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EBOOK

Pharma Manufacturers Data Governance & Consolidation

How Pharma Manufacturers Build Trust, Compliance, and Clarity Across
Subsidiaries, Markets & Therapies

What is Farseer?

Farseer is a **third-generation, AI-powered financial planning platform** built for **pharma manufacturers** who need speed, accuracy, and governed data.

At its core is Rama, our in-memory calculation engine that **runs complex scenarios and simulations** in real time.

On top, **Farseer AI** automates routine finance tasks, tests scenarios continuously, and delivers proactive insights to decision makers.

We replace spreadsheet chaos with one governed model — automating eliminations, standardizing data, and giving therapy-level visibility in real time. **Pharma leaders** like JGL Pharma and Altium already use Farseer to cut consolidation from weeks to days and give leadership numbers they can trust.

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Intro & different types of consolidation

Why pharma consolidation is uniquely complex and why spreadsheets can't keep up.

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For pharma manufacturers, governed data is the foundation of trust, compliance, and agility.

Self-assessment: How mature is your consolidation process?

A checklist to test your speed, accuracy, and resilience.

Two types of consolidation.

Two very different headaches.

When CFOs talk about consolidation, they often mean two very different things:

- **Statutory consolidation:** producing P&L, Balance Sheet, and Cash Flow for auditors and regulators. It's eliminations, FX, intercompany, depreciation — the compliance grind that keeps the Tax Authority happy.
- **Planning consolidation:** pulling together subsidiaries, currencies, therapy lines, and departments into one forward-looking model. Without it, finance can't even see revenue and cost drivers, let alone forecast with confidence.

Pharma struggles with both. But the real chaos comes from planning consolidation. That's where speed, visibility, and accuracy make or break decisions.

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The intro

For **pharma manufacturers**, **statutory consolidation** is never a straight line. Subsidiaries run on different systems. Affiliates report in multiple currencies. Therapy areas each bring their own reimbursement rules. Every close is a test: can finance deliver speed, accuracy, compliance, and governed data?

In reality, **most organizations still rely on spreadsheets and endless reconciliation**. Finance teams spend weeks chasing files, fixing errors, and explaining variances. By the time the numbers are ready, leadership already needs the next report. It's slow, it's risky, and confidence in the data melts with every cycle.

And statutory close is only half the story.

On the **planning side**, finance faces an even tougher challenge: consolidating subsidiaries, currencies, therapy groups, and local rules into one governed version of the truth. Without it, leadership can't make timely decisions — and they're left flying blind.



*“Our **consolidation** used to take one to two weeks just to gather market numbers. With **Farseer**, the process now happens in days, not weeks — and leadership finally has a clear, real-time view across subsidiaries and therapy lines.”*

Corporate Controlling Director · JGL Pharma

[Read Case Study →](#)

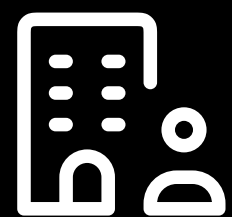
This is the pain of statutory consolidation. And when planning is added on top, the pressure multiplies.

CHAPTER 1

Why **Pharma** Manufacturers' **Consolidation** Fails Faster (and Hurts More)

Subsidiaries, FX, therapy lines, and regulators collide to make pharma manufacturers' consolidation uniquely complex and put enormous pressure on data governance.

Subsidiaries. Markets. Therapies. Regulators.

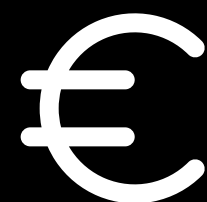


Subsidiaries & Affiliates

Most pharma companies run through dozens of subsidiaries, each with its own systems, rules, and timelines. Affiliates send numbers in different formats, leaving finance buried in manual reconciliation.

Instead of analysis, consolidation turns into cleanup.

Fragmented inputs = endless reconciliation.



