

# *Universum Employer Branding Forum*

Building up a global sourcing strategy.

19 May, 2011  
Geneva

J. Tournel

# Agenda

- **Introduction**
- Business case “Why global sourcing?”
- Global sourcing – strategic approach
- Employer branding at Merck Serono
- Global sourcing – operational approach
- Roles & responsibilities

## Background and vision of the Global Sourcing project

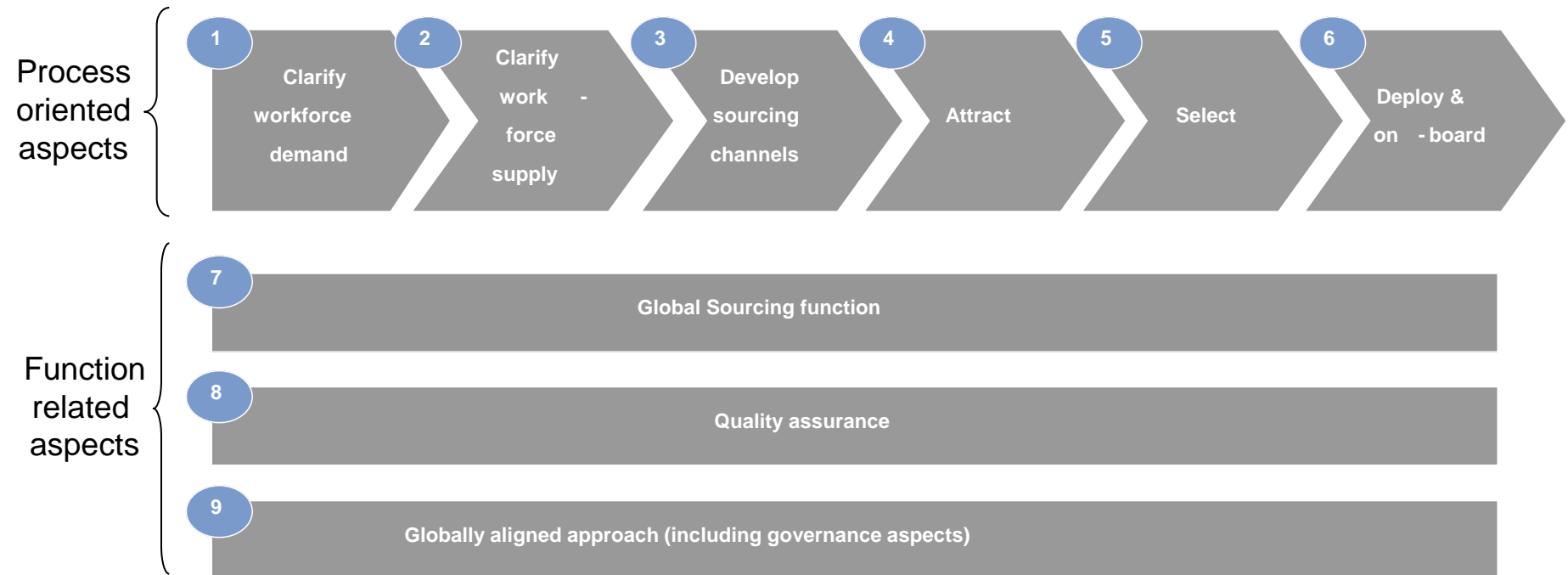
- The “**war for talent**” gains increasing relevance – for regionally different reasons, e.g. economic growth, diversity and demographical development, generational changes
- Our sourcing vision is to **proactively contribute to organizational success** by delivering the right people across Merck (Serono) as required by the business, taking advantage of the newly established Employer Branding.
- Therefore, the goal of this project is to **improve the quality of globally aligned processes** including the **functional set up**. An assessment of how Merck (Serono) is prepared for current and future challenges – including a “**business case**” reveals the critical areas.

## Key desired features of Global Sourcing



## Scope of Global Sourcing

- The project scope covered process-oriented aspects as well as function-related aspects.



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## Business case drivers

### Potential areas of improvement and corresponding opportunities were defined

<b>I</b> <b>Efficiency of the sourcing process</b>	<ul style="list-style-type: none"><li>• Optimize utilization of budget and time needed via streamlined processes and aligned technology</li><li>• Reinforcing and taking advantage of Employer Branding</li></ul>
<b>II</b> <b>Quality of candidates (effectiveness)</b>	<ul style="list-style-type: none"><li>• Create business success with best fitting candidates in business critical positions</li><li>• Avoid costs of wrong positioning</li></ul>
<b>III</b> <b>Ability to fill positions with internal candidates</b>	<ul style="list-style-type: none"><li>• Retain critical skills by providing internal perspectives</li><li>• Support Employer Branding by “delivering to promises”</li></ul>
<b>IV</b> <b>Time to fill</b>	<ul style="list-style-type: none"><li>• Avoid costs of unfilled vacancies</li><li>• Reinforce the Employer Brand by handling applications in a timely manner and make a “better impression” with candidates</li></ul>

