


Susan Gleckner
**Johnson & Johnson Consumer &
Personal Products Worldwide**
PHTD Spring Meeting, Las Vegas
April 2015









Sometimes success is simply hanging onto the job you have.

- Sean Smith, Dec. 7, 2012

America

DANGER

Johnson & Johnson

Topics

- Johnson & Johnson
- Context / Environment
- "Suevival" in Practice

Johnson & Johnson

Our Story

More than 125 Years of Caring

- Founded in 1886 in New Brunswick, NJ
- More than 265 operating companies in more than 60 countries
- 126,500 employees

Johnson & Johnson



Johnson & Johnson Family of Companies

Johnson & Johnson

- The world's 6th-largest consumer health company
- The world's largest medical devices
- The world's 6th-largest biologics company
- The world's 6th-largest pharmaceuticals company



Our Company



The Johnson & Johnson Family of Companies is organized into several business segments comprised of franchises and therapeutic categories



Medical Devices

2014 Sales: \$27.5B



Consumer

2014 Sales: \$14.5B



Pharmaceutical

2014 Sales: \$32.3B

70

% of sales comes from the #1 or #2 global market share position

24

brands and platforms generate over \$1 billion in sales apiece

Medical Devices

Johnson & Johnson



Contact Lenses



Trauma



Sutures



Endoscopy



Electrophysiology



Diabetes



Spine



Knees



Hips



Energy



Diagnostics (sold)



Pharmaceutical

Johnson & Johnson



Anticoagulant



Prostate Cancer



Multi-Drug Resistant
Tuberculosis



Diabetes



Chronic Hepatitis C



Crohn's disease



Mobile App



PHARMACEUTICAL COMPANIES
OF Johnson & Johnson



Consumer

Iconic Brands and Science-Based Innovation

Categories include:

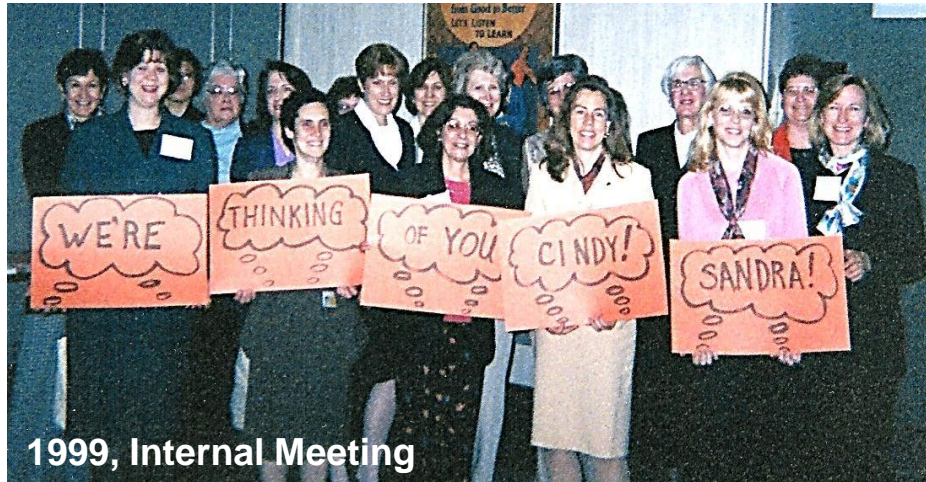
- Over-the-Counter Pharmaceuticals
- Skin Care
- Baby Care
- Women's Health
- Oral Care
- Nutritionals
- Wound Care
- Eye Care

