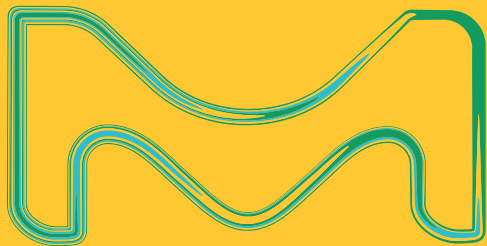


# Working across business units

- how do we optimize the workflow

Jason Wrigley

Nov 2018, EBF Barcelona



The life science business of Merck operates as MilliporeSigma in the U.S. and Canada.

**Supelco®**  
Analytical Products

# Agenda

**1 Identifying the problem to solve**

**2 Roadblocks to overcome**

**3 Solutions to the roadblocks**

# Roundtable Program

## Merck Life Science Research

### What is the Roundtable Program ?

**Enables Merck to understand the future challenges and investigate solutions within key growth areas of the Pharmaceutical Industry**

- Prestigious network of experts from Pharma/CRO/Biotech/Academia
- Collaboration on Industry-wide issues
- First-to-test new, innovative products & solutions

**Customer led solutions**



### What will the outcomes be ?

**The outcome of the Roundtables will be short, medium & long term plans to:**

- Deepen scientific relationship and create champions for Merck Life Science
- Drive long-term sales growth and increase our market share
- Drive new product ideas for BD, R&D and PM's
- Tangible projects to solve key issues arising from the Roundtable meetings

# Identifying the Problem to solve

## What do we want to solve and why?

- RoundTable type meeting with broad topic title
- Pre-work to gain the directions people want to take
- Brief topic headings to “direct” discussions
- Several potential areas we (Merck) could potentially solve
- Areas narrowed down and prioritized
- An application workflow identified as one of the areas

## Key points:-

- No salespeople present
- No products discussed
- Positive environment to promote open and free discussions
- All attendees got a copy of the meeting notes

Marketing  
bias

Project Direction &  
Strategic Fit

Bandwidth,  
technology  
& Skillset

# Looking at the roadblocks

## Marketing bias

- Non alignment of goals
- Silo mentality
- Control of their products/portfolio
- Promotion of the products/portfolio in the application
- Additions to add into the “solution”

## Project Direction & Strategic Fit

- Each stakeholder wants control
- Business case justification
- Funding
- Cross functional teamwork is minimal
- Need internal sponsor
- Can be blocked from above

## Bandwidth, Technology & Skillset

- Not all in one place
- Separate pockets of expertise
- No single centre of excellence for a full workflow across business units

**Can we look elsewhere and collaborate?**

# Solutions to the roadblocks

## Marketing bias

- Gain early buy in from key PM's
- Highlight product areas of interest
- Show the benefit and value of the potential solution

## Project Direction & Strategic Fit

- Externalized to Academia/Biotech
- Agility for fast direction change
- Customer/external point of view for discussion
- Overall control kept by Project manager internally
- Scientific direction kept internal

- *Note: Logistics to externalize challenging*

## Bandwidth, Technology & Skillset

- All skillset in one place
- Understanding of and a requirement for the solution
- All equipment in one place
- Beta testing on site

## Conclusion, Customer Led Solutions and Innovation