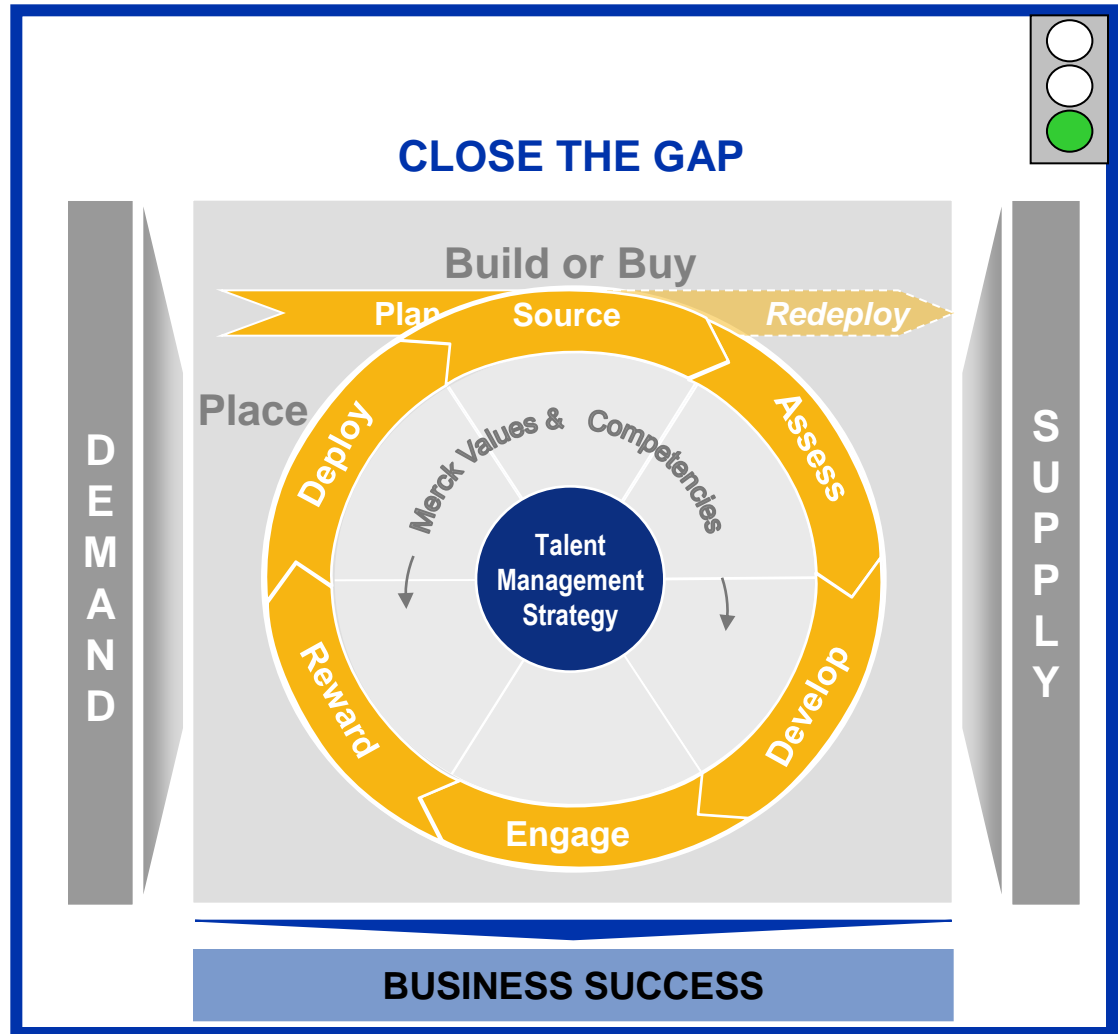
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# To make a “real” difference sourcing activities need to be reshaped with a strategic approach

- Status quo**
- I Efficiency of the sourcing process
  - II Quality of candidates (effectiveness)
  - III Ability to fill positions with internal candidates
  - IV Time to fill

