

Case study: Digital Strategy



**Client: International
Pharmaceutical
Company**



**Industry: Life
Science**



**Project: Digital
Strategy**

Initial Situation



The client is a global, medium-size pharmaceutical company with strong growth ambitions. To support this growth from a Quality Management (QM) perspective, the QM department needs to leverage digital technologies and approaches. Nevertheless, the Quality Management department has no digital strategy defined. This leads to following challenges:

- Lack of clarity regarding strategic direction and focus initiatives for QM
- Benefits of latest technologies are not fully leveraged
- QM is not always integrated with corporate and IT strategy initiatives which leads to misalignment
- QM initiatives are not always fully funded / planned for more than one year and the delivery is done year by year on best effort
- QM is not proactively considered in cross-departmental end-to-end process design

Approach



KPMG created the digital strategy leveraging a best practice strategy development framework. The digital strategy developed consists of following 5 pillars:

- Operational Excellence
- Information Excellence
- Quality Awareness
- Strategic Alignment
- Compliance

KPMG used a phased approach to develop the digital strategy:

- Review the baseline and identify challenges of the QM department
- Create the QM vision and mission statement
- Create the QM roadmap and the strategic business case

Results & Client benefit



- Transparency about current gaps and challenges
- Clearly defined vision and mission statement
- Target state regarding the digitalization of the QM department incl. its benefits
- List of initiatives incl. one-pager per initiative that are required to get to the target state
- Business case for every of these initiatives
- Transformation roadmap