Markets and Currencies

Selling across multiple markets means juggling currencies, exchange rates, and reporting standards. A single FX swing can distort results overnight, making speed and accuracy critical.

Finance must deliver clarity despite shifting numbers.

FX swings can distort results instantly.

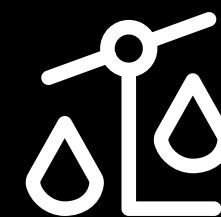


Therapy Lines

Pharma portfolios aren't uniform—specialty drugs bring high margins while generics are razor thin. Add rebates and reimbursement rules, and profitability becomes difficult to track accurately.

Without proper tools, therapy-level visibility collapses.

Therapy economics demand granular visibility.



Regulatory and Audit Pressure

In pharma, compliance isn't optional—every assumption and change must be documented. Manual workarounds and hidden formulas make transparency nearly impossible and create red flags for auditors.

One slip can erode trust fast.

Every number must be traceable.

Highlight

Subsidiaries, multiple markets, therapy lines, and regulatory oversight collide to make pharma consolidation uniquely complex. Finance is asked to deliver pinpoint accuracy in a process where errors are almost guaranteed — and to do it fast, even though delays are the norm.

The result? Month-end closes that drag on, reports delivered too late to act, and finance teams left with **no time for analysis or decision-making.**

Closing faster isn't the goal. Closing with confidence is.

CHAPTER 2

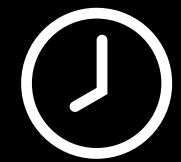
How Much Does It **Cost** to Be This Slow?

Slow processes drain time, increase compliance risk, and erode trust.

✦ \$6 Billion Mistake

A single **cut-and-paste error** in Excel cost **JP Morgan Chase** \$6 billion in 2012. In pharma, the stakes are just as high: compliance, patient safety, and razor-thin margins. One wrong formula can cascade into catastrophic losses.

The Hidden Cost of Slow Consolidation



Time lost to reconciliation

Closing the books drags on for weeks as affiliates send files in different formats and errors pile up. Skilled people waste their time fixing mismatches instead of producing insights.



Compliance and audit exposure

Manual consolidation hides assumption changes in formulas and offline tweaks. In pharma, that's not just sloppy—it's risky, creating red flags for auditors and regulators.



Delayed insight for leadership

By the time consolidated reports reach the table, they're already outdated. Leadership makes decisions blind, missing chances to pivot or reallocate in time.



Erosion of trust

Slow, error-prone numbers undermine credibility. When leaders doubt reports, they double-check elsewhere—or stall decisions until they get “clarity.”



Opportunity cost

Every hour spent reconciling spreadsheets is an hour not spent modeling, testing strategy, or preparing for disruption. Finance stays reactive instead of shaping the future.

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TL;DR

5 Reasons Slow Consolidation Is Killing Pharma Finance

Reconciliation steals time from analysis.



Hidden formulas = compliance risk.



Outdated reports kill agility.



Untrusted numbers lose influence.



Reconciliation delays strategy.

Highlight

Manual consolidation isn't just wasted hours. It piles on compliance risk, undermines data governance, delays reporting, and blinds leadership to what's really happening.

The price of "slow" is missed opportunities, poor decisions, and finance trapped in reconciliation. In pharma manufacturing, weak governance can trigger compliance gaps and even supply chain disruption.

Bottom line: Slow consolidation costs time, risk, and agility.



*“Each of the 15 entities submitted massive Excel packages, often 30 to 40 sheets deep. **The finance team reviewed every file manually**—unlocking, adjusting, protecting, cross-checking formulas—and then merged everything into one central master sheet. It worked, but only because the team went above and beyond to keep it running.*

*If someone moved a formula one cell to the left or right... **it could take hours** to figure out what happened.”*

Financial Reporting and Consolidation Manager · CLOS Group

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From Compliance to Clarity

Statutory consolidation is non-negotiable. Finance has to deliver **P&L, Balance Sheet, and Cash Flow** that regulators and auditors will sign off on. But even when statutory consolidation is flawless, leadership is still left asking: “What’s driving performance? Where can we act?”