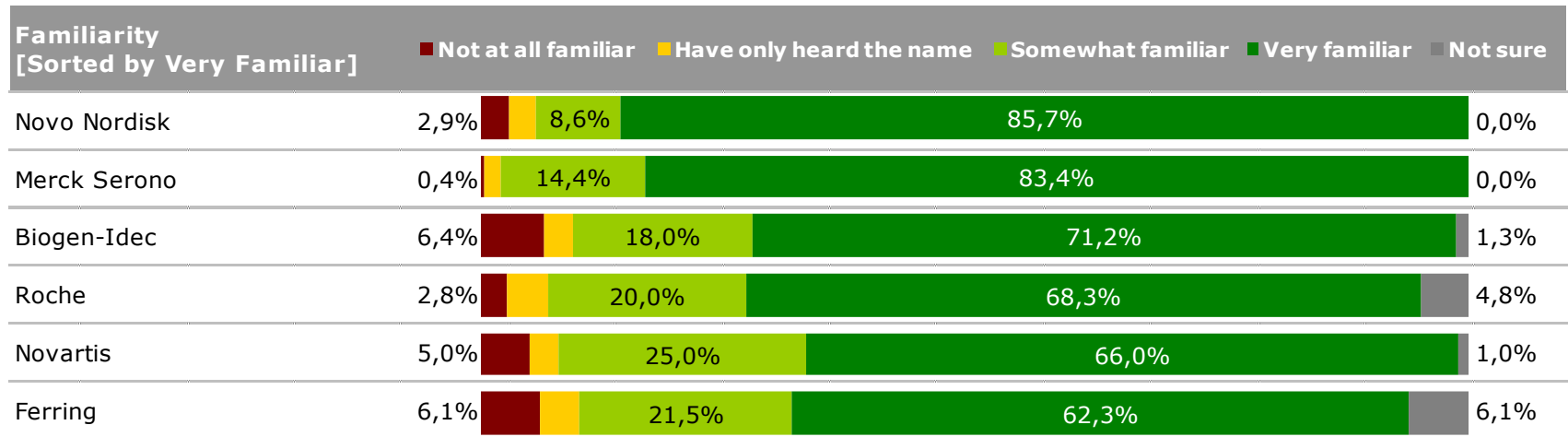
**C H A N G E**



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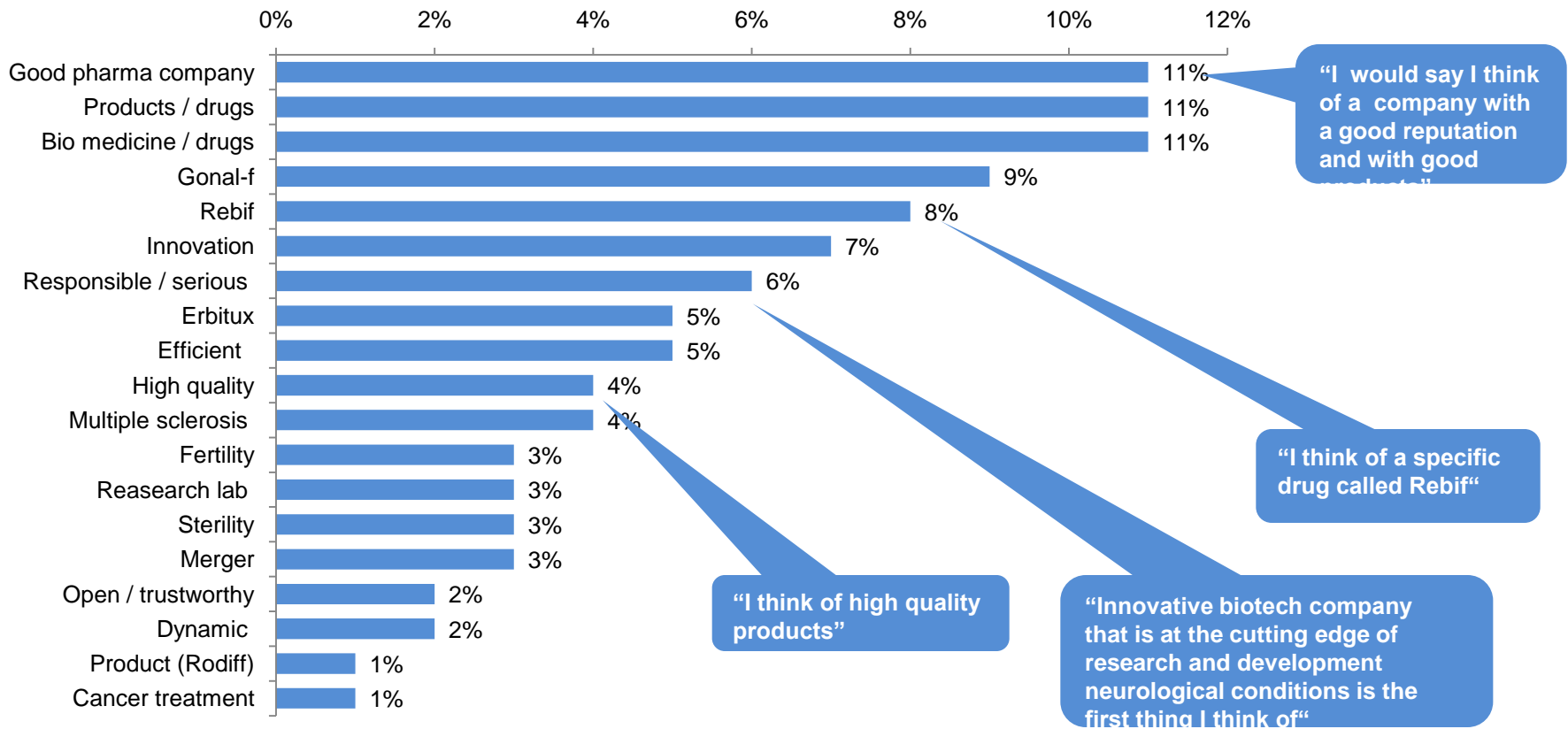
## Global Familiarity with Merck Serono and Benchmarks *'Merck Serono' is a household name across stakeholders*



