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MCE
Management Centre Europe

Dealing with Today's Business Challenges

Dear Reader,

Executives and senior managers like you recently highlighted the following eight major business challenges for 2012 and beyond:

- Increasing the business performance to enhance competiveness
- Achieving customer loyalty
- Managing supply chain risks and increasing commodity costs
- Improving information for decision-making by focusing on data management and analytics
- Managing regulatory change
- Attracting, retaining and developing top talent
- Realizing bottom-line value in mergers and acquisitions
- Managing enterprise risk

Effectively implementing your strategy

Management Centre Europe (MCE) helps organisations to better deal with complex strategic and leadership challenges and change. We support both individual managers and groups of managers to be more effective in the implementation of their company's strategy.

MCE has a unique methodology that differs from business schools and training organisations. We offer a pragmatic and goal-based approach, backed-up with industry-specific insights of 150+ MCE Senior Associates, all with more than 20 years of international experience in senior management positions in major companies.

Based on your business goals, we build highly customised programs with clear, commonly agreed business metrics to be improved. Individual managers are supported with Mentoring and Coaching, both from a business and personal development point of view. Additionally, MCE offers the largest range of world-class open-enrolment Workshops for Individual Managers.

Contact us for a meeting or teleconference to discuss your needs. Our dedicated account teams are at your service.

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Six Trends Point to Changes with a Wide Impact on Business

www.mce.eu/2012/trends

Today, managers face deep changes that they have never seen before. There are challenges and opportunities in the new economic environment. But in 2012, the business world is a very different place than it was in 2007.

For a detailed look at these macro-trends, please visit: www.mce.eu/2012/trends

China and India together contain 40% of the planet's population today.

1. Economic Shift: Emerging Markets are Maturing

There are growing numbers of middle-class consumers in at least 16 countries with emerging economies. They are home to nearly 2 billion people who spend a total of $6.9 trillion every year. In the next 10 years, 80% of economic growth is expected to come from what is called "the emerging markets".

(Source: McKinsey Quarterly, July 2010)

- Today, more than half of the people in countries like China, South Korea, Brazil, India, Russia, Turkey, Mexico and Indonesia are middle class consumers.
- To remain competitive, European companies are offering differentiated, highest-quality products and services. This may be the best way for European companies to go to global markets.

2. Resource Demand

What happens when 1.2 billion people suddenly become "middle class"?

There is a greater demand for sophisticated products, components, raw materials, shipping, travel and other services. Suppliers are having difficulty keeping up. Prices for all kinds of commodities are increasing. Three resources everyone needs:

Energy: More electricity and more fuel for vehicles will require significant investments in technology and infrastructure. Alternative sources will increase, but most generation will rely on traditional energy sources. Energy efficiency, green tech, and clean tech will stimulate innovation and economic development.

Food: Across the world, 10 million km^2 of land is still available for agriculture. But as the population grows from 7 billion to 9 billion people, growing enough food will be challenging.

Water: Less than 1% of the water on our planet is fit for human use. Today more than 2 billion people are affected by water shortages. Conserving and recycling water will be crucial.

3. Technology Development

ICT and other technologies have profoundly and rapidly changed the way we live and work. They have enabled great leaps in productivity, interactivity, connectivity, and transparency.

10 trends in technology

1. Profiting from online communities
2. Networked organizations
3. Virtual collaboration
4. Smart objects
5. Big data crunching
6. Sustainability
7. Services instead of products
8. Multi-sided business models
9. Developing-world innovations
10. Public good

Source: "Clouds, big data, and smart assets: Ten tech-enabled business trends to watch", McKinsey and Company 2010.

4. Growth Model

A new model for economic growth will emerge. Growth that was based on too much consumption and too much debt is not going to return. Europe and other mature economies may focus on making high-value-added products and customised solutions. Success will come from clear product differentiation, using new management approaches and focusing on the customer.

New Models for Growth

Sustainability
Live and work in ways that do not endanger social, environmental and economic resources.
Globalization
Grow the economy by making specialty, high-value-added products and services.
Localization
Bring more manufacturing home, or closer to home.
Innovation
Use European expertise and manufacturing capability to create exportable hi-tech solutions.
Healthcare
Find ways to make productivity gains in healthcare at all levels.
Services
Respond to the demand for specialised services for older workers, retirees, and working families.

5. Government Policy: The Role of Government is Critical

Government policy frameworks are needed to shape the new economy. In the European Union, the focus will be on financial and environmental regulation and probably more flexible labor policies.

Three key areas of focus

The EU is sending strong signals about the areas where regulatory reforms will be focused. It is clear that:

- Financial responsibility
- Green and efficient manufacturing practices and
- Getting ready for a more diverse workforce

…are on the list. It is likely that there will be new taxes, higher taxes, incentives for people to work longer, new regulations for business and fewer government contracts.

6. Consumer Behaviours are Changing

Companies need to have operations in their home markets as well as in emerging markets.
In the West, consumers will seek more products and services that are environmentally friendly and are produced according to fair trade practices. Consumers in emerging economies look for affordability, utility and durability to stand up to harsh conditions.
Customers in all markets want real value for their money. They inform themselves, purchase and seek services through a variety of channels, including the Internet. Successful businesses will learn how to create loyal customers who recommend products and services to others.

Trends Impacting the Pharmaceutical Industry

Until recently, pharma investments in R&D and innovation resulted in patent-protected, high-margin revenue streams. Doctors prescribed drugs. Patients accepted the doctor's prescription. And payers footed the bill. The business was lucrative. "Lean" practices were not needed in the Pharma industry.

Today the Pharma industry is scrambling to deal with big changes that include:

4 Trends

1. The Patent Cliff

Billions in revenues will be lost due to patent expiry and the growing competition for low-cost generics. Pharma companies are trying different strategies and expanding their portfolios beyond prescription drugs.

2. Power Shift from Doctors towards Payers and Patients

The Patent Cliff is an opportunity for payers and patients to accelerate generic penetration, stabilize costs, reduce price benchmarks and insist on value for money.

3. Cost-containment to Curb Healthcare Deficits

Payers must find ways to contain healthcare costs. Exerting more control over the Pharmaceutical industry is one tactic they will use.

4. Patients are Empowered

Today's patients know more about their diseases, choices for medication and methods of treatment. They are taking more control of their treatment.

Implications for Pharma Companies

As Pharma works to change strategies, many companies continue to struggle with implementation. Pharma companies must:

Improve market access
Market Access is critical to sales and survival. It requires masterful orchestration of a complex web of activities with both internal and external stakeholders.

Find growth in new areas
There is still growth ahead for Pharma in mature and fast-growing markets, value innovation, OTC and health nutrition, generics, diagnostics, animal health, vaccines, orphan drugs and new drugs.

Be more productive
Pharma companies must reduce costs while improving productivity. R&D, marketing and sales, and manufacturing and supply chains all present opportunities for greater efficiency and productivity.

Create partnerships
Partnering with universities or smaller companies can increase Pharma's portfolio while reducing development costs and sharing risk. Partnering with payers could bring mutual benefits.

Be "patient-centric"
Putting the patient at the centre of strategy and operations, and focusing on health outcomes rather than medicines, distinguishes a Pharma company from rivals and creates long-lasting value.

Consequences of these Trends for the Prescription Business

Strategy
Pharma managers need a good grasp of the changes affecting their industries and of the range of strategic options available to them. Every good strategy has a clear, differentiated Customer Value Proposition and a clear plan for implementation. Every function in the business is affected.

Market access
It is becoming more difficult to get drugs accepted for reimbursement by authorities. Market access is now a cross-functional activity. Getting the right people with good institutional selling capabilities is critical, especially in emerging markets where local knowledge is required.

Medical affairs
The Medical Affairs department typically has responsibility for driving the shift toward Patient Centricity across functions. It must bridge the gap between R&D and commercial departments, linking science to the market, and providing market input to science.

R&D
Pharma R&D must become more agile and creative, and it must find faster, cheaper ways to bring innovations to the market. How to achieve this, and how to do it well, is still an emerging field. How do you develop your people for this challenge, and align them to a new way of working?

For a detailed discussion of the issues in this article, please visit: www.mce.eu/2012/pharma

www.mce.eu/2012/pharma

6 Ways to Help Individuals and Teams of Managers

MCE helps *individuals* and *teams of managers* to deliver measurable results for the pharmaceutical industry

- Consulting on Strategy Implementation and Managing Change
- Business Transformation Programmes
- Strategy Implementation Programmes for teams of executive and senior managers
- Mentoring & Business Coaching for executive and senior managers
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- Corporate Learning & Development, Corporate Universities and Management Academies

For more information, visit: www.mce.eu/2012/6ways

Workshop Planner: www.mce.eu/2012/planner
Workshop Catalogue: www.mce.eu/2012/catalogue

Operational marketing and sales
Commercial functions are changing to increase productivity. Key Account Management and digital marketing are replacing the sales function. Global brands are becoming the norm. Marketing is increasingly managed globally or at least regionally. Customer and patient centricity are concepts that companies can no longer ignore.

Manufacturing and supply chain
Manufacturing and the overall supply chain have been neglected as potential sources of profit. But, by making the lowest performer reach the productivity of the best-in-class drug makers, Pharma could save US$ 65 billion, according to McKinsey.

Emerging markets
While Big Pharma streamlines operations in the West, it recruits and invests heavily in emerging economies around the world. Going forward, it is predicted that "Pharmerging" will be responsible for more than 50% of the growth in the global pharmaceutical markets.

Partnering
Consolidation, outsourcing and partnerships are daily business in the pharma industry. But once an acquisition is complete, effective integration of systems and cultures is needed to capture value from the deal. Pharma companies need people who can do that at every level.

Scientists need business skills
The Pharma industry's medical scientists and technicians possess vital scientific expertise. But most of them do not have the business background, knowledge and tools that can enable better business decisions, in balance with better health decisions. What is the solution?

Generics

End-of-patent products can have a new life or, at least, their product life cycles can be extended through "genericization" – or "going generic". Yet many Pharma executives have no clear idea of how to "genericize" a pharma product.

To brand or not to brand?
The answer to this question carries big consequences for how you market and sell the product. A branded generic requires a heavy marketing investment. A non-branded generic is just a molecule on the market. It needs to be produced efficiently and sold to pharmacists.

Who manages generics?
How will you compete in generics? Will you adopt a Product-by-Product-Strategy and treat each product situation differently? Will you create a dedicated team to genericize a particular product? Or, will you go after a Cross-Product Genericisation Strategy with a specialised genericisation team that takes over all loss-of-exclusivity products?

Other questions
There are many other questions that need to be answered. For example, which products should be genericised? Do you need a different strategy for different regions? Do you have the right knowledge and people to play the generics game? Can you lower your costs to a generics level?

Changing mind-set
Executives and managers in traditional Pharma companies may find it a challenge to think in generics terms. Not surprisingly, generics specialists are being hired at traditional Pharma companies.

Sales drive the generics business
The average sales rep of a traditional Pharma company has no experience with the selling-model of generics. Pharmacists are the key buyers of generics. Selling to pharmacists requires a different set of capabilities than selling to doctors. Can your sales team adapt to the new approach and methods?

Partnering
Partnering is one way to expand in the generics market. The challenge is in making sure the acquisition or partnership works to capture its potential value by aligning the systems and culture.

Emerging markets
Like many industries, the pharma industry is looking to fast-growth emerging markets to fuel their growth, especially for the generics business. The challenges are many but the rewards are worthwhile.

Efficiency
To protect margins from falling prices, generics can find value in optimizing their supply chain and manufacturing processes.

For a detailed discussion of the issues in this article, please visit: www.mce.eu/2012/pharma

Talk to MCE about Implementation of Pharma Strategy

Consulting with an MCE senior associate from the Pharma Industry with expertise in your market. He or she can advise your management team on clarification of a strategy for generics, implementing it through people, aligning processes, metrics and projects. For details, visit: www.mce.eu/2012/consulting

Diagnostics and Medical Technology

Medical technology, while related to pharma, is quite different, has its own set of issues and necessary competencies. MCE has created a separate practice focusing only on medical technology and diagnostics. To find out more, please visit: www.mce.eu/2012/medtech

OTC and Health Nutrition

OTC is an attractive area for pharma companies where prescription drugs are deregulated. It is growing in mature markets as an ageing population is concerned about maintaining their health, attractiveness, and active lifestyles. In fast-growth markets, the new middle class can also afford non-essential medicines and personal care.