HEALTHY ESSENTIALS®
HealthyEssentials.com

Johnson & Johnson



Context





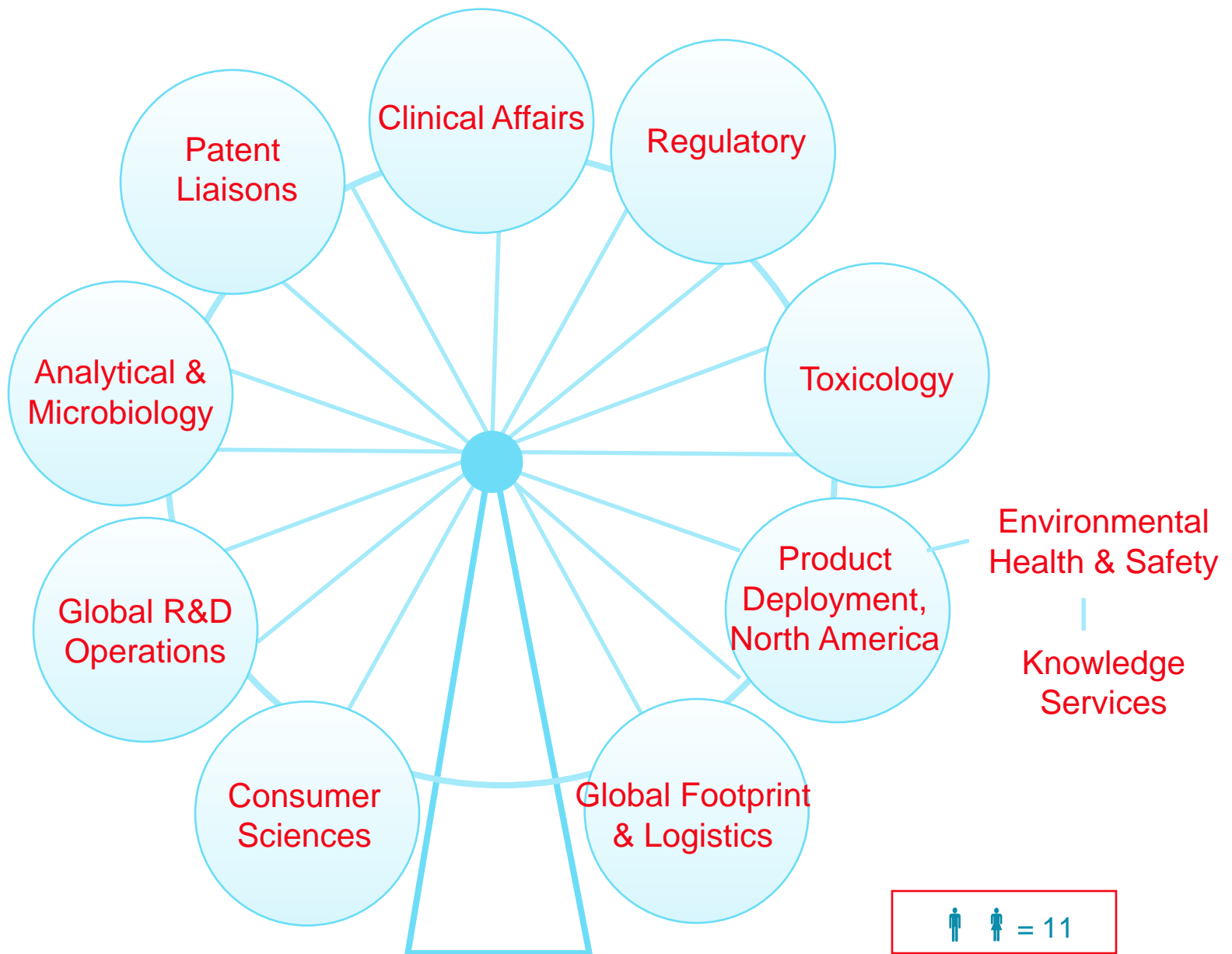
2010, SLA New Orleans

Decentralization



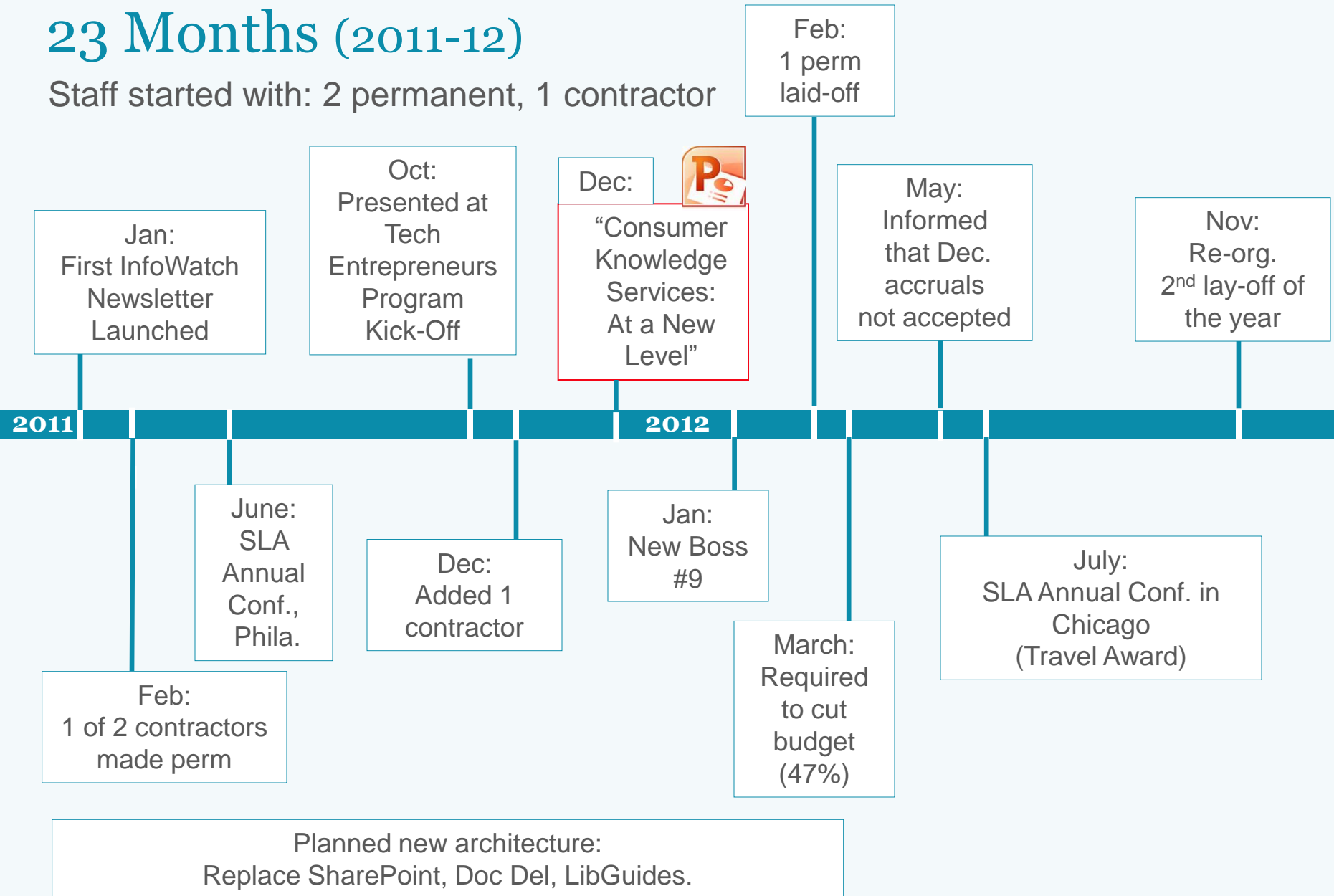
Current Context / Logistics

- Solo + 2.75 contractors
- Central info center
- No print collection since 2005
- Few peers/info SMEs
- Not pharmaceuticals
- Culture
- Serve Consumer Sector only
- R&D
- 30 sites
- “Knowledge Services”



23 Months (2011-12)

Staff started with: 2 permanent, 1 contractor



Business-as-Usual

- Deliverables
 - Self-service
 - Proactive delivery
 - On-demand service
- Web Site
- New Technology
- Staffing
 - Solo
 - Contractors
- Funding
- Management Support

What Changed

- Recession
- Consent Decree
- Open Innovation



PowerPoint: “2008 Budget
Finding a Solution for the Gap”

Facing Poor Odds

How can this function survive with continually dwindling budget and resources

How can this function improve awareness

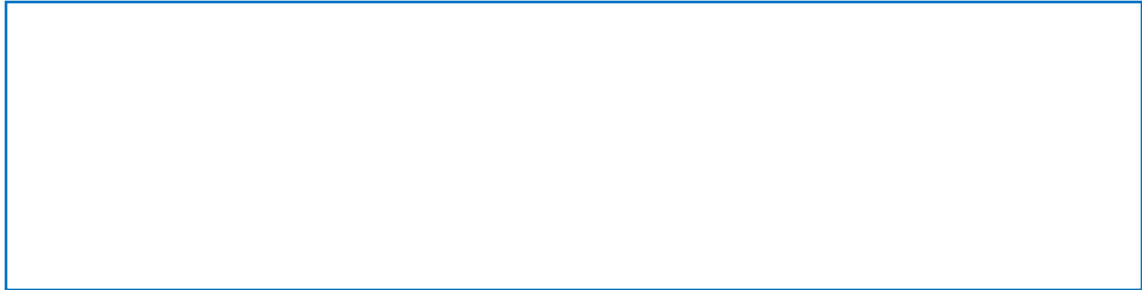
How can this function show value to management

