

# Capitalizing on Business Architecture in the Pharmaceutical Industry

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# Company Profile

- Pfizer is headquartered in New York City
- Global leader in:
  - Pharmaceuticals
  - Consumer Health Products
  - Animal Health Products



**Working together for a Healthier World**

**“One Team, One Goal”**



# Agenda

- Business Architecture concepts
- Initiating a Business Architecture program
- Developing a robust and agile Business Architecture process structure
- Leveraging and sustaining Business Architecture value

# Business Architecture – CONCEPTS



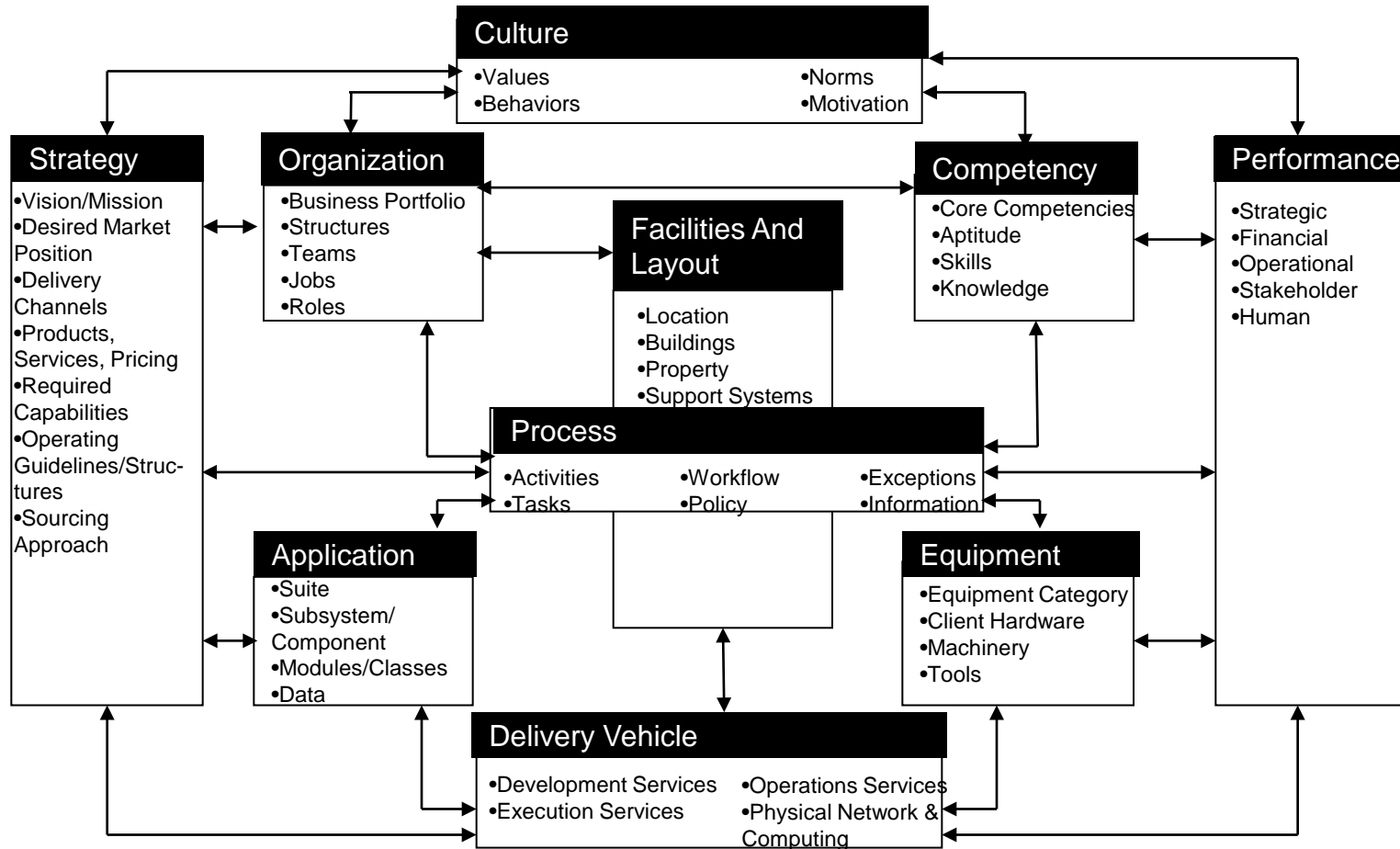
# • What is a Business Architecture?