Wider access creates need for differentiation
As a result of wider access, "own-label" or "private-label" products are now on the shelves of pharmacies and retail stores. This puts pressure on the margins of branded OTC manufacturers. Their choices: Play as a low-cost commodity or differentiate through brands and features that customers are willing to pay more for.

Selling to end consumers through retailers, selling through pharmacies is key
The OTC industry combines characteristics of the Pharma industry with behaviours of an FMCG business. To produce sales, an OTC company needs to thoroughly understand and persuade the final consumer. It needs to be as good as or better than FMCG companies at selling through large retailers.

Animal Health

Animal health is a consolidated market, with the top nine players controlling more than 80% of the total market.

Animal health segments
Pet Health growth is mainly driven by the mature markets of North America and Western Europe.

Livestock Health is complex because each segment has its own diseases, peculiarities, delivery methods, and is governed by different rules. Controlling diseases from spreading to humans is a major driver in livestock health. Emerging economies also offer significant potential for animal health industry in the near future.

Strategy and Implementation
Animal health companies risk getting caught in the commodity trap. For each product, they must choose a way out of the trap from the following strategies:

- Go "Value-priced". The cheapest price and appeal to the mass market.
- Go "Premium". Differentiate your product with features that justify a higher price.
- Go "Customer-Specific Solution". Bundle expertise, services, and products into a total customized package that takes care of the customer's problem.

Customer centricity
Customer centricity is an emerging challenge in many industries. In animal health, it is the key to being able to distinguish from similar competitors.

Innovation
Animal Health R&D must be able to act quickly to create products to fight diseases that appear suddenly and spread quickly. But how do you create a niche market with a highly differentiated product or service that can enjoy higher margins?

For a detailed discussion of the issues in this article, please visit: www.mce.eu/2012/pharma

Orphan Drugs

Over the last 10-15 years, the US and the EU have set up orphan drug (OD) regulation to incentivize development of treatments and diagnostics for rare diseases. Orphan drugs are typically distributed through hospitals and mail-order pharmacists who have very close relationships and provide additional services to patients.

Partnering with government and organizations
OD development incentives include faster approval status, free scientific advice from governments, meetings with regulators during development and guarantees of market exclusivity for a defined period. Organizations like the International Rare Disease Research Consortium (IRDiRC) are working to make OD development easier and less costly. US and EU authorities are meeting to harmonise policies. Some emerging markets have instigated partial orphan drug adoption.

Market access is getting tougher
Payers and politicians are not always friendly toward orphan drugs because of their high prices. OD companies have to be experts at building relationships and influence with regulators and stakeholders. The European Union Committee of Experts on Rare Diseases (EUCERD) lobbies the EU on behalf of OD.

Patient centricity is critical to success
In OD, the company is much closer to patients, doctors, hospitals and pharmacists than in traditional pharma. OD treatments can be costly. Patients and payers are organized into very powerful groups and lobbies, including the European Organization for Rare Diseases (EURORDIS).

Orphan drugs business is getting competitive
For some diseases there are already several competitors with better features or cheaper prices. So, OD players need to choose a strategy and define their customer value proposition. Can an OD business afford to play on price? Or will it develop extra value-added features? The answers to these questions have implications for how the business will be managed.

Innovation: make, buy or license?
The Orphan Drugs business requires quickly developed innovative solutions. There are different strategies for getting this innovation capability. Each comes with its own challenges.

Make: GSK and Pfizer have recently set up rare disease research units. Their challenge is to adapt their corporate cultures to the nimbleness and agility that is required in Orphan Drugs.

Buy: Sanofi recently bought Genzyme Corporation. The challenge will be to integrate its acquisition without hampering its culture and innovation capability.

License: The challenge here is to build a good agreement and be able to manage the partnership and collaboration.

MCE's Capabilities in the Pharma Industry

Managers in Pharma companies today have to manage rapidly changing business conditions. Everything—from who pays for their products to patents on medications, how they sell their products and how they compete—is changing. How can they align their people to new strategies, manage changing relationships and expand into new territories?

MCE Senior Associates have over 20 years of senior management experience, and we have a dedicated team of associates who come from senior international careers in the pharmaceutical industry. They have faced challenges in the regulatory landscape, the patent cliff, market access, increasingly powerful purchasing departments, and difficulties of direct-to-patient communication. Above all, they have led their people through the challenges of developing new capabilities and working in a different way.

Capabilities and Expertise in Pharma

Our Senior Associates work with your organization at all levels, helping to align different departments and divisions to meet pharmaceutical industry challenges. In particular, MCE has capabilities and expertise in the following areas:

- Implementing a Patient Centricity strategy
- Competing on different value propositions: Generic, Name-brand innovator drugs, and Specialty biotech and personalised medicines
- Aligning departments for market delivery (e.g. R&D, Marketing, Clinical Trials)
- Medical Affairs: market access, pricing and health outcomes in a multi-stakeholder environment
- Institutional selling – national health insurance systems, hospital networks, buying groups and insurers
- Managing in fast-growth emerging markets
- Balancing pan-regional efficiencies with adapting to local market requirements
- Open innovation: managing collaborations and partnerships
- Outsourcing functions to lower costs – support functions as well as technical (e.g. clinical trials)
- Making your supply chain more efficient
- Developing new OTC retail strategies
- Pharmaceutical product management

For Teams, Divisions, Organizations

Consulting

An MCE senior associate from the Pharma Industry with expertise in your market and/or management issue can advise your management team on clarification of strategy, strategy implementation through people, aligning processes, metrics and projects. They can help you address the key challenges that face pharma companies and their various divisions. For details, visit: www.mce.eu/2012/consulting

Business Transformation Programmes

We help you plan your strategy implementation through people, projects and key processes and metrics, from A to Z. We work with you to plan a series of initiatives to clarify strategy, get alignment at the senior level, and then align the rest of the organization. These may include consulting, process facilitation, diagnostic surveys, assessment, simulation, development workshops, business projects, and more. For more information, visit: www.mce.eu/2012/btp

Strategy Implementation Programmes

Working with you, MCE custom-designs and delivers programmes to enable your managers to understand your strategy and its implications. We then help them plan how they will lead and implement the strategy and related changes through their people. We can develop in your people the new capabilities they need to implement your strategy. For details, visit: www.mce.eu/2012/sip

Corporate Learning & Development, Corporate Universities and Management Academies
Experienced MCE associates can design and manage your development curriculum for your high potential talent on an outsourced basis. For details, visit: www.mce.eu/2012/corpuniv

For Individual Managers

Executive Mentoring & Coaching
MCE senior associates can offer more than a standard coach. They have been pharma industry leaders themselves for many years and can act also as a mentor and advisor. For more information, visit:
www.mce.eu/2012/mentor

Workshops for Individual Managers
Individual managers can attend workshops with peers who face similar issues. They can find solutions to topical problems and develop their skills and knowledge to meet future challenges. They will be guided by an MCE Senior Associate who is an experienced senior leader in the Pharma Industry.
For a complete list of workshops for the Pharmaceutical Industry, please visit:
www.mce.eu/2012/pharmaworkshops

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www.mce.eu/2012/pharma

MCE's Strategy Implementation Programmes

You have adjusted your strategy for your function or division. That means change for your people and it requires new behaviours and capabilities. MCE can help you develop these capabilities in the people you rely on to implement your strategy.

For a detailed discussion of how MCE can work with you for measurable results, please visit: www.mce.eu/2012/sip

www.mce.eu/2012/sip

Measurable Success

What you measure, you can manage.
MCE believes that the main reason for undertaking any kind of development is to achieve better business results and implementation of strategy. We are willing to agree up front on the results you want to achieve for your function or division and the metrics that will tell you whether the results have been achieved. We will co-design a solution with you to achieve those results. And we are willing to base part of our fee on whether or not those results have been achieved.

How We Work with You

1. Start with Your Goals and Key Performance Measures You Want to Impact

Strategy Implementation Programmes are about investing in the capabilities of your people so they can implement the strategy. When development is linked to strategic goals, it has a chance of getting a return in the form of performance improvement and achievement of strategic goals.

- **Align initiative to strategy.** Development needs to be designed in clear alignment to a strategy; otherwise the investment can be wasted.
- **Align to key performance metrics.** Selecting and targeting business metrics for improvement from the beginning improves your chances of getting a return on investment.
- **MCE helps you start with Strategic Goals.** We look at your business performance metrics, and help you decide what can be improved through capability development.

2. Define the Capabilities Your People Need

Do your people have the capabilities they

need to make an impact on key performance indicators? What are the performance gaps? Where is the organization not achieving its goals and why not?

- **Analyze the context around people.** People may learn the new capabilities but they will be unable or unwilling to implement them because they conflict with processes, policies or practices that are not aligned to the strategy.
- **Assess capability gaps.** MCE can help you to identify capability gaps, so that you invest in developing the most critical areas that will lead to business success.
- **Engage stakeholders.** Senior managers need to support the initiative from the beginning and throughout the process. ***The managers who are candidates for development*** need to understand first how organizational performance will be improved, what needs to be changed and why.

MCE helps you define the capabilities your people need. Together, we will work to ensure that the up-front groundwork is done, rather than jumping to deliver a solution off the shelf.

3. Design the Programme

A Strategy Implementation Programme design can contain a variety of interventions: workshops, coaching, webinars, goal-tracking and in-company business projects. The programme design always has two aims:

1) Achieve business results by structuring the programme around strategic priorities.

2) Improve managers' capabilities to achieve better business results.

In order for these two aims to be achieved, the programme design should be:

- **Multidisciplinary:** The programme helps participants develop and apply the functional and interpersonal skills they need to do the job. It also ensures that they understand the strategy and can implement it.
- **Practice-oriented:** Managers need to practice and apply what they learn to real business problems.
- **MCE designs a Strategy Implementation Programme** customised to your business and people needs: You will approve the design before we move to implementation.

4. Implement the Programme

The implementation period can be a few days, weeks, or months. It can include coaching, preparatory work, business projects, and face-to-face workshops.

5. Follow Through on the Job

After the implementation and between workshop modules, participants need to apply what they are learning on the job. MCE Senior Associates can support you with between-module coaching and other types of implementation support.

6. Evaluate Results

It is worthwhile to evaluate the results of a strategy implementation programme, for three good reasons:

- **Prove:** To determine whether or not there was an impact on the key performance indicators, whether the programme was worth the investment, and to report on results to senior sponsors
- **Improve:** To determine what can be improved in future iterations of the programme
- **Focus:** To focus everyone involved on achieving the objectives

Evaluating the Impact of a Strategy Implementation

Evaluation happens on several levels, and MCE can help you with each of them, depending on how far you want to measure.

0. Status Quo. This is a clear picture of the state of affairs before the programme began.
1. Reaction. Were participants' "satisfied" with the programme? Would they recommend the programme to a colleague?
2. Learning. What new knowledge, skills, or attitudes did participants gain?
3. Behaviour. Has behaviour in the workplace changed in a positive direction?
4. Impact. What impact did the programme have on tangible business outcomes and intangible "capability" outcomes?
5. Return on Investment. What were the financial benefits of the programme (less the costs) on hard business outcomes?

Evaluating the Impact of a Strategy Implementation Programme

Patient Centricity

Today, patients are empowered as never before. They have access to free medical information on the Internet. They search for the most effective, easy-to-use and best-priced treatments. Informed and networked patients are more active, organized, vocal and powerful. They involve themselves and exert their growing power in all aspects of healthcare and have become a central piece in most decision-making, individually or through their patient organizations.

www.mce.eu/2012/patient

For a more detailed discussion of the issues in this article, visit: www.mce.eu/2012/patient

Regulators, health technology assessment agencies, social security and other insurers, doctors and other healthcare professionals, must all deal with empowered patients. Pharma must deal with them too! Pharma executives have recognised the importance of this new, growing reality. Business-wise, it makes a lot of sense to realise that there are multiple ways to gain an advantage over your competitors.

Declaring patient-centricity "strategic" sounds great. But to make things happen, it needs more than recognition and declarations. It requires implementation.