Challenges: The Big Three

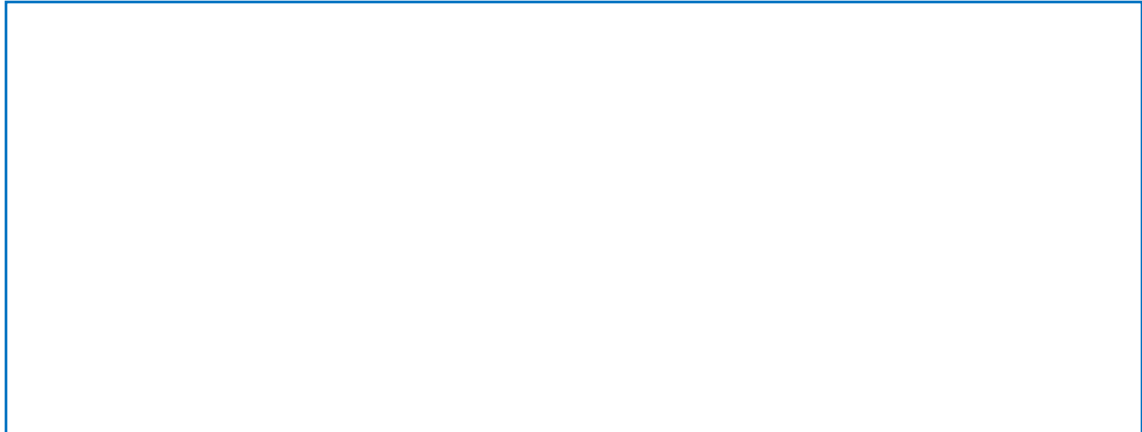
Management Sponsorship



Resources



Awareness



Improving the Odds

“How is this
going to help
the department
survive?”

Strategy

Concerted effort to take advantage of what was at hand:

- * Solid foundation of info content, services and know-how
- * Skilled and strategic-minded staff
- * Franchises hungry for scientific & competitive info

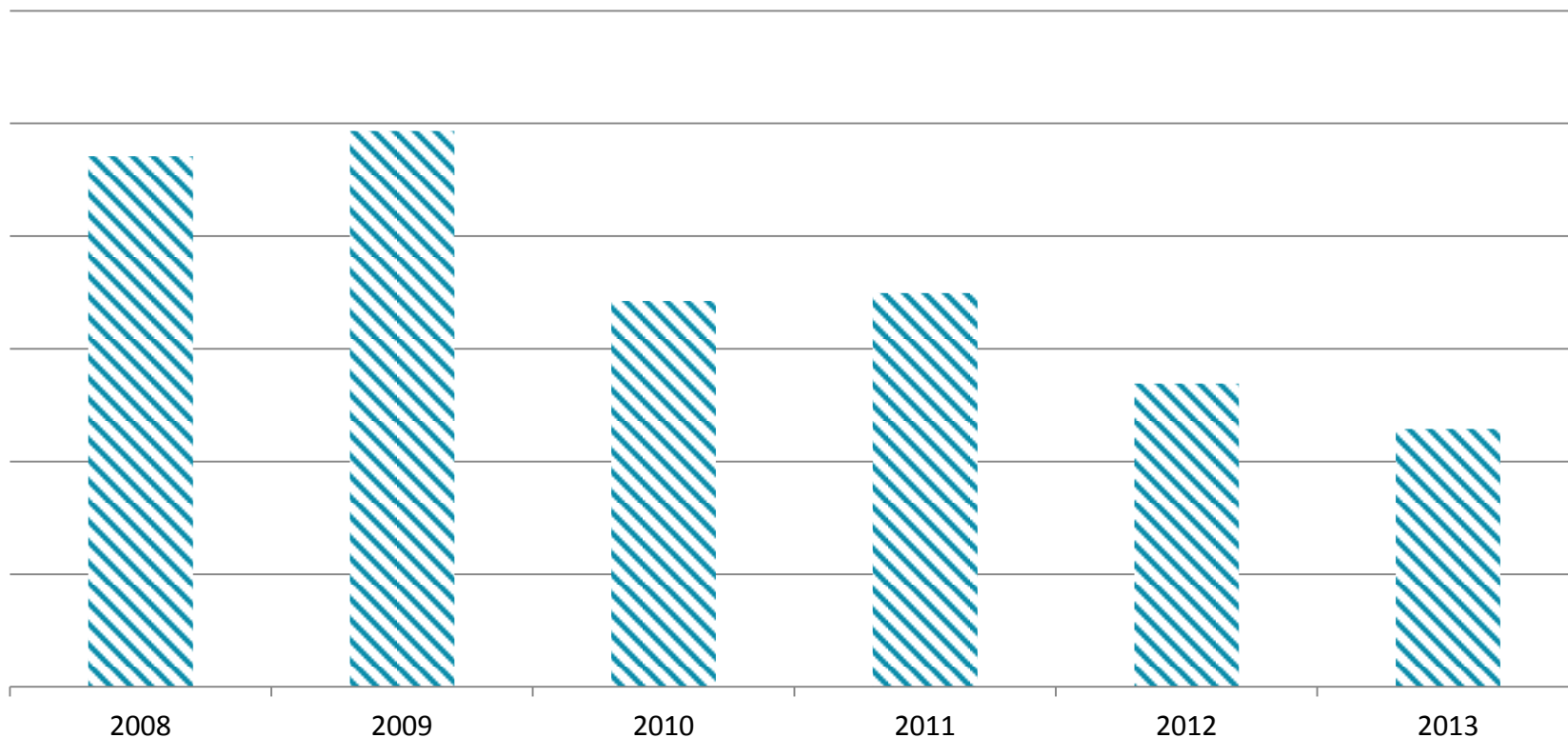
Address shortfalls:

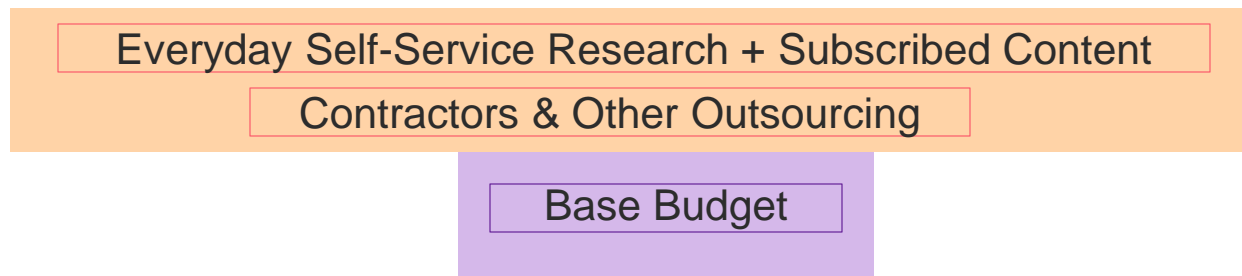
- * Need for more efficient information processes in R&D
- * Need for a sustainable funding model