That’s where planning consolidation comes in: pulling together subsidiaries, currencies, therapy lines, and departments into a model leaders can actually use to make decisions. Without it, finance stays stuck in the past, reporting history instead of shaping the future.

Farseer frees finance from statutory grunt work and puts the spotlight where it matters most: planning with clarity, in real time.

CHAPTER 3

How Pharma Manufacturers Lead With Governance & Consolidation

In a world of tenders, FX swings, and strict regulators, leaders don't reconcile
—they steer.

Pharma leaders know that statutory consolidation is just the baseline. The real advantage comes from **planning consolidation.**

Instead of burning weeks reconciling, leading teams turn planning consolidation into a strength: they integrate subsidiaries, currencies, and therapy lines into one governed model. The result isn't just faster closes. It's real-time visibility, accuracy you can trust, and insight leadership can act on.

Here's how they do it.

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Centralized Data Models

PLANNING CONSOLIDATION IN ACTION

Affiliates no longer send **mismatched Excel files**. Instead, they input numbers through Farseer’s controlled templates, aligned to the same hierarchies and structures.

This turns subsidiaries, currencies, and therapy lines into one governed model, eliminating version chaos and enabling true forward-looking planning. A governed model ensures every affiliate follows the same standards, critical in highly regulated pharma manufacturing.



Delta DMD reduced annual planning from a dozen people down to 2–3, because everyone worked in a single model.

[Read Case Study →](#)



Sheets / Sales

Company Sales Overview

+ Add filter

+ Row + Column

Row = (x) Sales Gross Margin C5821 Cardio LX-49275 + Column = M1 Y2025

	Name + Description	1/2025 Actual	2/2025 Actual	3/2025 Actual	4/2025 Actual
1	> Top Down				
2	∨ Bottom up	€16.688.727	€16.481.520	€21.087.196	€16.688.727
3	∨ C5821 Pfizer	€1.397.393	€1.453.900	€1.738.620	€1.397.393
4	> Onco/Hemato	€76.243	€109.492	€175.815	€76.243
5	> Musculo skeletal	€55.728	€47.753	€62.888	€55.728
6	∨ Cardio	€73.610	€67.671	€78.560	€73.610
7	> LX-92756 Dermaxil				
8	∨ LX-63821 Dexoral	€1.981	€2.075	€1.686	€1.981
9	Quantity				
10	Sales price				
11	Gross sales				
12	General discount %				
13	General discount				
14	Invoice discount %				
15	Invoice discount				
16	Net sales				
17	Unit cogs				
18	COGS				
19	Sales Gross Margin	€1.981	€2.075	€1.686	€1.981
20	> LX-49275 Fluvaris	€883	€1.023	€808	€883
21	> LX-28517 Jenomax				
22	> CD-64580 Ditracyl				
23	> CD-27594 Galvinar				
24	> CD-83579 Juvelan	€6.618	€2.009	€2.345	€6.618
25	> CD-59472 Maravel				

M

Q

H

Y

YTD

Σ

2023

2024

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Automated Conversions & Eliminations

STATUTORY CONSOLIDATION, AUTOMATED

Currency translations, intercompany eliminations, and adjustments — the compliance grind of statutory consolidation — now happen instantly inside Farseer.

Once automated, this statutory layer becomes invisible, freeing finance to focus on planning consolidation where strategic impact happens.



JGL cut consolidation cycles from 1–2 weeks down to a few days when eliminations and FX were automated in Farseer.