Novo Nordisk and Merck Serono are clearly the companies with highest visibility among the stakeholders

## Top of Mind Awareness

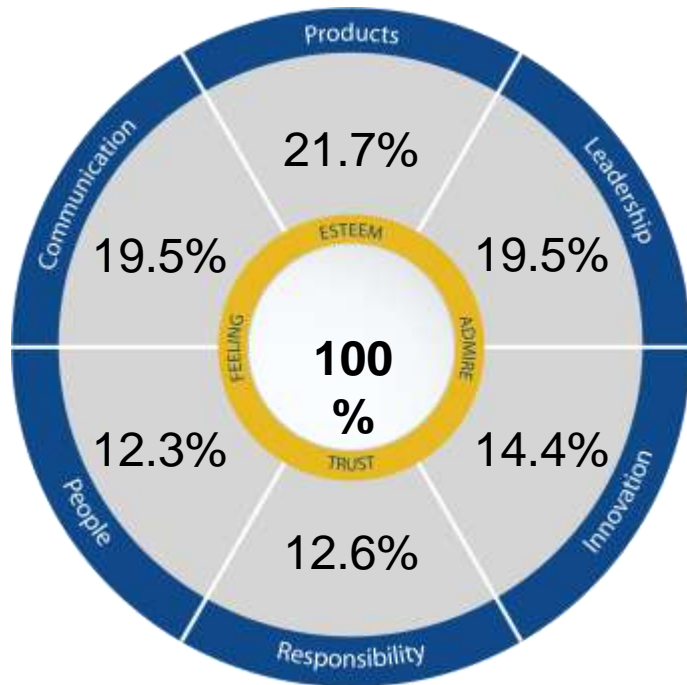
*“When you think of Merck Serono, what is the first thing that comes to mind?”*



## Merck Serono Global: Pulse and Dimension Scores

*Merck Serono is well positioned on the top drivers Products, Communication and Leadership*

Dimension importance for the reputation



Achieved scores for Merck Serono



## **Brand positioning**

We focus our expertise on one enduring commitment: to transform medical science into breakthrough solutions that make a difference to people's lives.

**Living Science, Transforming Lives**

## Core messaging

**We focus our expertise...**

**... on one enduring commitment:**

**... to transform medical science into breakthrough solutions...**

**... that make a difference to people's lives.**

**With the best people we want to excel in specific therapeutical areas, and grow in a sustainable way.**

**We are a family owned company with a long term view, and we value our people.**

**The commitment and creativity of the Merck Serono team will create breakthrough treatments that can change people's lives.**

**We empower employees by giving them intellectual space and opportunities for personal growth.**

## Employer branding value proposition elements

- |                              |   |
|------------------------------|---|
| <b>a. Company</b>            | Scope; reach; size; people; scientific and/ or organizational reputation  |
| <b>b. Leadership</b>         | Structure and roles; style; quality; people management; personality   |
| <b>c. Role</b>               | Significance to the business; scope, responsibilities, tasks , intellectual space , mobility , organizational concept in the functional area , interconnectivity  |
| <b>d. Reward</b>             | Tangible financial; tangible other; education & training; travel; acknowledged value of endeavour; recognition & respect  |
| <b>e. Development</b>        | Job content evolution inside current role , future career steps horizontally or vertically in know how/specialist roles as well in managerial roles ; training; performance management; development Initiatives |
| <b>f. Environment</b>        | Building; work space; recreation space; atmosphere; rules; safety & security  |
| <b>g. People</b>             | leadership & management; direct reports & team; mentoring, etc...   |
| <b>h. Communications</b>     | Internal communications: global and local channels, tools and events  |
| <b>l . External Branding</b> | Scientific publications & journals, international congresses  |

## Combining Testimonials / Close-up's

with

## Generic photography



Strategic – Press – Primary image



Arnaud Ythier, Head of Global Clinical Development Unit Autoimmune and Inflammatory Diseases, Merck Serono, Geneva, Switzerland

## Use your imagination to transform lives

At Merck Serono, we invested €1.2 billion last year in Research & Development. More importantly, our people invested their passion and innovation. We know that to create groundbreaking pharmaceuticals - focused on neurology, oncology, autoimmune diseases, fertility and endocrinology - we need exceptional courage and out-of-the-box thinking as well as excellent resources.

That's why we aim to attract the sharpest scientific minds to the business. If you're one of them, expect to make the most of your skills and know-how in a collaborative culture where views, even the hottest, are respected. And where people are empowered to go the extra mile. Find out more at [www.merckserono.com](http://www.merckserono.com)

MAKE GREAT THINGS HAPPEN




Tactical – Press – Primary image



Thomas Kübler, Director, Clinical Project Management, Merck Serono, Geneva, Switzerland

## We're behind scientific advances, and professional progress

### Biostatistician

€XX,XXX - €XX,XXX - Location details

There's one one thing more exciting than generating a breakthrough therapy: knowing it will make a difference to patients' lives. Helping the best minds of our world team joined to create medical innovations in new medical therapies for cancer, multiple sclerosis and autoimmune and inflammatory diseases doing this.

