

## Maintaining and growing innovation through the GSK merger

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Mergers always induce uncertainty, insecurity and, often, outright fear of what the future might hold. However, out of chaos and change comes opportunity and choice.

During the merger of SmithKline Beecham and GlaxoWellcome to form GSK we recognised three different types of choice which we have exploited to maintain and grow innovation within GSK.

Complete choice : a blank sheet of paper on which to create something completely new of great value.

No choice : somethings you HAVE to do because of the merger. Can this be exploited to add new value?

Best choice : Combine best practices from the merging organisations to create“ a whole that's greater than the sum of the parts” to produce even more value.

I will describe examples of these three opportunities that are delivering success for GSK.