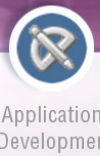




Business Intelligence



Collaboration Portals



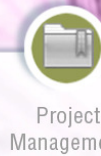
Application Development



Business Strategy



Executive Dashboards



Project Management Offices

Business Case – Merial

Solution Overview

Microsoft Gold Certified Partner

Blackstone & Cullen, Inc.

Scenario

Strategic Planning

Industry

Animal Health Care and Productivity

Organization Profile

Merial is the world's leading animal health company, producing a wide range of pharmaceuticals and vaccines to keep livestock & pets healthy and productive. Merial operates in over 150 countries and has 6,500 employees, 17 R&D centers, and 16 manufacturing sites. 2001 sales were over \$1.6 billion.

Situation

Due to acquisitions and mergers, Merial's IS strategy was fragmented. Merial needed a comprehensive IS strategy that matched the overall business plan.

Business Solution

Blackstone & Cullen, Inc. extensively interviewed IS, sales, and operations personnel; reviewed existing documents, and developed a proposed strategy using Microsoft products and techniques. Project reports were generated using Microsoft Project Professional.

Technology Deployed

- Microsoft SQL Server

Since 1989, Blackstone & Cullen, Inc. has leveraged information technology to provide business solutions. Principal services include enterprise application integration, data warehousing, program office implementation, and custom application development.



Develop a 5-Year Information Systems Strategy

Merial, a leading global animal health products company, teamed with Blackstone & Cullen, Inc. (BAC) to develop a comprehensive 5-year information systems strategy that flexibly supports the enterprise. Key results of the IS strategy are:

- **Direct linkage to the enterprise global business strategy**
- **Business strategy with joint ownership with business and regional units**
- **Business strategy value that is measurable and a planning process that is repeatable**

Merial asked BAC to help develop an IS Strategy that was linked to Merial's business strategy. Merial operates in over 150 countries, and the process of mergers and acquisitions had resulted in a business strategy focused on a country or region. The challenge was to develop an IS Strategy that supported global requirements while being flexible enough to use for individual country requirements. Essential to the strategy development's success was managing the cultural perspectives within and around the various business and regional entities to reach consensus and ownership.

Solution

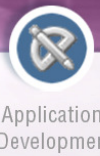
BAC started with a standard approach of interviewing executives and senior managers to understand their critical business issues and to determine their decision support information requirements. Within a few days of observing the company's business culture, a different approach was needed. Merial had a strong short-term governance/capital appropriation program in place. But this did not ensure that longer term business strategies can be supported by the IS plan. Nor was there a strong measurable operational view of progress towards meeting the



Business Intelligence



Collaboration Portals



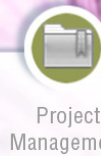
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enterprise business strategy's IS needs.

With concurrence of Merial leadership, BAC brought re-organized **collaborative** interaction between the IS and business unit senior management to validate the simultaneous and on-going revision of the **enterprise business strategy**. In a hierarchical organization, the strategies were made operational through initiatives, then programs, and finally projects for the next 5 years.

Further, BAC recommended an enhanced standard planning process that included revision every six months to accommodate the dynamics of the business and ensure the continued linkage and **joint ownership**.

Project validation process was standardized to prioritize, identify dependencies and deficiencies. Included in this process are ensuring linkage to programs, initiatives and strategies and evaluating contribution value against cost.

When presented to the Sales Management team – IT received a standing ovation...

Benefits

- Provided a formal agreement and joint ownership between the IS and the business units management
- Established the target for IS products and services to be delivered over a five year period
- Via an annual update, established a mechanism to
 - Provide effective Information Management services, and
 - Enable business units to perform their work more effectively
- Provided the basis for developing the current year IS Budget and Operating Plan
- Established a method for refining requirements, scope, schedules, and delivery plan throughout any year so that products and services are delivered effectively and accomplish their intended purpose

Critical Success Factors

- Executive and senior management ownership of the planning process
- Open communication about business issues and decision information needs
- Access to strategic planning and financial planning resources
- Access to existing information management plans
- Access to all aspects of the enterprise

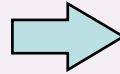
Joint IS / Business Planning

5-year IS Strategic Action Plan

MERIAL Who is Responsible - Initiative Teams

Linking IS Strategy to the Business

	Customer Facing	Product Facing	Employee Facing	Corporate Business Intelligence
Strategic Initiatives	Jim Miller Kath Collins Steve Mahoney	Raul Trivelpiece Bruno St. Marc	Tanguy Desjard Nath. Seligiam	Damien Merlin Dorot Champaazac Dominique Peligonet
Programs	John Harbaugh James Sui	Laetitia Gatala Ron Townsend	Craig Hudson Greg Ashworth	Craig Hudson Steve Lester
Projects	BST Coord.: Eric Pacin/Serge Magnin	IS partners: Craig Hudson / Mich Colman / Greg Ashworth		
IS Partners	BST Coord.: Ron Townsend/Laetitia Gatala	IS Partners: James Sui/Mich Colman		



Strategic Initiative: 1. Customer Facing Systems

Program: 1.1 CRM Integration

Objectives

Programs

Program	Start	End	Priority
1.1 CRM Integration	2008	2012	High

Strategic Initiative: 1. Customer Facing Systems

Program: 1.2 CRM Integration

Objectives

Programs

Program	Start	End	Priority
1.2 CRM Integration	2008	2012	High

Strategic Initiative: 1. Customer Facing Systems

Program: 1.3 CRM Integration

Objectives

Programs

Program	Start	End	Priority
1.3 CRM Integration	2008	2012	High