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A Large Medical Devices Manufacturer Moving from National to Global

Business Situation:

A large US-based medical devices manufacturer found itself catapulted into Fortune 500 status and the realm of multinational companies with its purchase of a European company with facilities located around the world. Suddenly, the old ways of doing business no longer worked, with far-flung decision makers representing differing regional needs. Particularly in the area of IT governance, defining and managing the entire portfolio of IT investments became a challenge.

Solution Description:

The solution came through the development of an IT governance process and associated organizational structures. Working with the CIO and his management team, we created an IT governance policy that addressed challenges that every company faces:

- Identify and define the permanent organizational structures that will enable good IT governance and define their decision-making authority.
- Ensure active, high-level involvement from business and technology executives representing all geographical regions in which the company operates.
- Provide an explicit alignment between business strategy, IT strategy, and IT activities at the operational level.
- Ensure that policies, procedures, and standards are created and maintained so that the enterprise has a reasonable expectation that IT will be able to exploit business opportunities as they arise.
- Manage the use of IT resources so that they are effectively and efficiently applied in accordance with the needs of the business.
- Identify and manage IT-related risks at the appropriate level.

Benefits/Results:

With a game plan in hand, this company can now tackle the tough and ever-changing problems that come its way. And, it can do so knowing that it is directing its IT investment appropriately.

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Case Study
Strategic Impact Services

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