- An *organized classification* of business data that collectively represent what the enterprise must produce to satisfy its customers, compete in a market, manage its suppliers, sustain operations and care for its employees.
- The bridge between Strategy and Delivery
- The *blueprint* that targets and exploits value levers
- The *strategic roadmap* to the organization
- The glue that holds together Organization and Human Performance, Process and Technology related data

# • **Guiding Factors for Successful Business Architecture Development and Deployment**

- Business information must be integrated and structured to provide maximum benefit to the organization.
- Organizational commitment must be present to enforce the rigor of the Business Architecture and maintain a robust enterprise Business Architecture information repository.

# Business Architecture Meta-Model



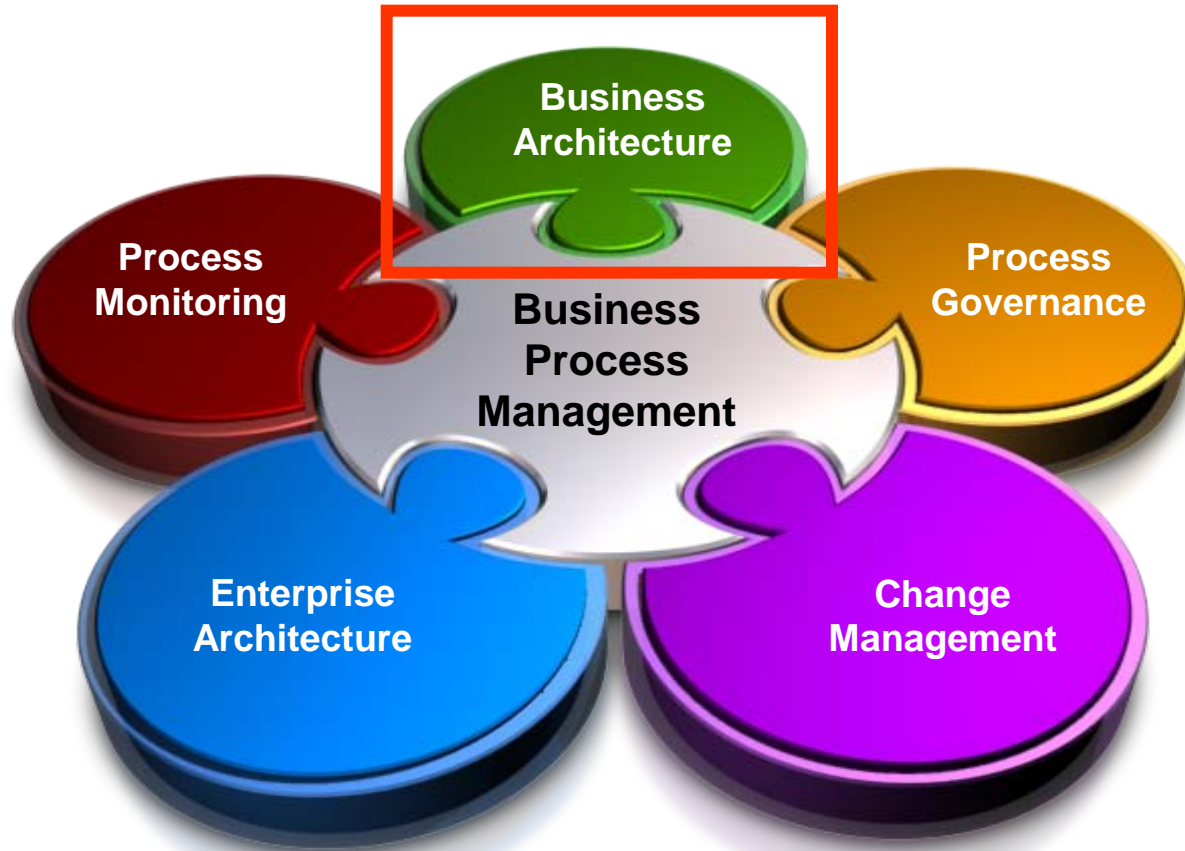
# The Challenge

- Determine which process components are critical to the initial Business Architecture structure
- Identify which data relationships can be supported given the current level of process maturity
- Define the mechanism for populating the Business Architecture with the required process component data