New Operating Model

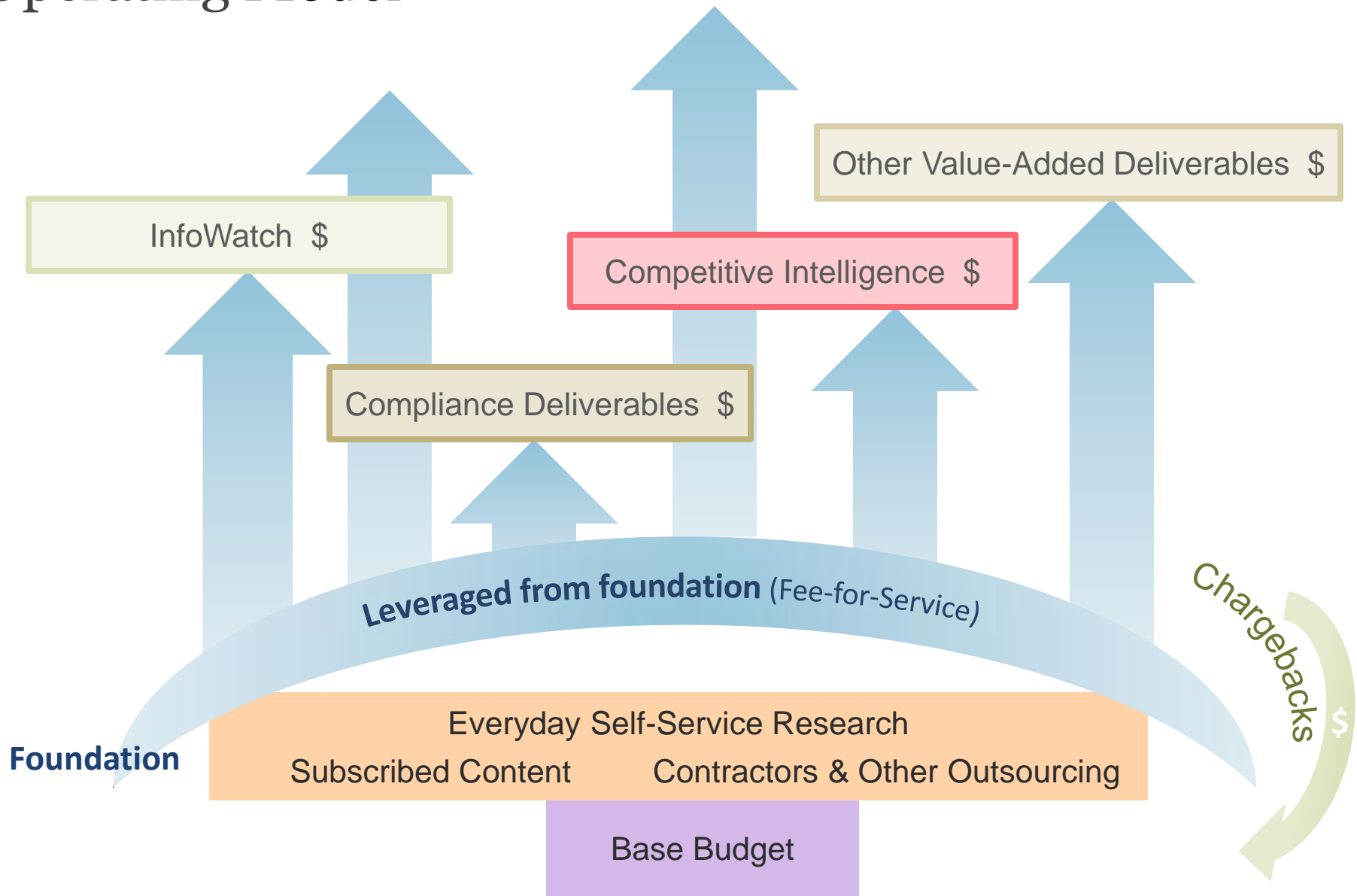
Knowledge Services Annual Value of Subscriptions (journals, databases, reference books) 2008 - 2013





Operating Model

New Operating Model



Chargebacks

- Based on a tiered system of hours spent (e.g., \$ for up to four hours of work, \$ for up to a full day, etc.)
- Model has been applied to – and fits -- other deliverables
- Pricing is competitive with outside costs





What We Do

(This slide from 2012)

Comcast Universal NBC

Parks

Film

Digital

Broadcast

Cable
Channels

Knowledge Services

Basic
Self-Serve

Premium
Channels

Compliance
Channels

On
Demand

Parks



Ingratiated deliverables

“to gain favor or approval for, by doing or saying things that people like” *

* Merriam-Webster

Compliance-required deliverables (have-to-haves)