Now, to keep your great commitment to patient well-being, you'll help us deliver new uses of these groundbreaking therapies. Planning, analyzing and reporting clinical trials, you'll identify and manage the critical aspects of our work, from initial protocol to final reports. Our's team, you'll coordinate projects like international trials, using mathematical models to make up with statistics. Our's also responsible to improve business organization and contribute to achieve strategic objectives.

As regulatory submissions, you'll need high-level collaboration with clinical and project teams, making sure they benefit from our scientific insights.

With us, you'll be part of a Merck Serono is essential, with a sound knowledge of biostatistics and clinical drug development - ideally related to cancer - as well as a solid background. The management will have made you familiar with statistical software packages like SAS and have your ability to contribute to cross-functional teams working across disciplines and the specific tasks.

It's time to have our great with a global pharmaceutical business that uses strong knowledge, innovation and our R&D effort a year in changing people's lives for the better. Find out more.

<http://www.merckserono.com>

MAKE GREAT THINGS HAPPEN




## Essential Employer Brand Materials

Career web portal

Print advertising

Online advertising

Employee communications

Consultancy brochures

Graduate materials

Event materials

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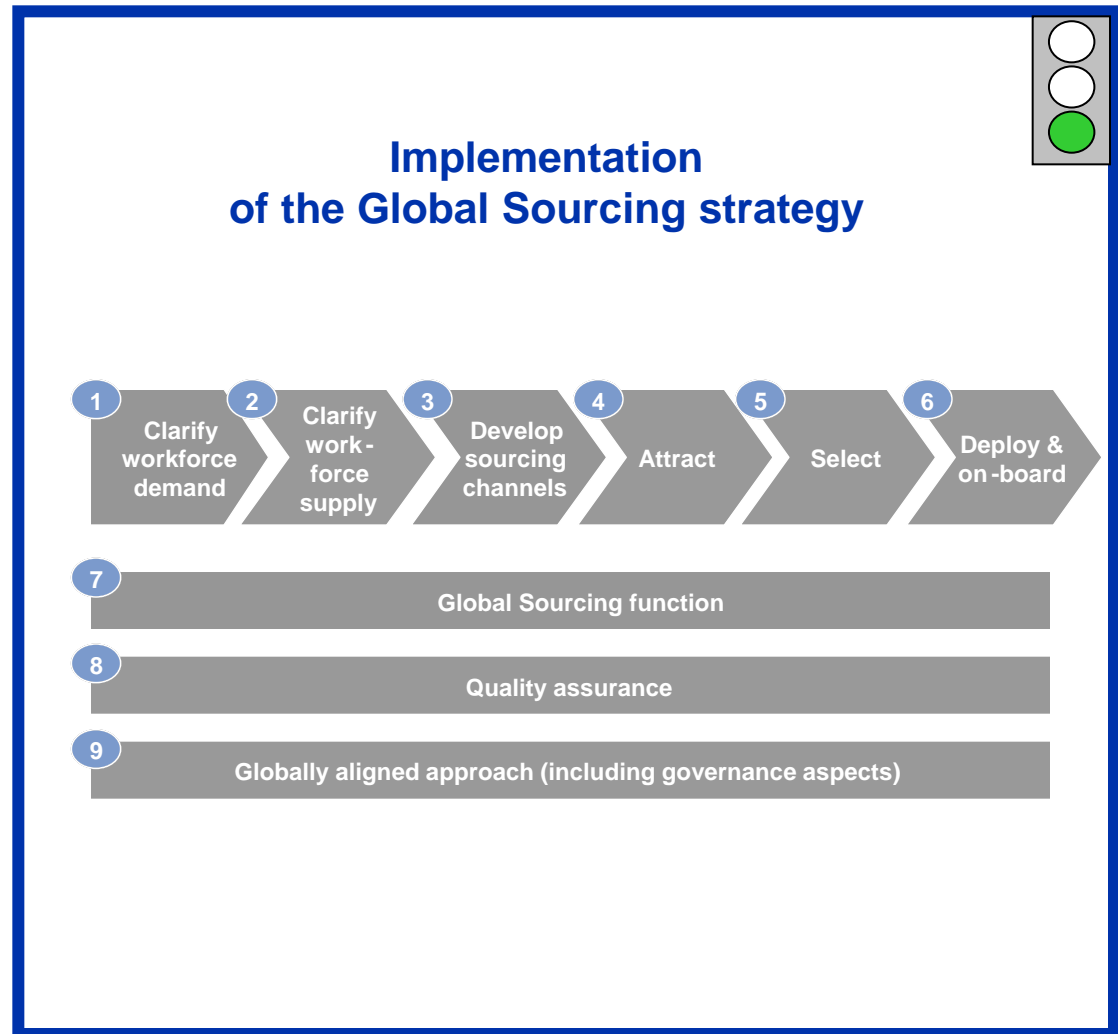
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# To make a “real” difference sourcing activities need to be reshaped also with an operational approach

