SCM D&L Global Core & Common Curriculum

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GL&D
global learning and development

Executive Summary

	Business Problem	With increased use of new technologies and recent QSIP updates, our global D&L processes are undergoing transformational change. The standardized training approach under Global Core & Common Curriculum (GCCC) can reap the benefits by providing a standard set of core training materials for all SCM D&L to ensure standardized business processes and GDP compliance.

	Opportunity/ Benefits	A globally coordinated approach to ensuring all members of SCM D&L have the necessary skills and knowledge to execute standard processes, that are clearly defined and comply with GDP requirements. Will include both Regional and Local Market D&L.
		Brings training curriculum for D&L under the GCCC process. A standardised and coordinated approach to how we identify and allocate training for above site & regional SCM D&L. D&L core training topics identified and compiled into GCCC training curriculum. A collective curriculum training package of core GDP training needs.
	Target Audience	Control process on assignment of D&L training to ensure all SCM D&L members included and assignment of D&L GCCC to all SCM D&L new hires.

	Program Learning Goals	New to role SCM D&L: could be new hire or lateral move within MERCK. The enterprise and overall role-level onboarding is in place including selling skills. Will need training on project management, business acumen, MSD culture, finance, stakeholder management, soft skills, presentation skills, product costing, warehouse management
		They need a catalog of all the available training resources.

	Performance Outcomes	Explain the mindset change needed to engage with stakeholders today Understand customer needs Prioritize task to increase customer engagement Improve customer interaction Put plan to action using available tools and resources

	Key Performance Indicators	Apply outside-in mindset and strategic thinking Complete a PESTE analysis for the customer Apply strategic thinking behaviors to create a stakeholder engagement map Develop a preliminary account plan

Key Findings

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Key Findings

How MSD works
Culture
5

Project Management
Prioritize effectively what's the most impact, what's the biggest fire
6

Presentation Skills
Effectively communicate, present info to your stakeholders
5

Working with Stakeholders
Ensure everybody has a buddy
6

Working with systems
Operations/task specific
5

Focus on department level - foundational/fundamental things for you need to know.

Cross-training (training for multiple roles). Developing a foundational understanding in other areas to enable Flexibility to work with different subsets of logistics.

Structural way - make it easy for managers with a framework. Priority of training

For enterprise primary data related tools:
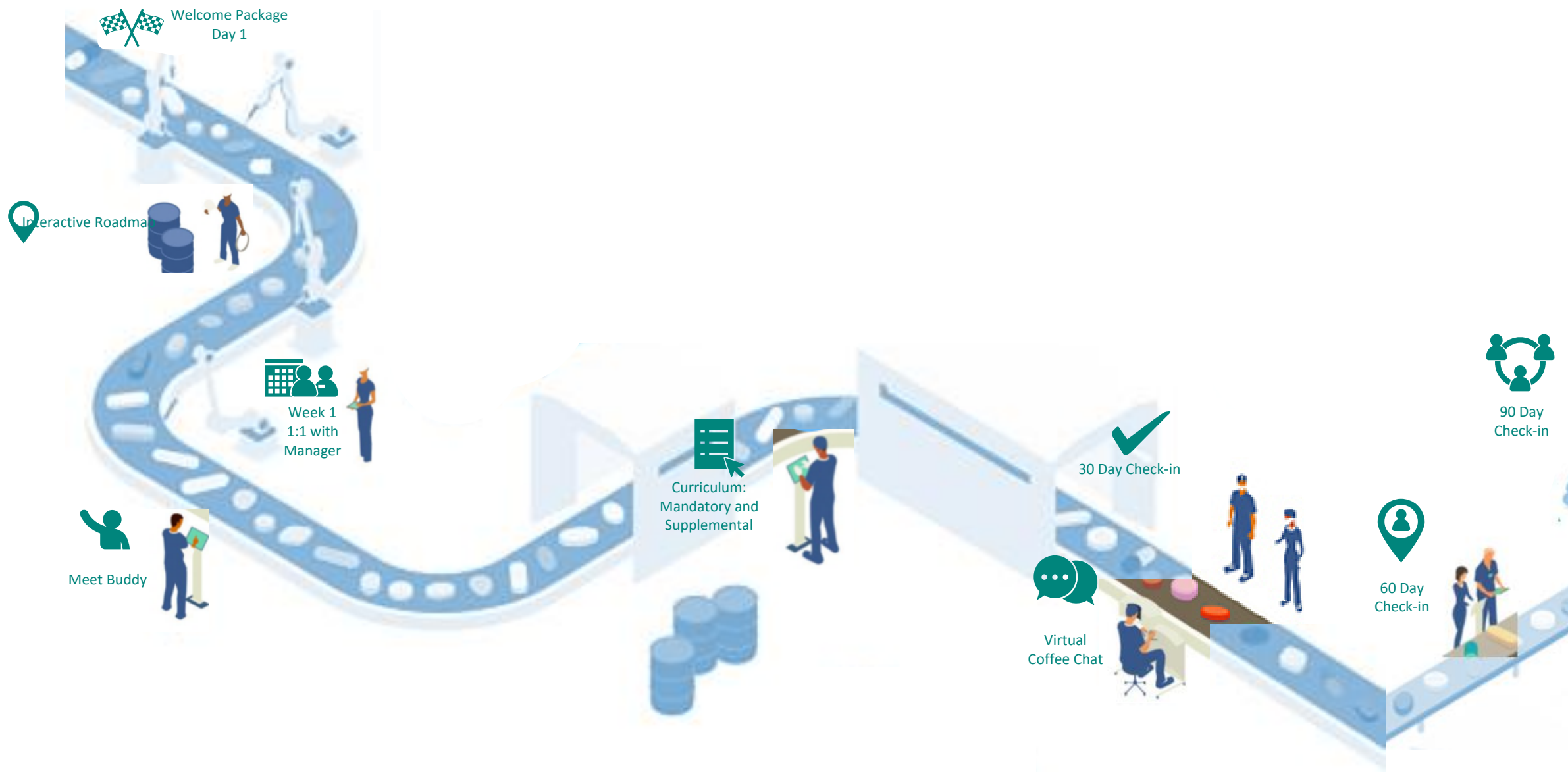Set the foundation for what this company uses;