Patient-Centricity, the New Source of Competitive Advantage

Patient-centricity can play an important role in every step of the life-cycle of a pharmaceutical intervention: from product design to clinical demonstration and approval, from diagnosis to treatment initiation, monitoring and adherence. This means that all key functions of a biopharmaceutical organization must become patient-centric.

Patient Centricity is Strategic

MCE conducted a survey among bio-pharmaceutical managers and executives during mid-2011. Of the 208 respondents, representing 47 bio-pharmaceutical companies, 87% confirmed that their top management had declared patient centricity "strategic". Respondents also recognised almost unanimously (98%) that patient-centricity was critically important or important for the success of their company.

Declaring patient-centricity "strategic" sounds great. But to make things happen, it needs more than recognition and declarations. It requires implementation. In the same survey, 67% of the respondents said that implementing patient-centricity in their daily work was a big challenge.

The main difficulties were:
1. Mindset and cultural change
2. Lack of specific skills and experience
3. Lack of convergence between patient-centricity and business

As one of the respondents wrote, it requires "tossing aside 50 years of traditional healthcare professional-centric practice".

Patient Centricity is not easy, but it is feasible

MCE reviewed a large number of patient-centric initiatives launched by participating companies and across all key functions. Several positive results have already proven the value of patient centricity. Survey participants confirmed that patients appreciate being involved at various development or commercial stages. Good programmes are highly accepted by patients.

Given the proven benefits, rallying people around the concept of patient centricity should be feasible. But despite the obvious, companies still have a long way to go.

Some of the challenges companies have to overcome were identified by survey respondents:

- Product-centric culture of the industry
- Continued primary focus on relationships with the physicians
- Too much distance between pharma managers and patients, making it easy to forget that the purpose of pharma companies is to help sick people get better.
- Fear (with some reason) that relationships built up over years with physicians would be damaged if they felt "bypassed" by going directly to patients
- Assumptions (a few of them valid) about regulatory barriers to patient-centric practices
- People in the organization do not perceive importance or urgency from their leaders
- Insufficient priority given to patient centricity topics and projects
- Lack of long-term focus
- Lack of global strategies
- Lack of supporting from internal decision-makers and power brokers
- Silo thinking prevents the necessary cross-functional alignment and collaboration

Patient Centricity requires systemic change in the organization. In order for it to work, it must be given top priority and support by senior leaders, and handled as a major change and strategy implementation. It demands the alignment and concerted effort of the most powerful stakeholders.

As in all change efforts, things will not happen by themselves, even when the need is obvious to everyone involved. Change requires strong leadership.

Patient Centricity requires systemic change in the organization. It demands the alignment and concerted effort of the most powerful stakeholders.

How MCE can help you.

MCE Senior Associates with a Pharma background and expertise in Patient Centricity can help you to create patient focus in your organization and to roll out a Patient Centricity strategy across functions. We can develop understanding and capability in your people.

Individual managers may benefit from the mentoring and business coaching help of a Senior Associate. Or they may benefit from attending one of these open enrolment workshops.

Patient Centricity in Pharma: When Empowered Patients Become Your Primary Focus.
For details, visit: www.mce.eu/2314

Personalized Medicine: What it Means for Pharma.
Go to: www.mce.eu/2322

Join our Social Communities

www.mce.eu/socialnetworks

Why join an online community?

At MCE we believe that there is a lot of wisdom and innovative thinking amongst practicing managers like you. We have seen the power of peer-to-peer learning and idea sharing many times in our workshops, and we would like to enable this kind of sharing and learning from each other on a larger scale via social media. We believe that you have a lot of wisdom to contribute, and a lot to gain from the contributions of your fellow community members.

More reasons to join:

- Participate in a network with other managers from across Europe, Russia and the Middle East
- Ask advice and share your experience
- Community membership and participation are free of charge
- Membership is only for practicing managers and executives. The community will be closely moderated for a high quality conversation. Anyone engaging in spamming, self-promotion or behaviour that negatively affects community cohesion will be removed.

How to join?

To make it easy for you to participate and stay up to date, we are hosting the communities on LinkedIn. Go to the MCE website on this link: www.mce.eu/socialnetworks. Then, just click on the link given for the community that interests you, and follow the instructions to join.

Management Centre Europe (MCE)

MCE has created this community to enable the exchange of experiences, advice and opportunities amongst practicing managers in international companies.

MCE Future of Management

MCE Future of Management is for practicing managers to discuss major trends in the business environment, the implications for management. The purpose of this group is to discuss how HR adds value to the business, and how this is evolving given the changes we are seeing in the business environment.

MCE Leadership Network for Women in Senior Management

This group is for women in senior leadership roles responsible for implementation of strategy, who have few female role models and peers in their organization. We aim, by discussion, to find ways to meet challenges like balancing career & motherhood, overcoming stereotypes, asserting ourselves.

MCE High Potential Network for Women Managers

This community is for young women managers working hard at career progression, to discuss the challenges of balancing career and family, getting recognised, networking, and advancing in your career.

How do you get your People to Implement the Strategy and Change?

Businesses today face change on all fronts. Consequently, every company is adjusting its strategy and that implies change. The success of your strategy depends on your people – will they be able to implement the strategy and achieve the goals?

People look to leaders on all levels for guidance on what needs to be done, and how. The key requirements of leaders are to:

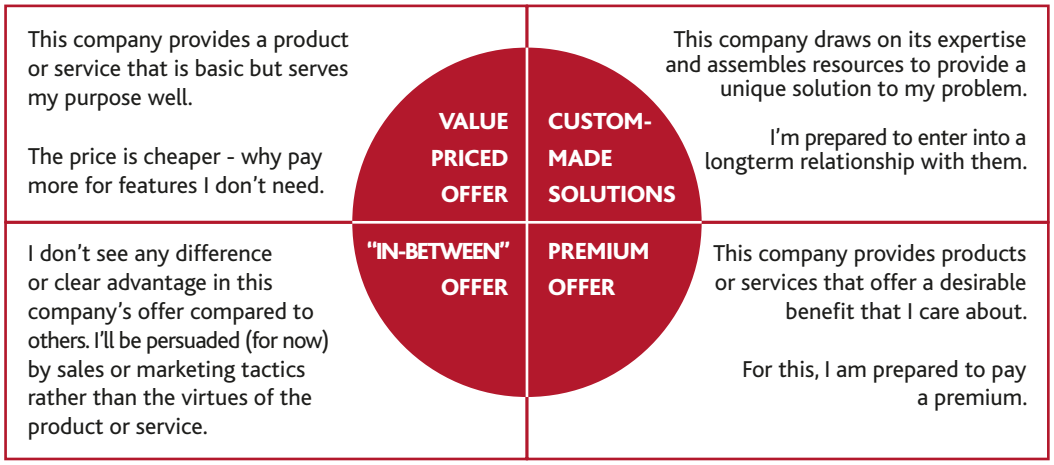
- Set the strategy
- Communicate the strategy
- Implement the strategy through people
- Get results

The hard part is getting your people to implement the strategy, and that is where MCE can help you. Whether your leadership challenge comes from a strategy adjustment, a new market, or from the need to integrate an acquisition, the same need exists to get people aligned, and the same basic approach is needed to do so.

www.mce.eu/2012/strategy-change

For a detailed discussion of the issues in this article, please visit: www.mce.eu/2012/strategy-change

Customer Value Proposition from the Customer's Point of View



4 Steps to Align your People to Implement the Strategy

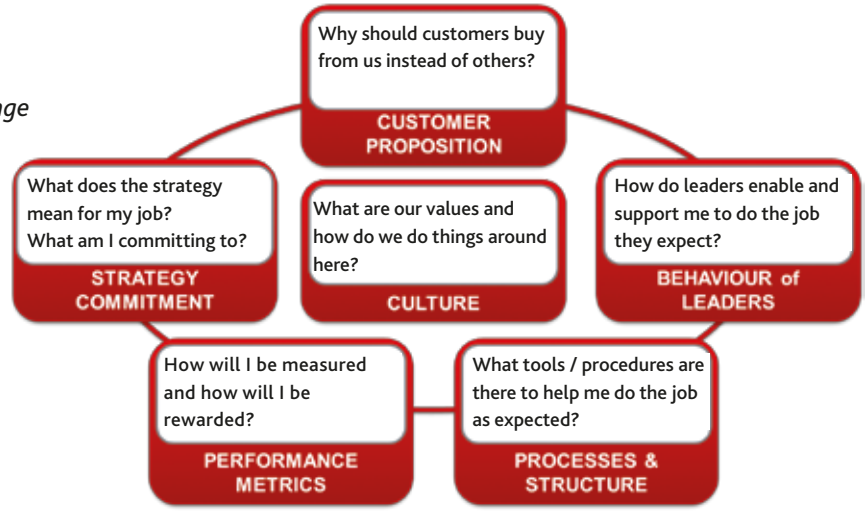
1. Put the Customer Value Proposition at the Centre of Everything You Do

Strategy is about choosing among alternatives to create a sustainable, differentiated competitive advantage. At the heart of any competitive strategy lies the Customer Value Proposition:
WHO are your target customers? What market segment do you want to reach?
WHAT is the Value Proposition you offer, in the eyes of the customer?
WHERE are you positioned in relation to competitors, in the eyes of the customer?

Each Value Proposition leads to a different set of processes, metrics, systems and culture
How you manage your organization is very different, depending on your Customer Value Proposition. To deliver the value proposition, your people need to know what it is. And they need to know the internal implications of it, to guide their goals, decisions and actions.

To learn more about the Customer Value Proposition and how it works in your market, visit: www.mce.eu/2012/b2b or: www.mce.eu/2012/b2c

The MCE Leadership Model for Implementation of Strategy and Change



2. Enable and Motivate People to Implement the Strategy

The MCE Leadership Model for Implementation of Strategy and Change is an interrelated system of tools and controls. When people get the same message reinforced by all the control points, the strategy gets implemented more easily. With every change in your strategy, your people want to know how it will affect their day-to-day workflow, tasks and responsibilities.

Customer Proposition The Customer Value Proposition can only be realised if people know and understand what it is, and receive leadership support to deliver on it.
Strategy Commitment People need to understand the internal implications of the strategy, how their jobs contribute and how to act in support of it.
Performance Metrics Leaders focus on essential KPIs that show whether the strategy is being implemented. Rewards tied to behaviours that support the strategy contribute to better implementation.
Processes and Structure Leaders make sure the cross-functional processes, systems, structures and infrastructures in the company help people to implement strategy rather than work against them.
Behaviour of Leaders It is leaders' responsibility to build and develop the team, deal with misaligned or low performers, clear the path for people to decide and act, and keep energy and motivation high.
Culture is "the way we do things around here". It the starting point for making changes in your company to implement your current strategy.
Each value proposition requires a different set of processes, metrics, practices and culture to be achieved sucessfully.

3. Plan the Implementation of Strategy

Managers at all levels need to understand their company's strategy so they can implement it. To do this, they need strategy understanding and decision-making tools.
People implement strategies through a priority set of processes and projects. These require a strategic investment in time and resources to succeed.

Make sure processes and metrics support strategy
Processes should help smooth strategy implementation, not create an obstacle. Get rid of processes that encourage people to behave in ways that are different to what the current strategy requires.

What gets measured gets managed
Setting only a few, tightly aligned metrics helps you stay on course. These are cascaded into department and individual scorecards, as well as performance evaluation and reward criteria.

4. Select and Start Projects to Implement the Strategy

Managing strategy implementation through a portfolio of projects is critical for making your strategy a reality. For more about the aspects of project management and control, as well as managing a programme of projects, please visit: www.mce.eu/2012/keyprojects

Talk to MCE about Implementation of Strategy

MCE Senior Associates have 20-30 years of senior management experience. They have led strategy implementation and change themselves many times. They can help your management team with leadership and strategy implementation issues, not just from theory but from what works in real life, in different contexts. We can work with your organization flexibly at all levels, helping to align different departments and divisions to your corporate strategy.