Customers: Regulatory and Safety

Adverse Events
Monitoring

Periodic Safety
Update Reports

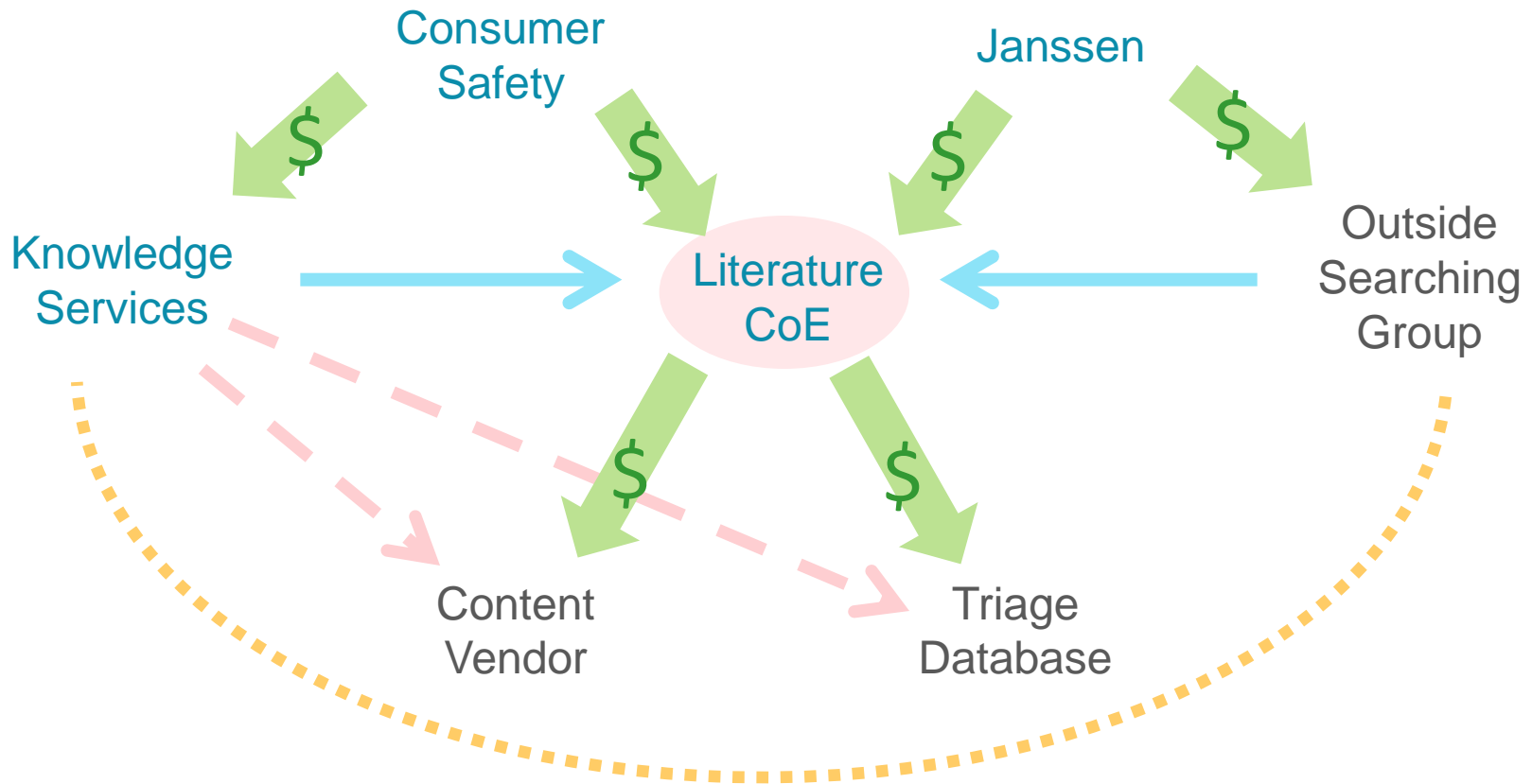
NDA submission-
related

Ad hoc requests
(e.g., FDA Advisory Committee prep)

Core Company
Data Sheets

Addendum to the Clinical Overview

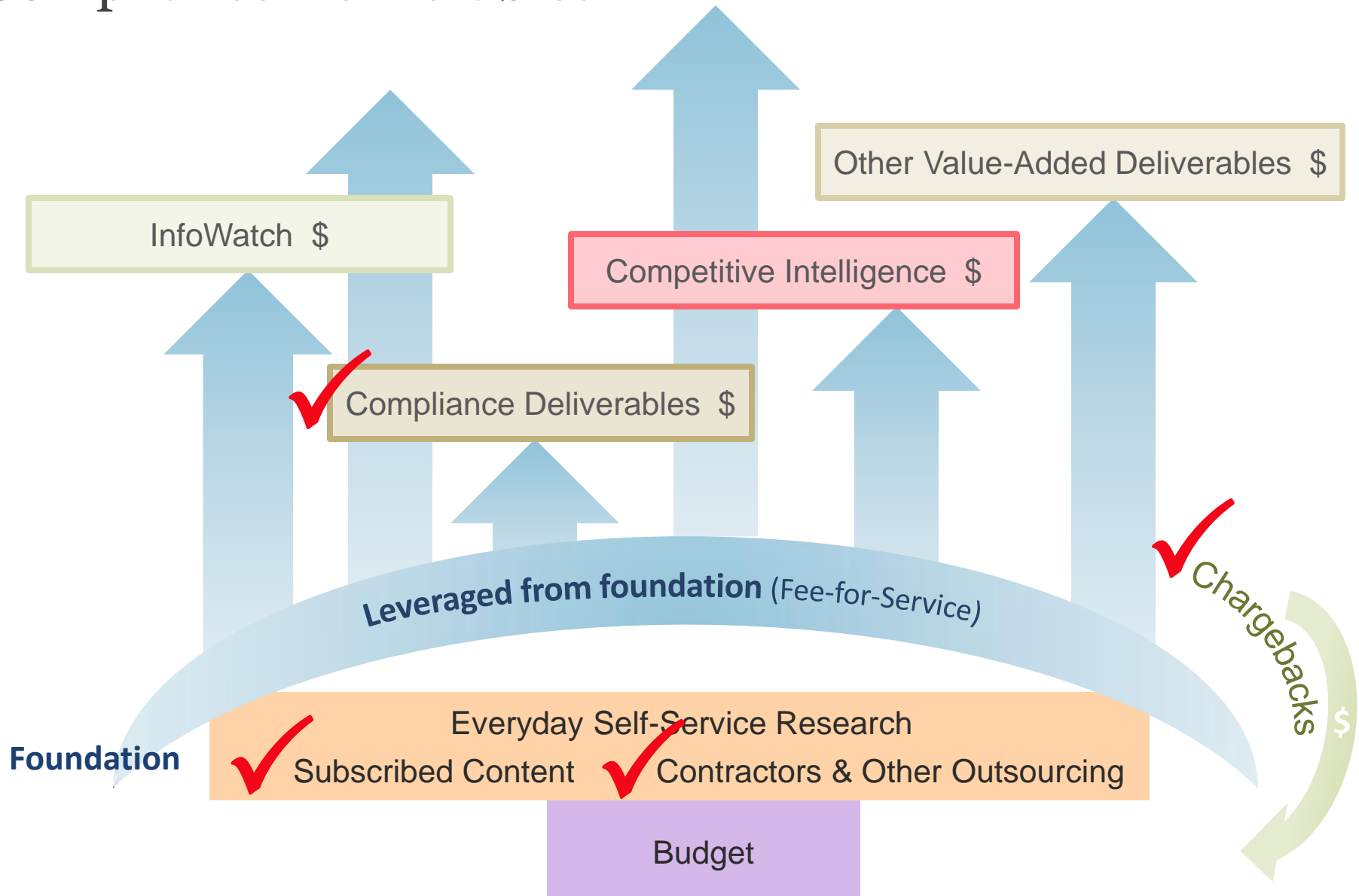
Adverse Event Monitoring in the Literature