Introductory learning for people to utilize data tools
Analyze data, know how to do it.

"I would love to have more personalized training (face to face) with case studies, scenarios and examples."

" I would love to have the Overview of fundamentals (how Merck approach supply chain training).

"Use business related example - go into system to do training"

Learning Journey

Welcome Package
Day 1

Interactive Roadmap

Week 1
1:1 with
Manager

Meet Buddy

Curriculum:
Mandatory and
Supplemental

30 Day Check-in

90 Day
Check-in

Virtual
Coffee Chat

60 Day
Check-in

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Employee Learning Experience

Indicate which blueprints are associated with this experience: In-Role Growth, Account Management

Not Applicable (no Blueprint) , though aligned with GL&D FLE (mentioned in recommendations slide)

How will this recommendation Engage, Reflect, Apply, Connect with the learner

Mindset & Learning Activities (How does this experience align to the ILET playbook?)			
Engage Structured learning for new hires Use of interactive videos, e-learning, and case studies to engage the learner Storytelling approach to show real-life scenarios on how mindset change impacts the outcome	**Reflect** Provide opportunities to reflect and embed learning Design the experience to allow for individual reflection (buddy systems/virtual coffee chat) Opportunity to give and receive feedback Opportunity for coaching	**Apply** Apply skills learned in e-learning as case study exercises Encourage feedback from mentor/leader along the way Leaders can consider stretch assignments and other opportunities on apply the learning Encourage shadowing activities for new hires	**Connect** Ongoing cadence for best practice sharing sessions Set up buddy system, and a platform for everyone to connect (community page in SharePoint if possible) Provide the infrastructure for ongoing development and continuous learning Send out community mails / newsletter style, have connection hubs like yammer. SharePoint landing page will include the supplemental training

SCM D&L focus areas

SCM D&L employees are part of the 4 Planning Hubs, in EU, AP / EEMA, NA and LA. Some are part of regional teams and others are focused on in market / local D&L. The teams are organized around below mentioned focus areas. In the various regions these have been organized to jobs in various ways

Warehousing / Distribution	Transportation	Product Handling	Trade Compliance	Project Management

Warehousing / Distribution

D&L partners with GHH to design a distribution strategy that maximizes income value and meets portfolio and customer relationship requirements.

D&L supports network and local storage partners and capacity identification, for all temp categories, and manages transport hub throughput and shipment consolidation.

Transportation

Transportation consists of identification and solutioning of transportation lanes, including mode, service and supplier, and, overseeing transport execution, intervening when issues occur, and administering freight bill payment and audit (FBPA) services

