

How to develop an effective KM strategy and revitalize knowledge sharing within your organisation

Knowledge Leaders 2022

London, 10-Nov-2022

Saju Sadasivan

Associate Director – Digital Transformation Office &
Knowledge Management Leader @ Roche

Agenda

1. About Roche
2. The Vision
3. The Challenges
4. The Approach
5. The Solution – KM Ecosystem
6. Digital Workspace – Overview
7. Q&A

Roche at a glance

1896

Founded in Basel
Family still holds
majority stake



Reliable partner during
COVID-19 pandemic



Leader in
Diagnostics and
Pharma



#1

R&D investor in
healthcare

100,920

Employees worldwide

16.4 million

People treated with our
medicines in 2021



32 medicines

on the WHO List of
Essential Medicines



Sustainable

one of the most sustainable healthcare company
in the Dow Jones Sustainability Indices

CHF 62.8 billion

Annual Sales - 2021

Roche Pharma Vision



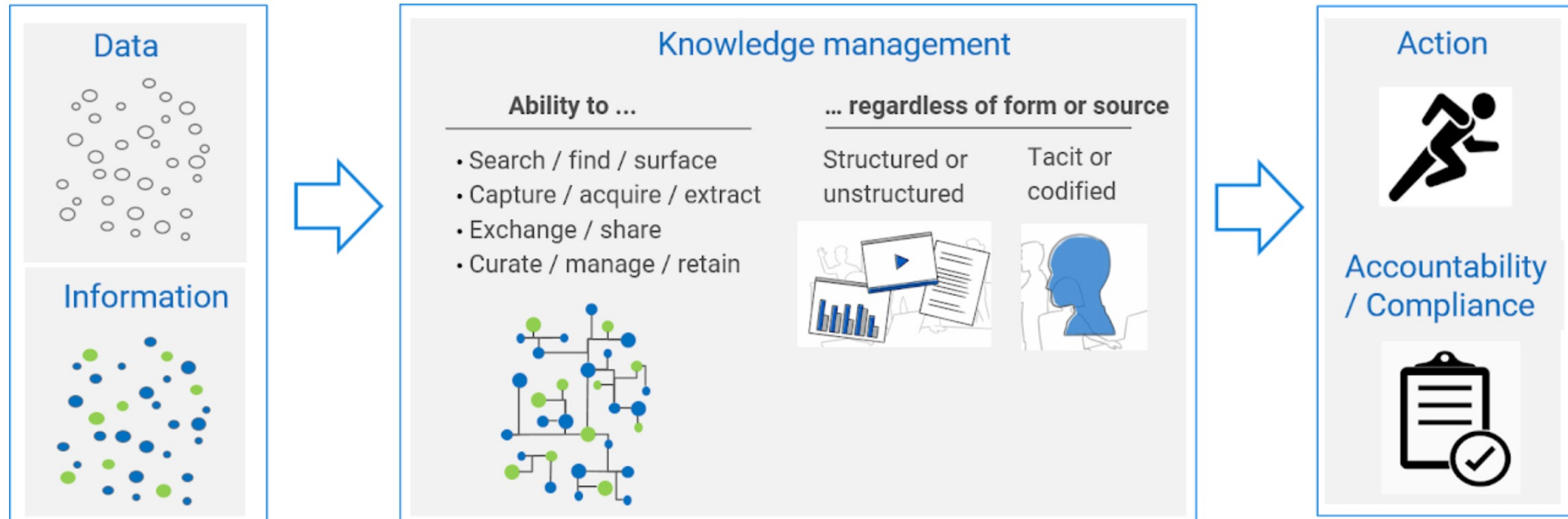
*Deliver twice as many
medical advances
at half the cost to society*

