



Overview

Client Need



Driving Performance and Engagement through Front-line Leadership

A case study on sanofi-aventis

Sanofi-aventis is a leading global pharmaceutical company that discovers, develops, produces, and markets innovative therapies that enhance people's lives. Operating in more than 100 countries and selling its products in over 170 nations, sanofi-aventis is ranked number one in Europe and is among the top five pharmaceutical companies in the US, their fastest growing market region. Sanofi-aventis is the leader in emerging markets with a third of their sales in North America, a third in Europe, and almost a third in the rest of the world. Their extensive research and development efforts are focused on healthcare challenges in cardiology, oncology, and internal medicine, as well as metabolic diseases, central nervous system disorders, and vaccines. Sanofi-aventis employs nearly 100,000 employees globally—15,000 in the US alone—and had a revenue of €27.6 billion in 2008.

In the mature pharmaceutical industry, technological advances are driving change that will require a fundamental shift in the industry's operating environment. Mass markets are fragmenting into targeted genotype segments that offer higher efficacy rates. The current business model, with its "blockbuster" product development approach and narrow product portfolio, is no longer effective. The shift to a "niche-buster" product development model with a wide portfolio will require existing pharmaceutical players to invest in more effective and efficient research or restructure and move to more efficient cost structures. New players, typically faster and more agile, are a significant threat to existing players locked into a large, complicated, R&D strategy. These new players—with more operating efficiencies, product attributes, and customer benefits—are configured to exploit this new pharmaceutical reality. To remain competitive, existing players must rapidly adapt to the emerging pharmaceutical paradigm or die trying.

Facing this "reality," of change in the pharmaceutical marketplace, sanofi-aventis needed to find fresh ways to respond to remain competitive. Newly appointed CEO Chris Viehbacher believed that creating more sustainable growth required transformation. He envisioned sanofi-aventis as not just as a pharmaceutical company, but as a comprehensive global healthcare leader.

The leadership in North America was committed to this major change in strategy. Tracie Hill, newly appointed VP of Talent Management, and Michael Capaldi, AVP of Sales Training and Leadership, recognized that transforming sanofi-aventis into a high-performance culture by building their competitive advantage around their human resources—especially their front-line leaders—would require a significant investment. They believed that their front-line leaders' effectiveness at managing people was a critical driver of performance and engagement across the entire organization. Studies from the Corporate Executive Board, a leading provider of best practices research and analysis on corporate strategy, confirmed this belief and even indicated that "a good manager has the potential to increase the employee's commitment to the job by 34 percent, emotional commitment to the organization by 38 percent, and emotional commitment to the team by 47 percent."

Their aim was to formalize their performance management system so that it would be a strategic lever to drive a “culture of high performance,” rather than just a “performance review event.” This initiative was driven by several organizational priorities:

- Improve employee engagement and create a cohesive, motivated, and high-performing team
- Increase organizational effectiveness through operational excellence and increased productivity
- Maintain an environment of strict compliance standards

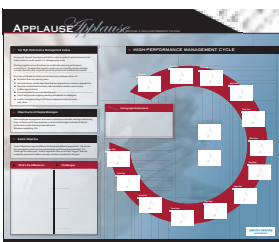
Sanofi-aventis needed to roll out its new Performance Management Process in a way that would help their front-line leaders understand how to leverage this process and create effective performance partnerships with individual contributors. Their relationship with BTS began in 2003 when they adopted SYMPHONY to equip their front-line leaders with a common language and systems-thinking approach to leading effectively. Referring to SYMPHONY as “the best program they’d ever implemented,” sanofi-aventis trusted BTS to replicate that success with a customized front-line leadership development transformation.

Target Group

Sanofi-aventis knew that such a massive strategic change would require getting their front line aligned and executing on this change in strategy. The critical success driver in this transformation would be eliciting key behavioral changes from their front line:

- A new mindset that internalized the message and vision, generating a desire to inspire their front line to see the bigger picture
- Competence to create goals and objectives aligned with larger organizational results, then coaching individual contributors and holding them accountable to those goals
- Confidence and motivation to apply this new mindset by engaging their individual contributors with a larger vision and greater sense of purpose

BTS Approach



Just as sanofi-aventis had turned to BTS to build a common language around management through the use of the SYMPHONY approach, they decided to leverage the BTS solution, APPLAUSE, to do the same in building a consistent performance-based culture. Deciding to take a talent management approach to the problem, sanofi-aventis delivered the program to their front-line leaders and those leaders’ individual contributors. The program was delivered to 1,500 managers—1,200 of them front-line leaders—as a classroom experience in seven locations across the United States over the course of three months. An online version of APPLAUSE was also created and delivered to 14,000 individual contributors to help them understand their roles and how their managers would hold them accountable.

Partnering closely with sanofi-aventis, BTS supported the transformation by customizing APPLAUSE, a one-day program that helps front-line leaders achieve on-target performance from individuals and teams. Leveraging sanofi-aventis’ Performance Management Process, APPLAUSE enhances the front-line leader’s ability to establish performance partnerships early and then recognize, shape, and redirect performance on an ongoing basis throughout the year. Rather than viewing performance management as an administrative responsibility that must be completed at the end of the year, APPLAUSE helps front-line leaders incorporate the critical skills required to effectively manage performance into their daily activities.

BTS offered unsurpassed value to sanofi-aventis in critical areas:

- **Strategic alignment** with senior leadership's strategy to ensure the front line understood their desired business results and was equipped to execute on the strategy
- **In-depth customization** that simulated sanofi-aventis' Performance Management Process and ensured the highest level of relevancy for participants
- **Discovery-based solution** that transformed a highly complex and detailed process into a simple and engaging learning experience
- **Measurable results using follow-through learning tools**, such as an impact map, Business Action and Results (BAR) map, and manager's guide, that maximized the return on their learning investment after the training
- **Multiple learning platforms** (online and classroom) that reached a wide and dispersed audience
- **Speed of implementation** that allowed BTS to create a relevant and strategically aligned program in less than three months

Outcomes

The senior leadership at sanofi-aventis was pleased with the implementation and rollout, particularly the customization and added accountability provided through the impact maps and post-session Business Action Results maps. They regarded APPLAUSE as a "standing ovation" that helped align their front line with their strategy and that began to create a high-performance culture in the context of that strategy. They achieved 100 percent participation in their classroom sessions and 95 percent participation in their online sessions.

Participants returned to their jobs with an understanding of the Performance Management Process and a new mindset, one that no longer saw a "yearly performance review" but rather a "performance management system that develops employees into a competitive advantage."

Sanofi-aventis is confident that the implementation of APPLAUSE and their investment in their front-line leaders will create that high-performance culture that outperforms their industry peers and will ultimately improve bottom-line results.

Sampling of other BTS Clients

- Accenture
- Aetna
- AstraZeneca
- AT&T
- Bank of America
- Biovitrum
- Cisco Systems
- Coca-Cola
- Gap Inc.
- Genentech
- Hewlett-Packard
- Honeywell
- IBM
- ING
- Liberty Mutual
- Liz Claiborne
- Macy's Inc.
- McKinsey
- Microsoft
- Motorola
- Nokia
- Roche
- Sony
- Texas Instruments
- Time Warner
- Toyota Motor Sales
- Vodafone
- Weyerhaeuser

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