Product Handling

Across the Merck / MSD material and product portfolio, identification and implementation of protective measures to assure minimal disruption to product use, including thermal protection, sustainability, and track & trace innovation.
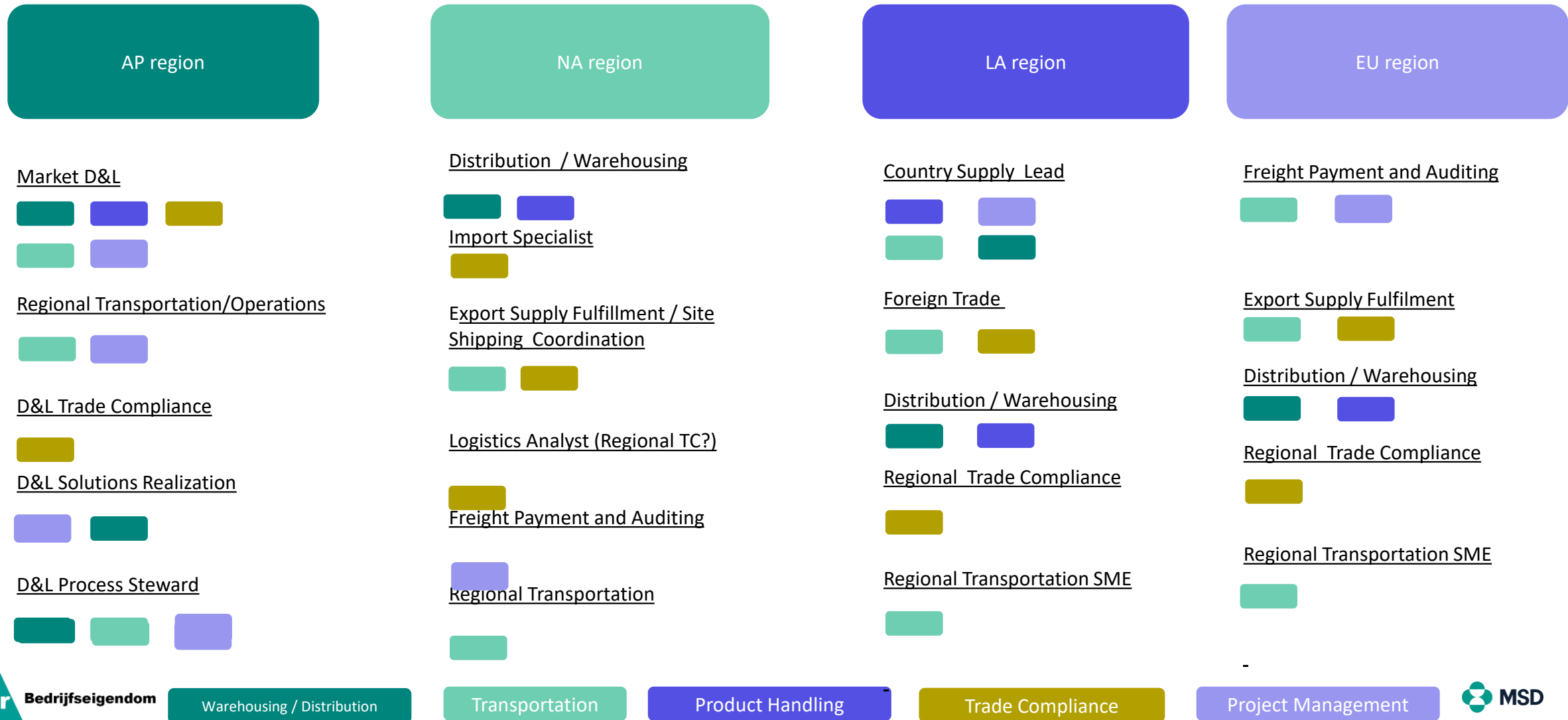
Trade Compliance

Trade Compliance activities providing rules and requirements to follow in support of all cross border and regulatory aligned shipment related needs. This includes import and export documentation, licensing, certification, and shipping site performance level compliance, plus payment of customs duties, taxes and other fees.

Project Management

Ongoing assistance to globalize strategic programs and to help implement the identified solutions that will drive compliance, visibility and performance within the D&L space.
Examples include;
Digital Logistics
Serialization
Track & Trace
Pallet Shippers
New Systems for FBPA etc

Regional / Local functions matched to focus areas

AP region	NA region	LA region	EU region

AP region

Market D&L

Regional Transportation/Operations

D&L Trade Compliance

D&L Solutions Realization

D&L Process Steward

NA region

Distribution / Warehousing

Import Specialist

Export Supply Fulfillment / Site Shipping Coordination

Logistics Analyst (Regional TC?)

Freight Payment and Auditing

Regional Transportation

LA region

Country Supply Lead

Foreign Trade

Distribution / Warehousing

Regional Trade Compliance

Regional Transportation SME

EU region

Freight Payment and Auditing

Export Supply Fulfilment

Distribution / Warehousing

Regional Trade Compliance

Regional Transportation SME

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Pr Bedrijfseigendom

Warehousing / Distribution | Transportation | Product Handling | Trade Compliance | Project Management

MSD

Topics for D&L GCCC

The topics for the D&L GCCC are categorized in 5 themes. The complete material or only part of it could be relevant for employees in certain functions

Process	System	Quality	Trade Compliance	Other / General

Process

Available:
- Control Tower; digital Logistics Overview
- LIFR
- Serialization
- Delivery General Overview

Not available:
- Roles & Responsibilities
- Urgent Shipment process
- Repackaging at External Partners

System

Available:
- COMET (multiple courses and processes)
- Coldstream Cold Chain Manager
- Controlant
- Transvoyant

Not available :
- COMET topics (LASD, Status)

Quality

Available:
- Shipping Qualification
- Unregistered Product Supply Ex-US
- GDP
- Recalls
- Distribution Event Management
- Change Control
- Deviation Management Process

