



# Driving successful business transformation in Life Sciences with smarter information management



Effectively address challenges during  
business restructuring



**“In the current environment, companies are rationalizing their base—carving out assets that don’t fit within their overall portfolios or restructuring and rebalancing their portfolios.”**

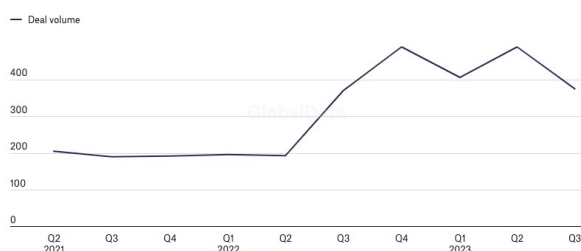
– Deloitte<sup>2</sup>

## Business backdrop

Acquisitions, mergers, or divestitures are major changes in corporate structure that have a direct impact on a pharmaceutical company’s information landscape. Achieving the right product mix, research capabilities, and manufacturing capacity to grow drug pipelines or reach new customers creates additional information management challenges.

This paper highlights how restructuring Life Sciences companies can harness information management to solve evolving business needs, support employee productivity, and gain insights from content and processes.

**M&A in the global pharmaceutical industry (by deal volume) - Q2 2021 - Q3 2023**



Graph source. As reported in Pharmaceutical Technology<sup>1</sup>



**“When it comes to the successful integration of an acquired target, a one-size strategy does not fit all.”**

– PWC<sup>3</sup>

<sup>1</sup> Pharmaceutical Technology, M&A in pharmaceutical decreased in Q3 2023. (2023)

<sup>2</sup> Deloitte, Global Life Sciences Sector Outlook. (2023)

<sup>3</sup> PWC, Pharmaceutical and life sciences: US Deals 2023 midyear outlook. (2023)

## Impact on business continuity and efficiency

Handling technology well is a critical success factor in corporate maneuvers. Its impact is far-reaching, capable of either amplifying or eroding the value gained from an acquisition or divestiture.

### Acquisitions

Successfully navigating an acquisition requires a comprehensive approach to smooth and efficient integration. This involves identifying and understanding obligations inherited from the acquired company, which include ongoing contracts, commitments, and partnerships. It is also necessary to streamline management of acquired assets, such as data, software licenses, hardware, and intellectual property, to optimize their utilization and minimize redundant resources.

Integrating systems and processes from the acquired company into existing infrastructure should also be a priority. Organizations should identify opportunities for consolidation to improve efficiency and reduce redundancies within the combined entity. Enhancing visibility into the newly acquired company’s operations, infrastructure, and processes is key. Combining resources can lead to significant potential economies of scale and cost savings.

### Divestitures

When a company is divested or “spun off,” it introduces a unique set of information management challenges and opportunities. Ensuring business continuity is essential to minimize disruptions and allow seamless transfer of assets and responsibilities.



The prospect of a new or greenfield implementation presents an opportunity to strategically build operations from the ground up, optimizing processes and technologies. However, this requires balancing innovation with business-as-usual activities, enabling the divested company to continue serving its core functions while exploring new opportunities. Building a new mode of operation can redefine the company's approach to align with its goals.

Several considerations can collectively contribute to the successful reshaping and realignment of the resized company. For example, facilitating a move to the cloud can enhance scalability and efficiency, enabling the divested company to embrace modern technologies and drive long-term success.

Secure and strategic information transfer is vital to protect intellectual property and ensure a seamless transition. In addition, retiring legacy systems and offloading applications helps discard outdated technologies, reduce maintenance costs, and enhance agility.

Whether pharmaceutical companies are looking to team up or spin off, important information management considerations include:

- Untangling software, databases, and infrastructure to efficiently support the new entity.
- Minimizing disruption and maintaining operational continuity.
- Ensuring systems and processes remain compliant with current and future regulations.
- Assessing IT infrastructure and technologies to decide whether to retain, replace, or upgrade systems to align with the new entity's goals.
- Protecting sensitive information such as patient data and proprietary research.
- Reducing security vulnerabilities during the transition period, such as warding off phishing and social engineering attacks.

### **Accelerate ROI for strategic transformation**

To accelerate return on investment, pharmaceutical companies should strive for the following:

- **End-to-end information management**  
Reduce risk, cut costs, and grow revenue by improving management of data, content, and media.
- **Integrated governance and control**  
Intelligently integrate compliant content management into all operational processes to ensure security, agility, and resilience.
- **Connected, enriched operations**  
Integrate systems, people, and things to enrich information and deliver it anywhere it's needed.

Managing information directly impacts the due diligence process, integration of acquired assets, and ongoing operations of the new entity. Using information management technologies helps streamline data and content transfer, assess risks, and identify cost-saving opportunities.

### **Governance in divestitures**

Integrated, yet segregated governance and control play a pivotal role in ensuring a smooth transition during the divestiture process, where regulatory scrutiny is high.



