Merck KGaA
Identified most influential employees to retain during M&A

Challenge
Merck KGaA acquired a 3,000-employee organization with specialist expertise and technology infrastructure. The HR and the integration teams wanted to ensure that the right inventors and scientists were retained from the new organization.

Analysis Conducted
The team started an analysis of social influence by taking all the patents that had been filed by the other organization since 2002. Then, they looked at the names of those inventors and analyzed their inventions and patents using network analysis. This provided information on who might be future scientific leaders in the new combined organization. See Figure 1.

Insights
The team used public data to understand who the most influential scientists were within the acquired organization. Now that these inventors are all employees within the new organization, they’re able to quantify the number of scientific collaborations people had, how connected they were, the size of their second-degree network, how socially influential they are, and more.

Actions Taken
The team identified which patents and inventions are key to the success of the new integration and who are the people driving these scientific inventions. Using public data and creativity, they could engage key individuals, to retain them in the new structure.

Results
This analysis gave the organization the lens for the future. It provided a full list of scientists to retain as top priority. Once the merger is complete, the team will look at the flow of information between Merck KGaA and the acquired employees to ensure that effective communication is happening and that the rate of integration occurs effectively between the two entities. They will further extract skills and capabilities to inform their learning and development and HR strategy.

Figure 1. Visualization showing Network Activity and Network Centrality of Scientists. Visier partners such as TrustSphere can calculate the scores. Fictional data used.