

➤ CREATING VALUE “BEYOND THE PILL” – FROM NORTHSTAR TO PRAGMATIC BEHAVIORAL CHANGE AT ROCHE

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From Northstar to Pragmatic Behavior Change - Roche Transformation Journey

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From Cairo with love



Roche at a glance

Maintaining a long-term orientation

1896

Founded in Basel
Family still holds
majority stake



Reliable partner
during COVID-19
pandemic



Leader in
Diagnostics and
Pharma



CHF 14.1 billion
R&D investment in
2022

103,613
Employees worldwide

14.2 million
People treated with
our medicines



32 medicines
on the WHO List of
Essential Medicines



Sustainable
one of the most sustainable healthcare
company in the Dow Jones Sustainability
Indices

29 billion
tests conducted with
our Diagnostics
products



Our Purpose:

***Doing now what
patients need next***

How it all started?

- **Fast Changing VUCA environment**
- **Fast Technological and digital advancements in health care**
- **Crowded and wide spread portfolio in different therapy areas**
- **Complexity and sustainability of the current health-care system**



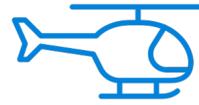
Why now?
Our agility journey....



North Star



Reimagine Me
Agile career philosophy



Agility in Action
Grassroots cross-Roche engagement

Synergy
Launched for sr leaders

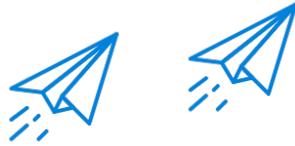
Roche 10-Year Ambitions

2020-2022

- Pharma Vision & VITAL
- Dia Transformation
- Strategy & Behaviors
- pRED Transformation
- gRED Transformation
- People & Culture Transformation
- PD Transformation
- GC Transformation
- PI STEP

Agile transformation recognized as essential enabler

But today, agility looks different across many parts of Roche.

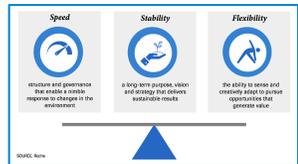


Multiple siloed programs, approaches, language use across decentralized efforts



Kinesis

Creative leadership launched for sr leaders



2016

Agility defined by CEC

PT LEAN

Pharma US Commercial

ReimaginedD

Pharma International (GRA)

Finance Transformation



IT Transformation

Pharma Affiliate transformations in 110+ countries

Broader PD Transformation

2019

2017-18

OneRoche Approach
will accelerate and scale the impact of agility @ Roche...