**“Companies that use deals to transform their businesses and drive innovation can position themselves to successfully navigate these major events while continuing to drive positive returns to shareholders.”**

– PWC<sup>4</sup>



By intelligently integrating compliant content management, security, and operational agility into processes, Life Sciences organizations can allow for efficient separation of the newly divested entities. This helps maintain regulatory compliance and data security, while ensuring the agility and resilience required for an ever-evolving landscape. By mitigating regulatory and reputational risks without hampering productivity, companies can safeguard their reputation and value during the divesture process.

### **Governance in mergers**

To enrich information exchange between merging entities, systems, individuals, and devices from research, clinical and manufacturing need to be integrated. This ensures that crucial data is readily available and accessible, facilitating informed decision-making in an industry where accuracy and accessibility are paramount.

### **Smarter information management**

Use these information management strategies and best practices to improve business processes and accelerate time-to-value of business restructuring and transformation:

- **Align technology to the rationale and vision for the merger or acquisition** by identifying the strategic goals, expected benefits, and potential risks. Align to the interests and expectations of patients, providers, regulators, investors, and other participants.
- **Reduce the number of applications, data centers, and servers** that store and manage critical information from drug development, manufacturing, and distribution, such as clinical trial and patient data, drug formulations, and supply chain data.
- **Integrate content services solutions** with existing enterprise content management infrastructure to build on investments and enhance value with new capabilities.
- **Connect content with lead applications** to enable easy access to information by bridging content silos, expediting information flows, and expanding governance.
- **Implement efficient and effective workflows, processes, systems, and structures** to support the delivery of high-quality, patient-centered, and cost-effective therapies across merged or acquired entities.
- **Standardize processes and streamline compliance activities** to mitigate regulatory and reputational risk without impacting productivity.
- **Keep intellectual property and private data secure** with remote threat detection, endpoint protection, remediation, and system restore capabilities. Establish forensic data collection and investigation to ease compliance with lawful and regulatory requirements.
- **Enable empower secure collaboration and real-time business intelligence** to build global and sustainable supply chains, rapidly onboard new trading partners, and remove information silos.

<sup>4</sup> PWC, Pharmaceutical and Life sciences: US Deals 2023 midyear outlook. (2023)



**“Over the last two years, Fresenius Kabi has begun replacing its legacy and acquired document management systems with the new, central document management platform. On average, the company’s IT team can bring new global teams into the OpenText environment within just six weeks, allowing them to take advantage of the new capabilities rapidly.”**

– Andreas Hofmeyer, Product Owner, Regulatory and Quality IT Systems, Fresenius Kabi

OpenText information management solutions connect content to digital business, allowing Life Sciences companies to use information to its full potential and ensure it is available to people and processes when they need it.

### Why OpenText

OpenText provides the world’s broadest set of technologies for managing information before, during, or after major business restructuring. From reimagining operating models and customer journeys to securely managing complex end-to-end information flows, OpenText solutions empower organizations to reduce risk, cut costs, and grow revenue.

OpenText solutions strengthen the digital enterprise by ensuring information is used and leveraged to deliver maximum cross-functional value. Examples of cloud solutions used by Life Sciences companies include:



#### OpenText Content Cloud

Robust content management capabilities connect people to information when and where they need it, integrating everyday platforms at Life Sciences companies, such as Microsoft® Teams, SAP®, and Salesforce®.



#### OpenText Business Network Cloud

Connects any business, person, system, or thing to build digital ecosystems that are adaptive, secure, compliant, and ethical, enabling frictionless information exchange and collaboration.



#### OpenText Cybersecurity Cloud

Manages and protects critical data, devices, and applications at scale to secure customers, identities, and networks.



#### OpenText Developer Cloud

Governs application lifecycle management activities and implements rigorous, auditable lifecycle processes, reusable, durable tests, and widespread track and tracing.



#### OpenText IT Operations Cloud

Manages and optimizes IT operations across hybrid and multi-cloud environments, including IT service management automation, data center automation, and hybrid cloud management.





## Proposed next steps

Let's work together to outline a vision and identify opportunities to quickly improve your business transformation key performance indicators. Below are suggested next steps to ensure your transformation journey is in lock step with your information management journey.

- **Initial introductory meeting:** Bring together the OpenText Global Account Director or Senior Account Representative with your organization's Business Unit President, COO, CTO, or decision maker on operational excellence investments.
- **Joint roadmap exchange:** Hold a half-day or day-long information exchange with key staff in operations and critical supporting lines of business, such as manufacturing, supply chain, and IT. OpenText will gather insight into operational excellence initiatives, current approaches, and obstacles, then provide an overview of information management technologies and best practices that support those initiatives. We can select additional candidate areas for innovation, simplification, and consolidation while determining respective use cases, ROI, and KPIs.
- **Business Value Consulting workshop:** Engage the OpenText Business Value Consulting team with operations teams and supporting lines of business to assess the current state and quantify the business impact of OpenText solutions along your operational excellence journey. These workshops take the form of readiness and maturity assessments, capability discovery, and technology and business value assessments.



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