

Business case

Replacement of infrastructure and establishing new intranet at Novo A/S

After ten years of successful growth, Novo A/S wanted a review and optimisation of its internal processes and IT set-up. The outcome was a totally new IT platform, a modern SharePoint-based intranet and revised processes and services prior to moving to new premises.

The challenge and background

Novo A/S is the holding company of the Novo Group, wholly-owned by the Novo Nordisk Foundation. Novo A/S is the majority shareholder in the publicly listed companies Novo Nordisk A/S and Novozymes A/S

In the autumn of 2008, Novo's management decided to review and, if possible, optimise its **internal business landscape** – i.e. the company's internal processes and tools, IT solution and ways of communication and collaboration.

In November the same year, Novo A/S engaged Hanne Schou-Rode, Managing Director of [Impact Consult](#), to help undertake an analysis which would focus on the relationship between IT/technology and organisational and communications aspects.

The analysis resulted in a management presentation with recommendations in three specific areas, all of which were accepted and subsequently addressed by Novo's management via a range of initiatives and separate projects.

This business case takes a look at one of the three areas: **Establishment of a new, independent IT platform, including a modern intranet** for Novo A/S and the Novo Nordisk Foundation, which for historic reasons had shared the Novo Nordisk A/S IT set-up. What Novo A/S wanted from the project was to increase flexibility and mobility, secure corporate governance (clear and independent business practice) and, in the long-term, to achieve savings.

“When you embark on a major project, such as replacing the infrastructure of an entire company, you need to begin in good time. We carried out a major change process over the course of approximately a year, with the support of Hanne Schou-Rode, who managed the bulk of the project professionally and on schedule after performing an overall analysis.

I am so pleased that thanks to this successfully conducted process, we could rapidly move in to our new premises and literally take our PCs under our arms, connect them up in our new head office and continue working”.

Henrik Gürtler, CEO, Novo A/S

Major change project

Novo A/S supplied the project management through Dorrit T. Ryd, IT Manager, and Impact Consult provided consultancy and project assistance primarily in the form of the following:

- Elaboration of requirements specifications and tender documentation, and selection of future IT solutions and suppliers
- Establishing and implementing a new IT platform and equipment (incl. telephony and upgrade to MS Office 2007) plus administrative service solutions
- Development and implementation of a new intranet, based on MS SharePoint 2007
- Securing corporate governance (clear agreements, roles, responsibility etc.)
- Project and change management

The project followed the below outlined process with two parallel tracks: one for technology/infrastructure and one for the new intranet, which also ran concurrent with other project tracks, via overall shared management and coordination by Dorrit T. Ryd. The project management focused on change management, communication and governance aspects.



For further information, please contact:

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We chose this 'big bang' solution instead of an extended two-phase solution with the interests of the users in mind, plus it offered technical, functional and financial benefits.

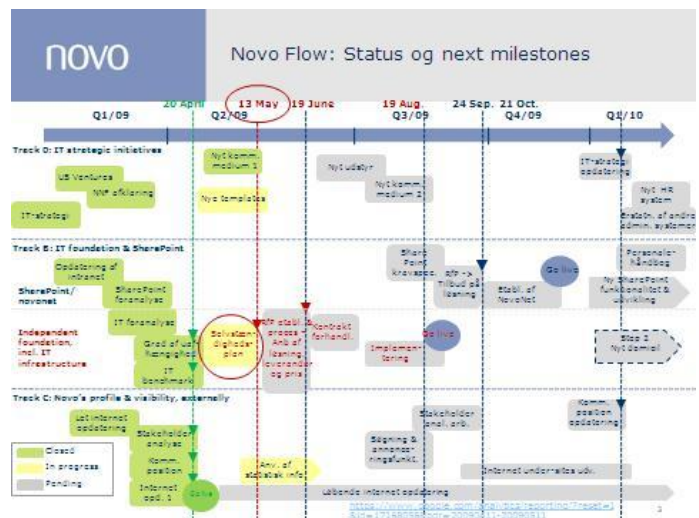
The project involved and affected many different stakeholders, and caused a range of changes all in one go.

As a practical tool for the general control, follow-up and ongoing management reporting, we developed the flow chart on the right, which was kept constantly updated and used as a valuable management and communications tool.

The resulting solution

Based on predefined and communicated criteria, the two tendering processes resulted in the choice of [Progressive IT](#), primarily for implementation of the new IT platform and as the future IT supplier and outsourcing partner, plus as the developer and hosting partner of the new SharePoint intranet.

After an intensive period of around six months, the new solution was launched on schedule on 7 December 2009 with a totally new infrastructure – i.e. new IT supplier and hosting partner, independent IT set-up including new PCs, telephone and network connections, MS Outlook 2007 and a modern intranet with corresponding procedures and administrative services.



Learning points for knowledge sharing

This major change project was run deliberately as a single combined, coordinated process, which proved to be the right choice, even though it resulted in a slightly longer adaptation period for the new intranet.

The project and its result can generally be defined as successful, thanks to a constant focus from the project management on the following important aspects throughout:

- Management anchoring and support, including regular status reports and dialogue
- Thorough analysis and planning
- Weekly coordination and status meetings for the project management
- User involvement and dialogue based on a stakeholder and communications plan

"This was a huge and complex project, which would not have been possible to realise without experienced consultancy and project assistance", states Dorrit T. Ryd and adds: "It was extremely valuable to have an external partner with business knowledge and focus on board as my representative in relation to the organisation as well as to a new IT supplier and partner."

Dorrit T. Ryd, IT and project manager, Novo A/S

This change project with replacement of the entire company's infrastructure made it possible for Novo A/S to relocate quickly to its new head office by 14 May 2010.

Novo A/S is the holding company of the Novo Group, wholly-owned by the Novo Nordisk Foundation. Novo A/S is the majority shareholder in the publicly listed companies Novo Nordisk A/S and Novozymes A/S. Novo A/S' objective is to manage the Foundation's financial assets through investments in the life science area and in a broad portfolio of financial assets.

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Impact Consult ApS is a consultancy which, thanks to years of practical experience, provides consultancy and implementation assistance within strategic business areas, such as business strategy and management, knowledge and change management, organisational development, governance, IT and intranet/web portal solutions, including social media. www.impactconsult.dk

From vision to result