[Read Case Study →](#)



Dashboards / Financial Reports

Income statement report

[+ Add filter](#)

Income statement

	2025 Actual	2026 Plan
▼ Revenue	€689.573.265	€758.530.592
Sales revenue	€689.099.027	€758.008.930
Other income	€474.238	€521.662
Cost of Goods Sold	€356.921.029	€392.613.132
Gross margin	\$332.652.236	\$365.917.459
Gross margin %	48,24%	48,24%
Discounts		
Contribution margin	€332.652.236	€365.917.459
▼ Operating expenses	€8.028.511	€8.831.362
Bad Debt Expense	€18.405	€20.245
Bank Fees	€39.439	€43.383
Credit Card Fees	€65.732	€72.305
Salaries	€4.091.106	€4.500.217
Bonus	€539.406	€593.347
Benefits	€1.144.405	€1.258.845
Sales Commissions	€505.305	€555.835
Marketing/Advertising	€657.000	€722.700
Other Misc Expense	€121.400	€133.540
Professional Fees	€163.500	€179.850

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Granular Visibility

FROM TOTALS TO DRIVERS

Planning consolidation doesn't stop at group totals. With Farseer, leadership drills into therapy lines, markets, or affiliates in seconds; uncovering margin drivers, rebate effects, or tender impacts.

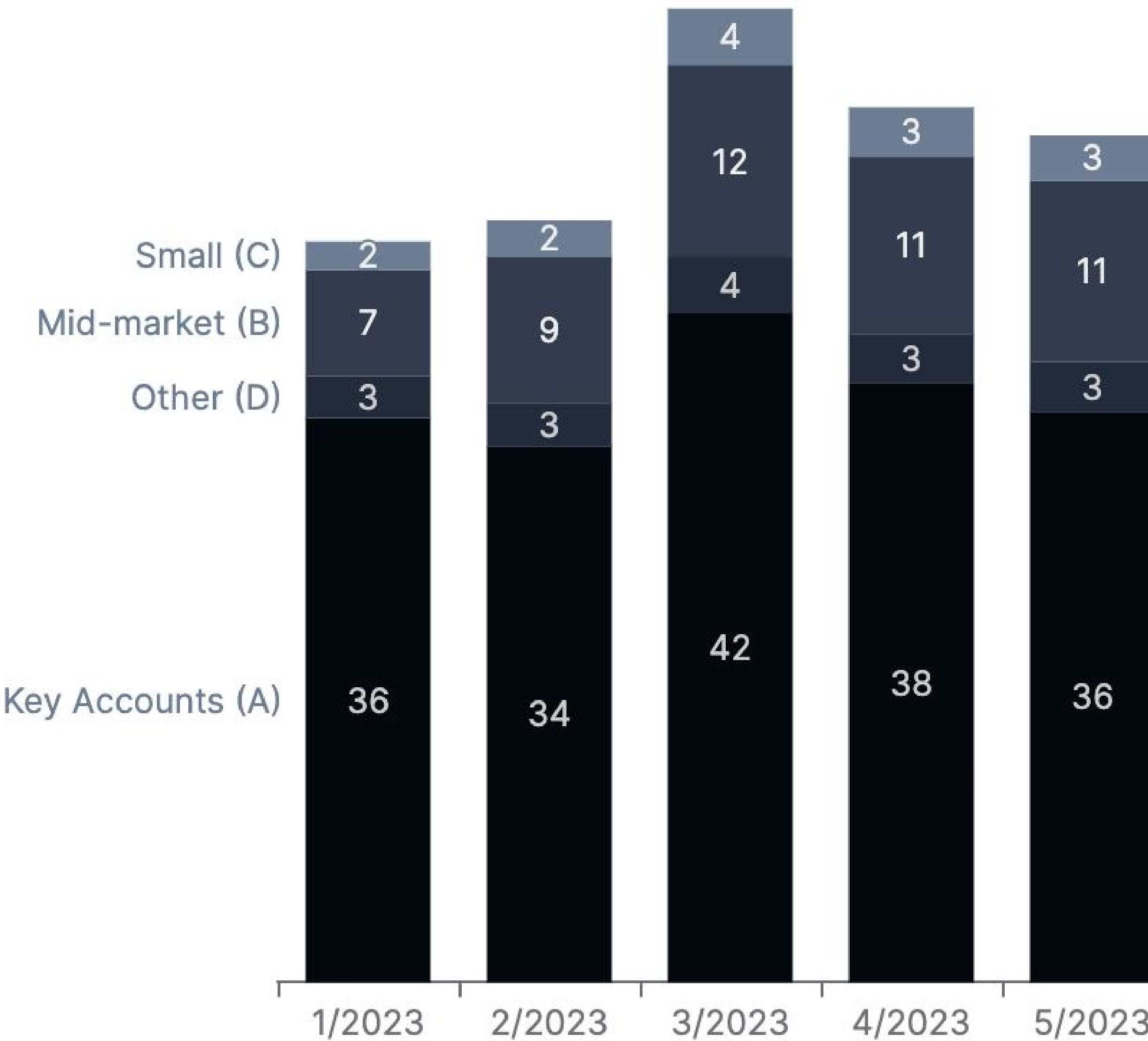
What once collapsed into a single number now becomes actionable planning insight.