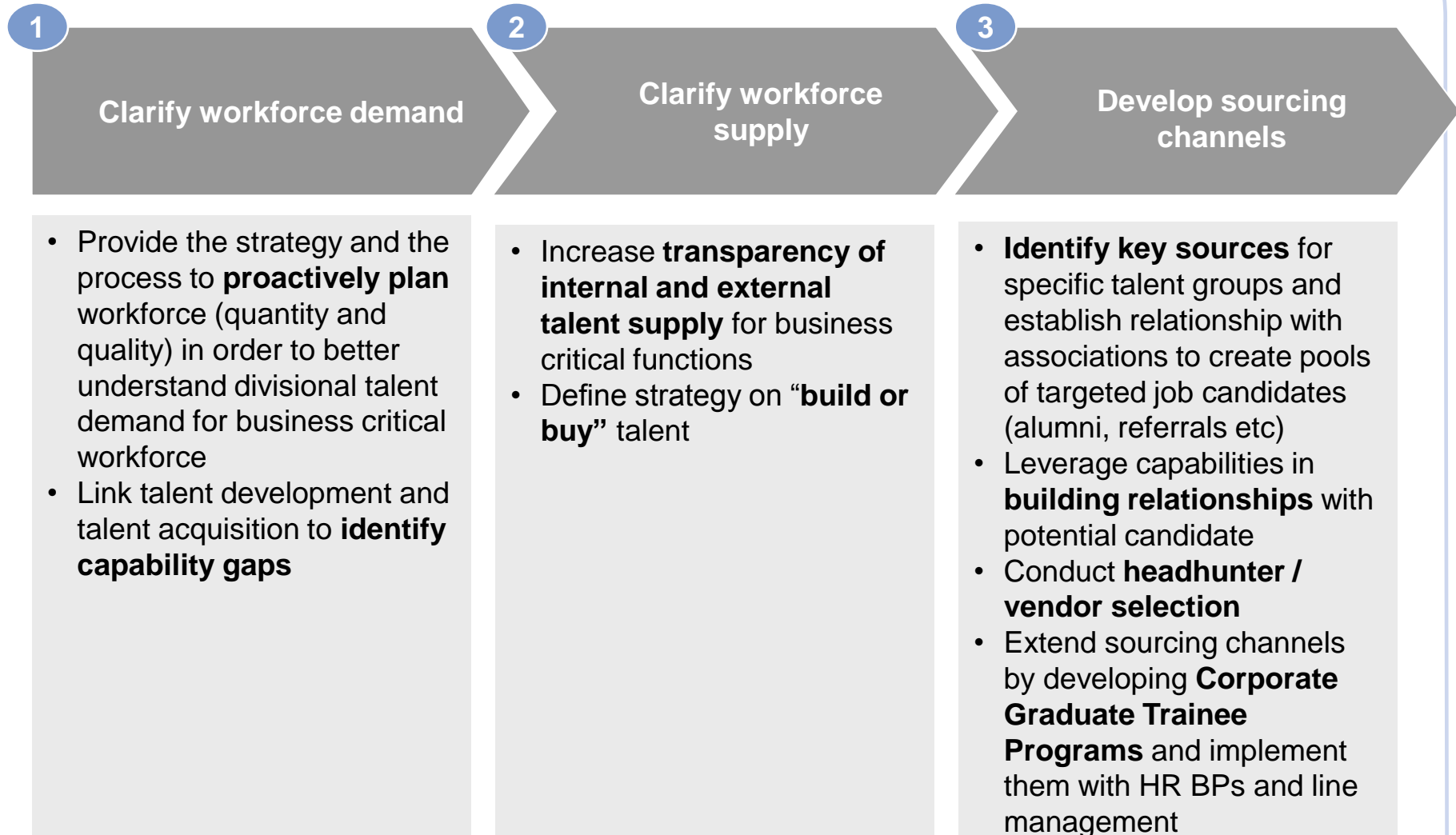
Status quo

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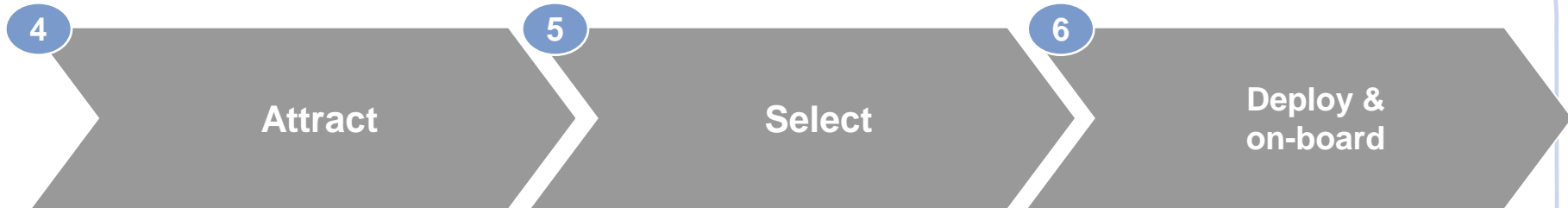
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## The global sourcing approach contributes to the enhancement of all aspects of the sourcing process



