
LAUNCHPAD

The Learning Laboratory

Jason Hui, Mei Lan Ho-Walker, Tim Bishop, Vinitha Watson
Experience Studio • December 16, 2009

EXECUTIVE SUMMARY

Today, the business climate changes rapidly and new challenges are the rule, not the exception. However, many organizations fail to respond appropriately because they lack a structure that values and actively engages its most important resource: human capital.

The LaunchPad Program creates an internal system that builds sustainable, long-term growth based on the central theme of re-valuing human capital. The program creates a new experience of work that combines structured '20%' time, a scholastic learning model, and mass career customization.

LaunchPad works with clients to develop a program that combines learning and doing. Each participant dedicates one quarter per year to formal classes and projects. For the remaining three quarters, employees develop, coordinate, and participate in their own 20% projects.

The Core Curriculum is tailored to the company and provides opportunities to learn new skills and practice them at the same time. During this time, one day a week is divided into two class periods in the morning and a project workshop in the afternoon where learnings are applied to actual projects driven by employee interest or current need based challenges within the organization.

LaunchPad delivers a new experience of work grounded by the core meanings of accomplishment, freedom, and validation. Because an engaged workforce is the source of creative capital and the foundation for an agile, growth-oriented organization, companies working with LaunchPad will be suited to compete in today's dynamic business landscape.

LaunchPad works with Fortune 500 companies that desire a higher performing work force and new ways of solving problems, but do not know how to structure their organization to promote a culture for innovation.

MARKET OPPORTUNITY

Background

Organizations are beginning to recognize the value of learning and LaunchPad will usher in the age of the learning organization. "Executives have come to understand that for their companies to stay ahead of the competition, their people, at every level, have to learn more (and more quickly) than the competition: new skills, new takes on emerging technologies, new ways to do old things, from manufacturing to marketing to R&D." (The Rise of The Teaching Organization, HBR)

Research into the current business landscape indicates that employee engagement is the primary challenge faced by managers. Current economic conditions exacerbate the challenge: office workers are being asked to dedicate more time to their employers while doing more with fewer resources. 20% of employees are dissatisfied with their work/life balance and 40% cite difficulty staying motivated (via Harris Interactive).

Many employees, particularly factory and office workers, express a desire to work fewer hours for less money, a phenomenon is known as "over-employment." This is further evidence that monetary rewards are not the ultimate incentive for employees. Rather, it is the dynamic and challenging nature of the work that motivates. Workers who report being the least "over-employed" are found in industries where work is active and changing; for example, construction and emergency services. The following statistics help put the problem into perspective:

GENERAL EMPLOYMENT DATA FOR BUSINESS WORKERS:

- Average Professional Sector Job Tenure in the US: **5.2 years**
- Average Private Sector Job Tenure in the US: **3.6 years**
- Average Overall Job Tenure in the US: **1.7 years**
- Average Work Hours per Week: **33**
- Average Work Day Wasted: **28%**
- Average Salary Dollars Wasted Per Employee: **\$5,720**
- Total Dollars Wasted Annually in the US: **\$759 Billion**
- Average Employee Replacement Cost: **\$17,000**

The amount of time wasted at work is correlated to the level of employee engagement, and it is creating an expensive scenario for American businesses. Disengaged employees are wasting billions of dollars each year aimlessly surfing the web and doing personal business on the clock. Disengagement further encourages job movement. The shortened job tenures in each sector present another costly scenario for businesses that can be avoided.

In response to these conditions, a few outlying companies have developed programs intended to stimulate individual interest and engagement, Google's 20% model being one of the more famous examples. In their model, Google allows their engineers to spend 20% of their time pursuing projects of their own interest, though it should be noted that this is for engineers only. While this and similar models have had some success, the fact remains that the Googles and IDEOs of the world are uniquely able to provide such programs for employees.

