

CASE STUDY

Data Strategy Governance & Compliance Program

A large global pharmaceutical company hired BRG to help it rethink and build out a new data strategy governance and compliance program. The executive team had concerns that various divisions were using data inefficiently and inconsistently, hindering a unified global strategy.

BRG first organized a Global Data Council (GDC) to support and align the firm's vision, goals, and imperatives. The GDC had buy-in from the chief financial officer and included senior leadership from Finance, Technology, R&D, and HR, as well as broad support from approximately thirty additional senior leaders across the organization.

The GDC was tasked with the following goals:

- Improve data access and quality at the enterprise level and across all business units.
- Achieve greater efficiencies through this alignment and eliminate duplicative initiatives that drained resources and were wasteful.
- Identify and enable top-line growth efforts and initiatives.
- Improve compliance and help reduce risk throughout the organization.
- Grow data literacy and data talent throughout the business units.
- Build an internal team to lead and sustain GDC efforts on a go-forward basis.

“There is no digital without data” underscored the foundational role data plays in powering digital transformation across the organization. The robust data strategy ensured that our organization could harness data effectively for innovation, decision-making, and competitive advantage, while strong data governance safeguards data quality, privacy, and compliance—making digital initiatives sustainable and trustworthy. Together, they formed the backbone of our successful digital transformation.

R&D Executive, Global Fortune 400 Pharmaceutical Company

Data Maturity Assessment - Capturing Program Value

Working collaboratively with the GDC, BRG performed a baseline data maturity assessment for each business unit across the four pillars, then tracked progress with six- and twelve-month follow-ups. We helped develop practical toolkits—policies, processes, programs, training, and culture-improvement plans—designed to accelerate adoption and drive measurable outcomes for the organization.

Data maturity scores rose by 20 to 30 percent across nearly every business unit within the first twelve months, demonstrating clear adoption and business impact. BRG also built and transitioned an internal core team to assume ongoing program development and management, ensuring sustainable ownership and continuity.

Results



DATA MATURITY SCORES
INCREASED BY UP TO

30% in first
12 months



DEVELOPED BESPOKE
TOOLKIT INCLUDING
POLICIES, PROCEDURES,
AND TRAININGS



GDC POLICIES ADOPTED
AND IMPLEMENTED
ENTERPRISE-WIDE



INTELLIGENCE THAT WORKS

GDC Program Structure - Pillars and Goals

The GDC was developed around four key program pillars: Data Strategy, Data Governance, Data Talent, and Culture & Community. BRG worked closely with the team to support these pillars by doing the following:



Data Strategy

responsibilities involved a commitment and focus to define and support the enterprise data strategy, as well as work with enablers and provide guidance to working groups and the GDC to ensure roadmaps and objectives remained aligned.



Data Governance

responsibilities were developed (including SOPs and playbooks) to define enterprise data domain ownership and develop processes to better measure, monitor, and remediate data quality challenges.



Data Talent

responsibilities included initiating data literacy programs and capabilities, providing creative solutions to attract and retain cost-effective data talent (e.g., develop data talent rotation programs), and ensuring business units with minimal data resources could have on-demand access to expert data roles in larger business units.



Culture & Community

responsibilities required leading the communication and branding plan for data initiatives to generate excitement and adoption. This included socializing the data strategy and governance concepts and conducting data-centric events like “DataFests” that feature guest speakers, program updates, and gamification to measure understanding.

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Our top-tier experts include experienced industry leaders, renowned academics, and leading-edge data scientists. Together, they bring a diversity of proven real-world experience to economics, disputes, and investigations; corporate finance; and performance improvement services that address the most complex challenges for organizations across the globe.

Our unique structure nurtures the interdisciplinary relationships that give us the edge, laying the groundwork for more informed insights and more original, incisive thinking from diverse perspectives that, when paired with our global reach and resources, make us uniquely capable to address our clients' challenges.

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