



## JUSP Joint US Swiss Program Management Design for F. Hoffmann-La Roche Ltd

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# The Future of Financial Insight Teams in a Millennial World

In connection with CoFI's philosophy of constant learning, the project team was mandated to develop a future vision for the department. Therein, technological trends, expectations of stakeholders, and the job priorities of millennials needed to be focused on. Finally, a skillset for future CoFI employees was to be derived.

## Proceeding

A situational analysis for the entire project was carried out using a qualitative online survey among CoFI employees. Also, an observation of one workday was done at CoFI, including interviews. The three main areas of the project required different approaches. To identify finance trends, documents were analyzed, interviews were conducted, and a delphi survey with those experts was carried out. To better understand their stakeholders, an online survey was conducted, with subdivision into CoFI's activities. Expert interviews and an online survey served to fulfill the task related to Millennials.

## Results

The two technological megatrends are Blockchain and Machine Learning [ML] & AI. There is no valuable application of Blockchain within the next five years. In contrast, AI and ML offer great potential to CoFI as they will be vital for

predictive analytics, credit management, and accounting. Natural Language Processing could be useful for cooperating with other areas. An interesting consideration for CoFI could be the transformation towards a profit center. Stakeholders value CoFI's services and regard the dashboards provided as helpful. CoFI could most improve upon its communication which should be enhanced. A future employee needs good analytical thinking and data science skills, but also has to be team-oriented and flexible. For millennials, meaningful work and open communication are crucial when looking for an employer. 42% [±8] of millennials get their jobs through their network. 36% [±8] consider success to be the biggest motivator, and for 54% [±8] personalized offices are the ideal workplace.

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## F. Hoffmann-La Roche AG, Center of Financial Insights (CoFI)

Hoffmann-La Roche Ltd [Roche] is one of the largest pharmaceutical company in the world. The Center of Financial Insights [CoFI] is a newly developed finance department dedicated to delivering valuable insights, supporting decision-making, and fostering exchange amongst its stakeholders. As such, CoFI closely collaborates with other areas within the Roche business. The department utilizes an iterative and agile work style, serving as a role model for other departments.

## Client

F. Hoffmann-La Roche AG, Basel

Philipp Wiedmer, Finance Insights Manager  
[www.roche.ch](http://www.roche.ch)



Our employees around the globe work daily on medical innovations. This also applies for finance where we constantly strive for improvements. This was the trigger to engage FHSG to assess if we are sufficiently embracing technological trends and if our working methods provide an attractive work environment. The students have carried out a profound and future-oriented analysis, which allows us to make adjustments in the according areas.

## FHS coach

Dr. Nicole Bischof



## RMU coach

Jodi A. Potter, Ph.D.



With commitment and perseverance, the team was able to provide a robust assessment of the future needs for CoFI. Their findings allowed them to make recommendations regarding technological and human resource trends that CoFI could implement in order to increase department efficiencies and effectiveness.

| Future Trends of Finance   | Stakeholders Expectations  | People-related trends  |
|--|--|--|
| Document Analysis  |  | Document Analysis  |
| ↓  | Empirical Research   | ↓  |
| Qualitative: Expert Interviews   | Quantitative: Affiliates Survey  | Qualitative: Expert Interviews   |
| Quantitative: Employee Survey  |  | Observative: Shadowing Employees   |
| Delphi Survey: Experts & Employees   |  | Quantitative: Students Survey  |
| ↓  | Results  | ↓  |
| Megatrends: Usefulness and feasibility   |  |  |
| Other: Recommendations for dashboards, ERPs, and other topics mentioned by experts | <ul style="list-style-type: none"> <li>Key strengths and challenges</li> <li>Affiliates' expectations</li> </ul> | <ul style="list-style-type: none"> <li>Most important skills for CoFI</li> <li>What Millennials value the most</li> <li>Future skillset of CoFI's employees</li> </ul> |

Research methodology and results  
 Source: own illustration