



Gerakan Nasional  
Indonesia Kompeten

# Culture Internalization and Its Impact to How a Company Works

*Case Study of Boehringer Ingelheim SEA & South Korea*

Sharing Session

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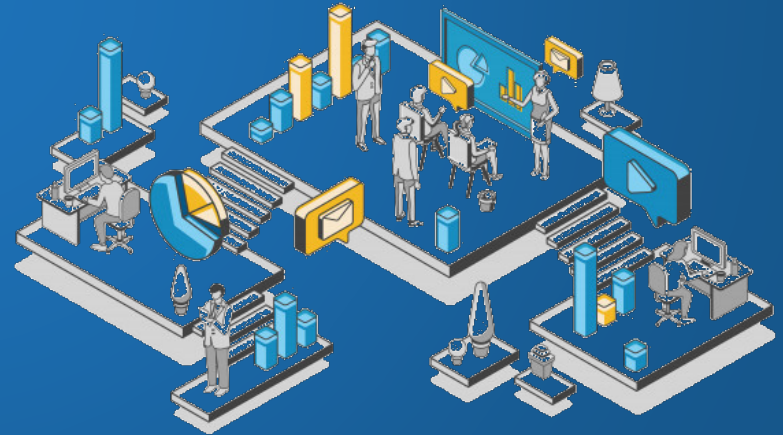


# Topics

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- Boehringer Ingelheim overview
- Our FOCUS & Transformation
- AAI – How We Work & How to Internalize it
- 3E – Education
- 3E – Experience
- 3E – Evaluation
- Challenges
- How BI Operates Now
- Summary

# Boehringer Ingelheim Overview



# Boehringer Ingelheim Overview



Albert Boehringer  
Founder



*Making new and better medicines for humans and animals is at the heart of what we do.*

*Our mission is to create **breakthrough therapies that change lives. Independent and family-owned,** Boehringer Ingelheim has the freedom to pursue its long-term vision, looking ahead to identify the health challenges of the future and targeting those areas of need where we can do the most good.*

*Our medicines have **improved the quality of life** and given patients **more years to live.***



Christian Boehringer  
Chairman of the Shareholders'  
Committee

# Boehringer Ingelheim Overview

## BOEHRINGER INGELHEIM 2019 AT A GLANCE

Boehringer Ingelheim is one of the world's  
20 leading pharmaceutical companies.



FOUNDED IN

**1885**

IN INGELHEIM  
AND FAMILY-OWNED  
TO THIS DAY



**51,015**

EMPLOYEES  
WORLDWIDE

**19.0**

BILLION EUR  
TOTAL NET SALES



**3.5**

BILLION EUR  
EXPENDITURE IN RESEARCH  
AND DEVELOPMENT

**18.2%**

OF TOTAL NET SALES

NET SALES

**14.0**

BILLION EUR



HUMAN PHARMA

**4.0**

BILLION EUR



ANIMAL HEALTH

**786**

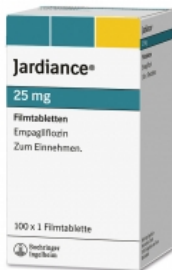
MILLION EUR



BIOPHARMACEUTICAL  
CONTRACT  
MANUFACTURING

# Boehringer Ingelheim Overview

## Human Pharma



**Jardiance®**  
Type 2 Diabetes Mellitus



**Spiriva®**  
Chronic obstructive pulmonary disease (COPD)



**Pradaxa®**  
Stroke prevention



**Trajenta®**  
Type 2 Diabetes Mellitus

## Animal Health



**NexGard®**  
Antiparasitic: canine external parasites



**Frontline®**  
Antiparasitic: canine/feline external parasites



**Heartgard®**  
Antiparasitic: canine internal parasites



**Ingelvac CircoFLEX®**  
Infectious respiratory diseases



# Our FOCUS and Transformation



# Our FOCUS & Transformation

It's all started when...