Altium (biotech) achieved 25% shorter planning cycles by moving to driver-based models with detailed margin visibility across nine countries.

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Gross sales per Client Group (in mEUR)



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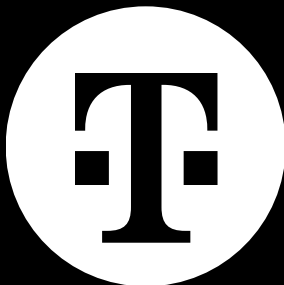
Real-Time Updates

PLANNING IN REAL TIME

No more waiting for month- or quarter-end.

Planning consolidation happens continuously as data flows from subsidiaries, tenders, and markets into one model.

Leadership doesn't act on stale reports. They respond to reality the same day.



HT Telekom shortened quarterly forecasting from 10 days to under 2 by streaming actuals directly into Farseer.

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Dashboards / Sales reports

Sales Report

Profit centers (B2C)

Product categories (All 16)

Client groups (Key Accounts (A...

Sales report

	2025 Actual	2026 Plan
Sales report		
Quantity	87.712.786	87.712.786
Key Accounts (A)	87.712.786	87.712.786
Onco/Hemato	7.537.553	7.537.553
Musculo skeletal	4.910.044	4.910.044
Cardio	5.955.449	5.955.449
Anti-infectives	3.457.541	3.457.541
Urology	5.965.787	5.965.787
Anesthesiology	5.471.050	5.471.050
CNS	3.494.370	3.494.370
Respiratory	9.673.104	9.673.104
Analgetics	8.108.068	8.108.068
CD-62948	118.560	118.560
CD-26751	136.914	136.914
CD-51473	56.986	56.986
CD-84529	87.351	87.351
CD-36918	35.370	35.370
CD-85234	19.419	19.419
CD-41392	79.865	79.865

Net sales and Margin

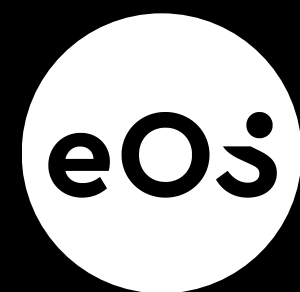
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Auditability by Design

COMPLIANCE, BUILT IN

Every input, assumption, and change is logged automatically — strengthening both audit compliance and pharma data governance.

Audit trails cover statutory consolidation requirements. But they also strengthen planning consolidation, because leaders can trace every scenario back to its source without fear of hidden tweaks.



