

Aspiring to GREAT HEIGHTS



Executing a New Strategy to Maximize Return to Shareholders

Moving from the middle of the pack to the top tier takes more than a great strategy—it requires an intentional and aligned approach to strategy execution. After we achieved aggressive growth goals that solidified our position as a mid-tier pharmaceutical company, our senior leadership decided it was time to aim higher. Our CEO and executive team developed an aspirational strategy intended to transform the company into a top-tier specialty pharmaceutical manufacturer as measured by total return to shareholders. We knew Advantage Performance Group could help us execute this strategy.

Building Buy-In at All Levels of the Organization

Our CEO decided to launch the new strategy to top leaders at our annual global leadership conference. The challenge was to present the initiative in a way that built the strategic alignment and emotional commitment required to effectively lead in the new environment. As an additional challenge, we needed to determine the best way to quickly and comprehensively cascade the strategy, supportive mindset, and skills to 4,000 employees across the global organization.

2-day program
3 simulation rounds
200 senior leaders
4,000-person cascade

Simulating Our Complex Reality

Advantage brought in its strategic partner BTS to customize a two-tiered solution that began with a two-day business simulation for the top 200 leaders at the company. Participants worked in a competitive, team-based simulation to set strategy and make tactical execution decisions related to product pricing, forecasted market share, sales force deployment, and marketing investment for specific products and business units. Throughout three rounds of simulation, participants were required to make strategic decisions while weighing information about competitors, business development and licensing opportunities, talent development, operations, and issues related to payers, physicians, and hospitals. Feedback sessions provided an opportunity for collaboration with leaders who connected real-world strategy execution themes and priorities to the simulation's key learning points.

Following the simulation, Advantage's facilitation experts trained our leaders to cascade a paper-based version of the program to 4,000 employees across the globe. The abbreviated program focused on making tradeoffs related to revenue growth, operations, building a high-performance culture, and driving product pipeline metrics. Participants learned to apply the new strategy while balancing limited resources and driving maximum return.



“In my 25-plus years in the pharmaceutical industry, I've never seen a strategy so clearly articulated and effectively rolled out. The program exceeded my expectations.”

– Pharmaceutical Company CEO

Global Alignment Breeds Engagement

Leaders who attended the train-the-trainer sessions cascaded the program to approximately 4,000 people. All levels of leadership who went through the training had the opportunity to practice making and executing decisions aligned with the new strategy in a learning-laboratory environment, while receiving feedback and skills practice. Since the sessions, we're happy to report that leaders and employees across the organization are engaged, aligned, and taking the right actions to achieve the company's objectives.