

Good to Great. The RCV Journey from 2013 to the present day

In fact, it is not just words. RCV did go on a journey from a mindset of budget achievement to aspiring for the #1 position, from having various targets, towards one set of uniting goals, from being a collection of OPU's to one agile RCV team. From being the fifth largest contributor to joining the pedestal of winners on the global scale.

We are really proud to be part of the RCV TEAM. So, how did we do this?

The context: The business performance was relatively strong, e.g. in 2013 RCV grew 11,6%. MARI had brought some changes and people were craving organizational stability.

The challenge was clear to the management, but not so much to the employees in general. The market dynamics were changing, we needed a lot more focus on our customers, to better use digital channels, to improve our use of insights and to make quicker but grounded decisions. IRMA was created across the globe and RCV undertook to go further with this opportunity by creating an Agility focus to help really transform.

At RCV we asked ourselves the Pivotal Question: *How can we create the Winning Spirit, inspire the whole RCV with the compelling Aspiration, take the practical steps already today in order to become One Agile RCV Team?*



Employing
Design Thinking &
Inclusive Leadership



To embed the approach we have successfully implemented two Programs back-to-back: Agility Mindset in 2013-2014 and Winning is our Passion (WIOP) in 2015-2016.

According to McKinsey Survey 2008, only 30% of change programs are successful. Therefore, the What & How of this summary will focus more on the particular reasons why the change initiatives were successful, rather than the details of the OD plan, which can be discussed during the meeting. In a nutshell, we began by forming a cross business team of 35 agility champions that then went out to the organisation and led Agility workshops for more than 1500 employees. By asking and listening to the responses of all RCV employees they were able to contribute to what agility would mean for them and shape the core ways of working that led to Winning is our Passion. When the global BI organisation developed AAI we were ready to align and link to the contributions that employees had already made.

The table below provides highlights of the critical success factors.

Clear and emotional definition of Aspiration, which also served as the burning platform	<ul style="list-style-type: none"> 1 Bn Euro Sales BI RCV will <u>lead</u> Cardiovascular-Metabolic and Lung Disease Treatments
Emotional triggers employed	South African bird Jacana can only survive by walking on leaves that sink under its weight, so it needs to constantly move, while having a goal in mind. Winning and Passion present the leaderships aim and creates a strong boost to the organisation
Clarity on What's in it for me	We made sure that people understood the business and personal benefits of the changes by involving them in creating the ways of working
Inclusive Leadership – bottom up approach	This was critical to the success of the programs themselves and for the acceptance of the AAI
Strong Stakeholder Support	Philipp, the Management Team and the Country Heads embraced the leading roles in this transformation and consistently inspired their teams
Awards and Recognition	OPUs received awards at MSMs and <u>every</u> PM MT meeting a management team member presented a country or a team as the best example of agile/WIOP behavior
The right choice of external support	At specific stages we have received support from the right OD and marketing consultants

The only question remains – and it is often asked of transformations but rarely answered – how do we know the transformation was successful?

One outcome measure is the **improved business performance**: RCV is the third NS contributor and growing double digits!

A second indicator measure is the **climate survey**: RCV outperformed Global BI and external benchmark on most parameters and all AAI ones.

Finally – we have **lots of positive anecdotal evidence** as you can see in the quote from Francesco Banchi (GM of two RCV Countries)