# Business Architecture – PROGRAM INITIATION



# Business Process Management Components



# Design your Business Architecture Program

## ➤ Charter Business Architecture (BA) Program

- Define Program Purpose
- Establish Strategic Direction
- Define High-Level Milestones
- Solicit Executive Sponsorship

## ➤ Develop a Collaboration Plan

- Working together: Business, BPM and IT

# Charter BA Program (Example)

## Define Program Purpose

Leverage the power of every employee to deliver the line of thought every day in thousands of actions.

- **WHAT** each employee needs to know to take ownership of their actions and decisions within the end-to-end process of making medicines for patients.
- **HOW** each employee collaborates across boundaries to meet our ambitious goals aligned to company and patient priorities



# Charter BA Program (Example)

## Establish Strategic Direction

- **Short Term Focus:**

- Short term focus shall concentrate on **establishing the Business Architecture infrastructure and performing curriculum development**. Completion of these activities will provide the foundation necessary for initiating BPM project work needed to properly populate the Business Architecture.

- **Medium Term Focus:**

- The medium term focus shall concentrate on **developing Business Architecture competencies and populating the Business Architecture repository** for the TO&PS organization. This effort will be carried out via project work and will result in the initial population of the Business Architecture.

- **Long Term Focus:**

- The long term focus shall be on **creating sustainable structures responsible for monitoring and optimizing process performance**. These structures will be integrated into how we do business.



# Charter BA Program (Example)

## Define High Level Milestones

### Proposed High-Level Milestones - Timeline

Q1	Develop the process architecture strategy and gain alignment across TO&PS BSP Programs.
Q2	Train process architects in each program on the ARIS application and complete a pilot project (model a small process to exhibit competency). Educate all TO&PS BSP staff on the process architecture concepts, the ARIS application and role it plays in our work. Educate management team on how to manage their programs utilizing these tools.
Q3	Complete one end-to-end process in each program (examples to be confirmed: Supply Chain Network Planning, ELIS, LIMS, SAP CAPA) and gain approval from key business process drivers.
Q4	Develop project plan and resource model to expand process architecture work across all ECS processes in support of 2009 budget.

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# Business Architecture Program Charter