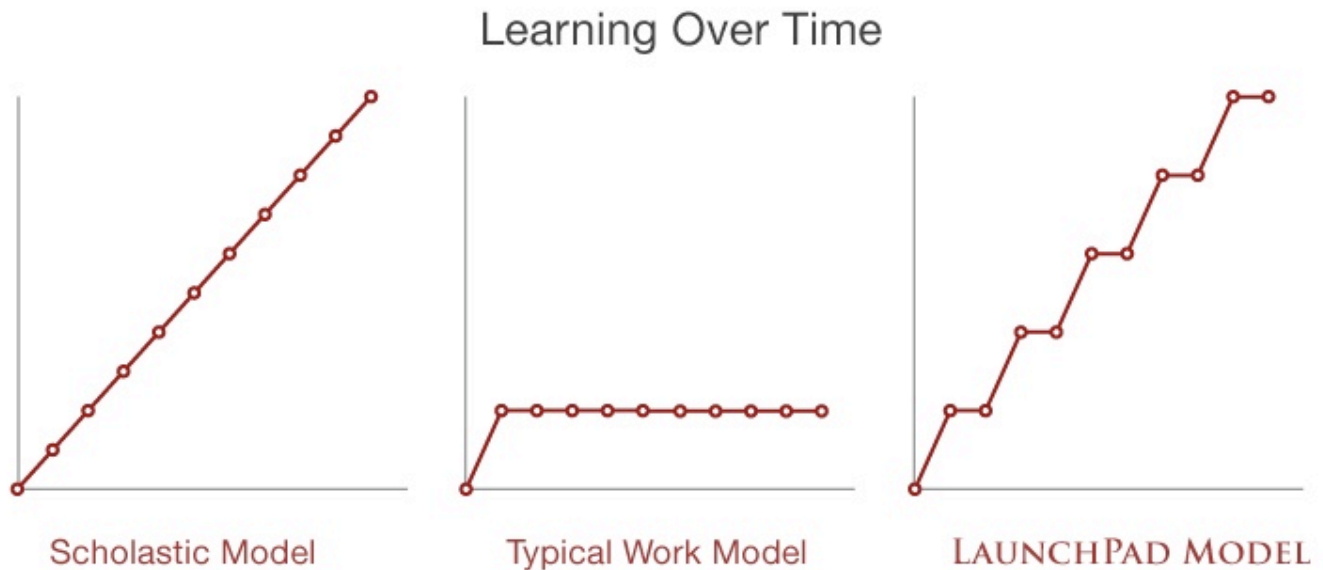
LaunchPad aims to make these innovative work models accessible to more traditional companies by creating a formal structure with measurable outcomes.

CURRENT EXPERIENCE

Employee disengagement is the result of numerous factors such as the workplace environment and even the work itself. Repetitive work, by definition, lacks challenge and inspiration. An excess of repetition whittles away at a worker's ability to solve problems and reinforces their displeasure with work. When disengaged, many workers sense that there is no end in sight, and no opportunity for growth, a commonly cited reason for leaving an organization.

Conversely, work that overemphasizes productivity and multitasking does not provide enough opportunity to rest, an important source of creative thinking. The stress of keeping up and appearing to be busy leads one to rely on solutions that worked in the past. Both extremes suggest a balance of the two is desirable.

The inability of management to recognize (and even value) employee strengths, compatibility, and interests are largely responsible for the widespread disengagement.



RESEARCH RESULTS

Need Finding & Design Principles

The LaunchPad system is built on five pillars that support the needs of our target audience. Needs were identified through ethnographic research and expert interviews with leadership consultants, professionals in design thinking organizations, teaching professionals, innovation experts, and economists.

- 1) Experience is what matters:** Leaders and managers must align personal and corporate incentives by creating employee specific success metrics marked with measurable growth and continual learning.
- 2) Steer don't drive:** Provide the structure and frameworks for individuals to explore and feel accomplished in their work. Provide guidance and feedback while building trust by not overdefining the work.
- 3) Just Say Yes:** Provide safe spaces, both physical and mental, to encourage exploration of one's interests. Encourage learning from failure.
- 4) Right People. Right Place. Right Now:** Enthusiasm is contagious. Having the right people in the right positions at the right time leads to a more engaged workforce. Recognize knowledge, skills and abilities and play to individual strengths. Value leadership over performance.
- 5) Team Time and Me Time:** Provide spaces for collaboration and personal time. Encourage collaborative work while recognizing individual working styles.

