Capgemini Consulting helps Roche "Go Google"

At a Glance:

Objectives:
- Resolve post-merger email and calendar platform interoperability issues by transitioning 90,000 employees to a cloud-based messaging and collaboration solution
- Obtain strategic advantage by selecting a platform that enables real-time collaboration
- Inspire innovation by deploying state-of-the-art social, mobile, analytics, and cloud (SMAC) technologies

Actions:
- Evaluated Google Apps for Business vs. Office 365 and selected Google for its proven infrastructure, reliable services and support, and robust suite of tools
- Migrated and trained all 90,000 employees within the span of one year on the Google platform
- Pioneered early adopter programs to facilitate a smooth transition and minimize the business impact of migration

Results:

- Established a reliable, scalable, and feature-rich communications and collaboration solution
- Drove innovation and productivity for employees globally and across the organization
- Enabled employees to work wherever, whenever, and how they want to

Company Summary:

F. Hoffmann-La Roche Ltd. ("Roche") is a Swiss global healthcare company headquartered in Basel, Switzerland, with 90,000 employees worldwide. Roche's core business consists of both pharmaceuticals and diagnostics divisions, each of which is supported by industry leading research and development capabilities. In 2009, Roche acquired San Francisco based biotechnology pioneer Genentech. In 2012, Roche posted year-end sales of 48.4 billion US dollars.

Background

In 2011, Roche was struggling with cultural and technology alignment issues that stemmed from enterprise software discrepancies associated with the acquisition of Genentech. Interoperability problems and the complexity of Roche's security and data management policies necessitated a switch to an email and calendar platform that was not only unified, but also flexible.

When acquired, Genentech had in place a "Bring Your Own Device" policy and a cloud based messaging and collaboration platform. Roche, seeking to embrace Genentech's innovative heritage and approach, concluded that if it wanted to maintain parity or otherwise secure competitive advantage in the biopharmaceuticals industry, it had to move to the cloud. Dr. Alan Hippe, Chief Financial Officer and Chief Information Officer of the Roche Group, explained, "Removing barriers to communication and innovation while enhancing mobile access [was and is] a key part of [Roche's] IT strategy... just as our business has evolved, our tools for working together must also evolve."

Intense competition to develop novel therapies drives the rapid and disruptive product release cycles seen in the industry; finding success in such a disruption-prone market demands innovative solutions in the pursuit of operational excellence, which is requisite for the creation of best-in-class products. A company can build a work culture that inspires high-performance by connecting people with one another and giving them innovative tools to work with. One can think of enterprise messaging and collaboration systems as the glue that ties an organization together. Maintaining years-old software compromises on business fundamentals, particularly when cloud-based options offer a level of simplicity, cost effectiveness, security, and innovative capacity not found in traditional software.

Roche recognized the importance of SMAC technologies early on and made them a priority: These technologies give employees the ability to work from any place, any time, in an effective and effortless manner, and that means better business, period.

The Move to Cloud

Roche engaged in independent and collaborative research with Capgemini Consulting to identify which cloud platform would best suit their needs. After rigorous analysis of both financial impact and expected benefits, Roche selected Google based on the following five criteria:

1. Google's updates occur in real time and are tested first in consumer markets before release on the enterprise platform (as opposed to "big bang" updates every few years)
2. Genentech had already migrated to Google and presented credible evidence of the benefits of Google's suite of tools
3. An integrated and socially-focused approach to work put Google ahead on real-time collaboration
4. Google's novel means of pushing applications via the Google control panel would reduce data center and IT infrastructural loads
5. Google's security measures would eliminate the need for VPN

In summary, Roche felt that Google would best help the organization realize its goal of transforming employee behavior and advancing an organization-wide culture of collaboration and innovation. With a crisp understanding of the road ahead, Roche leadership enlisted the team at Capgemini Consulting to "Go Google."

Capgemini and Digital Transformation

Capgemini Consulting was the natural partner of choice for Roche: It was one of the first global consultancies to develop a practice and build competencies around digital transformation. In 2011, together with the MIT Center for Digital Business, Capgemini Consulting launched a 3-year research partnership with the goal of understanding how large organizations manage digital transformation.

Capgemini has since developed a portfolio of digital-centric solutions and methodologies complete with offerings such as the Adoption Centered Experience. The Adoption Centered Experience, or ACE, approach to organizational change management helps clients maximize their return on investment when undergoing a large-scale effort such as an enterprise-wide cloud migration. Unlike the restricted, programmatic approaches advocated in conventional migration methodologies, ACE provides a flexible and agile framework for customization. Capgemini's empirical approach to advisory and technology consulting services ultimately tipped the scales in favor of Capgemini Consulting.

Solution

Following a rigorous assessment phase, Capgemini Consulting partnered with Roche to develop and execute a comprehensive implementation plan and OCM strategy to foster Roche's adoption of Google Apps as the organization's single common platform for email, calendar, and document creation and storage. Capgemini worked closely with end-users, the IT department, and key executives to manage organizational change. Capgemini Consulting's Adoption Centered Experience methodology and approach enabled Roche to maximize user uptake while minimizing disruption to the business. The firm facilitated post-merger integration, harmonized existing internal communities into one cohesive entity, and provided extensive support activities and modules to help employees navigate the new Google environment. Capgemini Consulting's activities included, but were not limited to:

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- Deep user behavior and cultural analysis in the development of a global deployment plan;
- Business engagement at the executive level across departments;
- Acquisition of user feedback through regular surveys and interactive, high-touch mediums;
- Hype generation through gamification, information fairs, and an innovative peer to peer "Google Leads" program where early adopters led their colleagues in the transition to Google.

Capgemini Consulting also performed an operational gap analysis and developed a strategy to address these gaps. This empowered Roche throughout the project and beyond, with service desk and IT processes to address any issues following the migration.

Results

Roche became the first amongst its industry peers to relocate enterprise data to the cloud, allowing its employees to work together with greater efficiency from all global locations.

The company expects to see benefits in the form of a lowered total cost of technology ownership and derive long-term cost savings from a reduction in both licensing fees and operating expenses. Capgemini Consulting's Google Apps for Business solution delivered agility and scalability unmatched by the capabilities of traditional IT offerings. As a result, Roche has established a platform for future growth that harnesses the full power of SMAC technologies.

At the time of this publication, Roche elected to retain the services of Capgemini Consulting in order to elevate user productivity and optimize employee use of Google's cloud platform. To date, collaboration between Roche and Genentech has shown significant improvement. Employees have reported higher levels of workplace satisfaction and operating efficiency. Moving forward, Roche plans to continue building upon its newly acquired SMAC capabilities and leverage them in other areas of the business.

For more information on this project,
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