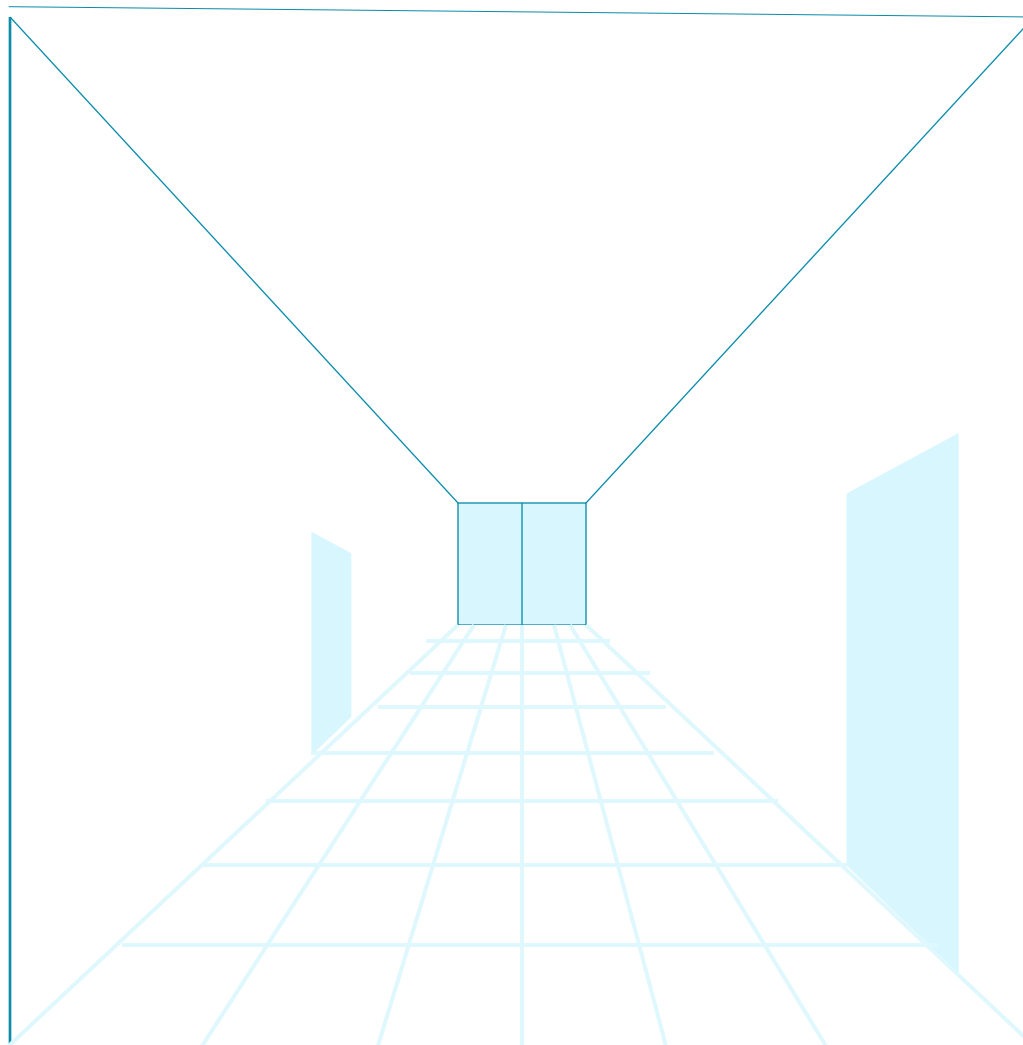


What's to prevent it all from being outsourced?

Compliance Deliverables

Ingratiated Deliverables #1







targeted

1,500 subscriptions

SME commentary

business & competitor news + scientific content + patents + products

R&D subject matter experts

link to full text

51% of users are from outside the US

reinforced sense of community

brings us closer to customers

visible to management

Supplements budget by 43%



January 09, 2015

Produced by
Consumer
Knowledge Services

Contact Susan Gleckner
to subscribe

Click here for mobile device
Normal
Full issue



MicrobiomeNow

CONSUMER KNOWLEDGE SERVICES

TOP PICKS

MICROBIOME 101

OMICS, CHARACTERIZATION, QUANTIFICATION

CONDITIONS, DISEASES

Allergy/Upper Respiratory / Baby-related / Diet & Nutrition / Digestive Health / Immunology /
Metabolism / Oncology / Oral-related / Skin-related / Other Conditions /

BY SITE

Baby (site) / Brain – Gut Axis (site) / Gut (site) / Oral (site) / Skin (site) / Vagina (site) / Other Sites (site) /
Upper Respiratory/Lung (site) /