Challenges related to KM at Roche

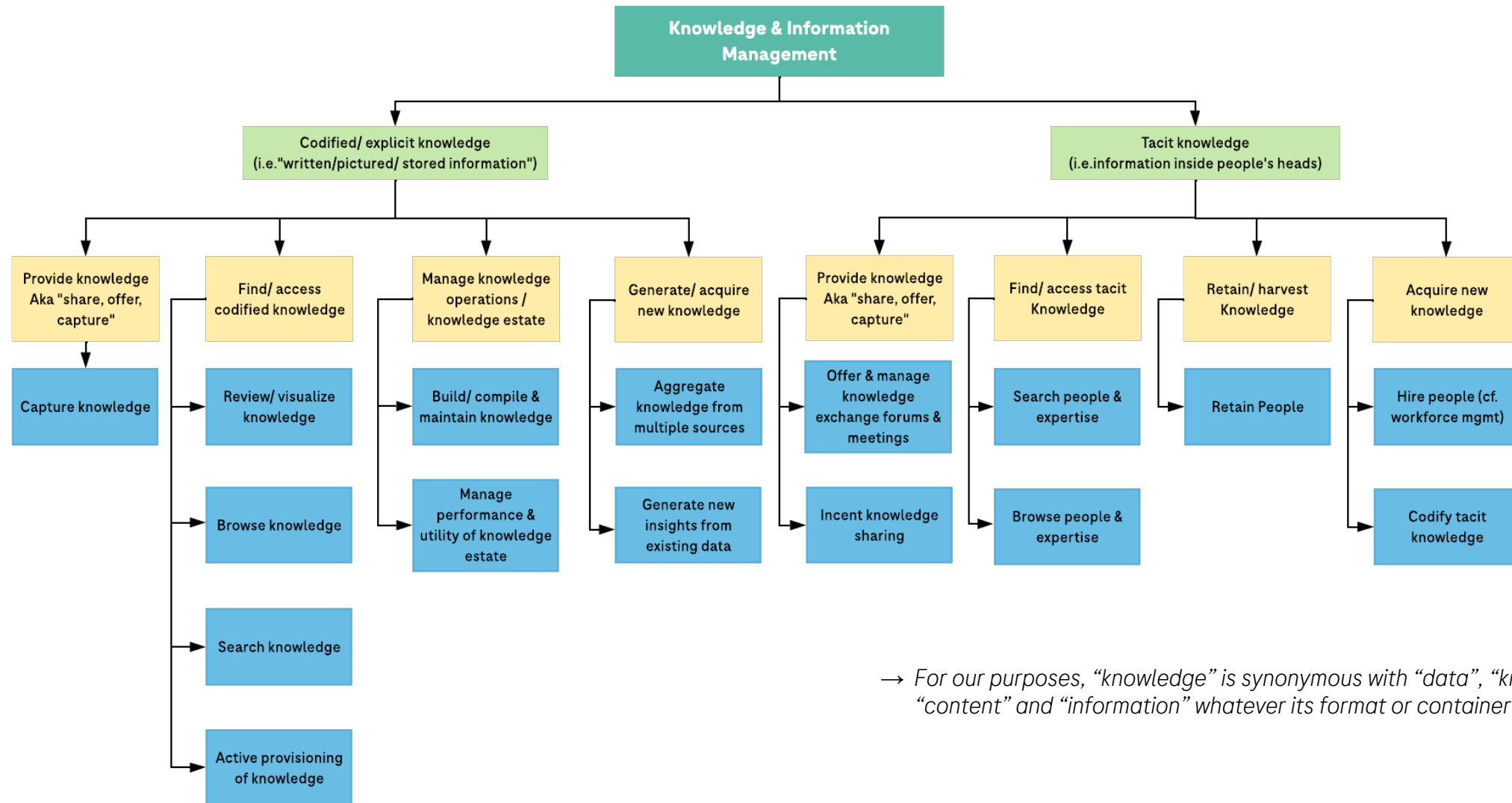
- Unable to find the right information and experts
- Overdependence on emails & meetings to get access to information
- The gap in employee experience
- Hybrid workforce
- Organization's Transformation

Defined what Knowledge Management is

KM is an organisation's capability to extract, find, share and maintain knowledge of any kind