Key Enablers that were crucial to the journey



Roche setup

Family owned , commitment towards purpose and patients

End-to-end Value Chain

Diagnostics
Pharma
Data & Analytics
PHC

Focus on R&D and innovation

Top Pharma company in R&D expenditures

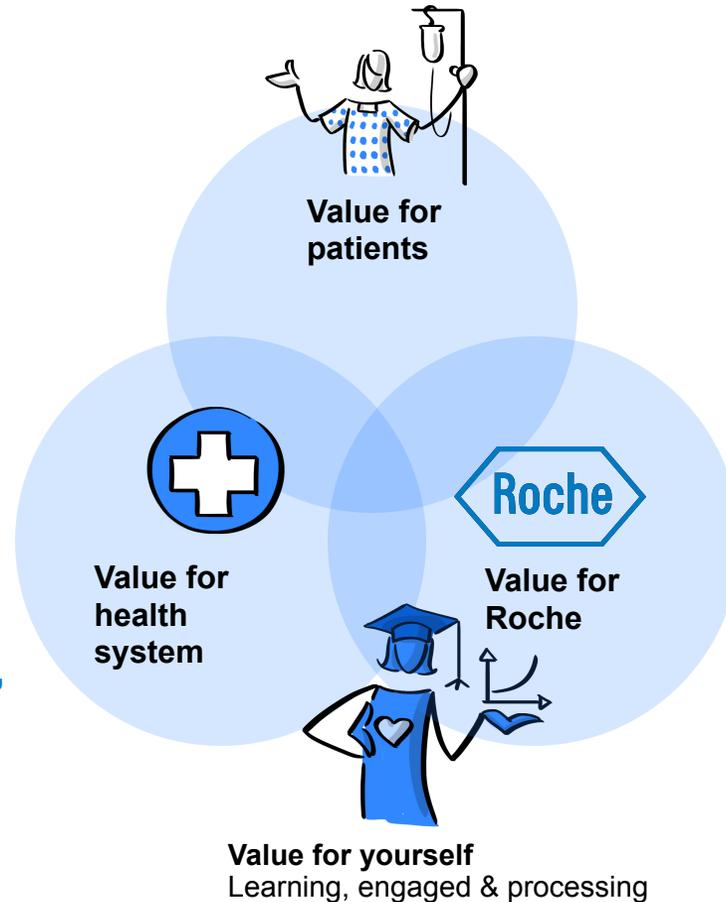
Market Leadership

Reputation in selected therapy areas & one of Top 3 Pharma companies (Revenue)

our Purpose is at the heart of everything we do



“Doing Now What Patients Need Next”



We are driven by our **Purpose** and we're **obsessed** with creating **value** and achieving **outcomes**



Bold Decision