PROBIOTICS

PREBIOTICS

DEVICES & DIAGNOSTICS

FUNGAL MICROBIOME

VIROME

ANTIBIOTICS AND VACCINES

ENVIRONMENT AND MICROBIOME

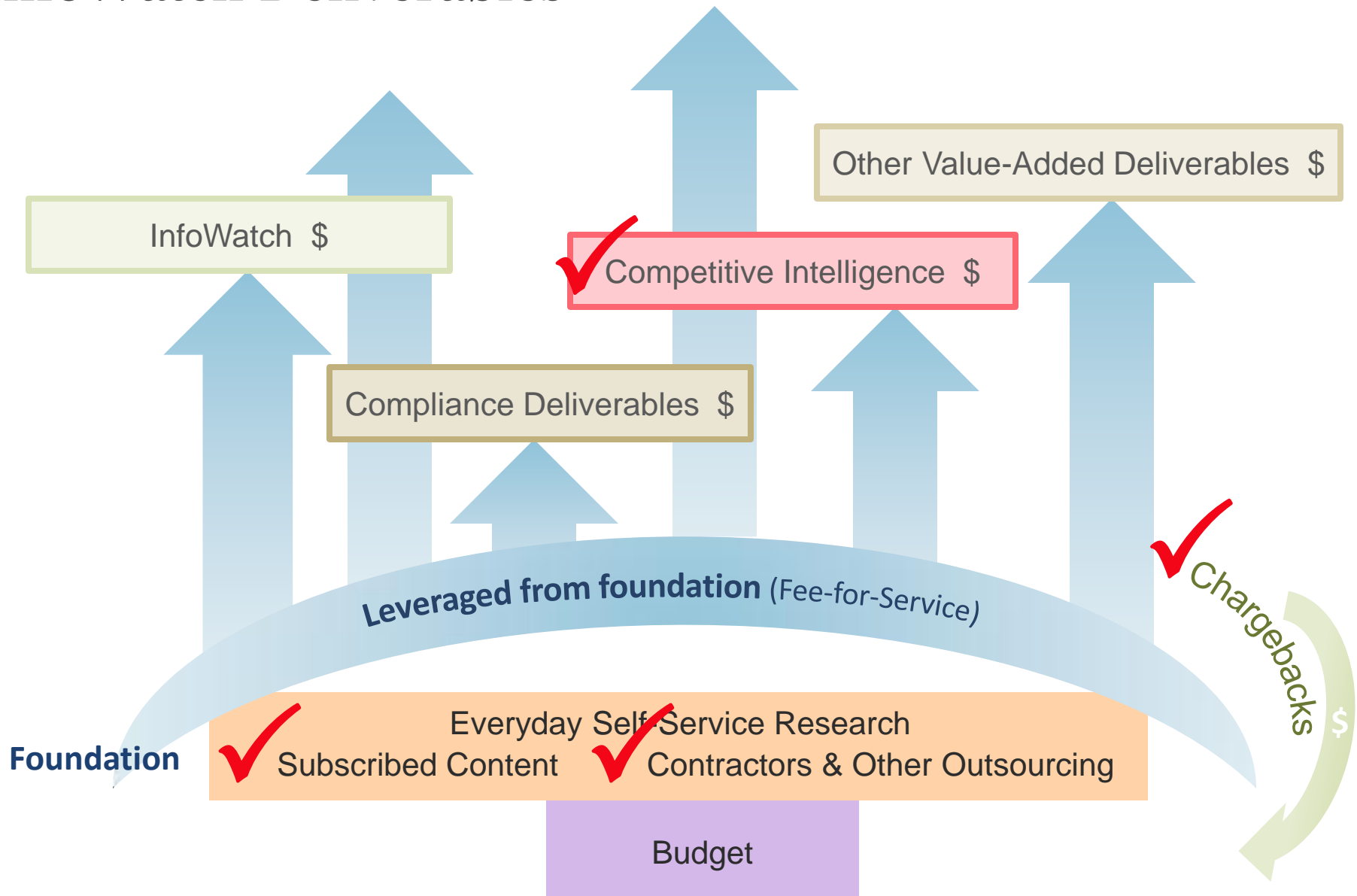
MICROBIOME, NON HUMAN

CONSUMER KNOWLEDGE SERVICES

A New Year, Some Microbiome Now Newsletter Enhancements
Consumer Knowledge Services
Susan Gleckner, January 8, 2015
Based on an increased understanding of the microbiome – through review of news and scientific feeds over the
past nine months and by attendance at two J&J Microbiome Symposiums – the topics by which stories are
categorized in this newsletter have been revised (see the list of categories above). The goal is to group like stories
together to enable easier and quicker reading. The topic called “Microbiome 101” is meant to cover stories of

InfoWatch Deliverables

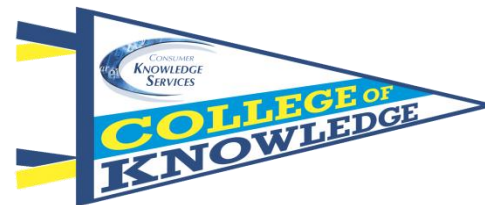
Ingratiated Deliverables #2



Awareness



Weekly updates to Manager



VP department newsletters



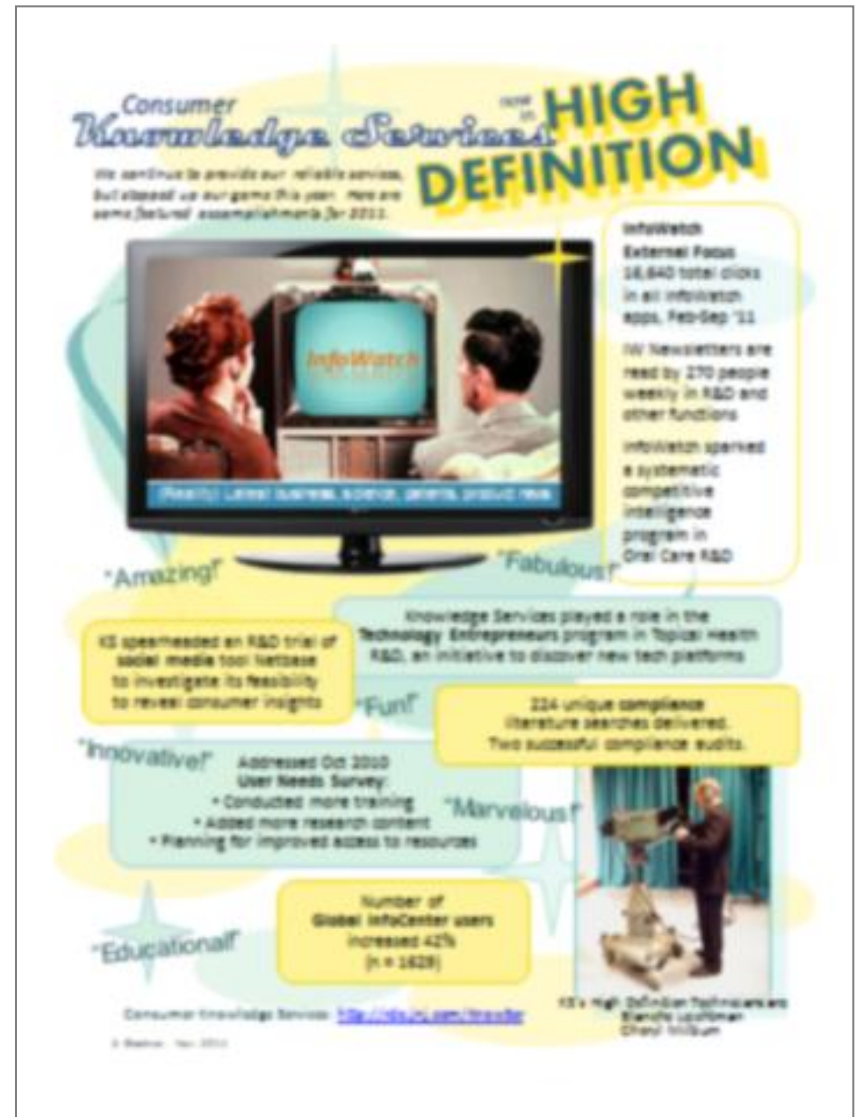
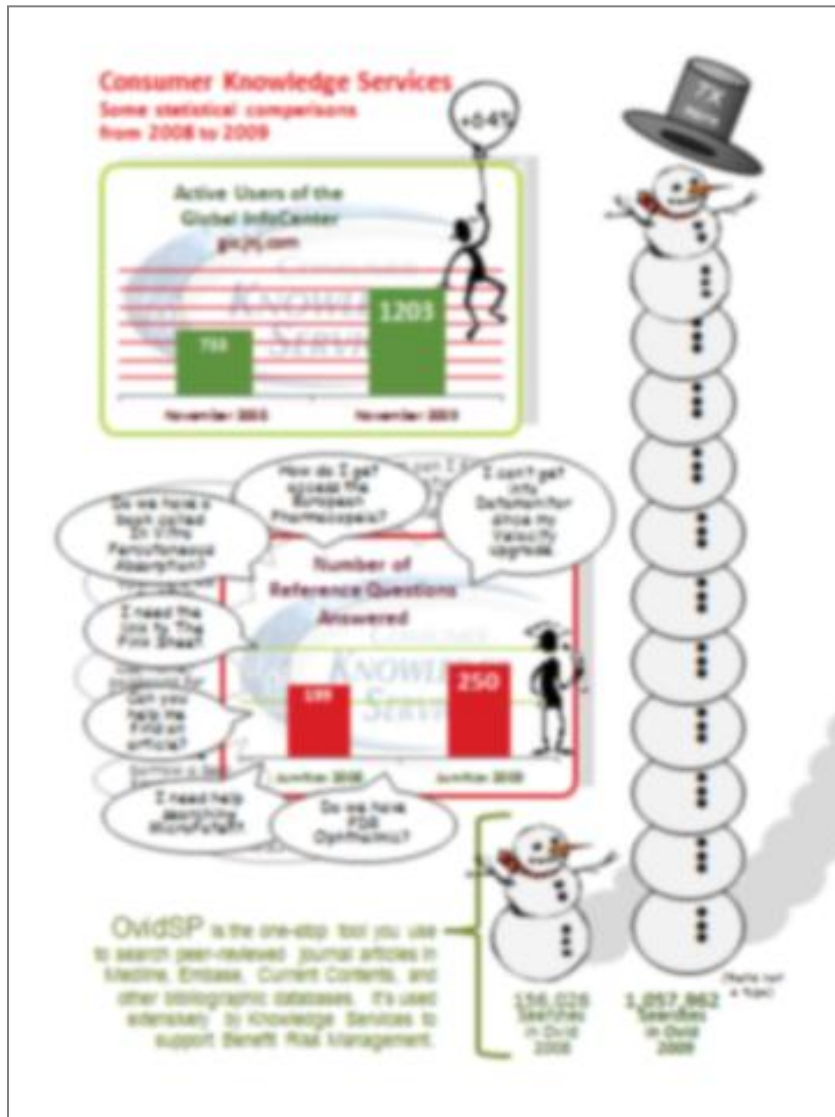
Usage metrics



