

Managing Change

Faced with an industry-wide trend of spending more to produce fewer drugs, and taking longer to do it, Merck's BioProcess R&D Group turned to OnPoint Consulting to help close the gap between the development of its strategy and the achievement of business results.

OnPoint's solution focused on revising the Group's five-year mission and vision, and ensuring that an organizational structure was in place to support the strategy. We also focused on building the organization's readiness for change and enhancing its ability to effectively execute plans and strategic initiatives. As a result, 95% of employees indicated that they understood the need for change and were committed to implementing the vision, strategy, and goals. In addition, the new structure and clarity on roles and responsibilities helped improve cycle time and enabled the Group to handle more projects without increasing headcount.