EOS Matrix praised Farseer for delivering reliable, auditable reports while cutting planning cycle steps by 50%

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Audit logs for “OPEX”

User	Timestamp	Entity	Action
 Malcom Reynolds	Today 12:04	Row	Update
 Sonja Marmeladova	Today 12:05	Cell	Update
 Jeremy Dane	Today 12:06	Cell	Update
 James Carter	Today 12:07	Cell	Update
 Benjamin Wright	Today 12:08	Cell	Update
 Emily Johnson	Today 12:09	Cell	Update
 Sarah Miler	Today 12:10	Cell	Update
 Katherine Wilson	Today 12:11	Cell	Update
 Daniel Brooks	Today 12:12	Cell	Update
 Madison Clark	Today 12:13	Cell	Update
 Jeremy Dane	Today 12:14	Cell	Update
 Jeremy Dane	Today 12:15	Cell	Update
 Sonja Marmeladova	Today 12:16	Cell	Update

CHAPTER 4

What **Good** Looks Like in Consolidation

When consolidation matures, you can feel the difference across the entire finance function. The process stops being slow and reactive — it becomes fast, accurate, and trusted. In pharma, that shift is the line between lagging and leading.

Stage 1 → Stage 2

Statutory Maturity: From Slow Close → Fast Close

Immature	Mature
Planners send Excel files in different formats	Planners submit into shared templates
Finance burns nights reconciling	Eliminations and FX run automatically
Periods drag on for weeks	Periods close in days

Impact: Statutory consolidation is no longer a bottleneck. Finance can stop firefighting and start contributing to planning.

Stage 2 → Stage 3

Planning Maturity: From Totals → Therapy-Level Insights

Immature	Mature
• Consolidation ends at market totals	• Drill-down by therapy, market, affiliate
• No clarity on product mix performance	• Dashboards show drivers of growth/erosion
• Margin erosion hidden until quarter-end	• Leaders act before problems escalate

Impact: Finance becomes a management tool. Planning consolidation unlocks real insight.

Stage 3 → Stage 4

Statutory Maturity: Unverifiable → Accuracy You Can Prove

Immature	Mature
• Assumptions buried in hidden formulas	• Strong governance: every input logged automatically
• Offline tweaks no one can trace	• Every change traceable in audit trail
• Auditors chase explanations after the fact	• Compliance built into the process

Impact: Statutory consolidation that auditors trust — without extra work.

Stage 4 → Stage 5

Planning Maturity: From Doubt → Trust

Immature	Mature
• Leadership questions numbers	• Consistent, timely numbers across entities
• Double-checks data elsewhere	• Leadership acts with confidence
• Decisions delayed waiting for “clarity”	• Finance elevated from reconcilers to advisors

Impact: Trusted planning consolidation turns finance into a strategic partner at the decision-making table.

CHAPTER 5

Reconciliation Is Dead.

**Long Live Real-Time
Finance.**

With real-time consolidation, finance delivers transparency, speed, and insights the moment they're needed.

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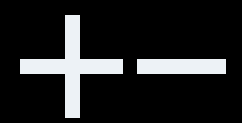
For many pharma companies, consolidation still means one thing: **reconciliation hell**.

- Affiliates send files.
- HQ reconciles the differences.
- Weeks later, the group finally sees “one” version of the numbers.

It's slow. It's frustrating. And it's fragile.

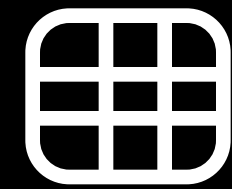
Leading finance teams are breaking this cycle. Their goal isn't just to reconcile, it's to deliver real-time clarity.

How Finance Teams Deliver Real-Time Clarity



Systems built for scale

In-memory engines crunch massive affiliate data, currency conversions, and eliminations in seconds. What once took weeks of back-and-forth now happens in hours.



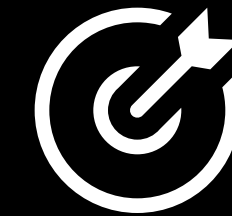
Standardization

Affiliates don't invent their own formats anymore. They submit data through structured templates with consistent definitions and assumptions. Everyone works from the same playbook, in a model everyone trusts.