Stakeholder meetings



Memberships & Subscriptions



Role of SLA

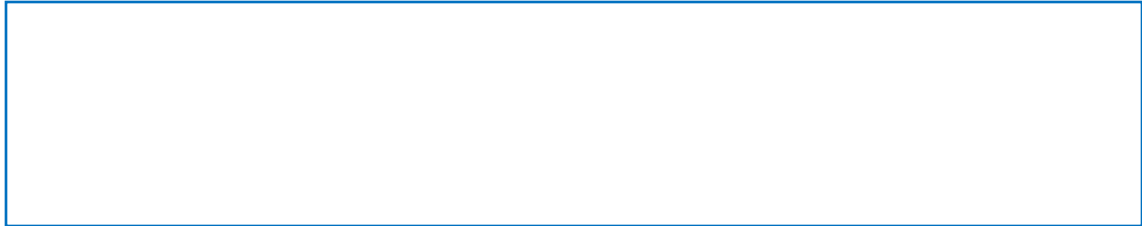
- Learnings
 - Importance of ROI
 - Importance of being strategic
 - Benchmarking
- Vendor exhibits
- Networking

Measures of Success

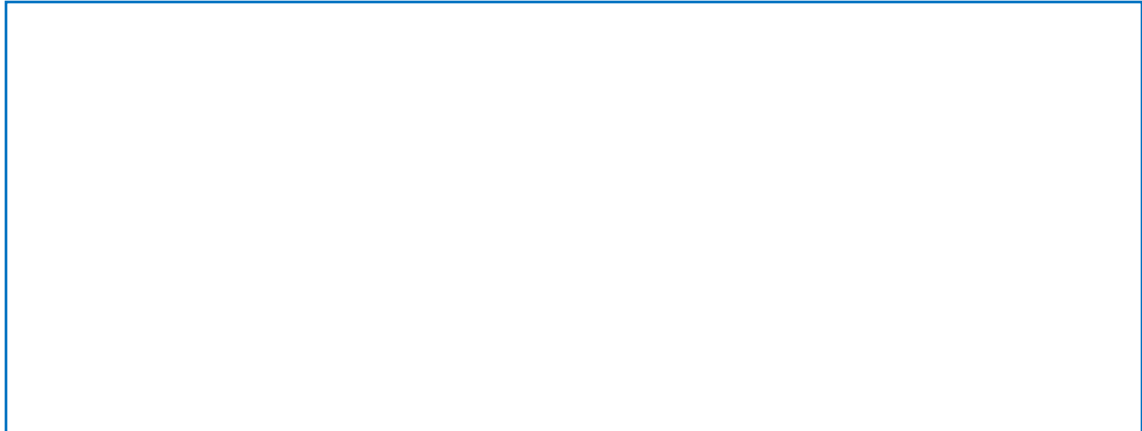
Management Sponsorship



Resources



Awareness



Measures of Success

Management Sponsorship

- Recurring agreements to chargebacks
- New business
- Agreement to transfer the chargeback \$ to the budget permanently
- Appear innovative
- “Hanging on to the job I have”

Resources

- Achieved at no incremental cost to budget
- Additional contractor(s)
- Acceptance to pay for subscriptions

Awareness

- Increased usage numbers in self-service
- Dept. name recognition (even if they get it wrong)
- Understanding that services come at a cost
- Improved recognition as the external info subject matter experts
- Customers know my name

Measures of Success

For Us

- Spread strengths across multiple products and services, reducing risk
- Allowed us to concentrate on more value-add
- Enhanced our relationships with customers
- Autonomy
- Trust

What lies ahead

- Sustainability
 - Funding model
 - InfoWatch process
 - Balancing the sell with capacity
- Subscriptions cost increases
- Staffing
- Finance/Procurement policies
- Competition from inside, from outside
- Improve access and awareness
- More proactive deliverables
- Improve CI program
- Data mining and analysis
- ROI
- Succession Plan?



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