For Individual Managers

Workshops for Individual Managers. Individual managers may benefit from planning their strategy implementation, and improving their leadership skills, in a public workshop setting. Interacting with a small group of peers from different industries and companies, they will benefit from challenge and feedback and from the guidance of an MCE Senior Associate. For a list and descriptions of workshops about the implementation of strategy and managing change, please visit: www.mce.eu/2012/strategyworkshops

Workshop Planner: www.mce.eu/2012/planner
Workshop Catalogue: www.mce.eu/2012/catalogue

Executive Mentoring & Coaching. Individual managers may benefit by one-on-one mentoring and coaching. MCE associates can offer more than a standard coach. Drawing on years of corporate leadership experience, they can also act as mentors and advisors. For details, please visit: www.mce.eu/2012/mentor

For Teams, Divisions, Organizations

Consulting on Strategy Implementation. An MCE senior associate with corporate experience and expertise in your industry and/or management issue can advise your management team on clarification of strategy, strategy implementation through people, aligning processes, metrics and projects. For details, visit: www.mce.eu/2012/consulting

Business Transformation Programmes. We help you plan your strategy implementation through people, projects and key processes and metrics, from A to Z. We work with you to plan a series of initiatives to clarify strategy, get alignment at the senior level, and then align the rest of the organization. More information at: www.mce.eu/2012/btp

Strategy Implementation Programmes. MCE custom-designs with you and delivers programmes to enable your managers to understand your strategy and its implications. We then help them plan how they will lead and implement it through their people. For details, visit: www.mce.eu/2012/sip

Corporate Learning & Development. Experienced MCE associates can design and manage your development curriculum on an outsourced basis. More information at: www.mce.eu/2012/corpuniv

Implementing Strategy through Key Projects and Project Portfolios

Implementation of strategy requires a portfolio of aligned projects that support the strategy. Selecting "the right projects" is critical for making your strategy a reality. Then, the portfolio and the projects need to be managed.

www.mce.eu/2012/keyprojects

Focusing on the Right Projects

As projects become more complex, it becomes even more important to ensure that your managers invest their attention and resources in the most important strategic projects.

Manage the Implementation of Strategy through a Portfolio of Projects

Developing a portfolio management approach is vital for ensuring that strategic projects stay on track. Strategic objectives are translated into projects and managed continuously.

Establish a Project Management Office (PMO)
A PMO supports projects, tracks timing, budget and scope, while keeping an eye on the strategic needs of the organization. Senior management needs to give the PMO a clear mandate to build a strategically aligned action plan with targets and milestones.

Manage for quality and deliver on-time and on-budget
Managers need to be able to identify potential problems that could increase costs, delay delivery or have a negative impact on quality. Your people have to be able to manage projects to deliver on quality levels.

Managing risk in projects
Anticipating project risk and building in safeguards and contingency plans are key skills in major projects. A project plan without a solid risk analysis and mitigation plan is a dangerous way to manage.

Client projects
Many businesses deliver complex custom-made solutions to their clients through a client project team. Managing the team, the project, and the relationship with the client is critical to ensuring the client is delighted with the solution and will be prepared to enter a long-term, profitable relationship with your company.

IT projects – essential to strategy implementation
CIO magazine recently surveyed 500 chief information officers for the top skills required from their teams. Project management and process management were at the top of the list. Computer Weekly found that the need for IT project managers is growing faster than the market.

Better project management leads to better strategy implementation
Statistics show that many managers fail at project management: 84% of all projects are either over budget, delivered late or do not meet specifications. Professional project management requires technical proficiency in a methodology such as PMBOK® or Prince 2®. It also requires people management skills. Project managers need to be good at both. MCE can help your managers in both areas.

Talk to MCE about Implementing your Strategy through a Portfolio of Projects

An MCE Senior Associate with project portfolio experience and expertise can advise your management team on clarification of strategy, and facilitate the development of an aligned portfolio of key projects and metrics to ensure implementation of strategy. Individual managers can focus on setting goals, solving problems and developing skills by working with an MCE Mentor or Business Coach. Managers may also benefit by attending one of our open-enrolment workshops for individual managers. For details about each of these services, please visit: www.mce.eu/2012/keyprojects

MCE's Capabilities in Strategic Leadership & Change Management

A leader's job is about much more than setting the strategy. It is about being very clear on the direction the company—or division, department or team—is heading, and then setting up the processes and people policies to motivate and help people take the organization in that direction and get things done.

For more information about MCE's capabilities in this area, please visit: www.mce.eu/2012/leadership

www.mce.eu/2012/leadership

The hard part is getting your people to implement the strategy, and that is where MCE can help you. Whether your leadership challenge comes from a strategy adjustment, a new market, or from the need to integrate an acquisition, the same need exists to get people aligned, and the same basic approach is needed to do so.

MCE's Senior Associates can work with you to identify opportunities and potential problems in all of the areas below. They can also help you define action points for implementing your strategy and managing change at all levels of the organization.

Leading Change and Strategy Implementation

The implementation of a strategy often fails because leaders do not focus on the critical issue of aligning the people to the strategy and the processes. Every adjustment of strategy results in change. And for many people, change creates a high degree of stress. In fact, people often take a lot of time to adapt to the changing strategy.

At MCE, our focus is on helping leaders achieve the implementation of strategy in their organizations, and achieving results. Implementation of strategy is a key responsibility

6 Ways to Help Individuals and Teams of Managers

MCE helps *individuals* and *teams of managers* to deliver measurable results in Strategic Leadership & Change Management

- Consulting on Strategy Implementation and Managing Change
- Business Transformation Programmes
- Strategy Implementation Programmes for teams of executive and senior managers
- Mentoring & Business Coaching for executive and senior managers
- 200+ Open Enrolment Workshops for individual senior and middle managers
- Corporate Learning & Development, Corporate Universities and Management Academies

For more information, visit: www.mce.eu/2012/6ways

Workshop Planner: www.mce.eu/2012/planner
Workshop Catalogue: www.mce.eu/2012/catalogue

of leaders. Our portfolio includes expertise in women in leadership and in leading international teams. For more information, visit: www.mce.eu/2012/change

Strategic Alliances & Partnerships

Alliances may look good on paper, but most are difficult to manage. They work best when all parties agree on a common strategy and work together to implement it to achieve business objectives. Hidden expectations about operational issues can lead to conflicts. How do you know you have the right partner? How do you plan for success? How do you manage an outsourced activity?
We can help you in leading the integration of your organization following a merger or acquisition. For more information, visit: www.mce.eu/2012/alliances-work

Business & ICT Partnership

Most of us used to come up with a business strategy, and then we asked ICT to support it. ICT is now one of the major areas that will shape the future, and has the potential to create more value at the core of the strategy rather than as an afterthought. ICT and business people often have very different frames of reference and approaches to getting the job done. How do they communicate and cooperate with one another, given their different approaches?

MCE's Senior Associates can help you find answers to all of the issues around the alignment of your corporate IT strategy with your overall organizational strategy. We also have expertise in issues around uncovering business trends through analysing masses of data, and developing data as a corporate asset. For more information, visit: www.mce.eu/2012/ict-work

Innovation & Sustainability

There is growing evidence that "sustainability" is no longer just optional. Leading companies—such as Unilever, SAP, Nestlé, P&G and Kraft—have announced that they are changing their business models to make the most of a changing business landscape. And that includes using resources more efficiently and sustainably. Many "consumer goods companies" are active here. But all their suppliers (B2B) will also be impacted.

What are the challenges involved in becoming more sustainable? What is the role of innovation? How does a company make it pay off for everyone? Whether you need to develop the link between sustainability and innovation or to plan, measure and manage sustainability, MCE's Senior Associates can help your organization. For more information, visit: www.mce.eu/2012/sustainability-work

Key Projects & Project Portfolios

Strategy needs to be broken down into several key projects in order to succeed. Selecting "the right projects" is critical for making your strategy a reality. Are your time and effort being focused on the projects that most directly impact implementation of the strategy? Do you sometimes review your project portfolio and wonder why some projects are even on the agenda?

MCE's Senior Associates can help you set up an office of programme management and define criteria for selecting projects to implement your organization's strategy. For more information, visit: www.mce.eu/2012/keyprojects-work

Processes & Metrics

Processes should help smooth strategy implementation, not create an obstacle. But in many companies, misaligned processes constrain, confuse, slow down, and put people in conflict with each other. How do you make sure that your processes encourage people to behave in ways that are aligned to what the current strategy requires?

Measuring progress is another key part of implementing a strategy. Talk to an MCE Senior Associate about how you can ensure that your metrics will tell you whether you are actually achieving your strategic objectives. For more information, visit: www.mce.eu/2012/metrics-work

MCE's 10-step Business Transformation Framework

A Business Transformation Programme is an enterprise-wide initiative for a major change, initiated by the CEO and the Group Executive Committee. It typically covers a span of 1-3 years and often involves a major culture change.

There are 10 steps to business transformation that need to be addressed in order for your strategy to be fully implemented. Each step is fully customisable to your context.

For a more detailed discussion of these issues, please visit: www.mce.eu/2012/btp

www.mce.eu/2012/btp

STEP 1: Clarifying the Strategy's Impact on Each Part of the Organization and Planning the Change

A business strategy sets goals and defines the customer value proposition and delivery. But it is not obvious to your managers what behaviour is expected from them. Your top and senior management should create an understanding that the change is needed now.

Strategy clarification and implementation planning workshop

MCE helps you clarify your strategy, identify the key changes needed and plan an effective company-wide Business Transformation Programme with your top management during a 1½-day workshop.

STEP 2: Communicating and Engaging People into the Change Vision

Business transformation calls for a tailored and timely top-down and bottom-up communication with all internal and external stakeholders.

Designing the strategy communication plan

MCE helps you to design a solid strategy communication plan, with messages tailored to different audiences so that everyone gains a deep understanding of your strategic goals and what everybody's role in it is.

Collecting and integrating feedback

MCE supports you in involving line management to communicate the strategic goals throughout the organization.

Making better use of communication tools and technologies

MCE advises you on how to make a better use of existing and new internal communication tools and technologies.

Personal communication coaching for the C-level

MCE provides your CEO and senior staff with a personal communication coach where needed.

STEP 3: Selecting the Right Metrics

We work with you to decide how the right corporate and business KPIs can to be aligned horizontally and vertically within the company.

Defining and aligning the key metrics

Starting from your vision and strategic goals, we identify the leading indicators that drive the change.

Aligning metrics and appraisal/evaluation measures

MCE supports your HR department to align HR metrics with the company's key performance measures.

STEP 4: Aligning Performance Appraisal and Reward Systems

Determining the right evaluation criteria and motivators for different employee groups is essential for delivering on your strategic goals.

Integrating HR systems and line managers' needs

MCE helps you integrate HR performance appraisal and reward systems with line managers' needs.

STEP 5: Building Coalitions

We help you identify allies with both the power and the potential for the cross-functional teamwork that is a major imperative for successful business transformation.

Identifying change agents

MCE helps you identify change agents and advises you on which role they can take up to ensure that there is enough commitment, focus and energy present in the company.

STEP 6: Defining the Talent Gap

When leaders and managers are not equipped with the needed capabilities to deliver on their strategic goals, you will lose momentum, belief and focus.

Executive team development

MCE helps your executive team to shift the practices, rituals and relationships so that change can really happen.

Executive mentoring and business coaching

Results-oriented individual mentoring and coaching help your senior managers to gain vision, strategic insight and develop their leadership skills.

Job competency models and talent audit

MCE helps you to define the competences needed to implement your strategy. We recommend the best tools from our different solutions partners.

Development of capabilities of managers

MCE helps you to further develop the capabilities of your managers with leadership, functional or cross-functional workshops.

STEP 7: Building Capabilities for Process Redesign

Processes must be re-aligned with the strategy and should contribute to your chosen value discipline: customer intimacy, product leadership or operational excellence.

Building capabilities to redesign processes

MCE provides your teams with the tools and capabilities to audit your processes, to define the needed improvements and to define actions for business process improvement.

STEP 8: Aligning Leadership Behaviour with the Strategy

It is important to get leaders on board with the strategy, so that they ensure the leadership model and encourage the behaviour expected from their people.

Leadership development programmes

MCE can conduct a series of leadership programmes for your managers in groups of 12-15. This starts with the top leaders because their decisions and behaviours set the context for everyone else.

One-to-one coaching

Leadership training is followed by a period of on-the-job implementation of business projects, with possible one-to-one coaching at set intervals.

STEP 9: Building the Culture that Supports the Strategy

It takes about three to five years to completely shift the culture, depending on how well the above steps are implemented.

Measuring the Alignment of People (MAP)

MCE's MAP methodology measures how groups of people understand what the new strategy is, as well as how they perceive the current state of change.