Not available :
- MIDAS / MEDS / VEEVA
- Risk Management external entities
- Shipment Qualification
- Returned Goods Process

Trade Compliance

Available:
- Trade Compliance curriculum
- Inco terms and Insurance
- Denied part Screening

Not available :
- Anti boycot

Other / General

Available:
- Supply Chain Planning
- Supply Chain Maps Guidelines

Not available :

Bedrijfseigendom

MSD

Topics for D&L GCCC – time investment

The topics for the D&L GCCC are categorized in 5 themes. The complete material or only part of it could be relevant for employees in certain functions

Process	System	Quality	Trade Compliance	Other / General
1.5 hours	COMET & Transvoyant: 14 hours (rough estimate_	Quality mandatory for all: 2 hours / Quality not mandatory for all: 4 hours	4 hours	Supply Chain: 1 hour / Project Management 3 – 6 hours / Presentation Skills 3 – 6 hours

High Level Design Components Phase 1

High level topic	Description/Learning Goals	Content/Activity Description	Source Content	Notes
Finance	Understand key financial concepts and tools to help build financial acumen he key fundaments of finance	eLearning	Click here to view the content	The intro should cover fundamentals of finance for non-financial roles
COMET	Identify the difference components of the COMET (system training)	eLearning	Click here to view the content	Everything is available except one topic – Beatrice will find out if SME available (in Q4)
SharePoint page (for supplemental learning)	Add a learning page for supplemental training	Like this one: Welcome to Value Chain Management (merck.com)	New	To be developed
Project Management	Explain how to manage projects, achieve strategic goals, minimize company costs, and ensure tasks get completed on time.	eLearning (Harvard ManageMentor)	Click here to view the content Click here to view the content	Understand the key fundaments of project management
Presentation Skills/Visual Storytelling	Create and deliver effective presentations.	Video eLearning (Harvard ManageMentor)	Click here to view the content Click here to view the content	Learn how to craft a clear and compelling message, design engaging slides, and deliver with confidence.
Time Management	Planning, prioritization, organizations	eLearning (Harvard ManageMentor)	Click here to view the content	Learn how to get more of what you want from your time.
<mark>TO BE Developed – Q4 2022 Process: Roles & Responsibilities (to be developed) – 15 min</mark> <mark>Welcome video (2-3</mark> Understand what is the Role of Value Chain Management and the main areas of focus and core responsibilities	E-Learning Duration: 15 mins Elearning 15 min	Click here to view the content	Define the role of Value Chain Management manager, the main areas of focus and core responsibilities that you will need to be familiar with.

Measurement Strategy

Overall Measurements Strategy
- Obtain necessary metrics while avoiding evaluation fatigue
- Take advantage of measurement solutions built into existing learning solutions (if applicable)

EVAL TYPE	WHAT	HOW	WHEN
Experience/ Engagement (Required)	Did we enable a positive and consistent learner experience that fosters learner engagement?	L1 survey	*2 months after completing the learning journey*
Learning Knowledge (Required, but doesn't have to be formal exam, can be informal knowledge checks)	Did the employee learn what they needed to learn?	*Buddy system (reflect with each other)*	*Buddy system on connect (could be monthly)*
Learning Behavior (only if getting to Apply or higher with Blooms)	Did behavior shift as a result of the learning experience?	Higher Manager input – 15 min interview/questions	*Manager input after one year after closing of complete learner journey*
Performance Impact (Business Metrics) -data provided by business	How did we enable the business to meet its strategic business goals by improving individual and team performance?	*NA*	*NA*

Business Alignment

Learning Creation

Implementation & Sustainment

Appendix

Outcomes

Getting Started

Onboarding Interactive Roadmap for new hires in D&L

Welcome

Welcome to the Onboarding Roadmap for new to the role employees in D&L. This roadmap has been designed to:

▶ Provide an overview of the Onboarding Learning Journey for D&L employees globally.

▶ Introduce the steps involved

▶ Depending on your job you will get 1 or more the following assigned:

    ▶ Foundational material

    ▶ Product Handling

    ▶ Transportation

    ▶ Trade Compliance

    ▶ Warehousing and Distribution

▶ For every focus area there is supplemental material available, that could be worthwhile depending on your specific job or assignment
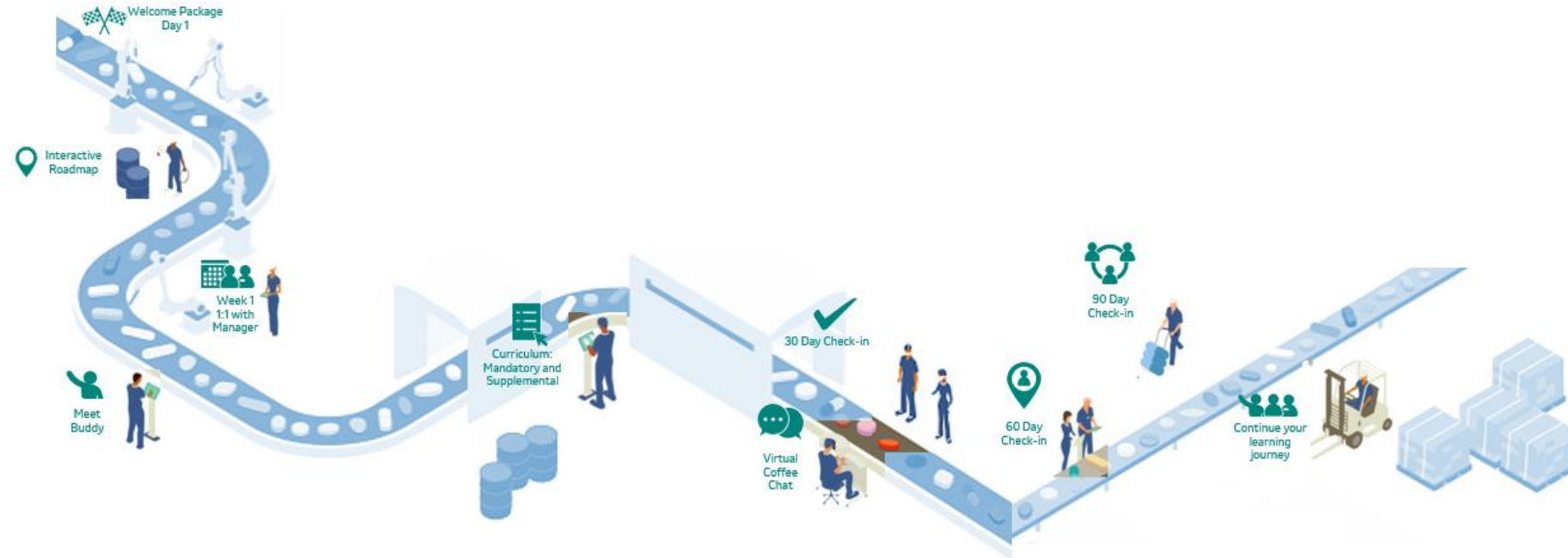
Select each icon on the Roadmap to learn more.

Go to Onboarding SharePoint Site for supplemental training.

D&L SharePoint Site: Onboarding

Your onboarding support network

Although we expect you to take ownership of this program, you are never without support.

Take time to get to know your team members, and those around you. They are there to help. Reach out to them with any questions or queries you may have.

Your Manager will provide a more formal, structured level of support, whereas your Buddy is a colleague who will provide day-to-day guidance and advice on both your role and overall experience of our team and culture.

While your main support network consists of your manager and your buddy, you will also have a chance to connect with colleagues through Virtual Coffee Chat.

Remember:

?	i	… i
Ask questions	Seek guidance	Work together

Select the buttons below to learn more about your support network

Your Manager
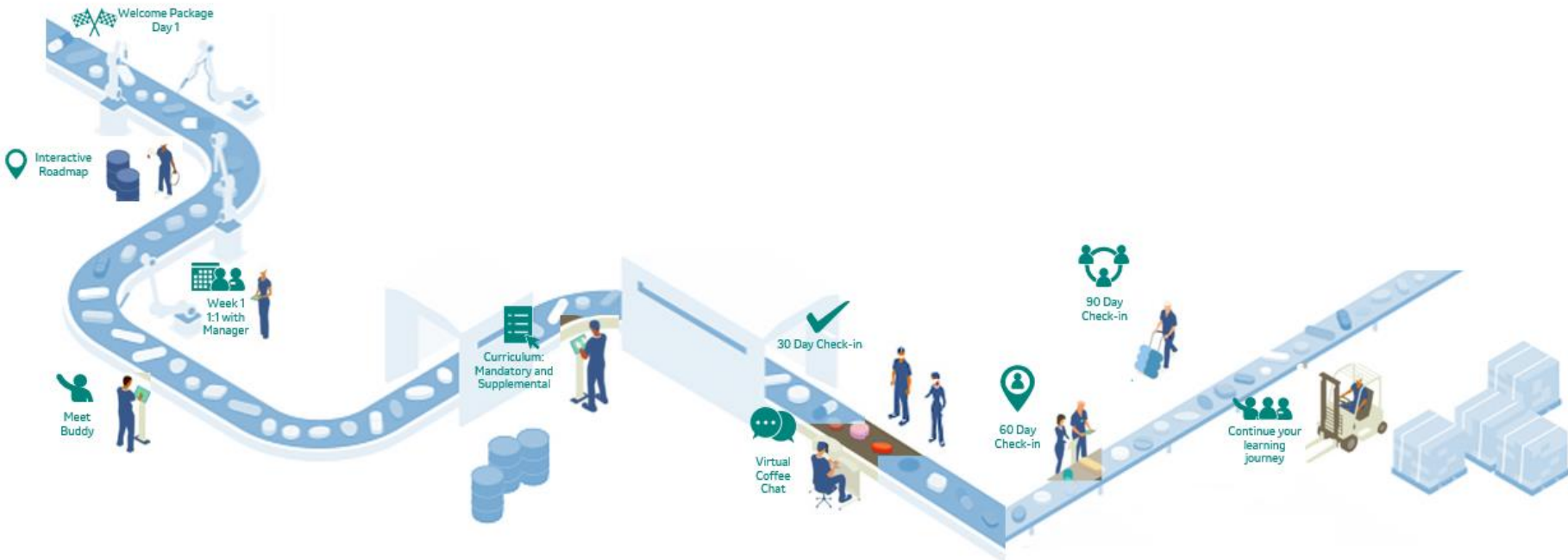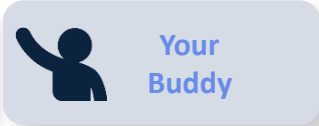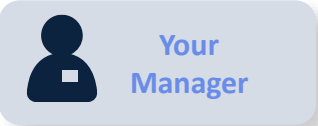
Your Buddy