Sanofi and Boehringer Ingelheim have reached definitive agreements to swap Sanofi's Animal Health and Boehringer Ingelheim's Consumer Healthcare businesses

*Both companies expected to become global leaders in two different sectors of the pharmaceutical market<sup>1</sup>*

**Paris (France) and Ingelheim (Germany) – 27 June 2016** – Sanofi and Boehringer Ingelheim announced today the signing of contracts to secure the strategic transaction initiated in December 2015 which consists of an exchange of Sanofi's animal health business ("Merial") and Boehringer Ingelheim's consumer healthcare (CHC) business. This step marks a major milestone before closing of the transaction which is expected by year-end 2016 and remains subject to approval by all regulatory authorities in different territories. The integration of Boehringer Ingelheim's Consumer Healthcare (CHC) business into Sanofi and Merial into Boehringer Ingelheim would start after closing.

<https://www.boehringer-ingelheim.us/press-release/sanofi-and-boehringer-ingelheim-have-reached-definitive-agreements-swap-sanofis-animal>



# OUR FOCUS



## THE CORE OF THE LEITBILD

Who we are

## AAI

How we work

## AMBITION 2025

What we want to achieve

# Who we are: The Core of our 'Leitbild'



## We are independent, family-owned and intend to remain so

- We are driven by the desire to serve mankind by improving human and animal health
- We feel responsible for our communities and are respectful of our resources
- We plan in generations and focus on long term performance

## We create Value through Innovation for our customers

- We develop breakthrough therapies and health care solutions in areas of unmet medical need
- We excel in innovation and deliver the highest quality to drive our competitiveness
- We believe in partnering for success and the sustainable economic health of the company

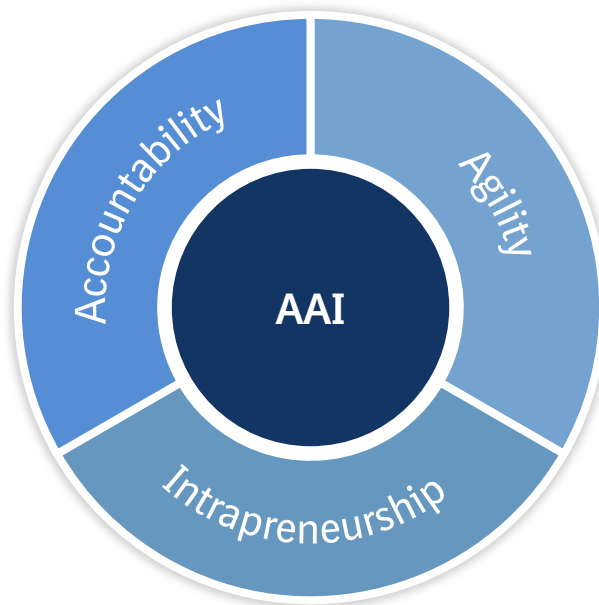
## We are powered by our people

- We nurture a diverse, collaborative and open environment, which appeals to the best people
- We are driven by results, working with integrity and passion
- We treat each other with respect, trust and empathy, and we grow together

# How we work: Accountability, Agility, Intrapreneurship



We always take **ownership** for our decisions and actions, even in ambiguous circumstances



We **quickly act** with an **open mind** to face internal and external transformation

Together with our **customers**, we create **innovative ideas** to respond to changing markets

# What we want to achieve: Ambition 2025

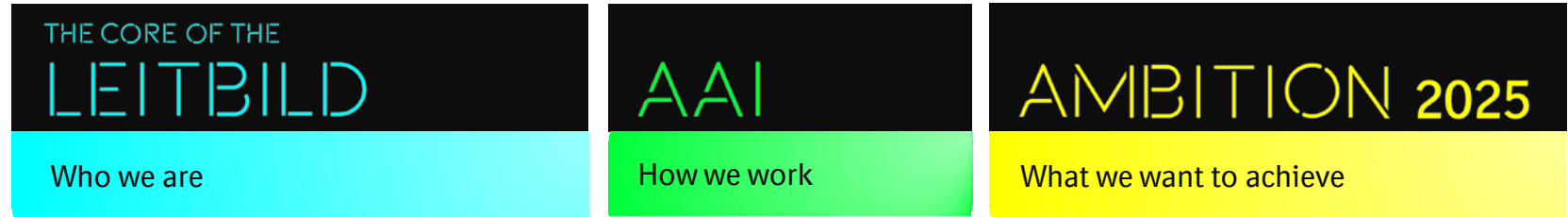


Boehringer Ingelheim's commitment to serve mankind can only be met if we are the preferred partner and admired competitor by being:



# BASIS

## OUR FOCUS



Creating an environment for  
individual and company growth.