- Moving from **brand objectives and Sales Targets** to **Therapy Area Outcomes aligned with Purpose**

A journey of how we measure impact..

KPIs

OKRs

Outcomes

- Value Creation
- Impact
- Co-creation, with shared purpose
- “Signals” that help guide us

ACTIVITY & OUTPUTS

Count actions taken; % complete or things produced

”Incorporate Product X in the public market”

”Achieve xxxx sales in Product X by the end of Q3”

DOING

OUTCOME AND IMPACT

Change to customers/patients/ ecosystem
AND value creation

”Improve the quality of life of 2000 breast cancer patients in the public market”

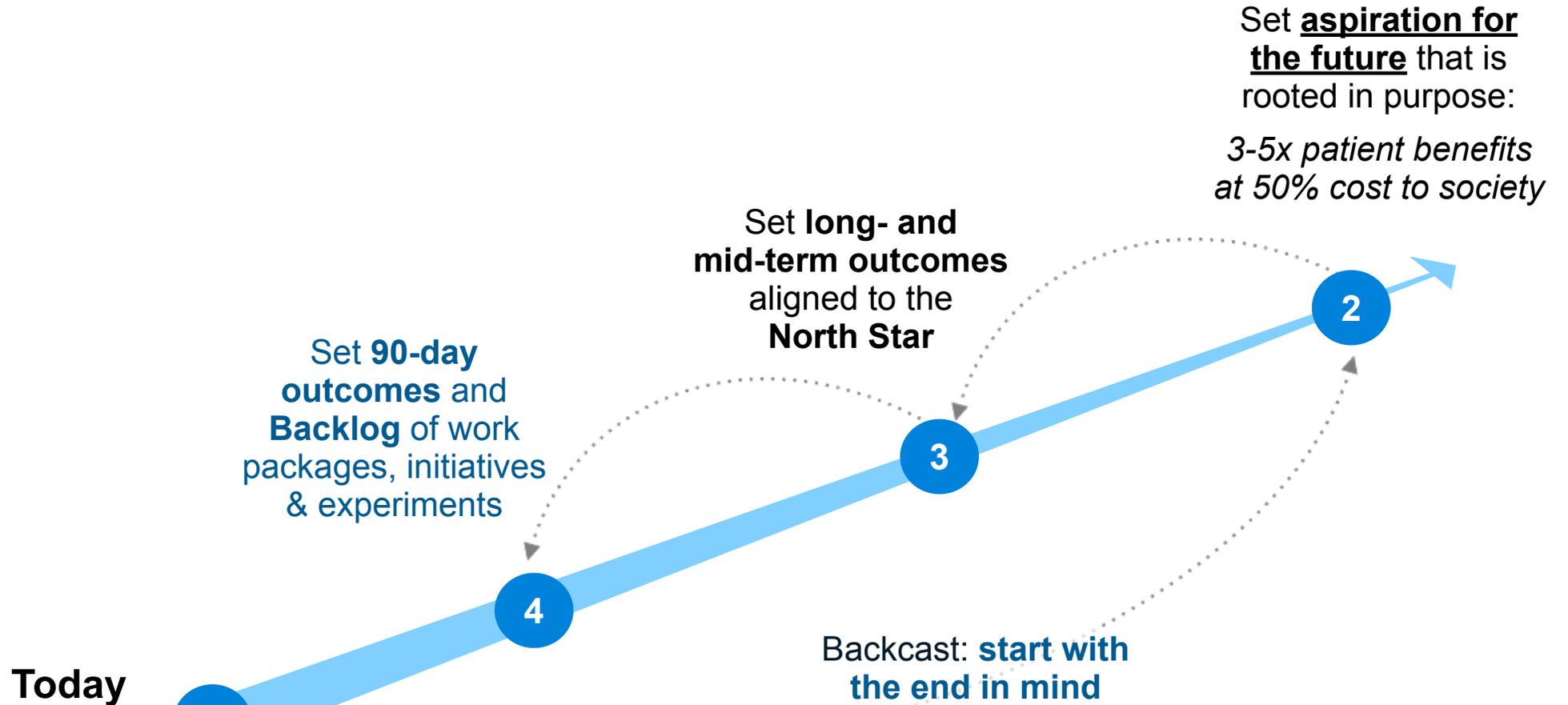
”Patients are able to adhere to the treatment for a xxx indication”