STEP 10: Monitoring the Progress of Strategy Implementation

A Business Transformation Programme should have specific programme KPIs. In some cases we help the customer in putting in place a dedicated Transformation Monitoring Committee(s) structure.

Putting in place a monitoring mechanism

MCE helps you to define Business Transformation Programme specific quantitative and qualitative indicators and to put in place appropriate monitoring and evaluation processes.

Measurable Success

What you measure, you can manage

MCE believes that the main reason for undertaking any kind of transformation or development is to achieve better business results.

We are willing to work with you, to agree up front on the results you want to achieve and the metrics that will tell you whether it has been achieved. We will co-design a solution with you to achieve those results.

Our fee is based on your results

MCE is willing to base part of its fee on whether or not your pre-defined and agreed key performance measures were achieved.

Building a Closer Relationship with your Customers

(and their Customers, and their Customers' Customers...)

Today customers have more choice. They demand products and services that meet their exact need: high quality and performance or a completely customised solution. No matter how you define your Customer Value Proposition, from the point of view of your Customer, what you offer them is based on price, product, premium offers or customised solutions.

www.mce.eu/2012/b2b

Where Do You Compete?

European businesses find their competitive advantage in Premium Offer and Custom-Made Solutions

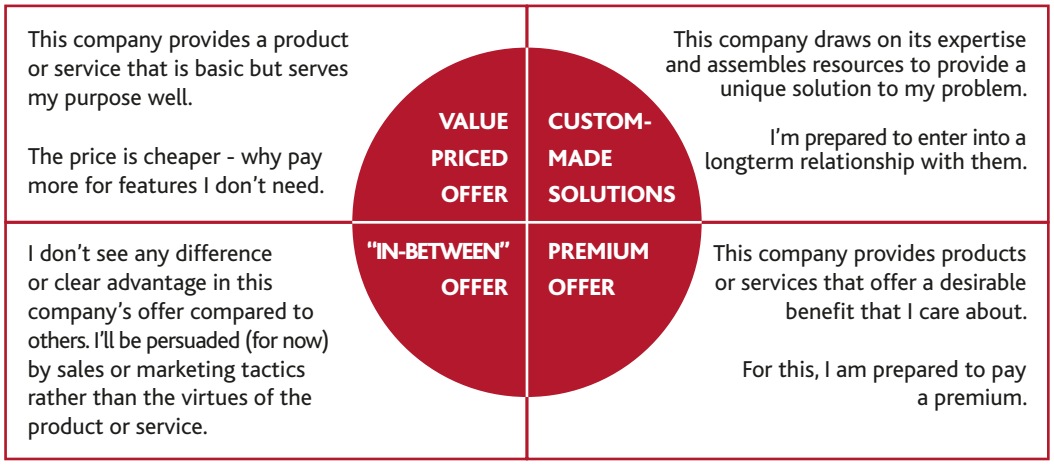
In emerging economies, companies have a competitive advantage on price, at a quality that is up to global standards. Companies in mature markets have to distinguish themselves through a Premium Offer: the best quality, performance, reputation. Or, they can offer Custom-Made Solutions. To do this requires a completely different way of managing.

Don't get caught In-Between

To be caught "In-Between" means eroding competitiveness and shrinking margins. It is what happens if you do not differentiate your offer. The best companies constantly innovate to stay out of this zone. The shift in strategy is logical, but getting the organization and people to implement it is very difficult.

> "Marketing is not the art of finding ways to dispose of what you make, it is the art of creating genuine customer value."
>
> – Philip Kotler

Customer Value Proposition from the Customer's Point of View



Moving from a Traditional Make-and-Sell Model to a Premium Offer or a Custom-Made Solution

A company may decide to go for either strategy… or both. The question then becomes how to get it done through people. It starts with the sales team and key account managers, includes the operational and design people, and requires the support of the entire organization.

There is a big difference between Premium Offer and Custom-Made Solution. Each strategy requires very different management. Companies must find a way to make the difference in their organization, or they will not succeed. For a detailed look at the implications of these choices, visit: www.mce.eu/2012/b2b

Customer-Focused Organizations: the CEO or General Manager is also the Chief Customer Officer

The product push approach—making a product and then marketing it aggressively—has been getting diminishing returns for years. Today's successful organizations have figured out what the customer really needs and how to deliver it better than anyone else.

Focus on the customer, not internal functions

Traditional companies are organized in functions. Customer focus requires organizing people around the customer's needs, regardless of function. Systems and processes are driven by customer-centric metrics and customer insights. The company works in agile customer-facing units. They are supported by back-office teams who develop complex solutions. The management team is closely involved to orchestrate across functions, leading their people to be more customer-focused. Everyone needs a basic understanding of value-based B2B marketing to comprehend what it means to be a customer-focused organization.

Building a Closer Relationship with your Customers (and their Customers, and their Customers' Customers....)

When B2B companies produce and sell functional ingredients or components that end up in complex products several steps later along the value chain, they struggle to have the value-added of their component fully recognized by the end customer. How can you capture your fair share of the value? There are a few strategies that can have some effect:

Marketing to or educating the end customer: Increase the perceived value of your component by marketing directly to customers, or educating them.

Ingredient Branding: Give your ingredient or component its own brand identity. Examples: Intel, GoreTex, Dolby, TetraPak, Shimano, and Teflon.

Dual Branding: Co-brand your products. Example: The Senseo coffee maker has brought value to the brands of both Philips and Douwe Egberts.

Co-design: Engage in strategic partnerships with your direct customers and co-design innovative solutions based on their combined strengths in product technology and market access.

Get involved in the sales process: Identify the end customer, what they really need, create a strategy to influence the buying decision.

Talk to MCE about B2B Customer Solutions

MCE has a team of Senior Associates with B2B corporate experience in various key industries. They have held senior general management positions and have worked in more than one country. MCE Senior Associates can help you with refining and clarifying your strategy and customer value proposition. Their experience in selling, marketing, key account management, distribution and channel management, market intelligence and customer insights, product/service systems management.

To request more information on these issues, please visit: www.mce.eu/2012/contact

Measuring and Managing 'Sustainability'

www.mce.eu/2012/sustainability

Today, businesses are beginning to understand that sustainability is not only about being environmentally friendly. It is about business, which ultimately means it is about money. If implemented well, sustainability can contribute positively to a company's financial results.

For a detailed discussion of the issues in this article, please visit: www.mce.eu/2012/sustainability

Integrating Sustainability into the Corporate Strategy

Many companies are making long-term plans to gradually integrate sustainability into their strategy. This enables them to identify and consider economic, environmental and societal risks and opportunities, and turn them directly into actions.

Greater efficiency, better financial results

Using this approach, companies can become more efficient across their supply chains and drive superior financial results. PriceWaterhouseCoopers' Sustainability Asset Management (SAM) assessment of the Dow Jones Sustainability Index clearly indicates a positive relationship between sustainability and financial performance, as measured by stock returns.

Measurement as Part of the Strategy

Measurement is a key element in a sustainability strategy. **You only can act upon things that you measure.** By extracting the right information from all your operations, you can make corrective adaptations on a continuous cycle.

Talk to MCE about Measuring & Managing Sustainability

MCE's Senior Associates can meet with you to discuss and analyze your sourcing strategy and identify areas for greater efficiency. They can help your people examine what really works vs. what sounds good in theory.

To request more information, please visit: www.mce.eu/2012/contact

Two Challenges for Sustainability Strategy

1. They need to shift the corporate view of sustainability away from focusing mainly on philanthropy and corporate social responsibility. Instead, companies need to see that there is a strong business case around sustainability, with a direct impact on their revenue and margins.

2. Sustainability needs to be an integral part of the goals and core processes of an organization and its supply chain. To make your sustainability strategy effective, data needs to reside in one place, where it can be analyzed for changes across a wide scope—and for potential opportunities.

MCE's Capabilities in Cross-Functional Management

www.mce.eu/2012/cfm

In every business organization there are fundamental skills and knowledge that managers need to work effectively and move the organization forward. And, as managers move into new roles, they may need to develop themselves further so they can perform at a higher level.

For more information about MCE's capabilities in this area, please visit: www.mce.eu/2012/cfm

MCE works with its clients to develop mid-level and senior managers in the key competencies managers need in order to implement their organization's strategy. These capabilities can be organized into the categories below.

Mini-MBAs, Balance Sheets, Profit and Loss, Budgeting, Forecasting and Cash Flow Management

Managers can have a background in business, science, engineering or technical areas. And some are staff function specialists. All managers need to develop skills that contribute high value to their companies—and that will help advance their careers.

MCE's capabilities in this area:

- Core disciplines of general management
- Interacting with different functions to achieve the strategy
- Integration of operational, people and network management skills to implement strategy
- Global business methods and operations
- Customer value propositions for an international business
- Fundamental financial management practices
- Budgeting, forecasting and cash flow management

For more information about Mini-MBAs, visit: www.mce.eu/2012/1218

For more information about Balance Sheets and Profit and Loss Accounts, visit: www.mce.eu/2012/67

For more information about Budgeting, Forecasting and Cash Flow Management, visit: www.mce.eu/2012/85

For more information about these topics, visit: www.mce.eu/2012/mba-work

B2B Markets

As the value chain becomes more customer-centric, Marketing will need to lead the organization in identifying and focusing on the market segments that will deliver the most profit to the entire enterprise.

MCE's capabilities in B2B markets

- From sales and marketing functional management to marketing-driven general management
- From products and services to product and service systems
- From distribution supply chains to collaborating in customer value networks

For more information, go to: www.mce.eu/2012/b2b-work

Consumer Markets

As the dust of the recession settles, there is a new market and consumer reality. Are you and your people ready for the shifting demands of consumers and market forces?

MCE's capabilities in consumer markets

- Product, category and segment management in consumer markets
- Partnering with and selling to retailers
- Multi-channel retail strategies: embracing digital
- Building strong brands
- Getting people to live the brand

For more information, visit: www.mce.eu/2012/consumer-work

Mergers & Acquisitions

To compete in a post-recession world, your strategy for growth may include mergers and acquisitions, either locally or across borders. You know that making a deal work is one of the hardest tasks in business. How do you reduce the risks and increase the chances of success?

MCE's capabilities in mergers and acquisitions
- How to do business valuation and due diligence
- How to manage the acquisition process
- Post-acquisition: integrating financial operations and consolidating accounts

For more information, visit:
www.mce.eu/2012/ma-work

Customer Centricity

A satisfied customer is not necessarily a loyal customer. To obtain customer loyalty you need "delighted customers" who will become part of your "marketing mix" as they spread positive recommendations about you. But how do you know if your customers are delighted? How do you measure customer recommendation?

MCE's capabilities in customer centricity
- Find out what your customers want and formulate a customer value proposition
- Grow your business by being the best at delivering what your customers need, and constantly innovating incremental improvements
- Align the people and processes in your organization around delighting the customer
- Measure customer centricity, analyze where you are succeeding and what you still have to improve

For more information, visit:
www.mce.eu/2012/cc-work

Risk Management

Volatile fluctuations in the prices of commodities and energy create havoc in businesses everywhere. But there are practical ways to manage these kinds of risks, rational processes for hedging so that they do not have an unpredictable or devastating impact on your business model.

MCE's capabilities in risk management
- Strategy, tactics and methods for controlling the effect of volatile costs a business
- Minimising the impact from volatile costs and other risks on sales and marketing strategies

For more information, visit:
www.mce.eu/2012/manage-risk

Project Management

Project Management, like all other leading functions, needs specific skills and competencies to succeed. In fact, a common mistake companies make is in thinking that any of their managers can easily manage a project. Unfortunately, the statistics speak for themselves: More than 84% of projects either go off-budget, off-specification or reach completion late.

MCE's capabilities in project management
- Cost and time management in projects
- Quality management in projects
- Working cross-functionally to deliver client projects
- Project management accounting
- Management of risks in projects
- Fundamental project management techniques, tools and processes
- Managing the people side of projects

For more information, visit:
www.mce.eu/2012/project-work

Supply Chain Management & Manufacturing

In an increasingly globalised economy, managing supply chains and manufacturing—from source to use and beyond—is even more complex than in the past. But from a larger view, when the supply chain is aligned to your organization's strategy, it can increase competitive advantage and be a driver of innovation and operational excellence.