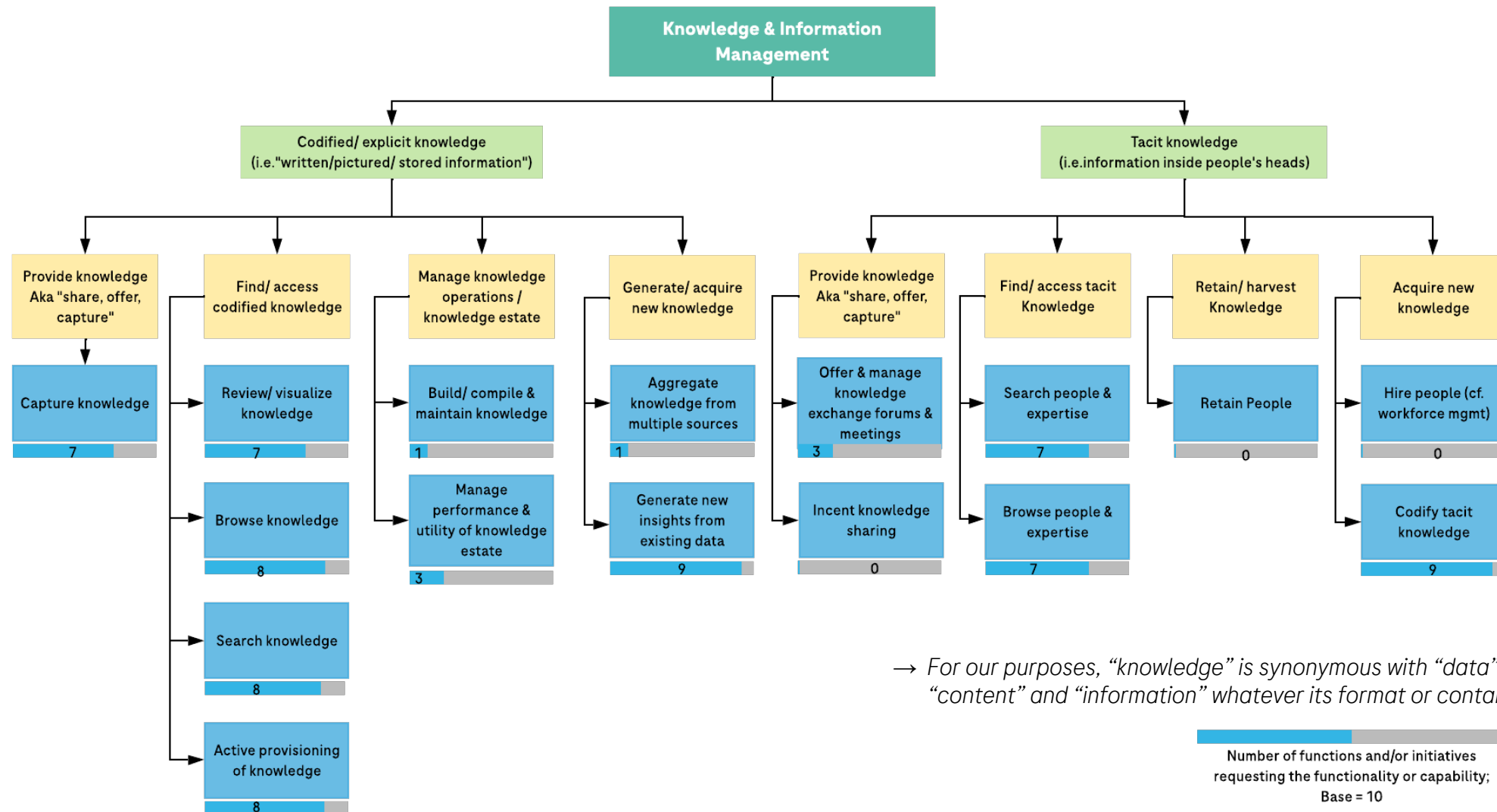


Developed a common language – KM Capability Map



→ For our purposes, "knowledge" is synonymous with "data", "know-how", "content" and "information" whatever its format or container

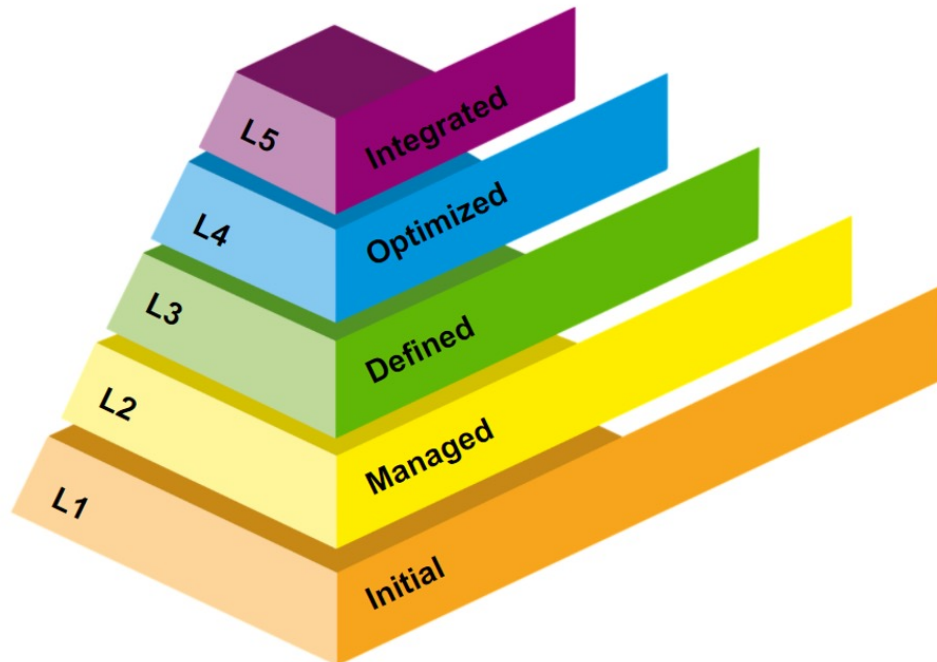
Performed a knowledge audit and mapped organisation's KM demand against the KM Capability Map



