DIFFERENT APPROACHES TOWARDS
PROFESSIONAL EDUCATION IN MARKETING

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MARKETING EDUCATION IN FOREIGN COMPANIES

COMMON FEATURES
IN FOREIGN COMPANIES

HOLISTIC

EXPENSIVE

CONTINUOUS

“ALL IN THE SAME BOAT”

STRATEGICAL
All the marketing education is conducted according to the *Marketing Code Training and Implementation*. All GSK sales reps are trained on products they promote, the diseases the medicines are designed to treat and appropriate marketing practices according to GSK’s Code of Practice and their respective national requirements. Training and testing of sales reps is handled at the country level, with training and testing on hiring and on an annual basis.

Once trained, sales reps are assigned to a territory and are responsible for regular contact with HCPs. Sales reps are supervised by sales managers who are responsible for ensuring staff meet business objectives while adhering to GSK’s Code of Practice.

All employees participate in a performance appraisal and development planning process. Each employee’s development plan supports their short-term and long-term aims and monitor progress against specific goals each year. Performance development focuses on 6-18 months and focus on ability to perform current job and the achievement of business results.

“Novartis Business Academy (NBA) – is an educational program in business management for functional managers of Novartis Group Russia designed and carried out in collaboration with the Stockholm School of Economics.

Novartis Business Academy includes business simulation and academic lectures on marketing, strategy, finance, project management and other disciplines, developing leadership and management competencies, and help employees to be successful in Novartis.

The Global Learning & Development team, under the leadership of the Chief Learning Officer (CLO).

Each of three departments — R&D, Sales & Marketing and Manufacturing — (incl. major support functions), have consolidated their training organizations under the direction of the CLO to build the required leadership, professional, functional and technical skills.

myCareer is a tool intended to be used by employees, managers and HR as the source for professional development, performance management, talent management and learning within the company.

The Career & Learning Portal provides employees at all levels with thousands of resources to support their career development and learning needs.
Employee Engagement Survey each year provides a basis from which employees can choose the development programs that best suit their needs. Focus for 2015: to implement action plans that drive sustainable change.

Sanofi employs a common performance management system and deploy periodic talent reviews, designed to identify opportunities for personal development, potential career options and succession plans.

In addition to Sanofi’s numerous employee training and development programs, it offers complementary initiatives such as coaching, mentoring and co-development.

At Sanofi Genzyme: the Business Partnering Program helps employees learn to think and act with confidence while the Organizational Leader Program, delivered in conjunction with Harvard Business Publishing, targets high potential employees worldwide, helping them to become effective leaders.

Lilly employees participate in required training each year to ensure they maintain the technical qualifications expected to perform their work so our company can remain viable in an increasingly competitive environment. In addition, employees have access to a suite of learning and development programs.

In 2014, a new performance management process was implemented focused on helping its employees learn, develop, and achieve their goals.

As part of this process, Eli Lilly invested in education for all employees with emphasis on its supervisors and further developing their coaching skills so they, in turn, can better support employees’ progress.

Development is an ongoing process that requires regular reflection and feedback on progress throughout the year. Talent Development has three main objectives:

1. Accelerate Talent to prepare for the future
2. Allow Talent to achieve their Potential within their role
3. Develop Diverse Talent to help realize their potential and prepare for the future.

Cooperation with University of Florida Executive Education Essentials of Business Certificate programs offered 100% online.

In Russia, each employee has its year plan on his business goals and individual development. Each employee participates in online trainings on a regular basis and two major training session per year.
MARKETING EDUCATION IN FOREIGN COMPANIES
SANOFI EXAMPLE
PEOPLE DEVELOPMENT 2014

ONE HOLISTIC PEOPLE DEVELOPMENT MODEL

To keep pace with new developments in the healthcare industry, we are deploying a common holistic and forward-looking model for people development across the Group.