# AAI & How to Internalize it





# How to Internalize AAI

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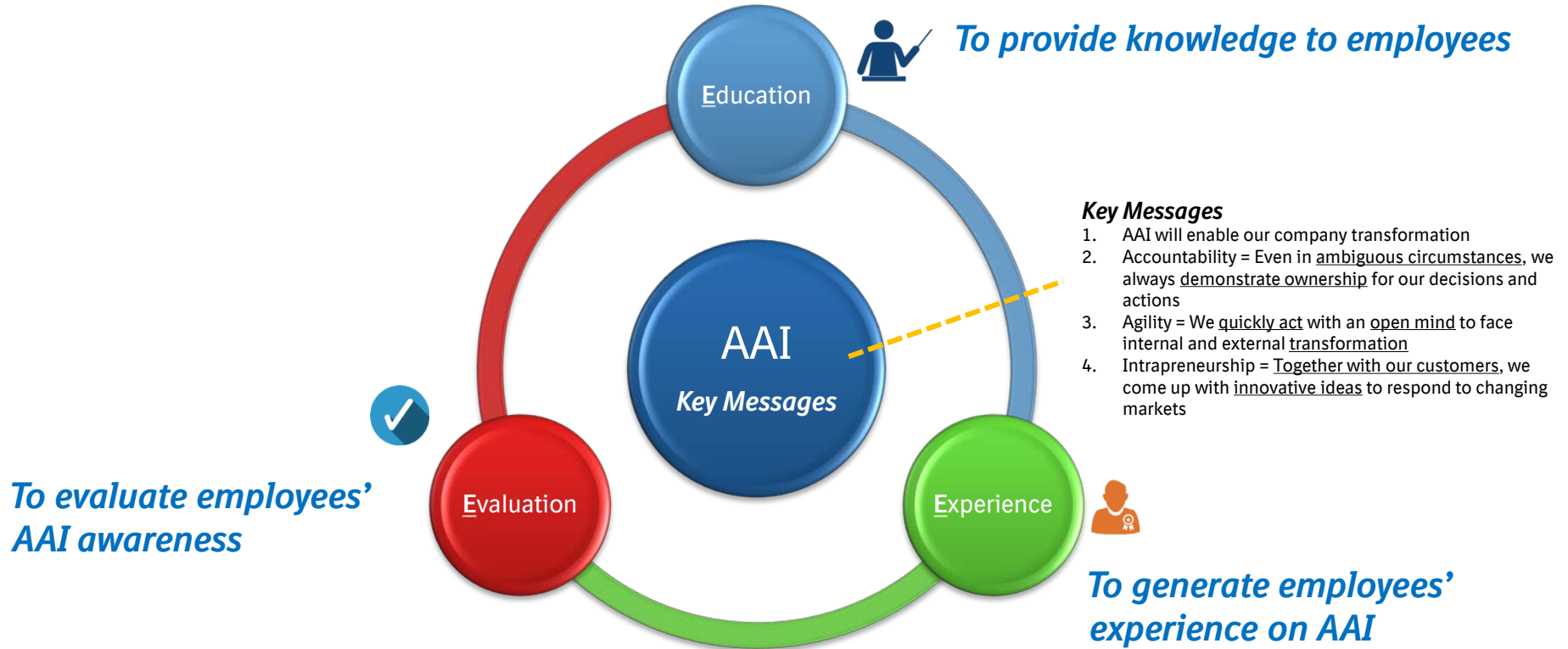
Accountability – Agility – Intrapreneurship (AAI), as the new BI's Global Behavioral Framework, has been rolled out to all BI worldwide starting 2017. It will be the **Way We Work** that is embedded to daily life in BI.