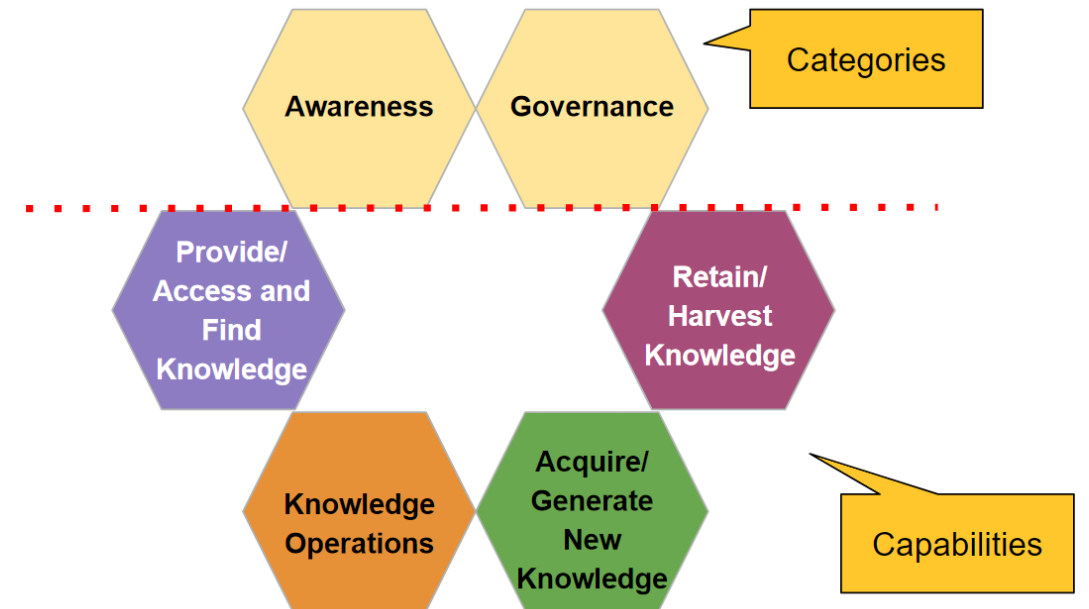
Developed a KM Maturity Model

Developed a KM capability maturity model for the management of the organization's codified (explicit) and tacit (implicit) knowledge and corresponding activities

