

Engaging and Retaining DA Practitioners

Presented at Decision
Analysis Affinity Group
(DAAG) Conference

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Merck & Co., Inc.

Key Company Facts

TRADE NAME	The Company is known as Merck in the United States and Canada. Everywhere else, we are known as MSD .
LEGAL ENTITY NAME	Merck & Co., Inc. remains the name of the publicly traded company. It also is the formal legal entity name of our holding company, which has operating companies under it, including Merck Sharp & Dohme Corp., Schering Corp. and N.V. Organon, for example.
EMPLOYEES	Approximately 100,000
HEADQUARTERS	Whitehouse Station, New Jersey, U.S.A.
BUSINESSES	Pharmaceuticals, Vaccines, Biologics, Consumer Health Care and Animal Health
2009 REVENUES	\$27.4 billion
2009 R&D EXPENSE	\$5.8 billion
EXTERNAL LICENSING	In 2009, 51 significant licensing and partnership deals were executed.

*Merck is a global healthcare leader
working to help the world be well*

Basic Company Structure



Once upon a time at Merck...

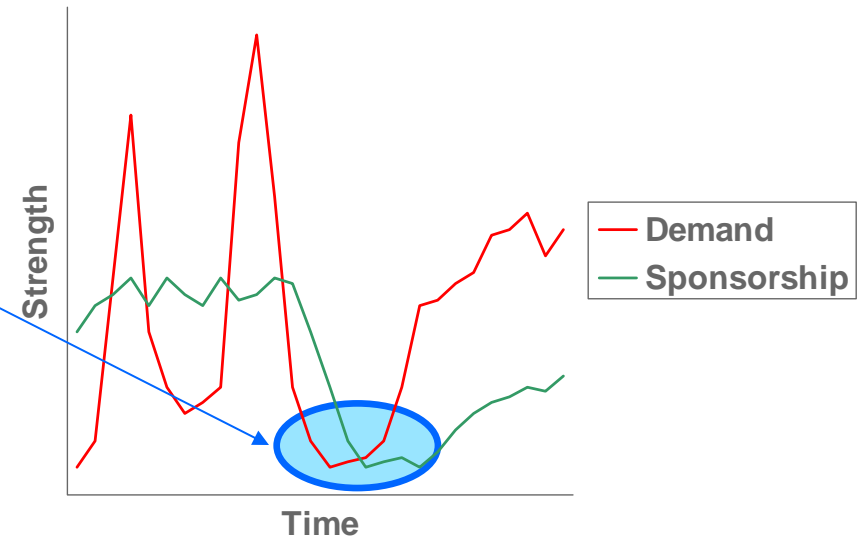
- ▶ **In early 2008, DA practice gained firm grounding**
 - Sponsorship was secured
 - Metrics were added to the divisional scorecard
 - Customer engagement process was established
 - Capability development plan was set into motion

- ▶ **Cornerstone of capability development was training future practitioners**
 - Approximately 40 employees were trained across two sessions
 - Trainees originated from various functional areas
 - Did not directly report to DA functional lead
 - Expected to support DA projects 'part-time' as need arose to meet the fluctuating demand



The recent past...

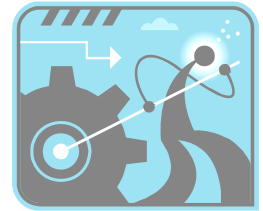
- ▶ **Of so many trainees, only a handful are still active in the DA field**
 - What happened?
- ▶ **Conjectures:**
 - Loss of sponsorship
 - Temporary decline in customer demand
 - Threat of discontinuation of DA practice
- ▶ **Though the above contributed to loss of interest in DA, the likely key root cause is the lack of engagement of these trainees**



Previous engagement paradigm

▶ Opportunities to apply DA knowledge

- Training requirements not consistently enforced
- Sporadic project origination did not always match trainees' availability



▶ Ties to performance reviews

- DA not included or maintained in trainees objectives
- DA possibly not highly valued by some managers



▶ Community of practice

- Discontinuation of a CoP left interested employees without a supportive community
- Lessons learned across projects, success or failures, not widely communicated



Near term future...

▶ Value of DA is recognized

- Recent, highly visible successes have increased demand
 - Word-of-mouth and active advertising of these successes has led to further demand
- Sponsorship is being renewed



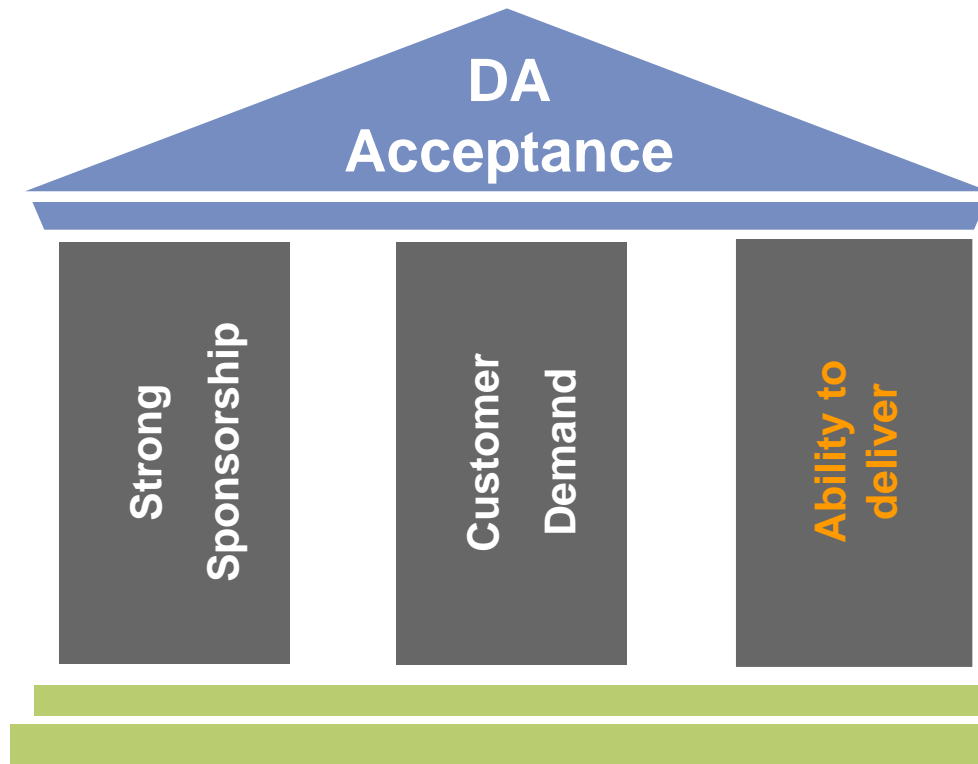
▶ DA capability will be increased carefully

- Practitioners must have opportunities to immediately and continuously apply DA knowledge
 - May require training employees in smaller batches
- Enroll practitioners' managers and ensure DA is tied to employee performance reviews
- Engage practitioners to enable periodic knowledge sharing in a supportive community



In summary

- ▶ Though many factors contribute to the success of DA in an organization, on a simplistic level, it relies on at least three pillars:



Questions