MCE's capabilities in supply chain management and manufacturing
- Using supply chain management as a competitive advantage
- Methodology and processes to align supply chain management to corporate strategy
- Processes and techniques for achieving operational excellence in supply chain management
- Fundamental principles, processes and strategies for managing supply chains
- Focusing on time-to-market issues and their impact on supply chain management
- Financial aspects of supply chain management and how to maximise their value
- Using IT as a key enabler of supply chain management

- Best practices in procurement and negotiations
- Positioning and selling supply chain innovation to senior management
- Strategic sourcing and supply chain governance
- Management of contract life cycles in supply chains

For more information, visit:
www.mce.eu/2012/supplychain-work

People Management Skills

Effective managers seem to get the most value out of their people. But how do they do it? A management tactic that works well with some team members doesn't work at all with the others. Getting diverse people to work together toward a common goal—with each person being accountable for his/her performance—adds another layer of complexity to the manager's role.

MCE's capabilities in people management

- Tools and techniques for enabling teams to implement strategy
- Motivating and managing diverse and virtual teams
- Creating accountability and addressing performance issues
- Hiring, coaching and developing people and teams
- Conflict management
- Managing and leading people in an international environment
- Effectively communicating goals, expectations and information to teams

For more information, visit:
www.mce.eu/2012/manage-people

6 Ways to Help Individuals and Teams of Managers

MCE helps *individuals* and *teams of managers* to deliver measurable results in cross-functional management

- Consulting on Strategy Implementation and Managing Change
- Business Transformation Programmes
- Strategy Implementation Programmes for teams of executive and senior managers
- Mentoring & Business Coaching for executive and senior managers
- 200+ Open Enrolment Workshops for individual senior and middle managers
- Corporate Learning & Development, Corporate Universities and Management Academies

For more information, visit: www.mce.eu/2012/6ways

Workshop Planner: www.mce.eu/2012/planner
Workshop Catalogue: www.mce.eu/2012/catalogue

Business & Operational Management Skills

Budgeting, forecasting, variance reporting, cash flow management, investment analysis, getting things done both efficiently and effectively: All of these and more are competencies of business and operational management. People who have developed and practice these skills are at the centre of moving the business forward.

MCE's capabilities in business and operational management skills

- Interacting with different functional disciplines to achieve the strategy
- Integration of operational, people and network management skills to implement strategy
- Defining and implementing strategy for organizations, departments and teams
- Planning and managing work effectively
- Management of time and resources for effective results
- Managing yourself and others
- Managing in an international business
- Working with information and avoiding overload
- Managing outsourced or contracted work
- Managing client projects
- Developing and presenting business plans
- Adding business value as a staff function manager
- Consulting skills for managers

For more information, visit:
www.mce.eu/2012/busop

Network Management Skills

Managers don't work in a vacuum, doing everything themselves or delegating only to their teams. Real work requires collaboration across functions, building good working relationships, communicating clearly and effectively to senior management, colleagues and peers, team members and subordinates, and using new communication media effectively.

MCE's capabilities in business and operational management skills

- Interacting with different functional disciplines to achieve the strategy
- Developing personal influence and impact
- Communicating to senior management and key stakeholders
- Communication and presentation skills through different media
- Assertiveness for women: competing without being aggressive
- Advanced negotiation skills
- Managing conflict

For more information, visit:
www.mce.eu/2012/netmanage

How We Support Your Development as a Manager

Senior Managers

As a senior manager, you are most likely concerned with implementation of strategy and change through people.

Developing yourself as a leader. You need to lead your people across the organization to get your strategy implemented. MCE helps you through one-on-one mentoring and business coaching, as well as individual leadership workshops that look at the entire system you must manage to get people aligned to the strategy and able to implement it.

Developing your strategic perspectives. An MCE Senior Associate can arrange a private session to coach you about trends and their impact on your industry and business. In MCE workshops for senior executives, you develop perspectives through discussions with other senior business leaders and an MCE associate with deep experience in your area.

Developing solutions to business issues. When you have a specific business issue to solve, an MCE Senior Associate who knows your industry and issue can coach you privately. MCE also offers a wide variety of business workshops that reflect changes in the business environment.

One-on-one development customised to your needs. MCE offers flexible, individual mentoring and business coaching on specific technical or leadership issues.

For a detailed discussion of the issues in this article, please visit: www.mce.eu/2012/mce-approach

www.mce.eu/2012/mce-approach

Middle Managers and High-Potential Talent

At the middle of your career, you are developing your leadership skills, your business capabilities, and solving problems.

Developing your career and yourself as a leader. When you are managing a team, people always present a big challenge. You want to increase your business knowledge and ability to manage business projects. MCE offers workshops that address these challenges.

Developing solutions to business issues. Whatever your role in the company, MCE has workshops to address business challenges and help improve job performance.

Mentoring and business coaching. MCE Senior Associates with years of corporate leadership experience are also certified Mentors and Business Coaches. For more information, visit: www.mce.eu/2012/mentor

Workshops for Individual Managers
Bring your business issues and challenges, gain new concepts and tools, and exchange ideas with fellow participants in MCE workshops for individual managers. An MCE Senior Associate—who is an ex-corporate leader and has faced similar issues—will lead the workshop. Follow-up mentoring and business coaching is available.

Methodology Note for Learning and Development Managers

If you are responsible for finding management development programmes for the people in your company, here is a special note for you about the methodology and practices behind our Workshops for Individual Managers.

Collaborative learning
At the heart of MCE's approach is collaborative learning for adults. MCE works to ensure every workshop is based on real life, real business problems, and that every participant is actively involved. We actively call on participants to apply their existing knowledge and experience for the benefit of the group through exchanging ideas and peer coaching.

MCE Senior Associates
Senior Associates are all ex-senior line managers, who have led international careers. MCE selects them based on their ability to listen to client needs and determine the root cause of a business problem. Most have experience in teaching or training, or as coaches and developers of their teams. Their performance is monitored through customer evaluation and customer recommendation metrics.

Workshop groups
All participants are practicing managers with knowledge, experience and diverse backgrounds. Groups typically average 6-7 participants. We carefully ensure good networking, bonding and confidentiality within the group.

Group discussion
Participants' own knowledge and experience is valuable and relevant. MCE Senior Associates introduce concepts and tools for discussion. Participants develop the concepts, map them to their experience, debate ideas and share their thoughts.

Questioning and challenge
MCE Senior Associates use questioning techniques to get to the heart of participants' real-life issues and challenges. Associates challenge their comfortable mind-sets and ask them to look at issues differently.

Case studies
MCE Senior Associates use short, pertinent business case studies where participants can explore an issue, practice problem-solving, or role play behaviours.

Mentoring and Coaching
Participants often work in peer coaching groups. MCE Associates serve as mentors who can challenge, advise and guide participants. Mentoring and coaching following the workshop is also available.

Business simulations and Action learning projects
MCE uses business games and simulations to help individuals to develop leadership, business acumen, entrepreneurial and strategic management skills. We can adapt games and simulations to meet specific customer and industry requirements. MCE Associates are ideally suited to guide project formulation and implementation in a multi-modular programme.

Assessments and personality tests
MCE uses assessments and personality tests where they add value to a workshop.

Business research
MCE constantly scans the business environment for trends that affect our customers around the world. These are built into our workshops.

Six Ways MCE Adds Value

We enable our customers to deliver on their strategy through 6 areas of service that create value.

www.mce.eu/2012/6ways

1 Consulting on Strategy Implementation and Managing Change

Working on strategic projects at your company on a full-time or part-time basis to help clarify and implement your company's strategy and to make transformation happen

For more information about this service, please visit: www.mce.eu/2012/consulting

2 Business Transformation Programmes

Helping your company adapt to change by aligning all parts of the organization to the new business environment through a 12- to 36-month change programme

For more information, please visit: www.mce.eu/2012/btp

3 Strategy Implementation Programmes

Enabling groups of executives and senior managers to translate your company's strategy into their departments and build strategic alignment

For details, please visit: www.mce.eu/2012/sip

4 Mentoring & Business Coaching

Supporting individuals or teams of executive and senior managers through mentoring and coaching by senior business experts to gain competence in new roles, situations and strategy implementation initiatives

To learn more about our services in this area, please visit: www.mce.eu/2012/mentor

5 Workshops for Individual Managers

Building new capabilities for your senior and middle managers and exchanging ideas with international peers by attending MCE's open-enrolment workshops

For a complete list of workshops and descriptions, please go to: www.mce.eu/2012/workshops

Workshop Planner: www.mce.eu/2012/planner
Workshop Catalogue: www.mce.eu/2012/catalogue

6 Corporate Learning & Development, Corporate Universities and Management Academies

Building, managing and delivering a specific offer of internal management development workshops for middle managers at your company in cooperation with the Training & Development department

For more information, please go to: www.mce.eu/2012/corpuniv

To download a copy of MCE's Corporate Presentation, please visit: www.mce.eu/2012/presentation

ICT: A Key Player in Your Business Strategy

ICT is now one of the major areas that will shape the future. It has the potential to create more value at the core of the strategy rather than as an afterthought.

For a detailed discussion of the issues in this article, please visit: www.mce.eu/2012/ict

www.mce.eu/2012/ict

Business, Processes and ICT Architecture in Customer-Driven Strategies

The types of processes needed to support a particular strategy DO have an impact on the ICT infrastructure. This is especially true if you are pursuing strategies that focus on customer centricity, product and service systems for customers and custom-made solutions. You must move from systems for efficiency and standardisation "only", to systems for customer centricity "also".

Business Strategy and ICT Infrastructure Have to Connect

Only with the right ICT architecture can customer-oriented processes be created and implemented in an agile fashion. As a first requirement, the business and ICT people must start thinking about technology in the same way.

ICT and Business People Think Very Differently about the Value of ICT

ICT and business people often think differently about technology. ICT people care about good machines, good software and robust security. For business people, data are computer codes. But, information is data that gains meaning in a particular context. How can ICT and business people co-operate on defining and implementing a customer-centric strategy that includes the appropriate ICT infrastructure?

Big Data Crunching and Data Discovery Opportunities

Your interactions with customers, supplier, employees and shareholders generate data that can contribute to your strategy. But how do you turn huge volumes of data into valuable management information? Discovery allows professionals to detect variations that could help to develop closer customer intimacy and an understanding of the emerging "communities" in today's E-Business markets.

Manage your Information and Communication as a Corporate Asset

A material asset shared by 10 people is divided into 10 parts. But information shared by 10 people is still the same information and may have a higher value because it is shared. The challenge for CIOs is to explain to the Board of Directors that ICT is not only a matter of technology, but an important aspect of corporate value creation.

Talk to MCE about Strategic ICT Management

An MCE senior associate with ICT and top leadership experience can advise you on how to involve ICT in strategy formulation and implementation to gain the maximum competitive benefit ICT can offer. We can also help you align people, processes, metrics and projects. For more information, visit: www.mce.eu/2012/contact

Business-Focused HR

The global economy has changed, so businesses are changing to gain a strong position for themselves in the new order. Some of the key changes:

- Increased Customer Focus
- A shift toward high Value-Added products, services and systems
- An offer of Customised Solutions and expertise for most strategic customers
- Growth strategies for Emerging Markets, implying some decentralisation

All of these strategy adjustments require change in how people see the customer relationship, how they see their jobs and how they work. The strategy will fail if leaders cannot get people to implement it—and that is where leaders need the close support and partnership of HR.

For a detailed discussion of the issues in this article, please visit: www.mce.eu/2012/hr

www.mce.eu/2012/hr

Four Ways HR Contributes to Achieving Implementation of Strategy and Change

1. **Change Driver:** Engage employees to implement strategy
2. **Talent Manager:** Recruit, retain, deploy the right talent for your strategy
3. **Leadership Pipeline Designer:** Develop future leaders for your strategy
4. **Performance Consultant:** Optimise the performance of your people

Change Driver: Engage Employees to Implement Strategy

When there is a change in strategy, there is a change for the people in your organization. The more people are engaged, motivated and enabled to implement the strategy, the better your chances of success and strong results. That impacts organizational design, workforce planning, talent management, appraisals and rewards. This is where senior and line management needs the advice, coaching and implementation support of HR. Both line and HR have learned they need to work together in partnership to engage people for change.