INTRODUCING LaunchPad: The Learning Laboratory

LaunchPad is a program that enables employers to utilize their workforce to the fullest potential. It also helps employees get the most out of work and life. The program is divided into three main focus areas:

Structured 20% Time

This redirection of time is critical in that it gives employees the chance to step away, gain perspective, and collaborate with others in the company. The 20% model is becoming more common, but the lack of definition makes it inaccessible to many organizations. LaunchPad developed the structured schedule to appeal to Fortune 500 companies who are looking to in-source innovation, drive growth, and provide both measurable performance and outcomes.

Core Curriculum

The Core Curriculum is the foundation of LaunchPad. It is designed to empower individuals and develop the skills necessary to create effective solutions to real problems within the organization. The Core Curriculum's scholastic model aims to build a culture capable of applying new approaches to new (and old) problems.

LaunchPad also guides organizations to cultivate their own employees to become teachers within the system to continually enable growth. In other words, LaunchPad helps companies become learning organizations and then transition them into teaching organizations.

Mass Career Customization

Mass Career Customization recognizes that people's lives change over time. The organizational goal is to reduce turnover while giving people what they want, when they need it most. LaunchPad encourages internal transfers when employees outgrow their jobs. Employees may also have the opportunity to pursue their 20% projects if the company has interest in the project area.

HOW IT WORKS

Structured 20% Time (Employee view/Employer view)

Each participant dedicates one day a week for one quarter per year to formal classes and projects. For the remaining three quarters, employees develop, coordinate, and participate in their own 20% projects.

The Core Curriculum is tailored to each company and provides opportunities to learn new skills and practice them at the same time. During the formal 20% quarter, one day a week is divided into two class periods in the morning and a project workshop in the afternoon where learnings are applied to employee interest-based projects or current challenges within the organization. As the employee emerges from the quarter, they are able to search out other 20% projects within the company through our online tool or dream up their own project to dedicate their 20% time.

Each cohort will be limited to 25 individuals for maximum attention and training. Currently, the LaunchPad program is able to train a maximum of 5 cohorts a quarter (125 people), 25 cohorts per year (500 people) or a minimum of 200 people in one year. However, LaunchPad expects to grow and expand services to train more than 500 people a year.

EMPLOYEE QUARTERLY VIEW				
	Q1	Q2	Q3	Q4
Y1	Innovation	20% Project	20% Project	20% Project
	Communication			
	Discovery Studio			
Y2	20% Project	Sustainability	20% Project	20% Project
		Leadership		
		Incubation Studio		
Y3	20% Project	20% Project	Marketing	20% Project
			Elective	
			Acceleration Studio	
Y4	20% Project	20% Project	20% Project	Business Models
				Elective
				Launch Studio

EMPLOYER QUARTERLY VIEW**				
	Q1	Q2	Q3	Q4
Y1				
Y2				
Y3				
Y4				

** LaunchPad works year round

CORE CURRICULUM

What LaunchPad Provides

Many companies pay lip service to innovation, but most fail to provide the formal structure and support that companies need to succeed. LaunchPad's Core Curriculum partners learning and doing into a professional development program that provides a structure for innovation.

Professional Development Track

Employees value personal and measurable growth. Our development program provides a formal continued education component to the work environment. Personal and professional development of skills helps keep employees engaged and provides a foundation for sustainable growth.

Studio Track

The studio component encourages the making and doing. This class time provides a space for employees to practice what they are learning in a safe environment. Companies benefit from in-house innovations and increased creative capital.