## Our Progress

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>2014 PROGRESS AND ACTIONS</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess skill development needs</td>
<td>We undertook worldwide consolidation of meaningful indicators on training initiatives to better pilot workforce development across the company.</td>
<td>In development</td>
</tr>
<tr>
<td></td>
<td>52,000 employees invited to take part in annual &quot;Employee Engagement Survey&quot;.</td>
<td>Completed</td>
</tr>
<tr>
<td>Anticipate and plan future developments</td>
<td>E² initiative: pooled our expertise on drug-device combinations to bring together Industrial Affairs and R&amp;D employees.</td>
<td>On track</td>
</tr>
<tr>
<td>Attract and hire talented individuals</td>
<td>158 participants began International Sanofi Volunteer Program (SoME) open to all European Union citizens under age 28.</td>
<td>On track</td>
</tr>
<tr>
<td></td>
<td>Sanofi Early Executive Development (SEED) destined to emerging markets for high potential graduates.</td>
<td>On track</td>
</tr>
<tr>
<td></td>
<td>&quot;We Are Sanofi&quot; campaign for all employees illustrating the Group diversity.</td>
<td>Completed</td>
</tr>
<tr>
<td>Manage our people</td>
<td>Employee review process continued for all employees.</td>
<td>On track</td>
</tr>
<tr>
<td>Develop employees’ key capabilities and skills at every level of the Sanofi Group</td>
<td>Offer business talent programs to our top executives (Business for Tomorrow, Leading for Tomorrow, Short Term Work Assignment Program [SWAP] and J.A. Pépinère Program).</td>
<td>On track</td>
</tr>
<tr>
<td></td>
<td>Expand Academy-based learning.</td>
<td>On track</td>
</tr>
<tr>
<td>Continue to promote career developments</td>
<td>Launch the &quot;My Career at Sanofi&quot; intranet site.</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td>Expand mentoring programs.</td>
<td>On track</td>
</tr>
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MARKETING EDUCATION IN LOCAL COMPANIES

COMMON FEATURES IN LOCAL COMPANIES

- FRAGMENTED
- COST-SAVINGS
- SPORADICAL
- “ALONE IN THE DARK”
- TACTICAL
## MARKETING EDUCATION IN LOCAL COMPANIES

**EXAMPLES**

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>CORPORATE UNIVERSITY</th>
<th>INTERNAL TRAINERS</th>
<th>EXTERNAL PROVIDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbott (RUS)</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Boehringer Ingelheim (RUS)</td>
<td>-</td>
<td>+</td>
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<td>KRKA (RUS)</td>
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<tr>
<td>AstraZeneca (RUS)</td>
<td>-</td>
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<td>+/-</td>
</tr>
<tr>
<td>Takeda (RUS)</td>
<td>+</td>
<td>+</td>
<td>+</td>
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<tr>
<td>Protek/Sotex (RUS)</td>
<td>+</td>
<td>+</td>
<td>+/-</td>
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<tr>
<td>Arterium (UKR)</td>
<td>+</td>
<td>+</td>
<td>+</td>
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<tr>
<td>Farmak (Ukr)</td>
<td>-</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>Darnitsa (Ukr)</td>
<td>-</td>
<td>+/-</td>
<td>+</td>
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</tbody>
</table>
MARKETING EDUCATION IN LOCAL COMPANIES

EXEMPLARY EXAMPLES

Pharmstandard

Fractional, non-systematic, absence of corporate university. RUB 20 mio invested in education of employees in 2014.

OTC Pharm

E-learning corporate online portal, “Learning Center”: distance learning, internal continuous learning, internal trainers. External providers are commonly and often used.

E-learning system was implemented in 2008: more than 70 courses, audio and video lectures.

E-learning system was introduced in 2013 (WebTutor). Internal education is divided into primary, periodic, urgent and special education.

Veropharm

Absence of corporate university, systematic education by internal and external trainers

Petrovaksfarm

Standard old-style approach to the education of personnel, which includes adaptation and development of certain skills of employees during the year.

Valenta

BCPP
MARKETING EDUCATION IN LOCAL COMPANIES
EXAMPLE: ARTERIUM

Corporate University

- Commercial Department Training
  - About 20 courses for Commercial Department employees: in offices or open air

- Professional Education: Hard Skills
  - Professional competencies trainings by corporate trainers, participation in international seminars and conferences

- Training: Soft Skills
  - About 10 courses by internal trainers

- Distance Learning

- English Learning Center

- Educational Gaming
  - Individual or group learning, speaking clubs etc.
“TO SEND THE COMMON PEOPLE TO WAR UNTRAINED IS TO THROW THEM AWAY.”

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