”Healthcare officials are taking patient-centric decisions”

IMPACT & VALUE

Start with the end in mind when setting strategy and priorities

Work back through long & mid term and 90 day outcomes



Reimagining Value Creation

FROM...

Short term gains

Value capturing / scarcity

Moving from transactional relationships

TO...

- Long term sustainable impact
- Value creation / abundance
- Meaningful partnerships around shared purpose

Our ambition that Roche becomes a catalyst in healthcare by bringing **3-5 times more patient benefit at 50% less cost to society**

From Product Sales/Marketing to Patient & Health System Partners

Shift from focusing on **solutions** and **tactics** driven by **sales**, to innovative initiatives & solutions linked to key **pain points** in **Patient/HCP journey** (beyond the pill) and collectively **linked to outcomes**

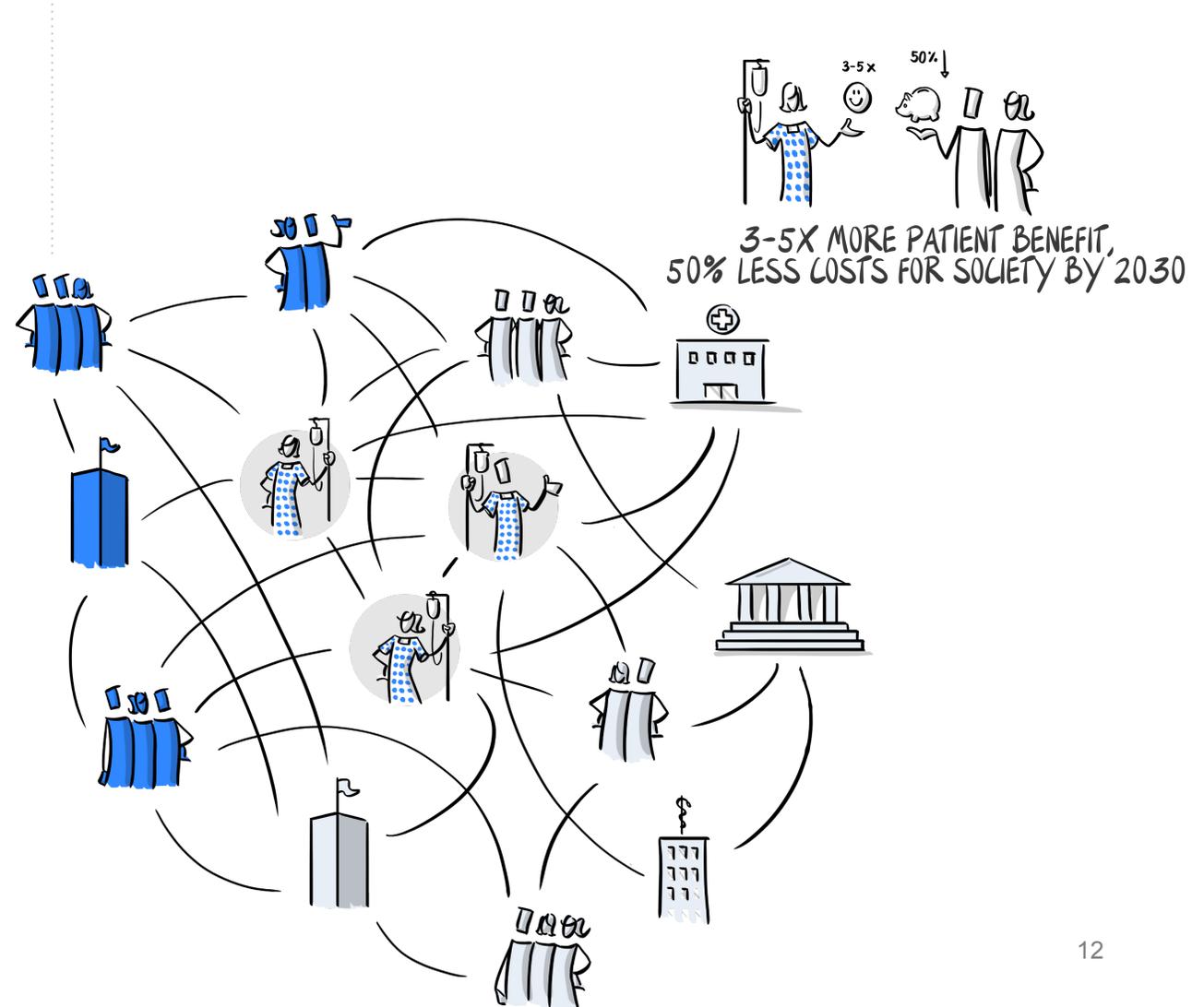
PJP [Patient Journey Partner]

Focuses on solutions directly improving patient journey



HSP [Health System Partner]

Focuses on solutions increasing capability of health systems



Re-imagining Leadership

From hierarchical and command-and-control ...

Maximize value for **your function** through developing and executing a **plan that exceeds a siloed target**



Strategist: Articulate a clear and achievable plan for your organization based on past performance, and precise assumptions about the future



Planner: Define detailed plans within existing structures and processes to help your team navigate complexity



Director: Communicate the plans and ensure everyone is clear on what they are supposed to deliver



Controller: Check-in and ensure everyone does what they were assigned to do.



To shared leadership and networked decision making...

Maximize value for **all stakeholders** through creating a customer focused organization where **every employee can make meaningful progress for patients every day**



Visionary: Create a bold, shared vision and higher purpose for the entire network. Enlist people in the network to advance the vision



Architect: Intentionally form teams, networks and systems that enable action. Support teams to make great "game time" decisions and encourage them to go!



Coach: Help everyone in the network build the skills and mindsets they need to succeed in an open system. Be a coach, and be coached



Catalyst: Unshackle the network: prioritize to create clarity and focus. Remove anything getting in the way. Encourage escalation

Re-imagining our Teams

FROM...

Siloed Functions

Micro-managed Top Down
Teams

TO...

➤ Networked & Collaborative
Teams / pods

➤ Self-managed Teams

Re-imagining our Culture

FROM...