KM Maturity Levels

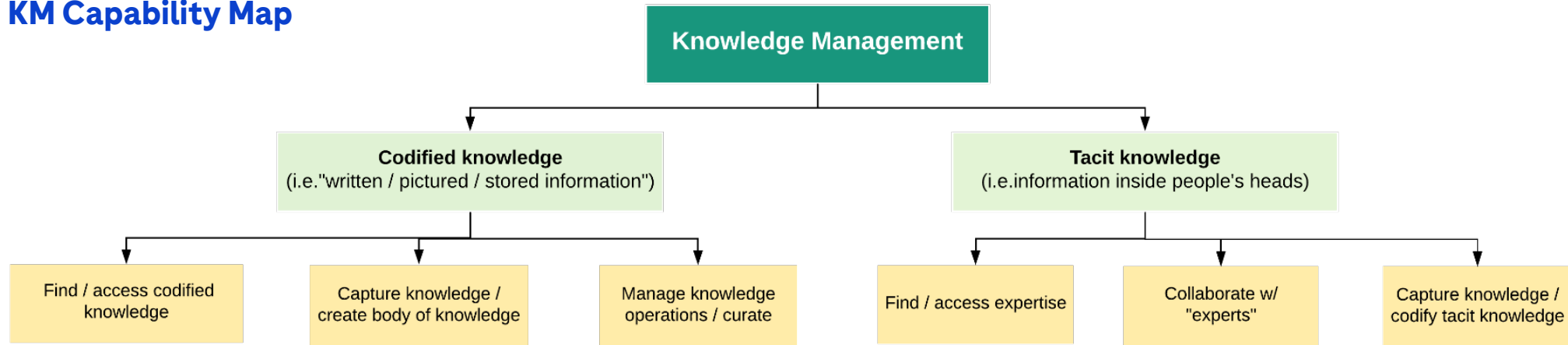


KM Areas



Delivering KM means putting all the four building blocks in place

KM Capability Map



Capability Components

1 People – Skills & Behaviours

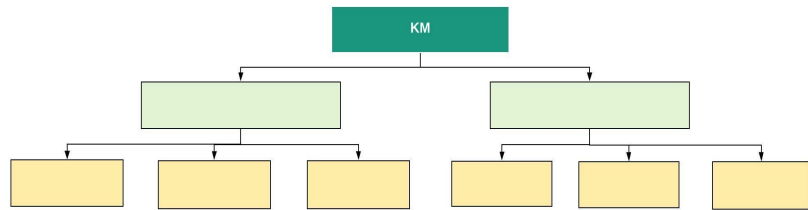
2 Processes & Ways of Working

3 Data & Information / Content

4 Technology & Tools

Used these tools to understand capability gaps and investment needs

KM Capability Map



Capability Components

Data & Information

Processes & Ways of Working

People – Skills & Behaviours

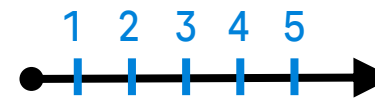
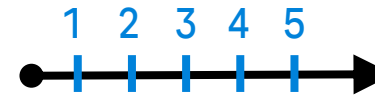
Technology & Tools

Maturity Assessment



Scoring criteria

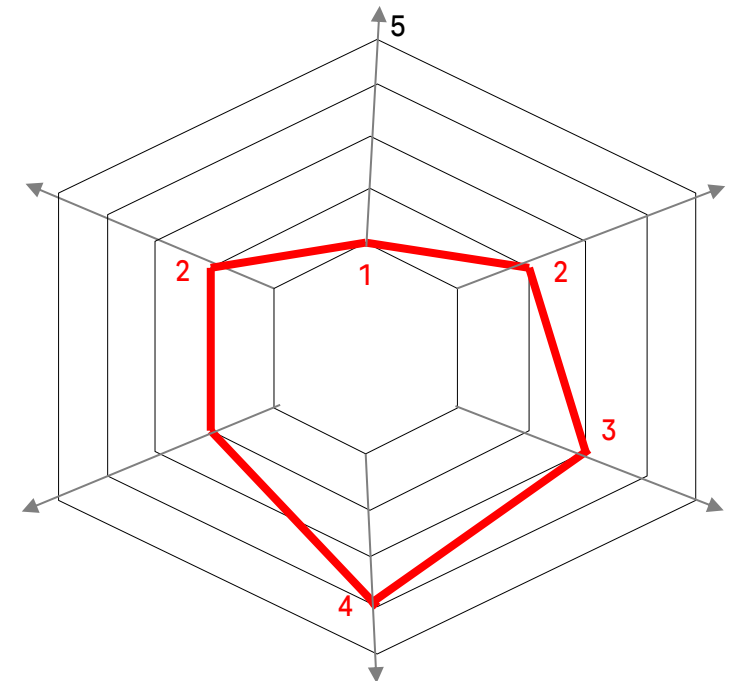
- How well can we do these?



Scoring criteria

- What enablers are in place?
- How much of them is in place?

Maturity Profile



Investment decisions (locally)

- What do we want to prioritise?
- Where should we invest?
- Where can we join forces with others?

Defined KM goals, Metrics and KPIs

KM Goal for each employee

$$\text{Goal}_{\text{KM, use case}} = \frac{> 70\% \text{ relevant information}}{< 60 \text{ seconds}}$$

- Maximum amount of relevant information in shortest time
- Moving target: information spaces are dynamic in structure and size

KM Metrics and KPIs

- Number of unique user logins
- Frequency of use per feature
- Number of actions performed
- Number of people/countries participating in user-created content
- Relevancy index
- Task Success Rate
- Time on task
- Click event count

Conceptualised and implemented the KM Ecosystem

The Knowledge Management Ecosystem is a combination of Products, Services and Supporting Organizations



The Digital Workspace



The future of work is demanding

Employees have to deliver

- More complex work
- In faster-paced business environments
- Across geographic boundaries
- In multi-disciplinary teams

