

DESIGN & BUSINESS CASE FOR SHARED SERVICES OF AN INTERNATIONAL PHARMACEUTICAL COMPANY



Client

- Internationally leading corporation in pharmaceutical and health care products
- Headquartered in Switzerland with strong global presence
- Entrepreneurial culture with historically very independent business and market units

Starting position

- Highly autonomous HR organizations within business units and within local markets, inadequately leveraging corporate synergies
- Global HR responsible mandated to develop a business case showing the business case for a global HR shared services organization

Approach

- Analyze and understand current organizational and IT landscape, with a dedicated view of key cost drivers in IT and processes
- Design the target organizational set-up and its underlying, high-level IT landscape
- Evaluate transition costs based on a five year implementation plan as well as future operating costs (IT & organization)

Results

- Well founded business case, showing potential financial benefits of the initiative
- Decision documentation approved by the top management