



“ Smartsheet has offered us the ability to integrate other platforms, information flows, and workflows that our existing solutions were not able to meet. As we have developed these solutions, they have replaced stand-alone applications. They have replaced countless communications that are very inefficient. And we have seen productivity increases within our product project management organization of 30% and 40%. Same head count, more projects, more improved customer experiences, simply by eliminating waste and utilizing a more efficient platform.

Bryan Langford, Vice President, Implementation, Planning, and Support, Roche Diagnostics North America

Smartsheet and Roche Diagnostics collaborate to build a COVID-19 testing management solution in just three days

Global biotech leader Roche Diagnostics needed a robust technology solution to manage demand prioritization, distribution, use, and results reporting for its newly developed COVID-19 diagnostic tests. Accuracy, flexibility, and speed were crucial: Faced with a fast-spreading pandemic, Roche needed to direct testing supplies where they were most urgently needed, which changed by the day and even the hour. By collaborating with Smartsheet experts, Roche was able to quickly implement a solution that facilitated quick response to the global health crisis.

Situation:

Roche had been using Smartsheet for a few years when the emergence of COVID-19 and its rapid spread around the world created a new project management challenge. By early March 2020, Roche was poised to bring the first federally approved COVID-19 diagnostic test to the U.S. market. Bryan Langford, vice president, Implementation, Planning, and Support at Roche Diagnostics in North America, and his colleagues realized that manufacturing could not possibly keep up with exploding demand; Roche needed a way to identify the communities with the greatest immediate need and direct supplies to them, and to pivot quickly as those priorities evolved.

“We needed something that was incredibly flexible, because in the world of COVID things change every day, if not every hour,” says Lisa Glavan, marketing product manager at Roche. “We needed something that was very robust, knowing that we’d be gathering a lot of data over an unknown amount of time as the pandemic continued. We needed it to be secure because we would be gathering test information from the labs. And it needed to be user friendly for Roche, but especially for our customers

Company

Roche Diagnostics

Industry

Biotech

Company Size

90,000+ employees

Customer Profile

Roche Diagnostics leads the industry in the development of diagnostics products for cancer, cardiac health, infectious diseases, women’s health and diabetes management.

Website

diagnostics.roche.com/us/en/

Business Situation

Roche needed to track the demand prioritization, distribution, and use of the first federally approved COVID-19 diagnostic test to become available in the U.S. — and to put a solution in place as fast as possible.

Solution

Roche collaborated with Smartsheet experts to design and develop a Smartsheet solution in just a few days, which now supports tracking and data reporting for hundreds of thousands of tests administered each day.

Benefits

- **A single place to capture data on usage, test results, and epidemiology** to route test supplies where they’re most urgently needed
- **Dashboards for reporting by location, region, and test results**, enabling quick compilation of daily reports for the White House COVID-19 task force
- **Integration of information and workflows from company systems** to enable 30%-40% increases in productivity

who would be submitting the information to us.”

The company also needed help. The kind of Smartsheet solution they envisioned would typically take weeks or months to develop. Jonathon Fullerton, senior manager of the commercial project management office, realized that they didn't have the right expertise in-house to build it that quickly.

Solution:

“We've all done business continuity and pandemic planning for years and decades, but it became real,” Langford says. “We knew that we had to have an urgent response, and that how we do things today really didn't matter anymore. It was daunting, and while I will say that no one knew how we were going to do this, we knew we would find a way. And we also knew that in Smartsheet we had a partner that would help us find our way.”

Langford reached out to Smartsheet. Within three days, a collaborative team of Smartsheet experts and Roche staff had developed and launched the first iteration of a system to support the company's testing product.

Benefits:

Roche collaborated with Smartsheet experts to rapidly create a solution to track demand prioritization, distribution, and use of COVID-19 diagnostic and antibody tests in the U.S., allowing distribution to the areas in greatest need and rapid reporting of pandemic data to federal health authorities.

Integrated data tracking to respond dynamically to pandemic needs: Today Roche is using Smartsheet to manage demand prioritization, distribution, and data-gathering for its diagnostic and antibody tests for COVID-19. The company collects information from hospital labs and reference labs, including number of tests run, number of positive results, and number of test kits left in stock at a location. The data is then analyzed against production and order figures, status and location of shipments, and epidemiological data to dynamically determine which areas are highest priority for the next wave of product deliveries.

“This is a test that didn't exist,” Fullerton says. “All of a sudden we're making millions a week, and it's still not enough. No vendor can keep up with the demand for COVID testing. We've had to create all kinds of tools for allocating supply, picking the right places to send things, prioritizing, and tracking. We've used Smartsheet in nearly every one of those areas.”

Real-time reporting that reaches to the highest levels of government: Dashboards display data for a variety of stakeholders, helping company executives and sales directors see what's happening in the areas they manage. One of the most important elements of Roche's Smartsheet solution was simplifying the process of compiling and reporting real-time data to federal health authorities, including the White House coronavirus task force.

“Every day we had a production meeting at 3:00,” Fullerton says.

“We reviewed the data; we made sure everything was right. At 3:15, that report went off to the White House. I'm a process improvement person, not thinking about working on something that directly flows to the White House. But I was pretty proud, and my kids were proud as well.”

A platform to transform the culture of the business: Roche has been at the forefront of health research for decades, with a global portfolio of medicines and diagnostics encompassing oncology, immunology, ophthalmology, infectious diseases and neuroscience. When Fullerton joined the company eight years ago, he was surprised to find that the company's cutting-edge scientific work was supported by a mixture of paper-based processes and stand-alone word processing and spreadsheet documents. Within a few years, Fullerton's efforts to digitize and automate project management led to the implementation of Smartsheet.

“We decided it was time to reinvent how we project-manage our implementations,” Fullerton says. “We selected Smartsheet as a vendor and developed a very customized solution. Smartsheet's connectivity allows us to integrate other systems of record around the company. We can really tie in with other enterprise systems and share data and processes.”

Fullerton says Roche has also started to transform its culture to become more agile and innovative, not just as an approach to crisis management but as an overall way of working. Using Smartsheet has helped the company communicate more effectively across teams, even as

a large number of employees are working remotely.

“The way we do business has fundamentally changed,” Fullerton says. “Especially with our whole workforce being remote, this year has been the biggest change I’ve seen in my time here at Roche. How agile we are as an organization, how quickly we can move; we definitely need platforms like Smartsheet. We’ve done things the same way for many years, and the events this

year have forced us to break the glass and move to a whole new way of thinking. It’s an incredibly exciting time at the company.”

A powerful solution that makes a difference in people’s lives:

Since the start of the pandemic, Roche has regularly seen more than 100,000 tests administered each day across the United States. The company’s Smartsheet solution has been updated and expanded to more effectively help track and manage product

needs. The volumes of data are impressive, but not as much as the dedicated efforts of everyone across the company.

“We always know we’re impacting patients, but it is really incredible to be able to actually see that happen,” Glavan says. “To see how many tests are being run, to look at the supply that’s being used, and to watch hotspots come up and go down throughout the United States. We always make an impact, but I never feel it this directly.”

About Smartsheet

Smartsheet (NYSE:SMAR) is a leading cloud-based platform for work execution, enabling teams and organizations to plan, capture, manage, automate, and report on work at scale, resulting in more efficient processes and better business outcomes. Today over 95,000 customers, including more than 77,000 domain-based customers and over 70 percent of the companies in the Fortune 500, rely on Smartsheet to implement, manage, and automate processes across a broad array of departments and use cases.

To learn more about Smartsheet, visit www.smartsheet.com.