## Solicit Executive Sponsorship

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14. Glossary of Terms

#### Executive Summary

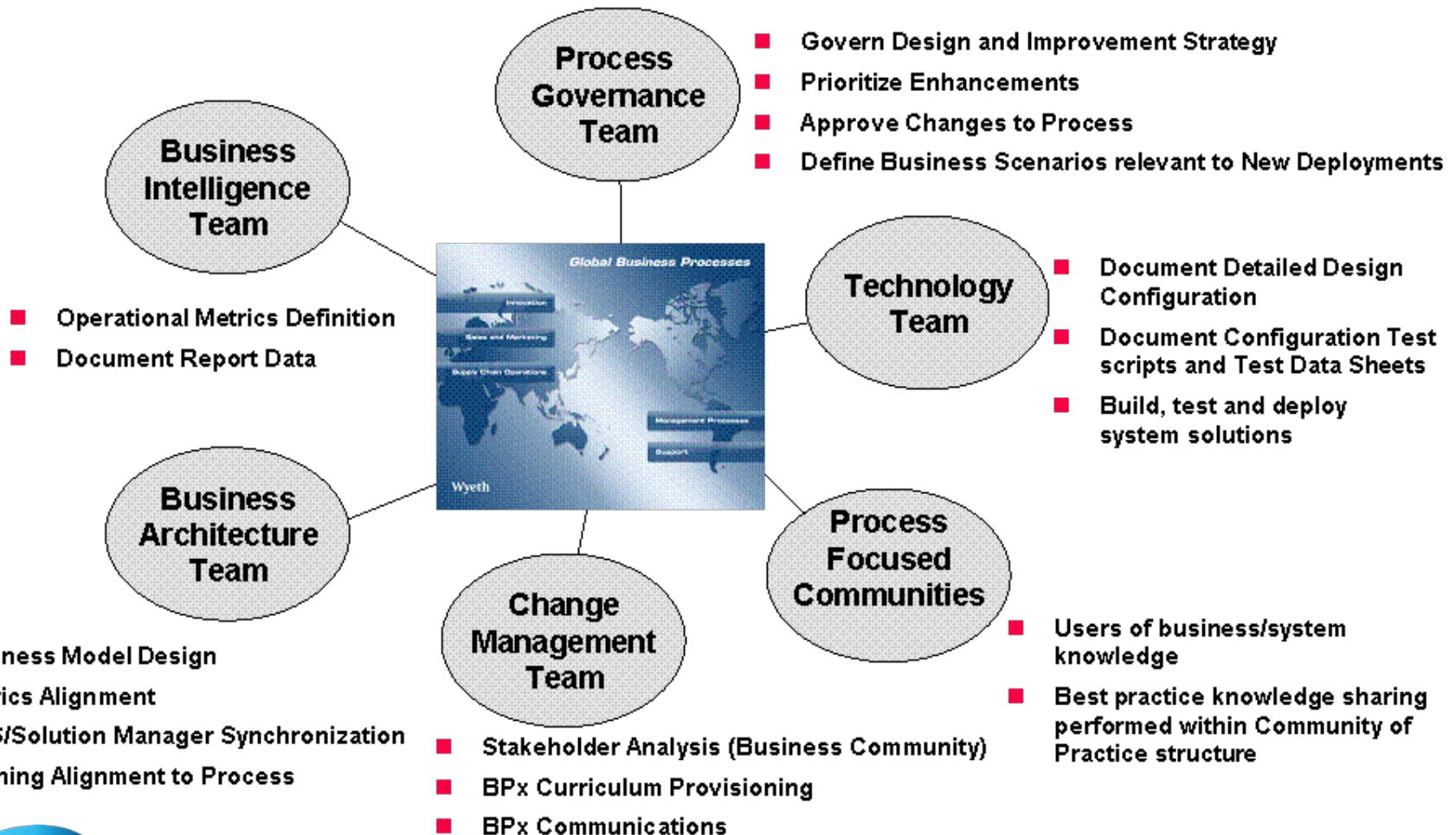
The purpose of this charter is to define the activities necessary for the development and sustainment of an enterprise Business Architecture.

The Business Architecture is the strategic roadmap to the organization. It describes information about the enterprise “explicitly” in terms of what it does in order to ensure proper focus and effective operation. The mission of the Business Architecture program is to develop and implement an evolutionary, high-performance (flexible and responsive) structure, that is aligned with TO&PS program/business goals, and facilitates the use of knowledge assets by its stakeholders for leveraging competitive advantage and innovation potential.

The benefits to be gained as a result of developing the Business Architecture are;

- *Support communication of global standards:* The business architecture will provide a common repository for the sharing of business process related information throughout the Wyeth community. All process information will be documented in a consistent format that is compliant with Wyeth ARIS Methods and Conventions.
- *Evaluation of the impact of enhancement requests:* Integration of business architecture content will provide the means necessary for quickly assessing change impact across the enterprise. As a result, time required to perform analysis activities will be significantly reduced.
- *Identification of operational excellence opportunities:* Process maps residing in the Business Architecture repository will be easily accessible to the Wyeth community for leveraging performance improvement opportunities. As a result, process redundancies, process integration points, and

