IN YOUR FAVOR

The Odds

For Your Career

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
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 Family of Companies

• 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
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

- Contact Lenses
- Trauma
- Sutures
- Endoscopy
- Electrophysiology
- Diabetes
- Spine
- Knees
- Hips
- Energy
- Diagnostics (sold)
Pharmaceutical

- **Xarelto®**
  - Anticoagulant
  - rivaroxaban tablets

- **Zytiga®**
  - Prostate Cancer
  - (abiraterone acetate)
  - 250 mg tablets

- **Sirturo®**
  - Multi-Drug Resistant Tuberculosis
  - bedaquiline

- **Invokana™**
  - Diabetes
  - canagliflozin tablets

- **Olysio®**
  - Chronic Hepatitis C
  - Simeprevir
  - 150 mg capsule

- **Remicade®**
  - Crohn’s disease
  - INFILIXIMAB

- **Mobile App**
  - care4today™
  - Mobile Health Manager

**Pharmaceutical Companies of Johnson & Johnson**

Susan Gleckner  •  PHTD  •  April 2015
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
Context
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

Jan: First InfoWatch Newsletter Launched

June: SLA Annual Conf., Phila.
Feb: 1 of 2 contractors made perm

Oct: Presented at Tech Entrepreneurs Program Kick-Off
Dec: New Boss #9

Dec: “Consumer Knowledge Services: At a New Level”

May: Informed that Dec. accruals not accepted
Nov: Re-org. 2nd lay-off of the year

Jan: New Boss

Feb: 1 perm laid-off

March: Required to cut budget (47%)

July: SLA Annual Conf. in Chicago (Travel Award)

Planned new architecture: Replace SharePoint, Doc Del, LibGuides.
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

Everyday Self-Service Research + Subscribed Content
Contractors & Other Outsourcing
Base Budget
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

Knowledge Services

Basic Self-Serve

Premium Channels

Compliance Channels

On Demand
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

- InfoWatch
- Competitive Intelligence
- Compliance Deliverables
- Other Value-Added Deliverables

Leveraged from foundation (Fee-for-Service)

Foundation

- Everyday Self-Service Research
- Subscribed Content
- Contractors & Other Outsourcing
- Budget

Ingratiated Deliverables #1

Chargebacks

Subscribed Content • Contractors & Other Outsourcing

Susan Gleckner • PHTD • April 2015

36
1,500 subscriptions

SME commentary

business & competitor news + scientific content + patents + products

R&D subject matter experts

51% of users are from outside the US

reinforced sense of community

brings us closer to customers

visible to management

Supplements budget by 43%
Ingratiated Deliverables

January 09, 2015

Produced by Consumer Knowledge Services

Content Susan Gleckner to subscribe

Click here for mobile device format

Geneva

CONSUMER KNOWLEDGE SERVICES

TOP PICK(S)

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 (oral)
- Brain - Gut Axis (oral)
- Gut (oral)
- Oral (oral)
- Skin (oral)
- Vagina (oral)
- Other Sites (oral)

- Upper Respiratory
- Lower Respiratory

PREBIOTICS

PROBIOTICS

DEVICES & DIAGNOSTICS

FUNGAL MICROBIOME

VIRUS

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 6, 2015

Based on an increased underscoring of the microbiome – through review of news and scientific feeds over the past nine months and by observation at two JU Microbiome Symposia – the topics by which states are categorized in this newsletter have been revised (see the list of categories above). The goal is to group the stories together to enable easier and quicker reading. The topic called “Microbiome 101” is meant to cover states of
Weekly updates to Manager

VP department newsletters

Usage metrics

Stakeholder meetings

Memberships & Subscriptions
Awareness

Consumer Knowledge Services
Some statistical comparisons from 2008 to 2009

Active Users of the Global InfoCenter

- 755 in November 2008
- 1203 in November 2009

% Increase: +64%

Number of Reference Questions Answered

<table>
<thead>
<tr>
<th>Quarter</th>
<th>January 2008</th>
<th>January 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>75</td>
<td>199</td>
</tr>
<tr>
<td>2009</td>
<td>1203</td>
<td>250</td>
</tr>
</tbody>
</table>

Other areas of interest:

- OvidSP is the one-stop tool you use to search peer-reviewed journal articles in Mendeley, Current Contents, and other bibliographic databases. It’s used extensively by Knowledge Services to support Benefit Real Management.

- 156,026 searches in Ovid 2008
- 1,097,962 searches in Ovid 2009

- 98% of Ovid searches are in English

- 24% of all Ovid searches are for a topic

- Knowledge Services played a role in the Technology Entrepreneurs program in Topical Health R&D, an initiative to discover new tech platforms

- 224 unique compliance literature searches delivered
- Two successful compliance audits

- Addressed Oct 2010 User Needs Survey:
  - Conducted more training
  - Added more research content
  - Planning for improved access to resources

- KS spearheaded an R&D trial of social media tool kitbase to investigate its feasibility to reveal consumer insights

- “Amazing”<br>“Fabulous”<br>“Innovative!”

- K2’s high-definition technicians are

Susan Gleckner · PHTD · April 2015
Various Topics

Research Projects

Year-End Usage Statistics
Role of SLA

• Learnings
  – Importance of ROI
  – Importance of being strategic
  – Benchmarking

• Vendor exhibits

• Networking
# Measures of Success

<table>
<thead>
<tr>
<th>Management Sponsorship</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
<td></td>
</tr>
<tr>
<td>Awareness</td>
<td></td>
</tr>
</tbody>
</table>
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?