Your onboarding support network

Your Buddy

A Buddy is a colleague who partners with you during your first few months in your role as a Product Lead to provide guidance, help answer questions and introduce you to the team and our culture.

Your Buddy has been on this journey, so they understand the position of being a Product Lead. They are there to support you by:

- providing advice and answering questions about everyday tasks
- providing guidance to help you find solutions
- helping with networking and navigating the organization.

You will arrange to meet with your Buddy on a regular basis, for example, every two weeks to begin with.
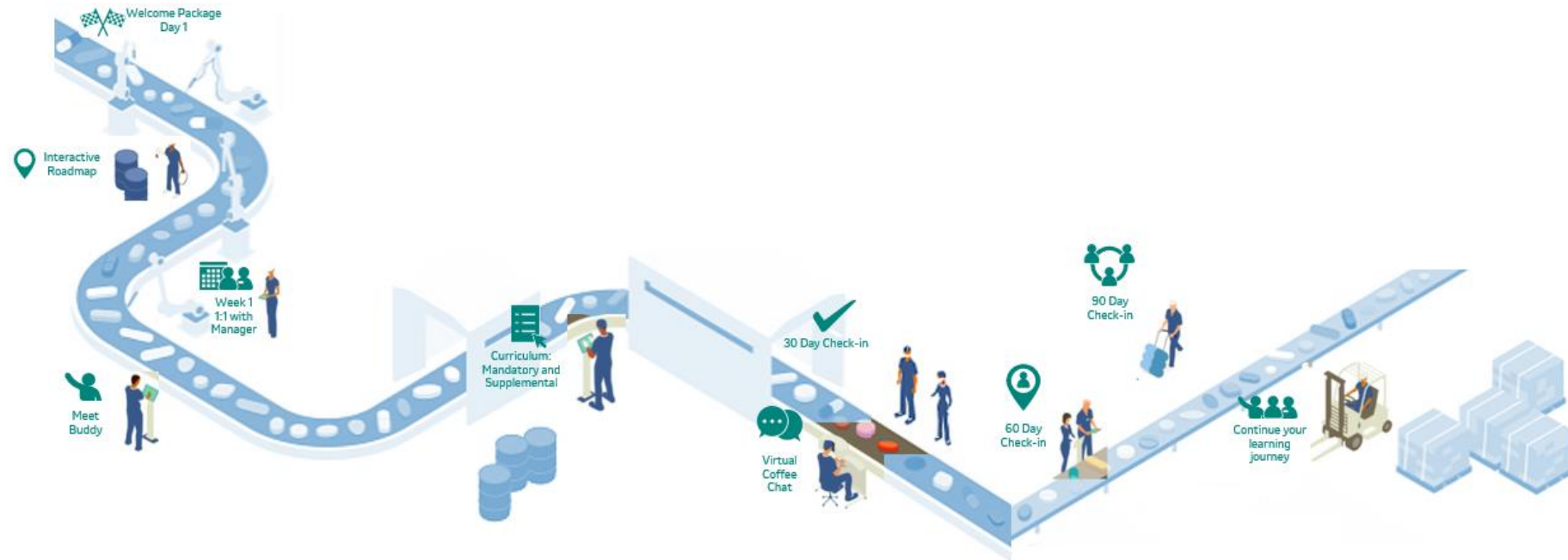
Select the buttons below to learn more about your support network

Your Manager

Your Buddy

Welcome Package Day 1

Interactive Roadmap

Week 1 1:1 with Manager

Meet Buddy

Curriculum: Mandatory and Supplemental

Virtual Coffee Chat

30 Day Check-in

60 Day Check-in

90 Day Check-in

Continue your learning journey

Your onboarding support network

Your Manager

Your Manager will partner you with a Buddy and introduce you to your team members. You will work with your Manager to recognize previous learning, identify learning opportunities and discuss next steps .