Year 1: Discovery

Year 1 emphasizes discovery. It introduces techniques to create, explore and identify high-impact opportunities. It builds the cultural mentality and skills for employees to continually experiment and learn from failure.

Professional Track

Participants enroll in two classes:

Innovation Models & Frameworks: Students learn to use new tools such as ethnography, analogies, and frameworks in developing new process-based strategies for problem solving. Provided broad domains to work within, students hone their research and creative skills toward new business opportunities.

Communication Exchange: Students discover their own strengths and working styles and learn how to recognize them in others. The course emphasizes interpersonal dynamics and creating work environments that are healthy and respectful.

Studio Lab Track

Participants enroll in one studio:

Discovery Studio: This studio course gives students the opportunity to put theory into practice by designing product or service solutions that incorporate course learnings and applying new problem solving techniques. Discovery and exploration are encouraged.

Year 2: Incubation

Year 2 continues to build foundation skills and emphasizes taking concepts and refining them towards a variety of solutions.

Professional Track

Participants enroll in two classes:

Leadership & Beyond: This course illuminates the traits of effective leadership. Students practice leadership and learn to recognize emergent leaders within the organization.

Sustainability & The Long View: The course takes an in-depth look at various frameworks and approaches to sustainable development. Students focus on analyzing solutions that positively affect financial, natural, and human capital, and the systems that govern them.

Studio Lab Track

Participants enroll in one studio:

Incubation Studio: This studio course provides the opportunity to further refine and explore initial concepts discovered in previous studios.

Year 3: Acceleration

Year 3 emphasizes honing in on areas of interest and expanding specific skills and knowledge and pushing projects to be viable business opportunities.

Professional Track

Participants enroll in two classes:

Market Insights: This course focuses on market research that drives valuable and actionable insight of customers, competitors, and markets. Students learn how to conduct research that illuminates unseen opportunities through a deep understanding of customers.

Electives: Electives will be offered based on various company functions such as operations & systems, human resources or topics driven by employee interest.

Studio Lab Track

Participants enroll in one studio:

Acceleration Studio: Students hone their skills by further developing a product or service opportunity for their company. There is an additional focus on perfecting communication skills – verbally, visually, and experientially. Each Acceleration Studio project culminates in a presentation to the entire company.

Year 4: Launch

Year 4 emphasizes putting all the projects and learnings together to culminate in a personal project.

Professional Track

Participants enroll in two classes:

Organization Design: Course focuses on organizational design and operational strategy. Students study various organizational models and their interactions with

various internal and external stakeholders, and gain understanding of business functions and strategies.

Electives: Electives will be offered based on various company functions such as operations & systems, human resources or topics driven by employee interest.

Studio Lab Track

Participants enroll in one studio:

Launch Studio: This is the opportunity to bring a new project to life. Backed with prior learnings, students gather around viable, interest-based projects to further develop into real opportunities for their company.

20% Project Time

In the remaining quarters of the year, participants develop, coordinate, and participate in 20% Project Time which culminates in a presentation. Employees are encouraged to continue to practice what they have learned in their course and project work.

Mass Customized Career

Right people, right place, right time. LaunchPad gives organizations and their employees flexibility through 20% time. Informal 20% projects have the potential to turn into full time jobs, helping people transition to new and challenging roles without leaving the company. It structures both learning and growth opportunities that lead to more job satisfaction and better overall retention. LaunchPad also knows that individual needs change over the course of a career.

LaunchPad Control Center

Organizational change is often challenging to implement and manage. A key component of the LaunchPad program is the Control Center, a single solution that allows everyone

in the organization to cultivate the company's knowledge source, at a glance. The Control Center is an organizational management dashboard that lies at the heart of the LaunchPad program. It allows individuals to quantify tangible and intangible factors like employee wellness and outcomes of 20% projects.

The web-based Control Center enables employees to experience, understand, and track their learning and progress while allowing them to take charge of their career path and understand how to get to the careers that utilize their skills to the highest degree. It also helps employees connect with people who share similar interests and identify relevant 20% projects.