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- Implement **Employer Branding**
- Better leverage **web site / social media** for recruiting
- Leverage critical University and Business School relationships for **integrated career fair planning and campus recruitment**
- Use selected **employer ranking** initiatives

- Shape the **mindset of the recruiting decision makers** to focus on further leadership potential, international mobility, demography, balance of gender and nationalities to meet diversity requirements
- Optimize **interview process**

- Provide structured and aligned process to **deploy and onboard**
- Shape the mindset to put more focus on **cultural integration** of the new hire

## The global sourcing approach contributes to the enhancement of all aspects of the sourcing process

7 Global Sourcing function

+

8 Quality assurance

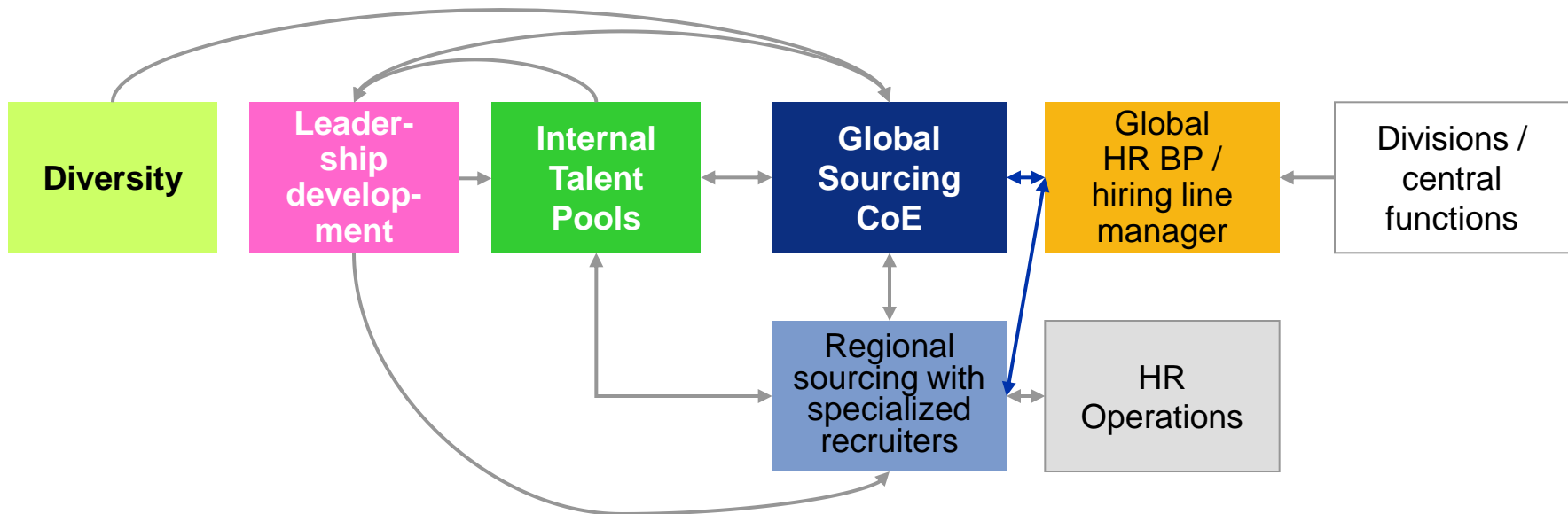
- Implement **guidelines for global approach and alignment**
- Ensure **consistent measurement** and **KPI tracking** for the sourcing process
- Enhance **capabilities of recruiters** via training and selection
- Implement platform for **knowledge sharing**
- Leverage internal talent processes and job posting programs to **develop and engage existing talents**
- Increase **quality of interview** preparation and conduction (organization, roles definition, evaluation, decision making etc)
- Optimize **Taleo and ETWeb** with respect to sourcing

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## Talent sourcing roles & responsibilities

- Hiring line manager and HR Business Partner, Global Sourcing CoE, regional sourcing as well as HR Operations are involved in the sourcing process.
- Global Sourcing needs to be in continuous exchange with the other parties involved in the Talent Management Process.



↔ inform / exchange  
↔ involve

# Back Up Slides

Examples of employer branding materials

# **‘MAKE GREAT THINGS HAPPEN’**

This is the slogan that underpins all Merck Group recruitment materials. Optimistic and upbeat, it’s a call to action, a motivational statement and a celebration of the great things we achieve in every part of the Merck Group every day.

And it suggests there are more great things to come.