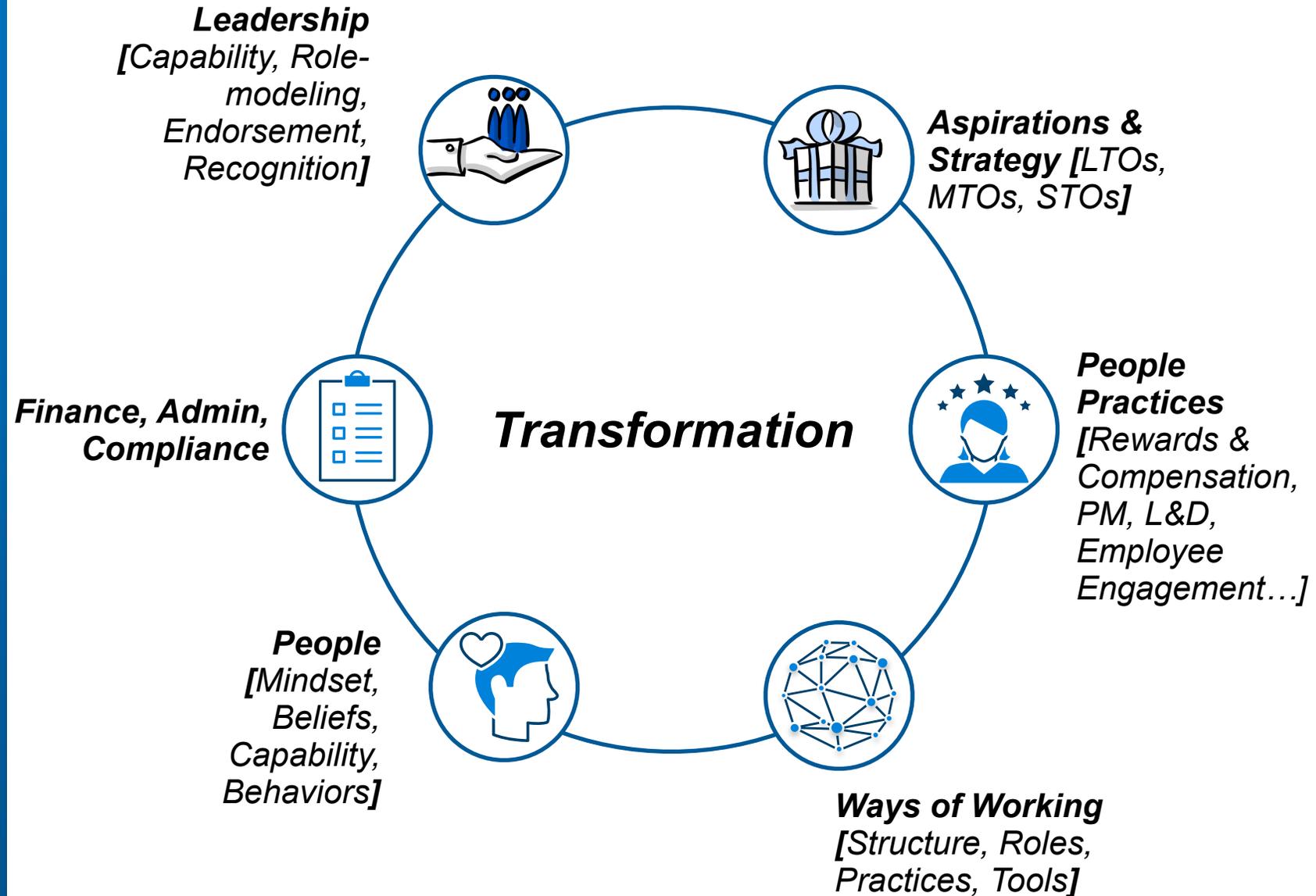
Performance/Hyper
Achievement Culture

TO...