Together you will set a schedule for your onboarding program, and you should meet with your Manager on a regular basis for your Manager to answer any questions and provide further information on learning and development where necessary.
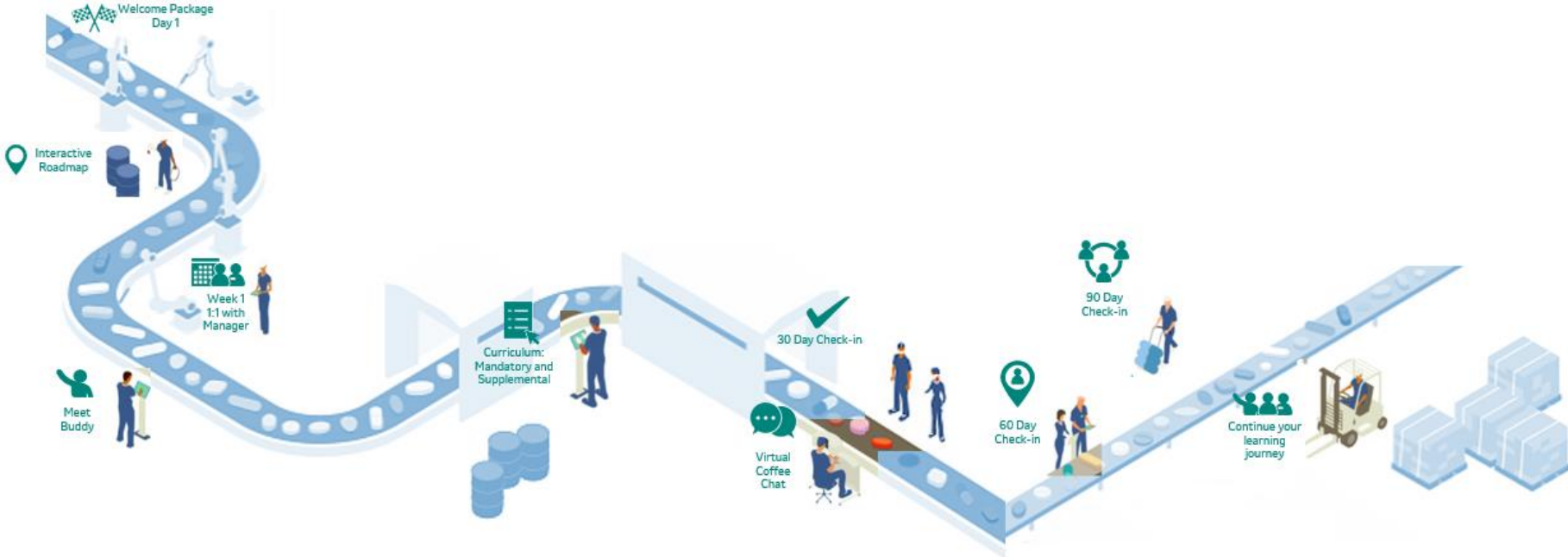
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Continue your learning journey

Virtual Coffee Chat

To get a broader view on the role of Value Chain Management and your own role, we encourage you to set up 3 "Virtual Coffee Chat sessions" within your first 90 days.

These can be done in person, where possible, or can be done virtually and are a good way for you to find out what other colleagues are working on.

Don't forget to bring your coffee or tea!

Curriculum

The Curriculum is to be completed by all employees in D&L. Depending on your role (job), in addition to the foundational material, one or more training based on your focus area will be applicable to you.

Select the buttons below to explore each Category.

	Mandatory Curriculum	Supplemental Curriculum
Foundational	✔	✔
Product Handling	✔	
Transportation	✔	
Trade Compliance	✔	
Warehousing and Distribution	✔	

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Transportation	✔	
Trade Compliance	✔	
Warehousing and Distribution	✔	

Foundational

	Format	Duration	Target completion

Roles and Responsibilities
Looks at the role of Value Chain Management, the main areas of focus and core responsibilities that you will need to be familiar with.

eLearning — 15 min — 30 days

Finance
Strengthen business and financial literacy through an understanding of financial and business acumen and application.

eLearning — 30min — 30 days

Presentation Skills
Create and deliver effective presentations.

eLearning — 30 min — 30 days

Visual Storytelling
Learn how to craft a clear and compelling message, design engaging slides, and deliver with confidence.

eLearning — 30 min — 30 days

Project Management
Explain how to manage projects, achieve strategic goals, minimize company costs, and ensure tasks get completed on time.

eLearning — 30 min — 30 days

Time Management
Learn how to get more of what you want from your time. Planning, prioritization, organizations.

eLearning — 30 min — 30 days

Go to General content

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Foundational	✔	✔
Product Handling	✔	
Transportation	✔	
Trade Compliance	✔	
Warehousing and Distribution	✔	

