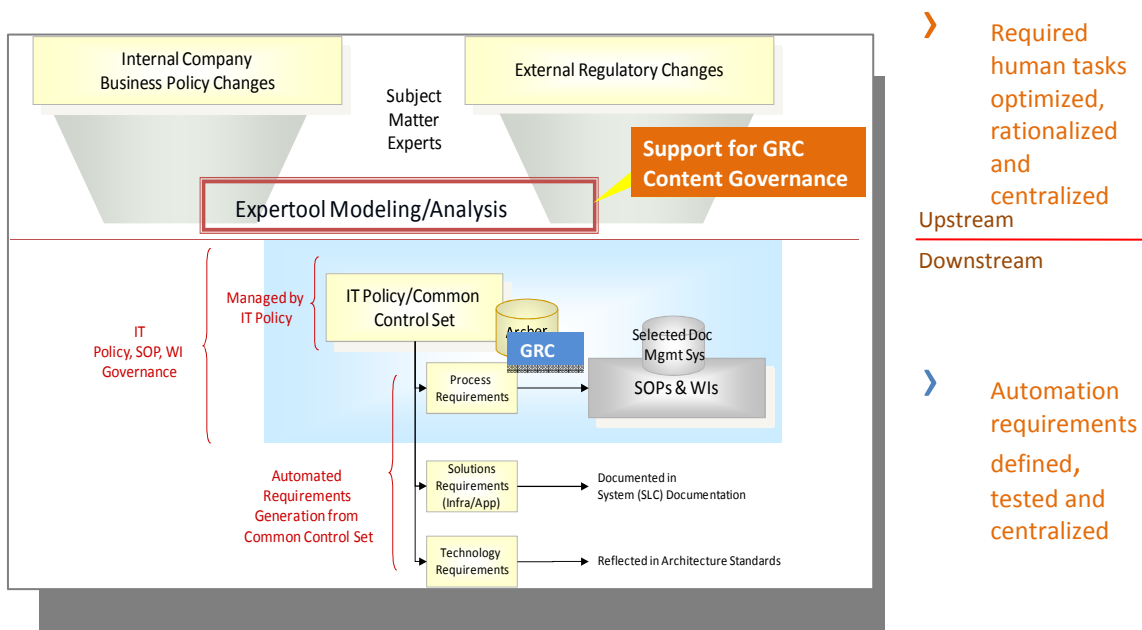
Project B

- The 3000 issues were triaged, prioritized and resolved (or tabled) in 10 weeks, compared to 18 months the previous time.
- Leveraging data that was being simultaneously modeled in Project C as a starting point, an economic impact analysis was completed in 12 weeks, with the governing council's review and approval of the evolving methods.

Project C

- Leveraging model components from projects A and B, a desktop expert application was built for the program office managers that reduced the project compliance assessment from over 20 hours to under an hour per assessment exercise.
- Captured mental models of corporate experts resulted in interactive rules that eliminated over 90% of debatable issues.
- In addition to baseline measures, the model generates a project schedule of requires business-side activities and compliance related language to be added to standard vendor contracts.

Although there have been ongoing improvements, at the completion of the initial stages of the above projects, the sponsors described the resulting transformation using the following diagram:

A genuine transformation was achieved, enabling holistic policy management and control implementation. The sponsor for project A received the company's highest internal management award, and a significantly expanded company role.

For additional information or demo contact us at:

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