

# ORGANISATIONAL CHANGE MANAGEMENT AND NOVO NORDISK'S NEW INTRANET, GLOBESHARE

## Change management: the key to a successful IT project

When you want a major technology change within an organisation to be a success – people need just as much attention as IT. That's why Novo Nordisk looked to NNIT for help with organisational change management (OCM) when it launched GlobeShare, its new intranet.

GlobeShare is now used by over 20,000 Novo Nordisk employees. But implementing an array of features that need to be relevant for an entire organisation is not easy. So Novo Nordisk had to involve key stakeholders from the entire organisation in the design process and carry out substantial communication and awareness activities to ensure that everyone understood the changes and knew about the system.

### THE CHALLENGE

Prior to GlobeShare Novo Nordisk's intranet consisted of many local intranets based on different technologies. GlobeShare provides one global intranet with common navigation, templates and look & feel, as well as a strong internal communication channel where corporate news is published to employees instantly.

But GlobeShare is much more than a forum where employees find information and get updated on news. GlobeShare improves knowledge sharing and collaboration among colleagues. It enables tailored information on team sites and personalised pages (My Site),

includes improved search functions, allows for easy document sharing, and encourages discussion through forums and blogs. GlobeShare does all this through a Novo Nordisk-tailored platform based on Microsoft SharePoint.

But although the benefits may be clear, users can still be resistant to change. And that's where Organisational Change Management (OCM) comes in, explains Malene Vestergaard Petersen from NNIT Business Consulting, who managed the OCM activities. So, working with NNIT, Novo Nordisk began the OCM process early – while designing the overall portal pages, the global navigation and search engine.

Project Manager Charlotte Winther from Novo Nordisk's Knowledge & Document Management Centre has a background in business processes and knowledge management, not IT – and that was a big advantage. Says Charlotte: "When I became project manager for the implementation of GlobeShare I was already used to working with knowledge sharing, business processes and management reporting. I knew that a project's success is based on keeping people oriented at the right level. IT systems can support this process, but putting a new IT system in place is a very complex process. The transition must happen gradually. People are reluctant when moving into a new environment, so OCM was important right from the start. An IT project without organisational change management just doesn't make sense."

### THE SOLUTION

In 2006, Novo Nordisk's GlobeShare team began working with NNIT's OCM, usability and SharePoint experts. The NNIT team provided the models and tools to approach the case correctly from the start. The NNIT team made a stakeholder analysis, then developed a communication plan and created current and future user scenarios to illustrate the advantages of GlobeShare to everyone in Novo Nordisk.



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**CHARLOTTE R. WINTHER, PROJECT MANAGER,  
NOVO NORDISK KNOWLEDGE & DOCUMENT  
MANAGEMENT CENTRE**

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Before going live, the intranet was implemented in headquarters in Denmark – and this proved a valuable testing ground. During this stage, NNIT conducted interviews and user workshops on a global scale to get feedback from the entire organisation on the system design and functionality. They also took the opportunity to train the Help Desk and other systems support personnel, so they were fully prepared to give support to end users when the system went live.

## THE RESULT

Before going live, Novo Nordisk and NNIT ran more user-related organisational change management activities, including usability tests, training, guidelines and newsletters. According to Charlotte, change management is much more than just training and communication. It's a tool to take people on a journey – and all the different stakeholders must be taken into account. "This journey changes people's habits and the way they look at the intranet," she says. "It's important to be able to explain benefits in different ways, according to individual interests. You need to be able to translate technical information into accessible language that describes both the solution and its benefits."

The basic version of the GlobeShare portal went live in December 2007, when about half of all Novo Nordisk employees began using the new browser. In March 2008 GlobeShare was named best intranet of 2008 at Denmark's largest intranet conference, IntraTeam Event 2008. The OCM process hasn't stopped yet. "Organisational change management doesn't end when the system is delivered," states Charlotte. "NNIT has trained us well. If we didn't have NNIT's organisational change management skills throughout the implementation of GlobeShare, I don't think we would have succeeded." Novo Nordisk has now taken on the bulk of the work as they continue to roll out the new intranet around the world.

### ABOUT NOVO NORDISK

Novo Nordisk is a healthcare company and a world leader in diabetes care. In addition, Novo Nordisk has a leading position within areas such as haemostasis management, growth hormone therapy and hormone replacement therapy.

Novo Nordisk manufactures and markets pharmaceutical products and services that make a significant difference to patients, the medical profession and society. With headquarters in Denmark, Novo Nordisk employs approximately 28,500 employees in 81 countries, and markets its products in 179 countries.

### ABOUT ORGANISATIONAL CHANGE MANAGEMENT (OCM)

NNIT's structured approach to OCM:

- Build readiness
- Align processes and structure governance
- Develop workforce capabilities
- Monitor change processes
- Three perspectives: individual, organisational and business

### FURTHER INFORMATION

Please contact us at [nnitcontact@nnit.com](mailto:nnitcontact@nnit.com) to learn more about the case or our organisational change management services.

### ABOUT NNIT

NNIT is an international IT service provider offering IT consulting and the development, implementation and outsourcing of IT services for regulated industries. We create value for our clients by treating their IT as if it were our own. We use IT to support our clients' daily operations and help them achieve their business goals. Owned by Novo Nordisk, NNIT employs nearly 1,300 people. In 2008, our turnover exceeded €185 million.