Talent Manager: Recruit, Retain and Deploy the Right Talent for Your Strategy

A central role for HR is finding and hiring the right people to implement the strategy. Today, the challenge is to define strategy-specific competencies, screen new hires against these, assess people in the company and deploy them according to their potential. More challenges:

Segment your talent pool The most talented employees require higher and more creative investment. Other segments need cost-effective development for better job effectiveness.

New sourcing Many companies are drawing on less conventional sources of talent – older or younger employees, and more women. All companies have to work harder to hold onto the best-skilled people.

Measure your talent potential Many companies do not measure their talent, their most valuable, and often most expensive, asset. Some companies are improving the return on their talent investments through Talent Analytics.

Leadership Pipeline Designer: Develop Future Leaders for Your Strategy

Developing future leaders is a long-term investment with uncertain returns. But HR can bring more certainty when it is able to tailor development programmes to the strategic direction of the company, and to combine them with strategic cross-functional projects that support the strategy.

Performance Consultant: Optimise the Performance of Your People

Manage performance – you can only manage what you measure

Performance appraisal, compensation and rewards have an important impact on behaviour—and can motivate people to change. But there is a disconnect if the company is telling people to do one thing, but is still rewarding them for a different thing. So, these management tools also need to be in line with the requirements of the current strategy.

Motivating and rewarding

To keep costs down, companies look for ways other than bonuses and raises to motivate people. It can be especially challenging to motivate and monitor the performance of the most talented people whose skills are in short supply. As more work is automated or outsourced, the jobs of people within the company become more complex, more knowledge-, innovation- and project-oriented, requiring different performance criteria and rewards. How do you keep them happy?

Talk to MCE about HR Business Strategy

MCE Senior Associates with senior HR experience can consult you and your leadership team on aligning your appraisal, compensation and benefits and reward systems in line with your strategy to motivate people to implement the strategy. We can help you with all aspects of measuring and managing performance to support the strategy.

For individual Managers

200+ Open Enrolment Workshops

MCE helps your senior and middles managers build new capabilities and exchange ideas with international peers by attending MCE's open-enrolment Workshops for Individual Managers.
Workshop Planner: www.mce.eu/2012/planner
Workshop Catalogue: www.mce.eu/2012/catalogue

Mentoring & Business Coaching

MCE supports individual or teams of executive and senior managers through mentoring and coaching by Senior Associates to gain competence in new roles, situations and strategy implementation initiatives.
To learn more about our services in this area, please visit:
www.mce.eu/2012/mentor

For Teams, Divisions, Organizations

Consulting on Strategy Implementation and Change Management

We work with you on strategic projects at your company on a full-time or part-time basis to help clarify and implement your company's strategy and to make transformation happen.
For more information about this service, please visit:
www.mce.eu/2012/consulting

Business Transformation Programmes

MCE can help your company adapt to change by aligning all parts of the organization to the new business environment through a 12- to 36-month change programme.workshops
For more information, please visit: www.mce.eu/2012/btp

Strategy Implementation Programmes

MCE helps groups of executives and senior managers to translate your company's strategy into their departments and build strategic alignment.
For details, please visit: www.mce.eu/2012/sip

Corporate Learning & Development, Corporate Universities and Management Academies

MCE can build, manage and deliver a specific offer of internal management development workshops for managers at your company in cooperation with the Training & Development department.
For more information, please go to: www.mce.eu/2012/corpuniv

Retain, Develop and Engage Your Management Talent

Your people are your most expensive asset. Success depends on making sure this asset is productive. Management Centre Europe can help.

Talent is a Premium in a Growth Market

In fast-growing markets, talent is a premium. Finding and retaining people with the skills you need is critical to success. Among the challenges are:

- Retaining and rewarding "top talent" vs "the rest"
- Turning localisation policies into an advantage
- Managing gender and nationality diversity in fast-growth markets
- Finding and quickly developing potential local candidates to fill your leadership pipeline
- While there is no single solution to these issues, they can be addressed through policies and tactics, involvement of the company's top leadership and the support and action of HR.

Attract, Retain, and Engage People to Perform to a High Standard

Are you known as a "great place to work"? With everyone competing for the best talent, it makes sense to cultivate an "employer brand". The rewards: You attract the people you want and motivate them to perform to a high standard.

Develop Talent for Productivity, Engagement, and Leadership Pipeline

To see real performance improvement, companies need to align development programmes with the strategy of the company. They need to link desired learning outcomes to desired business and performance outcomes.

Use Reliable Analytics for Smarter Decisions about Talent Investments

Talent analytics uses a statistically predictable measure of a person's potential for senior leadership, for a sales role, for leading projects, or for other roles. An unbiased assessment, statistically correlated with success in a given role, significantly improves the return on a talent investment.

Talk to MCE about Retaining, Developing & Engaging your Management Talent

MCE offers a variety of professional services to help you attract, develop, engage and retain the right people for implementation of your strategy.

If you have an issue that needs a creative solution you would like to discuss, contact us: www.mce.eu/2012/contact

A detailed discussion of the issues outlined above is available on our website: www.mce.eu/2012/talent

www.mce.eu/2012/talent

Women Have Come a Long Way, but...

Women make up more than half the workforce and increasingly occupy management and senior leadership positions. The "playing field" has become more level in many industries and countries. Women are able to compete directly as never before. Some companies actively recruit women for their boards. More women are moving into the management ranks and leadership pipeline. But there is still progress to be made.

For a detailed discussion of these issues, please visit: *www.mce.eu/2012/women*

www.mce.eu/2012/women

Talk to MCE about Women in Management and Leadership

MCE has a dedicated team of female Senior Associates who have led senior management careers and have overcome challenges along the way. They can help you with business issues and with career challenges women face, from what works in real life. To request more information, please visit: www.mce.eu/2012/contact

Join an On-line Networking Community of Women Leaders and Managers

No time for career networking? Join our on-line community of women managing in businesses like yours, across Europe, Russia, Turkey and the Middle East, to discuss challenges you face and what to do about them. For details, go to: www.mce.eu/2012/socialnetworks

Competent women fear a backlash if, for "gender balance", too many of their counterparts are put into positions they are not qualified for. They do not want others to think that they were promoted into a position simply to fill a quota, or that they benefited unfairly from extra help. Women still face career challenges or obstruction in many company or national cultures. There is still much progress to be made.

Balancing it all at the Same Time

Many women feel torn between career ambition and wanting to raise happy healthy families. Many businesses are still male-dominated environments, with male definitions of performance and success. Women want to succeed as women, not by becoming like men.

Goals and Aspirations

Women want to be heard and to receive equal consideration for their input, without having to become aggressive. They would like to be better at selling themselves and their ideas, and being involved in the right conversations. They would like to be better networkers, but feel guilty about taking time away from work or home to attend networking events.

The Main Concern: Getting Things Done

Most women we have talked to are not interested in endless discussions about the "glass ceiling" or fairness. They just want to do a good job, get strategy implemented, and not have their gender get in the way of that.

Mentoring & Business Coaching

Even the most accomplished manager can feel alone struggling with difficult issues. The higher up on the corporate ladder you are, the truer this is.

For a more detailed discussion of Mentoring and Business Coaching, please visit: www.mce.eu/2012/mentor

A Pragmatic View of Mentoring and Business Coaching

At MCE, we take a very pragmatic view of what mentoring and coaching can accomplish in a business context.

Our purpose is to help senior managers deal with concrete changes in strategy and their business environment. Our highly experienced Mentors enable managers to successfully take up new challenges and roles by providing them with the specific skills and tools needed to get the job done. MCE Mentors support managers in becoming better leaders.

What is the Difference between a Mentor and a Coach?

Coaches can be very useful, but most business problems require more of a mentoring approach, and this is where MCE is ideally positioned to help.

www.mce.eu/2012/mentor

What is a Coach?

- Coaching is learning, development and behaviour-oriented. It is about helping you to find your OWN solutions.
- Coaches use techniques like questioning and framing. They don't offer advice.
- You are the expert on your situation and your business. The certified coach is not.

What is a Mentor?

- Mentors are highly experienced people who pro-actively guide you through career points, specific projects or goals. They are knowledgeable sounding boards and advisors.
- You are an expert on your situation and so is your mentor.
- Mentors have a business background, experience and expertise in the industry, function and business issues at hand.

Typically, mentors and business coaches are older senior managers. Some companies have very good internal mentoring programmes. However, an internal mentor is not always desirable. The manager may prefer an unbiased outside expert.

Why Work with an MCE Mentor?

Working with a Mentor gives you the opportunity to use a neutral 'sounding board', allowing you to analyze the specific change situation or challenge—in-depth and from an objective angle. You can discuss and evaluate different options and solutions with the MCE Mentor. He or she will help you to integrate new thoughts, tools, concepts, ideas or views, all resulting in a pragmatic and well-thought-through action plan.

The MCE Mentor can support you in challenging assumptions, generating various options, evaluating each one, and selecting the options that will produce the expected results and change required.

Three major benefits of working with an MCE Mentor:

1. The Mentor brings to the table the specific business and industry experience you need. The MCE Mentor "has been there and done that", and has successfully dealt with similar issues and challenges you are confronted with today. He or she can help you to make "the leap ahead".
2. You will benefit from his/her "fresh eyes" perspective. MCE Mentors are not confined in their thinking by your company´s way of doing things. Thus they can point out issues and cause-effect-relations that may have been overlooked.
3. The MCE Mentor is completely "yours". She or he has no political agenda. The MCE Mentor is simply a proven outside expert. His or her sole mission is to help you get the results you need for success.

MCE Senior Associates: Experienced Senior Managers Who Provide Top-quality Mentoring and Business Coaching

MCE Senior Associates have at least 20 years of experience in senior management roles in international organizations. In addition, they are MCE-certified for business mentoring and coaching. In partnership with you, MCE Senior Associates examine the business issues in depth: Why are they happening and how you can cope with them?

How We Work with You

The process for Mentoring and Business Coaching at MCE is flexible to the needs of the organization and the senior manager who will be coached.

1. We always start with your strategic context and your business goals. In some cases, additional goals may be set by a sponsoring executive in the organization
2. Upon your request, we begin by recommending an MCE Mentor ideally matched to your industry, function or issue
3. An initial meeting takes place in which the senior manager and the MCE Mentor decide if the match is good and whether the senior manager would like to move forward with the mentor
4. You, your organization and the mentor agree on the number of mentoring sessions, their frequency, the overall duration and the budget
5. As the mentoring sessions take place, adjustments to the process may be made if necessary
6. At the end of the process, we review progress on goals and determine whether further steps need to be taken

To request more information, or to set up a meeting to discuss Mentoring and Business Coaching from MCE, please contact us by visiting: www.mce.eu/2012/contact

MCE's Capabilities in Functional Management Skills

Functional Management Skills are the areas of specialisation that provide services to the whole organization in support of the strategy. Their processes may need to be adjusted when strategy shifts to meet changing conditions.

For more information about MCE's capabilities in this area, please visit: www.mce.eu/2012/fm-skills

Finance for Finance

The Financial Management group is a critical part of the management team of any company. They are even more important when financial resources are tight and capital allocations are difficult. That is why your finance team needs to be fully engaged and involved in the decision-making process of the business, its long-term strategy and the implementation of the strategy.

MCE's expertise and capabilities in finance management to support strategy

- Controlling
- IFRS and US GAAP: a Practical Guide to Implementing
- Financial planning and analysis
- Inventory and costing analysis
- Project management accounting
- Accounting for risk-based liabilities
- Fraud and internal accounting controls
- Budgeting, forecasting and cash-flow analysis for non-financial managers
- Understanding financial reports for non-financial managers

For more information, visit:
www.mce.eu/2012/finance-work

HR Management

In the new economy, companies will have to continue to change—to be flexible and adaptable—in order to experience success. All of these changes deliver a new set of priorities. The quality of a company's people and how they are organized to implement strategy will be the keys to adaptability.

