



DePuy aligns vendor selections with strategy and creates consensus within leadership

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Tuesday, June 12, 2007 11 AM EST

Our Guest Speakers Today

■ Pat Tanner

Senior Systems Analyst, Corporate Privacy Lead, Outcomes Administrator, DePuy Orthopaedics, Masters in Software Engineering

- 12 years with DePuy
- Responsible for implementing HIPAA and other Privacy regulations for non-US Clinical Trials
- Responsible for CaptureWare™ software for orthopaedic outcomes from system design through training and implementation
- Responsible for data management for Clinical Research

■ Dr. Ernest Forman

- Professor of Management Science at GWU
- Author of several books on decision making
- Inventor of the Expert Choice software

Agenda

1. Case Study: DePuy

2. The Challenge

3. Actions Taken

4. Results Achieved

5. Next Steps & Lessons Learned



About DePuy Orthopaedics

- A Johnson & Johnson company
- Founded: 1895
- Financials: \$1.4B
- No. of Employees: 3,800
- Mission: To drive transformational change in orthopaedic care

- Product Overview: DePuy is one of the world's largest designers, manufacturers and distributors of orthopaedic devices and supplies
- Key Business Areas:
 - Joint Reconstruction Components
 - Computer Assisted Surgery
 - Rotator Cuff
 - Trauma & Extremities
 - Fracture Management
 - Operating Room Products
 - Orthobiologics
- Thousands of surgeons worldwide rely upon DePuy every day



DePuy's Existing Solution

- Had an MS Access database for Clinical outcomes management for orthopaedics
 - Estimated cost of a new system \$600K-\$2MM
 - They have a wide number of surgeons that use it

- **Existing Solution had more Con's than Pro's:**
 - Pros:
 - Supported SAS exportation
 - Rapidly developed tool and easy to use
 - In-house expertise for support
 - Cons:
 - No compliance with compliance requirements
 - Did not support web access
 - Inadequate security measures
 - Inadequate internal resources to support it
 - Inadequate backup capabilities


- **Newer offerings had better capabilities:**
 - Web based access
 - Enterprise database capabilities
 - More graphical and workflow-based user interfaces



Key Challenges Faced

- The complexity of the decision making process:
 - Geographically dispersed group of surgeons/users
 - Difficult to make sense of all of the different vendor offerings and feature sets
 - Highly complex database that needed to track many different things at a time
 - Difficulty communicating to the vendors the uniqueness of DePuy's situation
 - Significant compliance concerns

Actions Taken

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- DePuy prepared for the decision internally
 - Conducted an initial RFI focused on attributes of the vendors
 - 10 vendors responded to the RFI; three were invited to the RFP
 - Team was unclear about what was a must and want
 - There were over 200 competing requirements
 - The team needed more structure and a better process
 - DePuy then engaged Expert Choice
 - Separated the musts from the wants
 - Translated the focus from criteria/requirements to objectives
 - Structured the objectives into a hierarchy
 - Used Comparison for EC11.5 to evaluate the vendors
 - Vendors self-evaluated and provided commentary
 - Stakeholders evaluated vendors and provided insights
 - Conducted same-time collaboration over the web
 - Reviewed and iterated on results
 - Reviewed areas of high variance
 - Showed the different assumptions


Results Achieved

- **Improved speed to decision**
 - One vendor stood out clearly among all the rest
 - The online voting process greatly facilitated our decision
- **Better agreement and consensus**
 - There was consensus all the way through
 - We were able to clearly discuss and agree on the direction
- **Lasting results**
 - The results stuck, despite a late-arriving new vendor
 - The decision was made in November, passed Board review, and is now being contracted
- **Improved quality of decision**
 - The process helps you to look at your objectives from different perspectives
 - The discipline of the process helped us to clarify musts and wants
 - We thought things through more clearly and with better outcomes
- Tendency for senior management to dictate decision is neutralized



Demonstration

Lessons Learned

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- Perceptions changed tremendously from start to finish
 - What we thought was important up front was no longer important at the end, and vice versa
 - Clearer thought process
 - Do as much pre-work as possible on your objectives
 - Clearly define your terms so that you all speak in unison
 - Listen to differing perspectives and ask questions
 - Involve the right people
 - Consider having a third party facilitate the process
 - To help get it done in a more objective fashion
 - To balance out the competing perspectives and objectives
 - Develop a clear scope document with the selected vendor

Next Steps

- Contracting the vendor now
- Implementing the system later this year
- Will monitor and track progress

About Expert Choice

■ Founded in 1983

- Dr. Thomas Saaty – Wharton/ U. Pittsburgh
- Dr. Ernest Forman – GWU Business School

■ Methodology:

- Analytic Hierarchy Process (AHP)
- Advanced Optimization and Constraint Modeling

■ Markets:

- Strategic Sourcing/Vendor Selection
- Project Portfolio Management
- Performance Management

■ Products

- EC11.5
- EC Resource Aligner
- Comparion for EC11.5
- Comparion Core
- Periscope

■ Successes

- 15,000+ Registered Users
- 60 Countries
- **Commercial**
 - 25% of Fortune 500
- **Government**
 - 30 Federal Agencies
- **Academic**
 - 100+ Universities
 - 60 MBA Programs

Questions & Answers

Please type in your questions now. We will answer as many as time permits.





Thank You for Coming!

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