Digital Workspace is a personalised digital work environment that makes complex knowledge work easier, scalable and more effective



$$\text{Goal}_{\text{KM, use case}} = \frac{> 70\% \text{ relevant information}}{< 60 \text{ seconds}}$$



Everything in one place

No need to know where information is actually stored or comes from



Automated content mining & curation

ML/AI powered solution automates the curation and re-use of knowledge



Personalised information flow

Separating signal from the noise to make information relevant and meaningful for the user

Digital Workspace – Key Features (Summary)



Finding Information

- Semantic search
- Active provisioning
- Peer-to-peer/expert



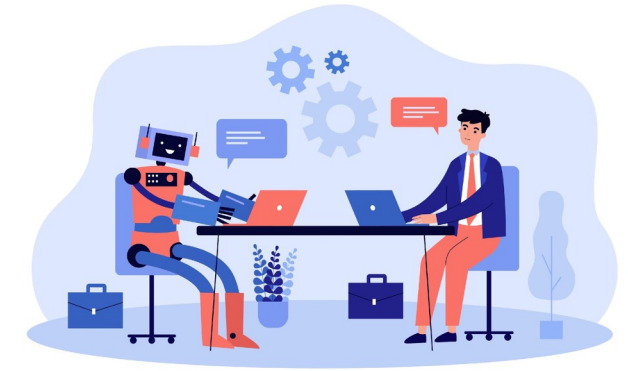
Community Management

- Social groups
- Mission-based teams



Instream Knowledge Capture

- After Action Reviews
- Lessons Learned
- Ad-hoc insights



Automated Re-use

- Automated knowledge extraction and curation
- Growing a FAIR knowledge base

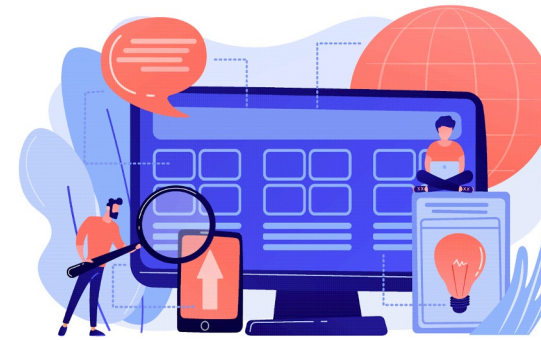
What getting your work done on the Digital Workspace means for you in practice



Greater Productivity



Better Networking within a massive organisation



Greater responsiveness to business partners and customers



Much less stress and more “Deep work”



Home



Communities



Q&A



Queries


 Knowledge
Articles


Lessons Learned



OCS

How can we help?



Search documents, communities and help resources


Q&A

Ask a question and get a quick answer from colleagues across the company

[Ask a question](#)

Questions you might be able to answer

Do we have an internal Team available, who is experienced in conducting a User Research with Patients?

[#research](#) [#patients](#) [#team](#)

OTHER 18 hours ago

[Answer](#)

Do we have an internal Team available, who is experienced in conducting a User Research with Patients?

[#research](#) [#patients](#) [#team](#)

OTHER 18 hours ago

[Answer](#)

Do we have an internal Team available, who is experienced in conducting a User Research with Patients?

[#research](#) [#patients](#) [#team](#)

OTHER 18 hours ago

[Answer](#)
[See all](#)

Latest from your communities

COMMUNITY


Clinical Trials 2023 17min

 [Kyle Summer](#) created a poll

What kind of meeting would you prefer for our next monthly planning?

- Face to face
- Online
- Both options are fine

[Vote](#)

COMMUNITY


Clinical Trials 2023 3 hours

 [Kyle Summer](#) gave an announcement

2022 Policies Conference has been scheduled at the Cantonal Town Hall, in Basel. Please organize your travel there in advance and add your name...

[See all](#)

Communities recommended to you

COMMUNITY


Patient Recruitment

Clinical trials must be conducted with a high standard of quality that assures the research question is answered in a reliable, valid, and unbiased manner...


27

holiday days remaining


670

Applause points available

Your stats

Questions answered


34

Comments in Communities


120

Knowledge Articles viewed


8

Searched terms


542

Your Tasks

Training

Safety Training Basel Site

Cornerstone

2 days overdue

Task

Performance Review 2022

Workday

1 day left

Approve Travel Expense

Product Roadmap 2023 - F2F Basel

5 Days left



Q & A

Doing now what patients need next