Human Resources will also find the Control Center an invaluable tool for monitoring employee wellness and matching the right skills to the right jobs. The software enables an unprecedented ability to observe an organization as a living system.

Executives and managers are able to track key factors like project status, financial outcomes, and group performance in real time. Access to high quality information generates better decision making and enables higher overall organizational performance.

Through a series of online tutorials, employees can learn how to use the system quickly and get started by updating their profiles and taking a preliminary Strength Finders test so that courses can be better crafted to meet the needs of each individual company. The Control Center leverages existing models of social networking, interface and data visualization to make the system intuitive and easy to use.

DESIRED OUTCOMES

An engaged workforce is the source of creative capital and the foundation for an agile, growth-oriented organization suited to compete in today's dynamic business landscape.

1. Sustainable learning: LaunchPad helps enable companies to start and maintain a sustainable learning cycle. This learning cycle starts with setting a foundation for the organization's work culture and allows employees to cultivate their own paths, learn how to work on side projects that will enable them and their organization move forward in today's dynamic business environment.

2. Building on employees unique talents: LaunchPad utilizes Strengths Finder to enable employees to learn where their hidden talents lay and then guides them as to what electives would help hone their skills. In this way, employees are able to work towards their strengths and understand their own talents.

3. Increasing overall work place performance: An empowered workforce is a productive workforce. By applying the skills of the work force properly, companies will enjoy an overall boost in quality of work.

4. Measurement tools that help management utilize their knowledge pool: Creative capital and the knowledge pool is one of the biggest assets that an organization can harness. LaunchPad provides tools to understand and measure skills possessed by employees. This research helps organizations measure employee engagement and benchmarks their performances.

5. Meeting Needs: LaunchPad is built on five foundational needs that both employees and corporate environments are looking to fill. Providing employees at all levels within the organization with the constant experience cycle of accomplishment, freedom, and validation.

6. Succession planning: Through the understanding of the skills within the work force and career path planning, LaunchPad helps decrease the HR effort and stress of succession planning. This program enables Human Resources to plan the movement of their employees effectively.

TOP IMPACTS OF THE LAUNCHPAD PROGRAM

THE TANGIBLES	THE INTANGIBLES
<ul style="list-style-type: none"> • Reduced absenteeism • Employee retention • Increased productivity • In-sourced innovation • Sustainable growth • Increased revenue 	<ul style="list-style-type: none"> • Encouraged curiosity • Continuous learning • Understanding of roles and responsibilities • Open communication • Foundation of values and culture • Empowered and agile workforce

PROFITABILITY ANALYSIS & IMPLEMENTATION PLAN

As the company is a consulting firm, clients sign contractual agreements with LaunchPad for a specific period of time such as 2 or 4 years. Addendums can be added that can call for a continuation of the program at a specified cost.

LaunchPad will have 9 employees on staff to begin with – a CEO, a Financial Director, a Chief Education Executive (CEE), an education professional, a Marketing & Sales Director, a team of three developers and a designer.

The first year will be devoted to developing the company internally – hiring internal employees, finalizing the curriculum, recruiting professionals to teach classes and developing the project management system.

Also, to help establish the LaunchPad brand in the first year, we will market and produce a series of workshops for companies and individuals. These workshops allow us to test our products, form client relationships and expose our services. LaunchPad will also participate in conferences nationally.

A teacher for the Innovation Models & Frameworks and Communication Exchange classes must be filled first as they are offered in Year 1. LaunchPad will work with these professionals to finalize the curriculum and train them in LaunchPad methodologies. LaunchPad will contract with these professionals so they are not considered staff

employees. The teachers will receive pay for each semester they teach. The education professional on the LaunchPad staff will teach the studio class component of the curriculum.

In the first year, the team of developers will design and create the project management software. This project will require significant investment in time, testing, and resources.