To ensure a successful roll out, **Employees Awareness** is at the center of all.

To increase employees awareness, we will use **3E's** as an approach.

1. Education
2. Experience
3. Evaluation

# Campaign & Internalization (The 3Es)



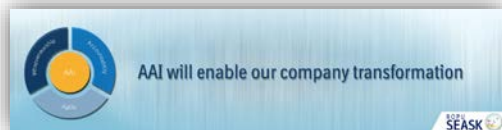
# Campaign & Internalization (Education)

*To provide knowledge to employees*



## AAI Video

General information about AAI



## AAI Intranet Page

A single source to get information about AAI



## AAI Handouts

To be pasted on the wall and distributed to employees



## AAI Banners

To be placed in public office spaces

## Mitarbeitergespräch

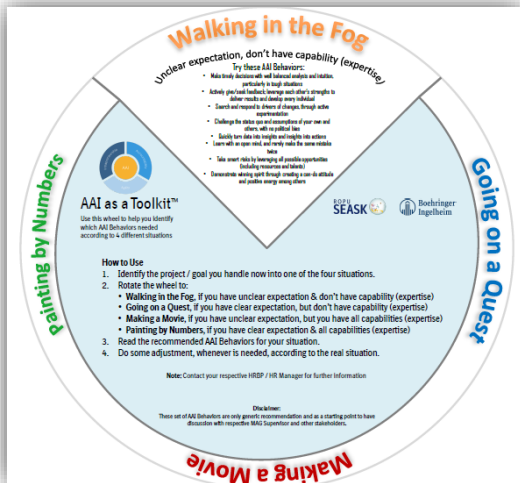


## Townhall & Training Sessions

To introduce AAI and its implementation in other policies

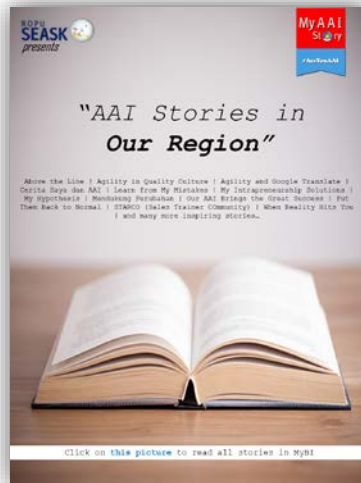
# Campaign & Internalization (Experience)

*To generate employees' experience on AAI*



## AAI as a Toolkit

How to use AAI in 4 different scenarios (Walking in the fog, Going on a Quest, Making a Movie, Painting by Numbers)