Product Handling

	Format	Duration	Target completion

Supply Chain Planning
This course provides an overview of Global Operating Model (GOM) of Supply Chain Planning, Demand Management and Supply Planning.
eLearning — 20 min — 30 days

Control Tower: Digital Logistics OverviewSupply Chain Planning
In this video, you learn how digital logistics is changing the landscape we use by harnessing the power to automate, digitize, send and transmit real-time information between all parties in our processes.
eLearning — 3 min — 30 days

Line Item Fill Rate (LIFR) to Sustainment Rev 1.00
In this course the basics of LIFR are outlined, how it fits into the business and how to move to sustainment.
eLearning — 20 min — 30 days

Serialization Overview Rev 1.00
By the end of this course, participants should be able to define Serialization and Aggregation.
eLearning — 4 min — 30 days

Delivery General Overview
This course focuses on Global Operating Model (GOM) for Delivery as well as the concepts of Transportation, Trade Compliance and Thermal Protection.
eLearning — 15 min — 30 days

Standardized Supply Chain Maps Guidelines
An overview of Physical and Financial Supply Chain Maps - How to create, maintain, access and intepret them.
eLearning — 35 min — 30 days

Go to General content

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Foundational	✔	✔
Product Handling	✔	
Transportation	✔	
Trade Compliance	✔	
Warehousing and Distribution	✔	

Transportation

	Format	Duration	Target completion
Recalls Describe the activities associated with Market Actions (i.e. Recalls, Removals, Withdraws, Fields Corrections).	eLearning	35 min	180 days
GDL 21.03 Transport Management (LGDL-109) SOP; Read & Understand (will be part of 6.8 later)	eLearning	15 min	180 days
QMS QMS foundation and structure (part of MMD Onboarding program)	eLearning	15 min	180 days
MMD ColdStream Cold Chain Manager Training Use and management of CCM and TempTales to monitor and trend temperature exposure of shipments during transportation.	eLearning	30 min	180 days
GDP Overview of good distribution practices for medicinal products for human use.	eLearning	15 min	180 days
Data Integrity Define Data Integrity and why it is important; Identify the QMS documents that govern data integrity; Recognize the role we all have in complying with Data Integrity and supporting a Quality Culture.	eLearning	40 min	180 days
Deviation Management Process fundamentals Understand of the requirements for the Deviation Management process	eLearning	10 min	180 days

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Product Handling	✔	
Transportation	✔	
Trade Compliance	✔	
Warehousing and Distribution	✔	

Trade Compliance

	Format	Duration	Target completion

Global Trade Compliance
Understand the following topics: GTC General Awareness, Customs Valuation, Export Controls, Tariff Classification, Customs Broker/ Freight Forwarder Management, Country of Origin and Marking, Customs Declarations and Documentation, Incoterms®, Preferential Origin

| | eLearning | 210 min | 30, 60, 90 days |

INCO terms and Insurance claim
This training describes INCOTERMS 2020 and MSD Insurance highlights

| | eLearning | 20min | 90 days |

Denied Party Screening
Explain what is Denied Party Screening

| | eLearning | 10 min | 90 days |

Tools on TC topics
Review VCP, CoO, and Shipping Instructions

| | eLearning | 10 min | 90 days |

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Transportation	✔	
Trade Compliance	✔	
Warehousing and Distribution	✔	

Warehousing and Distribution

	Format	Duration	Target completion
Controlant Supply Chain Management Training Use and management of Controlant to monitor and trend temperature exposure of shipments during transportation.	eLearning	60 min	60 days
GS COMET CFN020 - SAP Overview and Navigation This course provides both a conceptual and practical introduction to the SAP ERP system, a high-level description of SAP.	eLearning	30min	30 days
GS COMET CFN040 SAP Reporting Basics This course provides users with basic reporting details for SAP.	eLearning	30 min	30 days
GS COMET SCM100 - Supply Chain Management Overview This course provides an overview and introduction to the Supply Chain Management functionality of Merck's Global ERP implementation.	eLearning	30 min	30 days
GS COMET SCM300 - Systems, Interfaces, Supply Chain, and Ways of Working Rev 2.00 This course focuses on the SAP APO functionality for supply network planning (SNP). Topics include capable to match, releasing SNP to PP/DS, and quota arrangements.	eLearning	30 min	30 days
GS COMET SCM355 - Planning Display Rev 1.00 Identify the planning processes included in the Supply Chain Management (SCM) workstream and the key components of its architecture.	eLearning	30 min	30 days
Transvoyant Sensor Data Entry Tool (DET) Learn how to gain access and navigate to the Sensor Data Entry Tool (DET) in Transvoyant; scan shipments using the DET tool; register shipments into Controlant through Transvoyant	eLearning	20 min	30 days
GS COMET SCM355 - Planning Display Rev 1.00 The training provides guidance for access, the various roles in the system, explain the various navigation panels and the acronyms used in the system.	eLearning	30 min	30 days

Go to General content