In the second year, we will develop a pilot program within one company. This pilot program will enlist approximately 500 participants. LaunchPad teachers will teach one cohort, approximately 25 people, per day. This will make for 5 cohorts to complete classes during the week, totaling 125 people. There are four quarters per year thus a total of 500 people will complete the first year. We will also continue to provide workshops as a way to market our service.

In the third year, LaunchPad will take on a second client. In the fourth year, we will continue to expand to more clients depending on time and resources. Working directly with a company's CEO, human resources and product development personnel, LaunchPad will tailor the program to the client's specific timeline and needs. Company size and number of participants will dictate timeline and number of teachers needed. LaunchPad must be ready to recruit and hire additional professionals. We anticipate higher expenses for ramp-up, marketing and promotion costs and labor costs in these years.

As a service business, the main costs LaunchPad incurs are employee wages and contracted labor costs. To cover LaunchPad labor costs, client prices will vary depending on the size of the company and the number of participants enrolled in the program. Other overhead such as facilities and production costs will be relatively low compared to labor costs.

FINANCIAL MODEL FOR YEAR 1-4

	YEAR 1	YEAR 2	YEAR 3	YEAR 4
Facilities				
Office Lease (3,000 sq ft @ 8,000/month)	-96,000	-96,000	-96,000	-96,000
Utilities (electricity, internet, etc) 350/month	-4,200	-4,200	-4,200	-4,200
Furniture and equipment	-10,000	-5,000	-2,000	-2,000
Misc expenses (mileage, supplies, etc)	-3,000	-3,000	-3,000	-3,000
Incorporation fees, permits, etc	-2,000	0	0	0
Insurance	-2,400	-2,400	-2,400	-2,400
Labor				
Wages for 9 full-time employees	-630,000	-630,000	-690,000	-750,000
Worker's Comp. Insurance @ 6% of total employee salaries	-37,800	-37,800	-41,400	-45,000
Payroll Taxes @ 15% of total employee salaries	-94,500	-94,500	-103,500	-112,500
Contract Labor	-30,000	-120,000	-360,000	-720,000
Marketing				
Marketing/Support Costs	-10,000	-20,000	-30,000	-40,000
Promotions & Collateral	-5,000	-10,000	-10,000	-10,000
Workshop Sales	80,000	100,000	100,000	100,000
Client Contracts	0	2,000,000	2,000,000	3,000,000
Period Cash Flow	-844,900	1,077,100	757,500	1,314,900
Discount Rate	8%			
Project NPV	1,708,944			

FUTURE GROWTH OPPORTUNITIES

As LaunchPad continues to grow, the company looks forward to expanding their services to bring the LaunchPad experience to clients of varying sizes.

Small Sized Company Products & Services

With the minimum commitment of 2-4 years, LaunchPad is projecting that only mid to larger sized companies may be able to take part due to the costs associated with the implementation process. With this in mind, LaunchPad will continually work on crafting programs that allow for smaller companies to take part in the program. These programs may allow smaller companies to band together to leverage costs. These programs may also take the form of joint workshops that involve a more concentrated curriculum. This cross-pollination of small sized companies may prove helpful for both organizations and employees to gain broader perspectives.

Online Learning Module

Moving forward, LaunchPad may develop an online version of the curriculum so companies may implement to a wider audience and employees will be able to go back, reference, and refresh lessons learned from each of the courses offered. These online classes would tie in with the Control Center.

Teacher Training Program

LaunchPad is responsible for training and supplying teachers to their clients. To help transition client organizations from learning to teaching organizations, LaunchPad will offer professional training as an additional service. Thus companies will be able to cultivate teachers internally to carry on the mission of LaunchPad within their organizations.

ONGOING IMPROVEMENTS

There are clear advantages for companies to participate in the LaunchPad Laboratory Program, although there are still some challenges to be overcome. For example, companies will need to invest in the program for a series of two to four years and perhaps longer to see the long-term benefits. It may not be quickly apparent either tangibly through revenue, or intangibly through culture change is occurring. The online tool component is critical to help companies track progress and reflect growth and improvements. LaunchPad will remain committed to iterating and improving the project management software to ensure companies measure and see results.