# Collaborative Work Groups



## Business Architecture - DEVELOPMENT

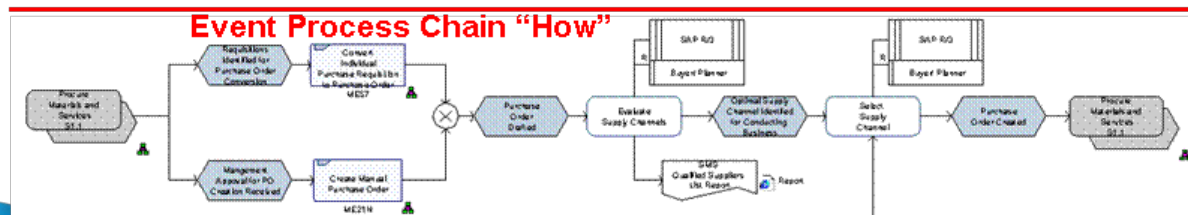
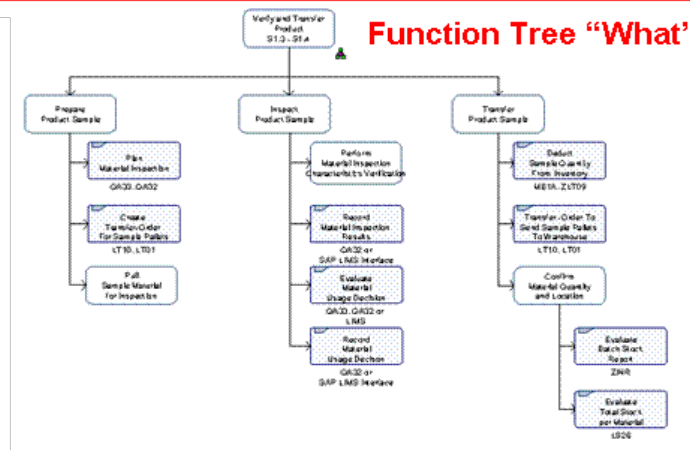


# Structured Top-Down Architecture

Our BPM journey began with the realization that a strong Business Process Foundation was required



[Link to Process Narrative](#)



# Structured Top-Down Design Method

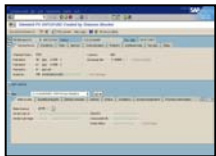
The application of “plug and play” components requires a rigorous Business Modeling approach

- **Characteristics of this approach include:**
  - Enforced Life Cycle adherence when developing the Function Tree
  - Meaningful triggering and ending events for every activity on the Event Process Chain diagram
  - Mandated the linkage of roles, training, reports, metrics, process narratives, system support, system interfaces, and controls on each business model



# ARIS: Master Process Repository that is the Hub for Efficiently Managing the Enterprise Global Model

System Transactions



Training



Standard Job Positions



Business Intelligence



Manual Process Steps



Controls



## Global Processes:

- Allows every employee to understand & follow our business
- Drives consensus on process, boundaries, scope & responsibilities
- Enforces Standardization & Compliance
- Reference for performing impact analysis

# Business Architecture – LEVERAGING AND SUSTAINING BA VALUE



# Standardized Process Methodology

- A common language for describing the business process has been defined and communicated throughout the organization.
- Business colleagues, IT, and engineers use this “process speak” to communicate their business process requirements.

# Visible Leadership

- Executive Sponsors include BPM goals in G&Os
- Executive Sponsor speeches and videos
- Process Owners/ Drivers endorse BPM models
- Process Owners reward based on process performance
- IT Leaders/ Process Drivers record narratives
- IT Leaders value the BPM models in Deployments
- BPM Leadership drives transparency
- BPM Leadership celebrates success of the collective



# Process Owner/ Driver Endorsement

## Example Business Process Owner Endorsement Letter



### ERP Global Model Endorsement

I endorse the ERP Global Model Baseline maps which are relevant to the Process Components listed below:

Process Component Name	Endorsed
Process Component A	<input type="checkbox"/>
Process Component B	<input type="checkbox"/>
Process Component C	<input type="checkbox"/>
Process Component D	<input type="checkbox"/>
Process Component E	<input type="checkbox"/>
Process Component F	<input type="checkbox"/>

#### Business Process Owner Endorsement:

This endorsement reflects the baseline maps effective on the date of my signature below.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Example Executive Sponsor and Process Owner Endorsement at Summary Level (“What” Map)

Executive Sponsor:

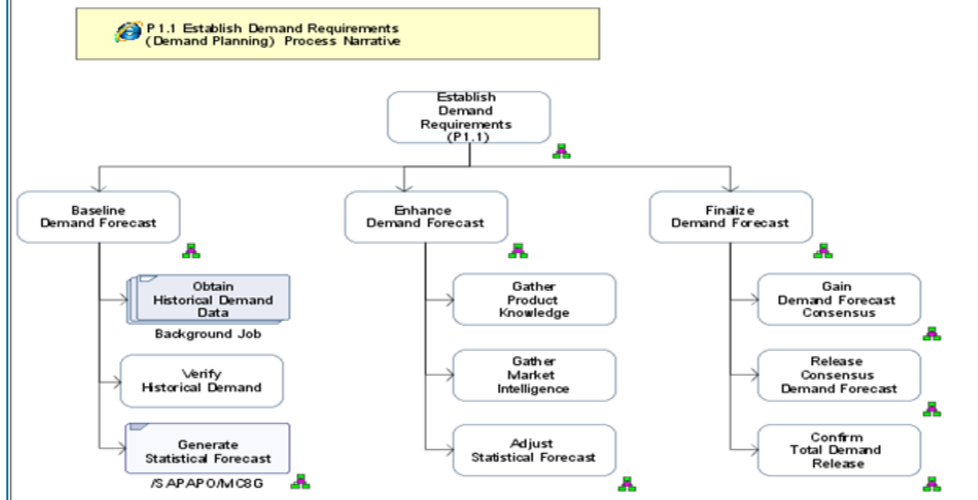
Business Process Owner:

Business Process Driver:

Version #: 1.0

Effective Date: June 22, 2010

### WHAT: Establish Demand Requirements (P1.1)



# Process Governance

- **Enables business ownership of Pfizer business processes**
  - Process Driver is single point of contact for in-scope business process decision-making
- **Achieves control and balance of global business process standardization**
  - Enables transparency across Pfizer globally
  - Consistency of data drives global reporting
- **Ensures decisions support Pfizer globally**
  - Fast
  - Prioritized to meet the Business Timeline
  - With Stakeholder input



# Process Governance: Roles and Responsibilities

	Role	Governance Responsibilities
Business	Executive Sponsor	<ul style="list-style-type: none"> <li>Provide visible leadership to implement a process-focused company</li> <li>Drive process and data standardization</li> <li>Resolve issues raised between Process Owners</li> <li>Escalate critical issues to appropriate ELT members (as necessary)</li> </ul>
	Process Owner	<ul style="list-style-type: none"> <li>Implement and maintain standard global processes and data across Pfizer</li> <li>Ensure process design meets critical business requirements</li> <li>Make final determination for issues escalated by Driver</li> </ul>
	Process Driver	<ul style="list-style-type: none"> <li>Prioritize global model change requests and continuous improvement initiatives based on business value and cost</li> <li>Make determinations for overall process design, master data and change requests</li> <li>Escalate issues to Owner as needed</li> </ul>
ERP	Solution Owner	<ul style="list-style-type: none"> <li>Collaborate with Drivers and Owners to assess solution options to meet requirements</li> <li>Design, develop and deploy an integrated ERP solution (business process, data, system)</li> <li>Evaluate impact and cost of potential changes for evaluation with Driver/Owner</li> </ul>
	Enterprise Standard Lead	<ul style="list-style-type: none"> <li>Define and implement global standards for BT Services supporting the ERP solution (e.g. business intelligence, technical infrastructure, master data management approach)</li> </ul>



# Closing Thoughts

Charter BA program success measures that are important to your organization

Choose your Governance Team members carefully

- Governance is 90% Consensus Building, 10% Decision Making.
- Governance requires people with courage who are supported by executive leadership and respected by their peers.

Start small and build on success

- Let your governance organization define your scope.
- Let your BA team size and skill level define your pace.

BA Leaders know how to:

- Balance Risk and Reward.
- Deliver On-time, every time.
- Make complex processes understandable to all levels of an organization.
- Work Hard, Have Fun.



*Thank You*

