



Customer Success Story: Eli Lilly

Overview

Eli Lilly and Company Limited is a major American pharmaceutical manufacturer based in Indianapolis. It is one of the world's top pharmaceutical companies, with research and development centers, manufacturing sites and distribution centers, exporting medicines to all parts of the world.

Today the global drug market is experiencing increased competition, additional government mandates and higher development costs. A key to retaining a competitive advantage in this environment is optimizing business processes, systems and technologies. Enterprise modeling helps Eli Lilly do just that.

Challenge

Modeling an Enterprise Architecture for Systems across the Organization

Gary Comerford, lead of Methods and Tools for Lilly's European Demand IT function, said that several years ago the company's IT Architecture function needed to outline a comprehensive technology architecture strategy, but it did not have the appropriate solution for such a project. At the time they utilized Visio.

The group set out to investigate more comprehensive tools for mapping processes. They identified the tools within the Leaders' quadrant of Gartner's Business Process Analysis Magic Quadrant report and embarked on an intensive evaluation. Metastorm's ProVision Enterprise Modeling software came out on top. The team liked the look, feel and user interface of the solution, while being impressed that it provides modeling, analysis and simulation tools for all aspects of the enterprise, including processes, systems and technologies. In addition, Metastorm ProVision offers robust capabilities for importing and leveraging data from other tools, like Visio.

These powerful features have enabled Eli Lilly to elevate

Highlights

Life Sciences,
Pharmaceutical

Challenge:

- Getting a large-scale view of the company and establishing a technology architecture strategy for consistent, effective deployment of IT systems

Customer Benefits & Results:

- Raised the importance of process management for strategic advantage
- Standardized processes globally and improved efficiencies
- Reduced the IT footprint and support costs
- Extended valuable intellectual capital throughout the enterprise
- Built on existing Visio diagrams through robust import capabilities of Metastorm ProVision

process management to a global level.

Solution

Securing Senior Management Support for Process Modeling

"We've gone through a mindset change. Previously, we encountered challenges within Eli Lilly and Company in gaining senior management buy-in for BPM," Comerford said. "So we began with some 'stealth' projects. Once those were accomplished successfully, executives started to see the value."

For example, Comerford said that one of Lilly's European business areas was considering the possibility of outsourcing some of its work. But before the team could discuss the processes with the external service providers (ESPs), they first needed to understand those processes.

"We were able to spend some time with the group, map their processes and present those mapped processes to the ESPs to enable them to have a meaningful conversation about what would be involved in outsourcing," he said. "As an aside, the ESPs were so impressed with ProVision as a tool when we presented the processes that they started looking to evaluate the product for their own internal use."

All of the models and definitions Comerford's group creates IT process point of view are stored within the Metastorm ProVision repository. He stressed the importance of obtaining executive support for business process modeling.

"I firmly believe that a process in the purest sense of the word

is a common way of performing a business function-- and that it is the same across the globe. It makes sense, therefore, that if it is common and global, then setting it up for success involves having senior sponsorship at a global level. No-one is going to adopt a 'global' process if it is defined and sponsored by a middle manager, but if the same process is mandated by a vice president or CIO then it has more credibility," Comerford said.

Pharmaceutical companies, which are heavily regulated, are required to demonstrate a consistent way of managing projects. At Eli Lilly the methodology is referred to as the Lilly Systems Engineering Framework (LSEF). This is a global framework that was defined as a way of providing common project implementation settings across the whole organization.

LSEF was developed with senior level sponsorship and was based on Project Management Best Practices (PMBok). The global framework was defined by the team, who then mandated that a local implementation, based on the common framework, had to be completed within a set time span by all areas of IT.

"For the European development group, my team took that framework and built on the processes defined within it and created the regional version. We used ProVision to help facilitate discussions around processes, to run process development sessions where affiliate folks defined how they currently perform tasks, and to manage the process differences and define a single common reference," he said.

The resulting processes, procedures, document templates and training documents were loaded into ProVision and published on an Intranet page, thus extending valuable intellectual capital to the desktop of every individual.

"The methodology helps employees do their day to day work. The web site takes them through the whole process for any given project activity, from how a project is initiated to how a solution is retired. For example, you can click on a link for requirements gathering, and it will take you to a template with all the materials needed to execute the process," he said.

Results

Elevating IT Process Modeling to Achieve Global Impact

By using ProVision, Eli Lilly is improving the way it does business. Comerford said the company is:

- Standardizing processes globally.
- Minimizing regional differences, thus improving efficiencies.
- Reducing the IT footprint by removing packages that don't match global processes and by implementing packages globally rather than locally (thus reducing support costs etc.).

- Improving and increasing process management capabilities.

1-877-321-META (6382)
+44 (0) 208-971-1500
www.metastorm.com

© Copyright 2007, Metastorm Inc. All rights reserved. Metastorm BPM, Metastorm Enterprise, Enterprise Process Advantage and Process Pod are either trademarks or registered trademarks of Metastorm Inc. Other product, service and company names mentioned herein are for identification purposes only and may be trademarks of their respective owners.