➤ Purposeful Human-Centric
Culture



A Shift in behavior happens when the surrounding environment allows the new behavior to emerge coupled with change in the individual's mindset (beliefs & mental models)



key behavioral shifts

How our MTOs & STOs link to key behavioral shifts

LTO

Our purpose brings us together as a community that is collectively accountable and empowered to deliver impact beyond own role and build a culture of continuous learning, diversity, customer/patient centricity / value creation and effective/creative leadership"

MTOs

People

Our people are intrinsically motivated and constantly growing to actively contribute to a purpose that fulfill & inspire them, enabled by our people practices

Our culture that embodies (psychological safety & D&I) allows our people to bring their whole selves to work & engage one another with trust, courageous authenticity & respect

Leadership

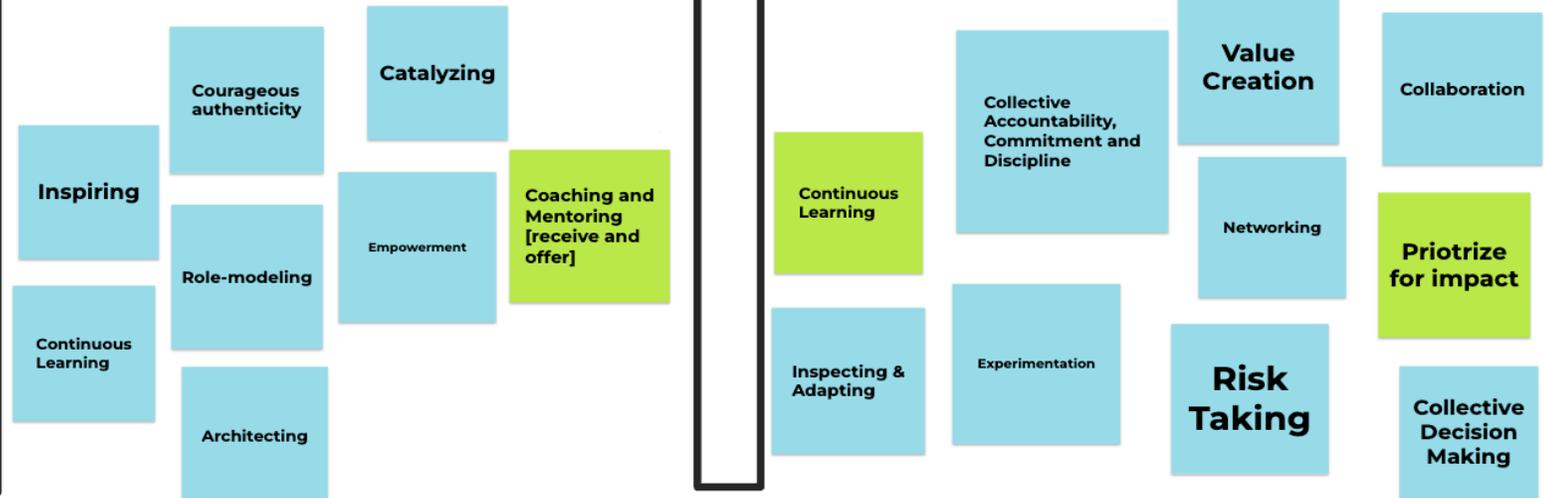
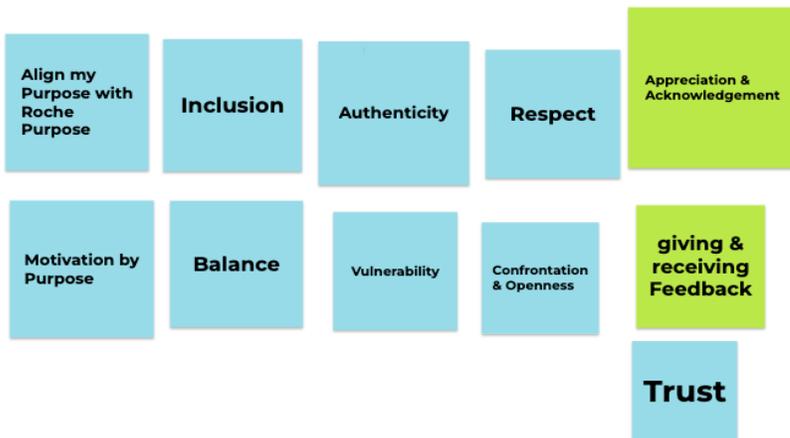
Our leaders are enabling autonomous teams to achieve their impact through VACC leadership

Ways of Working

We are constantly evolving and adapting as well as exerting our utmost effort to learn, explore new ways of working, and build future oriented capabilities to achieve the biggest Pt. impact

Our teams are obsessed with outcomes, prioritize, and resource the most impactful ones.

