

Merck captures stakeholder perspectives

Conrod Kelly, Managing Director of MSD Chile, MSD/Merck & Co.

Video transcript

Conrod Kelly [00:00:17] Too often we rely on traditional research methods and not the deep ethnographic research that revealed actual behaviors. You must meet people where they are to gain insight into how you might be able to influence them. At the end of the day, it's much easier to influence existing behaviors than it is to create entirely new ones.

Conrod Kelly [00:00:35] So, yes, let's take Bridion, our product used by anesthesia professionals to reverse muscle relaxants. We noticed sales of the smaller 2 ml. vial were way ahead of the larger 5 ml. vial.

Conrod Kelly [00:00:50] So we must get closer to our stakeholders. In this case, that meant I needed to observe our customers using our product. So I spent time in the operating room where I saw pretty much all patients, regardless of their weight, receiving just 2 mls. The major concern I learned was waste. In this example, the status quo could create a risk to patient safety.

Conrod Kelly [00:01:16] So we built in a significant discount into the cost of the larger vial. The result was more patients receiving the right dosage and improved sales. In fact, we exceeded our forecast by almost 300 percent. In my opinion, responsible leadership means challenging the status quo. All too often, people survive in their roles by avoiding tough decisions, but responsible leaders embrace challenges and approach tough decisions with courage and humility.

Conrod Kelly [00:01:40] But this willingness to be bold has to be backed up by due diligence. Responsible leaders make informed decisions knowing how or whether something fits with your organization's purpose and strategy. Knowing the financials, understanding how your addressing the customer's needs and the impact on other stakeholders, all of these things need to be taken into consideration for responsible leadership.