LaunchPad will continue to analyze design tools, educational systems, organizational models and the competitive landscape to ensure they are delivering a unique experience and meeting the needs of their clients and workforce. This includes evolving classes and content to reflect changing needs. Ongoing research will enable LaunchPad to continually innovate and improve offerings.

Appendix 1: LaunchPad Control Center Employee View

LAUNCHPAD The Learning Laboratory

Genentech @ LaunchPad

LAUNCHPAD CONSULTING

Search Genentech @ LaunchPad

PROFILE

COMPANY OVERVIEW PERFORMANCE NEWS RESOURCES

Dusty Login

MY PROFILE

Dusty Boyer



Planning Engineer
Access Solutions/San Francisco, CA

Current • Planning & Operations Team

Past • Intern at URS Greiner Woodward-Clyde

Education • BS Mechanical Engineer MIT

View Internal Resume

DECEMBER 2009

S	M	T	W	TH	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

LaunchPad Session

GENENTECH DAILY »

News + Events »

- Director of Marketing presents new campaign
- Skills Share Workshop
- Applied Chemistry International Conference 2010

Company Stats »

- Number of 20% projects +3 ▲ 21
- Well Being Index +7 ▲ 66.8
- Genentech Inc (NYSE: DNA) +\$2.1 ▲ \$80.43

MY PATH »

1
2
3
4

YEAR 1 »

Core Curriculum

1
2
3
4

- 1. Innovation Frameworks
 - Material
- 2. Live Exchange
 - Materials

PROFESSIONAL INTERESTS »

- Processes and controls
- Photography
- Patient Care

SKILLS LISTING »

GOALS »

MY PROJECTS »



- Summary
- Members
- Reviews
- Comments



- Summary
- Members
- Reviews
- Comments

PROJECT FINDER »

Search for projects

- Latest Projects
- Schedule
- Project Exchange

PEOPLE FINDER »

Search for people

• People Recommendations





- Make Connections
- Messages

HOT TOPICS »

numbers collaboration

labs believe design

resources prototype

cubicle project time

Appendix 2: LaunchPad Control Center Manager View

LAUNCHPAD The Learning Laboratory

LAUNCHPAD CONSULTING

Genentech @ LaunchPad

PROFILE

COMPANY OVERVIEW

PERFORMANCE

NEWS

RESOURCES

Sydney Login

MY PROFILE



Sydney Jones

Planning Director
Access Solutions/San Francisco, CA

Current • Planning & Operations Team

Past • R & D Scientist at Johnson & Johnson

Education • BS Biology & Chemistry
Carnegie Mellon Univ.

View Internal Resume

◀ DECEMBER 2009 ▶

S	M	T	W	TH	F	S
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MY PATH »

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3
4

YEAR 1 »

YEAR 2 »

Core Curriculum

1
2
3
4

- 3. Sustainability
 - Material
- 4. Leadership by Design
 - Materials

PROFESSIONAL INTERESTS »

- Finance
- Marketing

SKILLS LISTING »

GOALS »

MY TEAMS »

TEAM ToGnar »

TEAM Ninja »

Project Planning »

Team Status

Pace ▲

Workload ▲

Schedule ▲

Role ▲

Satisfaction ▲

Members »

Skills »


Goals »

Projects »

TEAM Shiva »

PEOPLE FINDER »

• People Recommendations


• Make Connections

• Messages

PROJECT FINDER »

• Latest Projects

• Schedule

• Project Exchange

SKILLS FINDER »

• Skill Share Workop

Appendix 3: LaunchPad Control Center Human Resources View

LAUNCHPAD The Learning Laboratory

Genentech @ LaunchPad

LAUNCHPAD CONSULTING

Search Genentech @ LaunchPad

PROFILE
COMPANY OVERVIEW
PERFORMANCE
NEWS
RESOURCES
Kristen Login

MY PROFILE

Kristen Pancake



Human Resources
Access Solutions/San Francisco, CA

Current **Planning & Operations Team**

Past **Intel**

Education **Bachelor in English Williams College**

View Internal Resume

DECEMBER 2009

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MY PATH »

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YEAR 1 »

YEAR 2 »

Core Curriculum

1
2
3
4

- 3. Sustainability
 - Material
- 4. Leadership by Design
 - Materials

MY PROJECTS »



- Summary
- Members
- Reviews
- Comments

COMPANY STATS »

Job Satisfaction

Are you completely satisfied, somewhat satisfied, somewhat dissatisfied, or completely dissatisfied with ... your job?

