**Objective Category**

Objective Name

1. Objective Description (edit as necessary)

**Financial Performance**

Execution of Analytics project portfolio to achieve $60M(P&L)/$100M(Working Cap) value objective

1. Execute flawlessly on analytics projects and drive project sponsor satisfaction to enable executive advocacy (tailor to specify projects or domains that you’re working on, e.g clinical operations, supply chain, etc.)
2. Leverage the new Analytics methodology created by the Practice on your initiatives – capture knowledge, code management, common set of tools, etc.

**Financial Performance**

Rainmaking/Business Development (everyone should include this objective)

* 1. Identify at least one new opportunity where Analytics can be applied to make a difference
  2. See that opportunities turn into execution and drive a learning, hopefully a positive return for Merck’s P&L
  3. Find an opportunity to partner with an analytics team embedded in a business organization
  4. Work to secure advocacy of leaders, even Senior Leaders, to support analytics by participating on Client Service Leadership teams
  5. Develop powerful questions as the foundation of an analytics project

**Financial Performance**

Advance the Analytics Practice capabilities (everyone should include this objective)

1. Contribute to the creation of the analytics methods, ensure that it supports and enables the way we work
2. Drive training discipline around knowledge of analytics across the organization and within your teams
3. Mentor new folks to the Analytics practice (Prague, Singapore, ETR, divisional)
4. Personal Development – Include analytics skill development activities in Employee Development Plans

**Financial Performance**

1. Deliver on all financial obligations (all managers with budget responsibility)

Innovation

Platform activities

**People**

Advance ONE IT cultural transformation (everyone should include this objective)

1. Foster integration of analytics teams across all 3 hubs and divisions. Contribute to driving a culture of working across hubs

People Management (applies to M3s and P5s)

1. All team members have an Employee Development Plan (EDP)
2. Project assignments aligned with EDP objectives