Drill-down visibility

Consolidation doesn't stop at the group total. Finance leaders can click into subsidiaries, markets, or therapy lines instantly. If margins shift, leadership doesn't wait for a new report — they see where and why in real time.



Data governance by design

Every assumption, every change, every adjustment is logged automatically. This is the core of pharma manufacturers' data governance. Audit trails aren't a scramble at year-end — they're built in. Compliance risk drops, credibility rises.

✦ JGL Pharma Shows the difference

Statutory keeps the lights on. **Planning** drives the business.

Where finance teams once wrestled with manual reconciliations, they now automate **statutory consolidation**: P&L, Balance Sheet, and Cash Flow, all audit-proof and compliant.

But the real shift comes with **planning consolidation**. Subsidiaries, currencies, therapy lines, and local rules flow into one model, in real time.

Leadership sees not just the past, but the drivers of the future. And they act before it's too late.

This isn't just faster closing. It's clarity, trust, and finance at the center of decision-making.

Corporate Controlling Director · JGL Pharma

[Read Case Study →](#)



Consolidation is under pressure.

Tenders shift overnight. Regulators demand traceability. Markets swing.

The challenge

Can your team:

- Deliver a trusted group view in days?
- Trace every adjustment before an auditor asks?
- Show therapy performance on demand?

The next step

Statutory consolidation will always matter but it won't differentiate you.

The finance teams that win are the ones who master planning consolidation: turning chaos into clarity, scenarios into decisions, and finance into a true partner to leadership.

Use our **self-assessment** to find out where you stand. Spot the risks, fix the gaps, and move beyond compliance into insight.

SELF ASSESSMENT

How mature is your consolidation process?

Consolidation has two layers — and both matter:

- **Statutory Consolidation** (compliance layer): Producing P&L, Balance Sheet, and Cash Flow that satisfy regulators and auditors.
- **Planning Consolidation** (decision layer): Pulling together subsidiaries, currencies, therapy lines, and rules into one model leaders can trust to make decisions.

How to

Answer each question with Yes or No.

- More “Yes” in statutory → you’re wasting capacity on grunt work.
- More “Yes” in planning → leadership is flying blind.
- More “Yes” in both → your consolidation process is fragile and limits your ability to lead.

Section 1: Statutory Consolidation (Compliance Layer)

Yes**No**☐☐

Does your month-end or quarter-end close take more than two weeks?

☐☐

Do affiliates still send spreadsheets for consolidation instead of entering data into a shared system?

☐☐

Are intercompany eliminations handled manually?

☐☐

Do auditors or regulators regularly ask for clarifications that take days to prepare?

☐☐

Are adjustments and assumptions stored in offline files instead of logged automatically?

Section 2: Planning Consolidation (Decision Layer)

Yes**No**☐☐

Does it take more than a day to provide therapy-level performance data?

☐☐

Do reporting delays prevent leadership from making timely cross-market decisions?

☐☐

Is most of the finance team's time spent reconciling instead of analyzing scenarios?

☐☐

Do you rely on manual currency conversion rather than automated updates that feed directly into planning?

☐☐

Does leadership often doubt the accuracy of consolidated numbers when making forward-looking calls?

Scoreboard

- **0–2 “Yes” in both sections** → Your statutory and planning processes are mature, but optimization opportunities remain.
- **3–6 “Yes” in either section** → Your statutory is slow or your planning unclear. Finance delivers results, but inefficiencies limit your agility.
- **7–10 “Yes” across both sections** → Your process is fragile. Compliance risk, lack of visibility, and leadership doubt all signal consolidation is holding you back.

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Statutory is table stakes.
Planning is the win.

Farseer is the 3rd gen financial planning platform where
pharma finance teams move from chaos to clarity.

Learn more

Get Sheet **Done.**

FarseerAI

Forecast WhatsApp
Live Assistant Slack

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