

Novartis Pharmaceuticals, Basel

Implementation of Decision Analysis

Adoption of Innovation

Write down the year:

- First PC bought at home
- First PC in own office at work
- First used World Wide Web
- First heard of Decision Analysis
- First used Decision Analysis for a complex business problem.

Innovation Adoption: Rogers, 1962

- **Relative Advantage**: economic, social prestige, convenience, satisfaction.
- **Compatibility**: perceived consistency with existing values, past experiences and needs of adopters.
- **Complexity**: perceived as difficult to understand and use.
- **Trialability**: ability to try on a limited basis.
- **Observability**: degree to which the results are visible to others.

Novartis Pharmaceuticals: DA Implementation

- Group Responsible
- Implementation Process
- Successes and Failures
- What's Next?
- What are the Obstacles?
- Management Expectations
- Support
- What have we learnt?

DA Implementation

- Group Responsible
- Portfolio Management within Development
- Internal consultants
- Training
- Turnover
- Organisational Issues

DA Implementation

- Implementation Process
- Began 4Q 1999
- Bottom up
- 4 Pilot Projects
- Awareness and Interest spreading
- Top management sponsor missing

DA Implementation

- Successes and Failures
- Well publicised early success.
- Collaboration with Decision Strategies
- 1 failure with unwilling team.
- Issue of implementation neglected
- Senior management training omitted.

DA Implementation

- Whats Next?

Within 12 months expect:

- DA to be standard within Development
- Use at earlier stages of Development
- Use within subsections of Development: Biostatistics

DA Implementation

- What are the Obstacles?
- Perceived complexity
- Process deemed too long
- Figures not trusted, finance only part of decision making
- Analyst not present at the Decision Board.

DA Implementation

- Management Expectations
- Scenarios accepted
- Want a quicker process
- Issue of Business Units

DA Implementation

- Support
- Support of Decision Strategies in training & facilitation
- Need more effective internal selling

DA Implementation

- What have we learnt?
- Start with a visible important project
- IT systems have to be aligned
- Define upfront when and where DA is needed
- Get support from the top.
- Management expects speed and certainty, not probability.

Information

The information you have is not the information you want

The information you want is not the information you need

The information you need is not the information you can obtain

The information you can obtain costs more than you want to pay.