Strategic – Press – Secondary image



## Use your imagination to transform lives

At Merck Serono, we invested €1.2 billion last year in Research & Development. More importantly, our people invested their passion and innovation. We know that to create groundbreaking treatments in neurology, oncology, autoimmune diseases, fertility and endocrinology we need exceptional courage and out-of-the-box thinking as well as excellent resources. But our achievements don't end there. Merck is also a world leader in consumer health care; and in liquid crystals, effect pigments and products for the Life Science industry. In fact, our innovative pharmaceuticals and specialty chemicals improve quality of life for millions. To find out how you can make the most of your pioneering spirit in an organization that's active in 64 countries and which generated revenues of €12.7 billion in 2009, just visit [www.merck.de/jobs](http://www.merck.de/jobs)

**MAKE GREAT THINGS HAPPEN**




Tactical – Press – Secondary image



## Like us, you'll never lose sight of the end results

### Biostatistician

Location | Salary | Ref: 123456

There's only one thing more satisfying than generating a breakthrough therapy: knowing it will make a difference to someone's life. Picturing the end results of our work has pushed us to create landmark innovations in new medical therapies for cancer, multiple sclerosis and autoimmune and inflammatory diseases among others.

Now, by harnessing your genuine commitment to patient well-being, you'll help us deliver even more of these groundbreaking therapies. You will:

- plan, analyze and report clinical trials
- develop and review the statistical aspects of our work, from initial protocols to final reports
- translate problems into mathematical forms, using mathematical models to come up with solutions
- approve contract organizations and contribute to various technical issues on regulatory submissions
- collaborate with clinical and project teams, making sure they benefit from your technical insights.

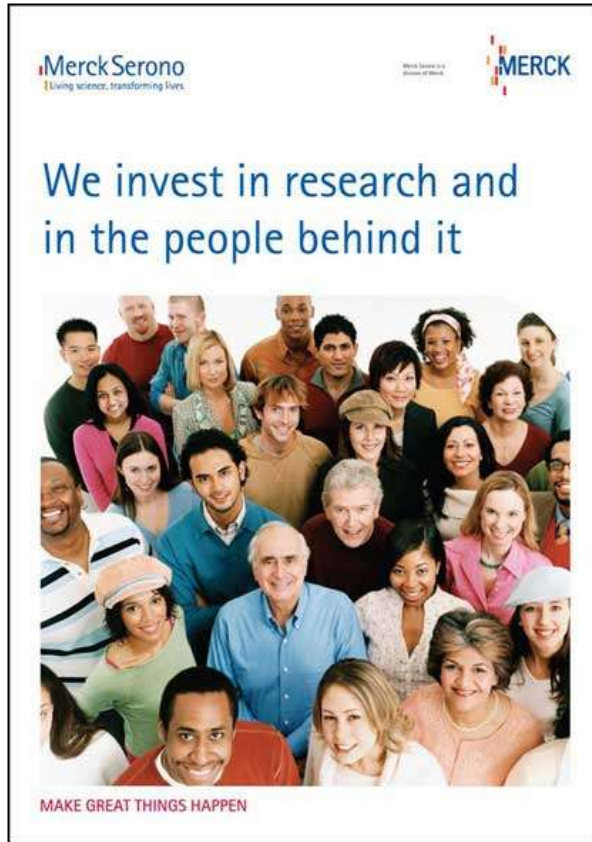
A PhD or MSc in Statistics or Mathematics is essential, while a sound knowledge of biostatistics and clinical drug development - ideally related to cancer - would be a definite advantage. This background will have made you familiar with statistical software packages like SAS and honed your ability to add value to cross-functional teams working across disciplines and therapeutic areas.

If you're keen to learn and grow within a global pharmaceutical business that invests energy, knowledge, know-how and some €1.2 billion a year in changing people's lives for the better, find out more by visiting [www.merck.de/jobs](http://www.merck.de/jobs)

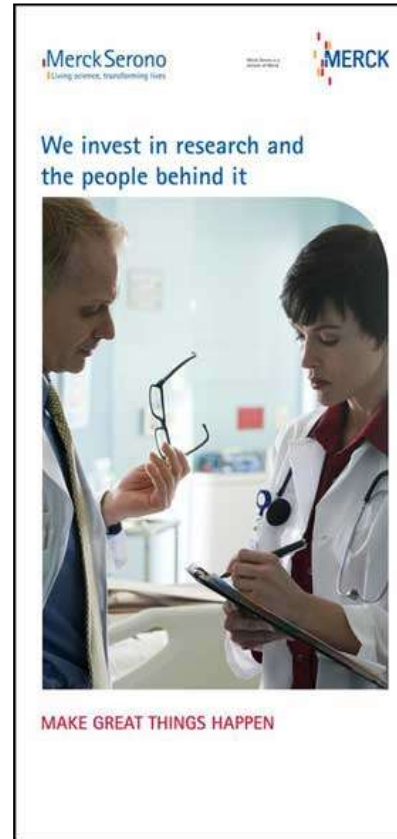
**MAKE GREAT THINGS HAPPEN**




Strategic – Candidate brochure –  
Secondary image



Strategic – Pull-up banner – Secondary image



Strategic – Consultancy brochure –  
Primary image

Tactical – Press – Primary image