## AAI Employee Stories

Encourage all employees to apply AAI and share their stories



## Management Team Success Stories

Real life examples & motivation from the Management Team



## AAI Success Story

Success stories from the business units

# Campaign & Internalization (Experience)

*To generate employees' experience on AAI*



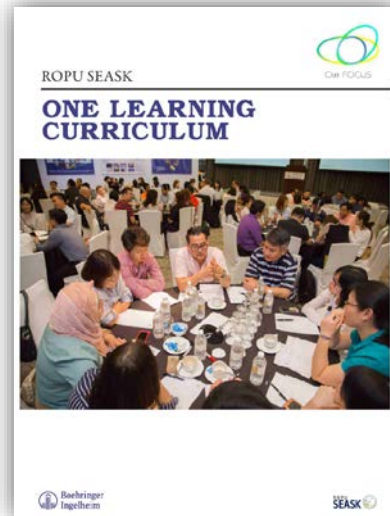
## Value Through Innovation (VTI) Day

AAI as the main theme on team  
building activities



## BI-Weekly Articles

Practical tips on how to apply AAI everyday



## Learning & Development Framework

30+ training programs  
to develop AAI behaviors



# Campaign & Internalization (Experience)

*To generate employees' experience on AAI*



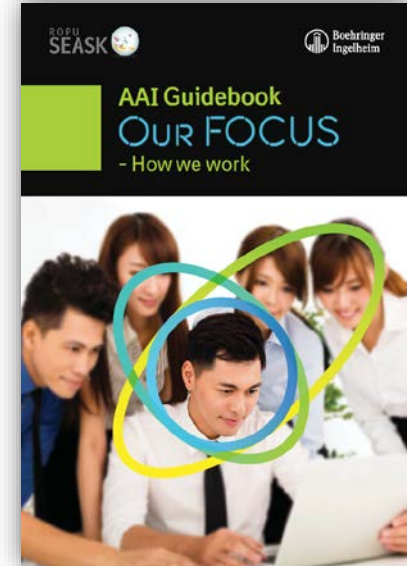
## Recognition Program

AAI is placed as one of required behaviors



## DIY Leader Book

Concept and common practices  
in managing people  
at Boehringer Ingelheim



## AAI Guidebook

Real life examples from all Business  
Units / Functions on  
AAI application at work



# Campaign & Internalization (Experience)

*To generate employees' experience on AAI*



## Onboarding Journey

We designed a journey for new employees in our region to have good moments from the beginning, including to experience our AAI behaviors

# Campaign & Internalization (Evaluation)

*To evaluate employees' AAI awareness*



## Region: Quarterly Survey

**9 questions** to check on understanding, impact and implementation of AAI

E.g. = *I use AAI in my daily job*



## Global Survey

**12 questions** to check on understanding, impact and implementation of AAI

E.g. = *We move quickly from idea to implementation.*

# Campaign & Internalization



# Challenges



# Challenges

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## #1: Limited guidance from Headquarter

### Solution:

Did something within our control while waiting for further guidance (e.g. AAI as a toolkit workshop, BI-Weekly Articles, Recognition Program adjustment, etc).

## #2: Reluctant to use the new set of behaviors

### Solution:

Searched for many success stories from the past to prove that AAI has been part of our DNA for so long. It's just has been coined as a new term.

# Challenges

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#3: Employees tend to wait for their peers / supervisors to show examples first

Solution:

Encourage employees to share AAI Stories (as individual and as a group).

Encourage all supervisors point out relevant behaviors he/she observed from his/her team and appreciate that in the team meeting.

#4: Different country, different needs

Solution:

Keep on listening to what General Managers and HR Heads needs in order to internalize AAI. Some actions may have different portions from country to country, some even totally different.



# How BI Operates Now



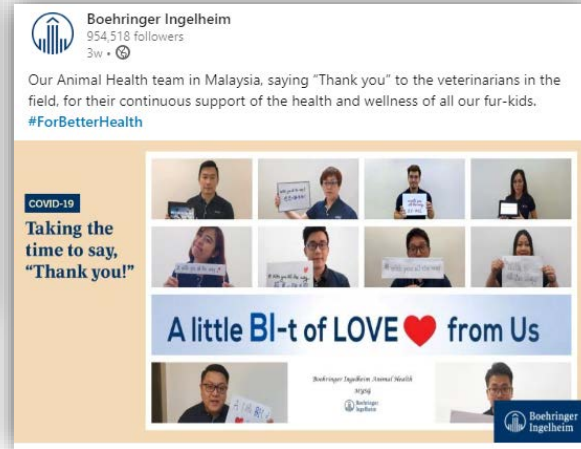
# How BI Operates Now (Keep on living AAI by developing our People)



**BrowZine**  
for eJournals



# How BI Operates Now (Keep on living AAI by giving back to society)



# Summary

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- Since its launch in 2016, AAI has been infused into our daily activities through Education, Experience, & Evaluation, and SEASK region has been recognized as one of the top regions with good AAI awareness
- Drive from the top Management is crucial in giving examples and “walk the talk”
- Experiences from the general population of employees play critical roles in making sure that AAI is enabling our transformation in creating values through innovation

Terima kasih!

Thank  
you!



*Any question?*