Key Behaviors



From Transformation MTOs to Outputs

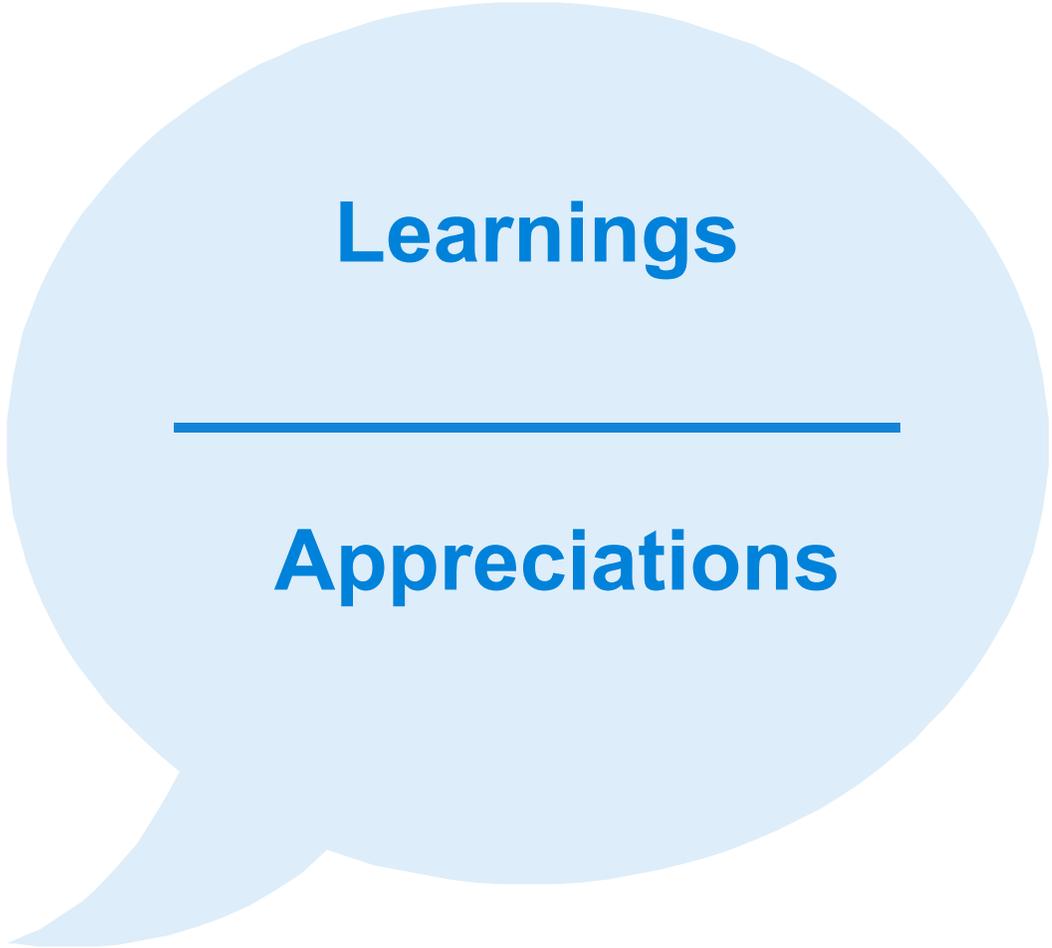
Our people are intrinsically motivated and constantly growing to actively contribute to a purpose that fulfill & inspire them, enabled by our people practices

Our people feel appreciated, celebrated and valued from their peers and leaders

Our people are taking active steps to build and act on a meaningful development / learning journey that meets their needs, aspirations, and their role

Our people able to link their individual purpose and contributions to their teams with the company purpose





Learnings

Appreciations

Doing now what patients need next

Thank You