

CASE STUDY OF ROCHE'S NEW SCIENTIFIC METHOD

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1. HOW DOES THE BUSINESS STRATEGY AFFECT INFORMATION SYSTEMS AND ORGANIZATIONAL DECISIONS?

Answer:

Business strategy with IS strategy and organizational strategy can form a Triangle. Which means any adjust of each of them will affect the other two.

Organizational strategy and information strategy must complement each other and they must be designed so that they support, rather than hinder each other.

In successful company the business strategy is the most important element in the "Triangle". But to be a real successful firm there must be a balance among these three strategies: business, organizational, and information systems strategies. Business strategy should drive IS decision making, and changes in business strategy should entail reassessments of IS. Moreover changes in IS potential should trigger reassessments of business strategy. If a decision is made to change business strategy of the "triangle", it is necessary to evaluate the other two corners to ensure the balance is preserved. Changing

business strategy without thinking through the effects on the organizational and IS strategies will cause business to struggle until balance is restored.

2. WHAT GENERIC STRATEGY DOES ROCHE APPEAR TO BE USING BASED UPON THIS CASE? PROVIDE A RATIONALE FOR YOUR RESPONSE.

Answer:

From the context we can conclude that Roche Appear to be using **Differentiation Strategy**.

Differentiation Strategy focuses on making your product or service to appear unique in the marketplace. And that is just what Roche doing according the three sub paragraph.

“Look at this revolution of genetics, genomics, and proteomics. It’s becoming ever clearer that we will be able to identify early the predisposition of people to disease—and to monitor and treat them more effectively. We’ll develop markers for cancer. That will lead to better test kits and to new pharmaceuticals.” From the content above, we can obviously found that Roche is aim to make the unique and most cutting edge technology. And it will lead the company win the battle of genomics and molecular biology.

Roche identifies that *“be able to identify early the predisposition of people to disease — and to monitor and treat them more effectively are most important to its customers”*, and then spend much money and research resource on it. It meets the meaning of Differentiation Strategy.

3. APPLY THE HYPERCOMPETITION MODEL TO ROCHE? WHICH OF THE 7 SS ARE DEMONSTRATED IN THIS CASE?

Answer:

- **Superior stakeholder satisfaction:** "It's possible to size up toxicity risks earlier than ever. And it's becoming possible to match up drugs with the people who are best suited for them, ushering in an era of customized medicines."
- **Strategic soothsaying:** We'll develop markers for cancer
- **Positioning for speed:** Roche's U.S. pharmaceuticals headquarters begins with something as basic — and hard — as embracing the excitement of having way too much data, too fast.
- **Positioning for surprise:** Yet eventually, Roche executives believe, all of the retooling within their company will be mirrored by even bigger changes in the ways that all of us get our medical care.
- **Shifting the rules of competition:** story about Decode
- **Signaling strategic intent:** This whole report about Roche's new scientific method.
- **Simultaneous and sequential strategic thrusts:** Each of those initiatives is running on a different timeline. Some parts of Roche's business will be aggressively reshaped in the next year or two; others may take five years or more to feel the full effects of the most recent genomics breakthroughs.

4. HOW DO INFORMATION SYSTEMS SUPPORT ROCHE'S BUSINESS STRATEGY?

Answer:

- They use computer to support GeneChip experiments.
- The ultra-high throughput screening they used for test compounds

Both the item motioned above support Roche's Research. And make them have the leading technology in the industry. This highly meets their business strategy. And also the information systems can provide the information which the manager need. Thought the information systems will cost a lot, it is necessary for Roche to use it. The information systems will decrease the work which did by workers and researchers before. In the days of revolution of genetics, genomics, and proteomics information system will become more and more important for supporting a company's business strategy.