■ % Completely Satisfied



Year	% Completely Satisfied
'07	55%
'08	63
'09	65
'10	72
'11	79

Average Tenure

Average tenure rate of Genentech employees in years



Year	Average Tenure (years)
'07	4
'08	4
'09	4.5
'10	5
'11	5

MORE »

TESTIMONIALS »

"Every morning I wake up I am more than excited to get to work and do the best I can for a company that really appreciates it."

- Blake Lively

PEOPLE FINDER »

Search for people

• People Recommendations





• Make Connections

• Messages

Appendix 4: LaunchPad Control Center CEO View

LAUNCHPAD The Learning Laboratory

LAUNCHPAD CONSULTING

Genentech @ LaunchPad

[PROFILE](#)

[COMPANY OVERVIEW](#)

[PERFORMANCE](#)

[NEWS](#)

[RESOURCES](#)

Dan Login

MY PROFILE



Dan Montana

CEO
Genentech/San Francisco, CA

GENENTECH DIVISIONS

- Business Development
- Commercial Operations
- Drug Devt - BioMedical Sciences
- Drug Devt - Med/Clin Affairs
- Engr/Facilities Security
- Env Health & Safety
- Finance and Accounting
- Managed Care
- Manufacturing
- Marketing
- Process Development
- Procurement
- Research - Discovery

GENENTECH DAILY »

News + Events »

- Director of Marketing presents new campaign
- Skills Share Workshop
- Applied Chemistry International Conference 2010

Division Updates »

- Supply Chain Performance ▲ +7
- Job applicants up ▲ 11%
- Research/Discovery 3rd Project Completed

BIOMEDICAL SCIENCES »

Manager Groups

Sydney Jones »

Team Status

Pace	<div style="width: 80%; height: 10px; background: linear-gradient(to right, #c00000, #0070c0);"></div>
Workload	<div style="width: 70%; height: 10px; background: linear-gradient(to right, #c00000, #0070c0);"></div>
Schedule	<div style="width: 60%; height: 10px; background: linear-gradient(to right, #c00000, #0070c0);"></div>
Role	<div style="width: 50%; height: 10px; background: linear-gradient(to right, #c00000, #0070c0);"></div>
Satisfaction	<div style="width: 40%; height: 10px; background: linear-gradient(to right, #c00000, #0070c0);"></div>

Overall Performance

●
●
●
●
●
●
●
●

Mark Dwight »

Tim Smith »

Judy Grimes »

Bob Sevy »

20% Projects

Proposed » 12

Ongoing » 4

Project 1	<div style="width: 80%; height: 10px; background: linear-gradient(to right, #0070c0, #ccc);"></div>
Project 2	<div style="width: 60%; height: 10px; background: linear-gradient(to right, #0070c0, #ccc);"></div>
Project 3	<div style="width: 40%; height: 10px; background: linear-gradient(to right, #0070c0, #ccc);"></div>
Project 4	<div style="width: 20%; height: 10px; background: linear-gradient(to right, #0070c0, #ccc);"></div>

Completed » 2

Revenue from 20% Projects



FINANCIAL & COMPANY INDICATORS »

Roche Hldg Ltd

\$41.20 ▲



DEC '10 JUN '11

U.S. product sales
\$9,503 million
11% ▲ from 2009

Net income
\$3,643 million
16% ▲ from 2009

Market Share
20.6%
3% ▼ from 2009

