

Strategic Roadmap Bridges Business & Digital Objectives

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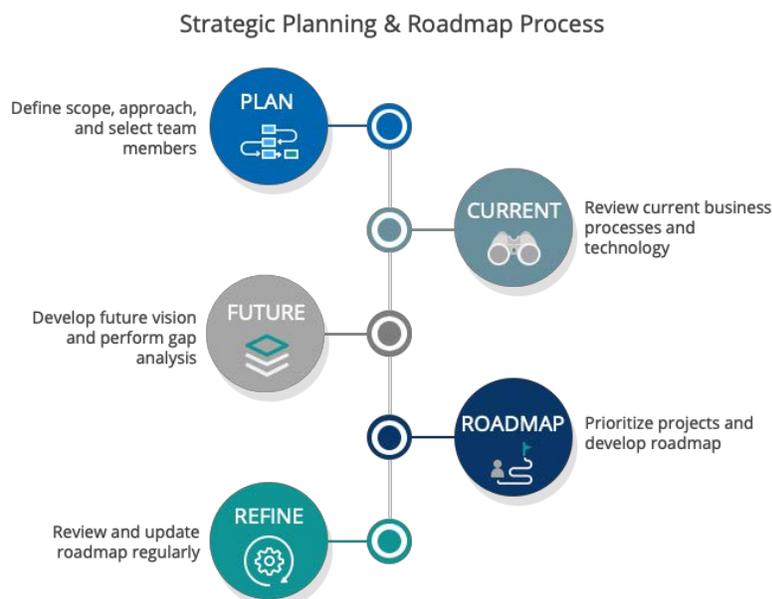
INTRODUCTION

In today's environment of increasing competition, consolidation and drive toward operational effectiveness, having a clear picture of where an organization wants to go is essential to success. By necessity, Life Sciences organizations need to transform themselves in a way that integrates needed change associated with business process, technology, knowledge management, and organizational dynamics. Because the environment is moving faster and changing, the approach to transformation needs to be flexible and dynamic. Any plan will require review and update on a regular basis. The development of a strategic roadmap provides an excellent tool to do just this.

DEVELOPING THE ROADMAP

The strategic planning and roadmap process serves as an excellent mechanism to both identify and communicate strategic objectives for an organization, while building buy-in to the plan. Developing buy-in is a critical success factor to the achievement of the plan's goals. To achieve the desired results, the effort involved in developing the strategy and roadmap must target the right approach, involve the right people, and provide an appropriate level of detail to elucidate intent, priority and direction. Additionally, it is critical to build strategic alignment within the team.

Without appropriate scope definition at the onset, the effort can quickly become all things to all people and provide little real value to the business. Thus, pulling together the right team, defining



expectations from the effort, and clarifying roles, responsibilities, and scope is essential to building alignment. This, in turn, requires strong executive sponsorship with a foundational vision for the future that is communicated to all participants.

Once the scope and team have been formed, the team will work through a process of understanding what is known (process, technology, etc.), envisioning what could be (idea generation without restraint), determining what should be (balancing the ideas with reality), performing a gap analysis, and ultimately translating that work to a clearly understood roadmap. The roadmap should take into consideration many aspects of the implementation that are often overlooked and provide a clear pathway to implementing needed change. The roadmap may include projects and work efforts centered on foundational, tactical and strategic technological needs, changes to processes and associated standard operating procedures, work practices and guidelines, information management, knowledge management, change management, and organizational change.

A key deliverable is the identification of projects required to close the gaps between

what is and what will be, prioritize those projects, and then lay them out in a time-based map that provides clear direction forward. The map also needs to take into consideration resource availability and other external factors that could impact the implementation of the plan (e.g., regulatory submissions, external factors, organizational changes, etc.). The roadmap should be viewed as a starting point to the work efforts and it should be seen as a living document that will of necessity require regular reviews and updates.

CONCLUSION

In short, if done well, the strategic roadmap will provide a common language for addressing future needs and will facilitate communication among functional areas within your organization. Further, it will provide a common reference for decision making around operational project portfolios.

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