MCE's expertise and capabilities in human resources management

- Strategic talent management: Hiring, onboarding, developing, deploying, retaining talent
- Succession planning
- Defining and measuring the competencies required by your strategy – customising your corporate competency model to the needs of the business
- Being an HR business partner
- Performance management and appraisal
- Strategic change communications
- Organization development
- Managing the learning and development function
- Compensation and benefits
- Measuring the impact of leadership: can your people implement your strategy?
- Corporate university services, management development centres and academies

For more information, visit:
www.mce.eu/2012/hr-work

www.mce.eu/2012/fm-skills

6 Ways to Help Individuals and Teams of Managers

MCE helps *individuals* and *teams of managers* to deliver measurable results in functional management

- Consulting on Strategy Implementation and Managing Change
- Business Transformation Programmes
- Strategy Implementation Programmes for teams of executive and senior managers
- Mentoring & Business Coaching for executive and senior managers
- 200+ Open Enrolment Workshops for individual senior and middle managers
- Corporate Learning & Development, Corporate Universities and Management Academies

For more information, visit: www.mce.eu/2012/6ways

Workshop Planner: www.mce.eu/2012/planner
Workshop Catalogue: www.mce.eu/2012/catalogue

Project Management for IT

Projects get work done through people, and managing them requires a separate set of skills and methods. What happens when a project manager does not understand the people side of project management? How does managing people effectively contribute to delivering your projects on spec, on time and within budget? Effective project managers must master more than processes and tasks to move projects to completion.

MCE's expertise and capabilities in project management for IT

- Practical methods and tools specific to the ICT environment
- Business, processes and ICT infrastructure in customer-driven strategies
- Getting people who think differently to think together about the business
- Getting real value out of customer data and business intelligence
- ICT and business process management

For more information, visit:
www.mce.eu/2012/pm-it-work

Senior Executive Assistants

In the changing business environment executive assistants play a significant role. They help keep a key decision-maker more focused on what's important, and therefore more effective as a leader. Communication skills are vital in this role. Interaction peers and other decision-makers is a key a factor in how well ideas are transmitted across the company, and how easily important feedback reaches the boss.

MCE's expertise and capabilities in working with Senior Executive Assistants

Our Senior Associates can help Senior Executive Assistants develop efficiency, excellent communication skills and the ability to work independently and creatively, often making decisions on their own. They also need:

- Interpersonal effectiveness to deal effectively with other people, inside and outside their organization
- Project management skills when they are given assignments to carry out which may require them to work and collaborate with people working in other departments, or outside their company
- Finance skills to grasp the basic concepts of finance, and then understand the 'language' of the numbers, so that they will be better prepared to assist their managers in financial matters such as budgets and business plans
- Effective writing skills to get the right words on paper quickly and effectively so they can communicate more concisely and persuasively

For more information, visit:
www.mce.eu/2012/ea-work

Marketing & Sales

In both Business (B2B) and Consumer (B2C) markets, today's customers are more powerful than ever before and they expect companies to be flexible enough to satisfy their needs and to understand them. In Consumer markets the focus is on strategic, cross-functional account management and on a full understanding of the retailer. In B2B markets, you are selling the value of your product or service. Or, if you are involved in enterprise selling, focusing on Customer Specific Solutions providers is the key to success.

MCE's expertise and capabilities in marketing and sales

- Analysis of markets, competitors and organizations' strengths and weaknesses
- Development of marketing strategies and plans
- Processes and tools for measuring marketing effectiveness
- Basic to advanced and innovative marketing knowledge and skills for both B2B and B2C markets

For more information, visit:
www.mce.eu/2012/ms-work

Financial Management to Support Strategy

In the post-recession world, the new norm for many companies is cost control and cash flow management. But it is important not to lose the big picture.

www.mce.eu/2012/finance

For a detailed discussion of the issues in this article, please visit: www.mce.eu/2012/finance

The Financial Management group is a critical part of any company. They are even more important when financial resources are tight and capital allocations are difficult. That is why your finance team needs to be fully engaged and involved in the decision-making process of the business, its long-term strategy and the implementation of the strategy.

Financial Managers in Strategy and Implementation

Financial Management plays an important role in the strategic issues of any company or organization. The finance team needs to be up to speed with current trends and issues for successful implementation of strategy.

Capital Resource Management Remains Critical

Businesses need to react quickly and effectively to opportunities for growth. Securing sufficient capital resources will be a key success factor. To do its job properly, Finance needs the cooperation of all other functions in the business.

Profitable Customer Centricity

Loyal customers are more likely to be profitable customers over a long time frame. A customer-centric finance department considers the total net present value (NPV) of the customer. To do this, the finance team must work hand-in-hand with colleagues across the organization.

Mergers and Acquisitions to Drive Growth

There are many opportunities to expand through merger and acquisition. However M&A transactions remain risky for many companies. It is critical to develop this capability in your finance team when planning M&A activities.

Strategic Alliances

Even the best alliances can be difficult to manage. Your finance team needs to be able to structure an alliance deal, and to evaluate the performance of the alliance to be sure value is being created.

Developing Talent in the Finance Department

Developing members of the finance team is an ongoing necessity. Whether your need is to develop groups of managers, or to follow a more individualised approach, MCE can help you.

Talk to MCE about Financial Management to Support Strategy

An MCE senior associate with finance experience and expertise in your market can advise your management team on financial aspects of strategy implementation through people, aligning processes, metrics and projects. For more information about how MCE can help your finance teams, visit: www.mce.eu/2012/contact

Getting Top Performance from Your People

www.mce.eu/2012/manage-people

People really are a company's most valuable (and expensive!) resource. A smart manager gets the most value out of his/her people. But how do you do that?

For more information about these issues, please visit: www.mce.eu/2012/manage-people

A management tactic that works well with some team members doesn't work at all with the others. Getting diverse people to work together toward a common goal—and getting each person to be accountable for his/her performance—adds another layer of complexity to the manager's role.

Developing Your People Management Skills

At MCE, managers can learn these skills from MCE Associates who are all former senior managers. Internationally experienced Associates lead every workshop. All of them have worked their way up to lead major business operations in different countries and different industries. They know what effective management really is about.

The team you lead may be:

- Small or large
- Located in one office or in many locations and time zones
- A group of similar people or a very diverse group

How MCE can help you

MCE can help you become an effective team leader regardless of the structure and composition of your team. The anchor in our approach is always a focus on the goal and strategic priorities – and how to manage and lead people toward it.

Individual managers may benefit from participating in our highly demanded open enrolment workshop, **Managing and Leading People in an International Environment**. They can improve their people-management skills with the benefit of input from peers from a wide variety of functions, industries and cultures. For details, visit: www.mce.eu/176

Communicating within Your Team

Communicating with your people is a big part of managing them and leading them through change. It takes practice to get it right. Valuable managers get team members communicating smoothly with each other.

How MCE can help you

MCE can work with your managers as a group on improving how they communicate with their teams, adapting to the communication practices and culture of your company or region.

Individual managers can attend our new open enrolment workshop, Communicating Clear Goals within Your Team, and develop their skills through videotaped role-play, group feedback and communication practice.

For details, visit: www.mce.eu/2311

Practical Business and Operational Management Skills

Business Management Skills

Budgeting, forecasting, variance reporting and more… Good managerial finance skills help you make clear decisions and drive profit and growth. Quantifying ideas and decisions in terms of costs and profits helps you communicate effectively with senior management.

Understanding the balance sheet and the profit and loss account Company financial statements can be a mystery to managers without formal financial training. But managers need to understand the essentials of finance and accounting to guide their decision-making.

How the company works, from a manager's viewpoint Managers make better decisions when they know how the key business functions work together to support the strategy. All managers from mid-level upward need to understand and see the company through a general manager's eyes.

Business strategy Managers need to understand the processes of "strategy and strategic thinking". The more they know about strategy, the more they can understand the rationale for their own company's strategy, align their goals and decisions in support of it and contribute to strategic planning.

Creating and presenting solid plans Managers write better plans when they have considered the strategic context, the costs, benefits and risks involved, and have a good implementation plan. They also need to know how to present their plans in a way that convinces senior managers to allocate a budget and resources to the project.

Dealing with constant flow of information A manager's job involves processing a lot of information for decision making and informing others. Information overload is commonplace. The good news is there are techniques for managing information productively and keeping your sanity.

Getting things done in an international job Many managers have to get things done in an international environment. Managing projects, time and energy levels becomes more difficult. Adapting to different cultures and business practices can be the most difficult of all.

www.mce.eu/2012/busopsworkshops

Operational Management Skills

Getting things done efficiently and effectively Managers have to be able to organize work, prioritise, manage themselves, their teams and projects, set goals, implement strategy, measure progress, address gaps, manage change and keep going even when the business is in upheaval.

Focusing on priorities Managing time and stress is more than a basic individual skill. Productive managers get members of the team to manage their time and stress as well, resulting in better focus and more productivity for everybody.

How MCE can help you

MCE regularly works with managers to develop their business and operational management skills. Our Senior Associates can work with management teams or individual managers to address all of the issues outlined above. We also offer open-enrolment workshops on each of these topics.

For details, please visit: www.mce.eu/2012/busopsworkshops

Communicating and Collaborating across the Organization

Managers don't work in a vacuum, doing everything themselves or delegating only to their teams. Real work requires collaboration across functions, building good working relationships, communicating clearly and effectively to senior management and using new communication media effectively.

How MCE can help you

MCE regularly works with managers to develop their network management skills. Our Senior Associates can work with management teams or individual managers to address all of the issues outlined above.

www.mce.eu/2012/networkshops

For details, please visit: www.mce.eu/2012/networkshops

Individual managers may also benefit from MCE's open-enrolment workshops on each of these topics.

Communicating to Senior Management and Key Stakeholders. For details, visit: www.mce.eu/2185

Communication and Presentation Skills through Different Media. For details, visit: www.mce.eu/2312

Advanced Negotiation Skills. For details, visit: www.mce.eu/781

Interacting with Others to Get Things Done.
For details, visit: www.mce.eu/180

Managing Conflict. For details, visit: www.mce.eu/897

Communicating to Senior Management

When front line and staff managers present their ideas for growth and profitability to senior management, they need to be able to package them in business terms. Business relevance is what sells the ideas. Managers need to engage senior managers in what they care about most—costs, profits, customers, competitors, image. They need to propose real solutions. They also need to get senior management commitment for supporting the implementation of any agreed-upon solution.

Communicating Virtually

Face-to-face communication will never disappear, but managers also have to communicate through different media. Being clear and impactful is even more important through the filter of technology. Avoiding information overload has also become a major issue for managers.

Negotiating Inside and Outside the Company

Valuable managers are able to negotiate well inside and outside the company. They build value-creating agreements that all parties can stick to and benefit from. This is especially true in the current economic climate. Negotiating skills at every management level are important to the company's success.

Good Working Relationships

Collaboration goes more smoothly and sustains itself longer if managers are able to build good working relationships. And sometimes, they need to manage conflicts between people and groups. Getting along with someone whose values or priorities are different is a necessary—and a smart way—to get things done in business.

Increasing the Chance of a Successful Acquisition or Merger

In today's environment of global competition, growth from within your company can only take you so far. One strategy is to grow through mergers and acquisitions, to enter a market or acquire innovation capability. It is highly risky. Making a deal work is one of the hardest tasks in business. How can you reduce the risks and increase the chances of carrying out a successful acquisition or merger?

For a detailed discussion of the issues in this article, please visit: www.mce.eu/2012/mergers

www.mce.eu/2012/mergers

Taking a Risk to Grow

There are four major steps in a merger or acquisition process:

1. Accurate Business Valuation
Calculating the true worth of your own company or one you want to acquire is easier said than done. It also has a lot to do with supply and demand. But purchasing an attractive start-up company can stop a competitor from getting its foot in the door.

2. Due Diligence Process
Knowing what to look for and how to find it in the records is the key to an effective due diligence. Many companies want to avoid costly experts and conduct their own due diligence. But their people often lack the skills needed for this process. The task is even more difficult when your acquisition target is in another part of the world.

3. Integrating Financial Operations and Consolidating Accounts
Merging two organizations can become very complex, especially when the merged companies are from two different countries. A well-done consolidation makes it possible for the merged company to keep accurate financial records and data that are the basis of strategic and operational decisions.

4. Integrating the new organization: The Key to a Successful Merger
Merging two organizations involves managing a whole series of changes. When people in two countries are involved, there is another level of complexity to deal with. During this phase of the merger, the smart CEO will spend as much time analysing the people issues as the balance sheets.

Talk to MCE about Mergers and Acquisitions

MCE Senior Associates with M&A experience and expertise can advise your management on the people issues likely to arise at any step in the M&A process, to help ensure the move achieves maximum value to the company.
To request more information, please visit: www.mce.eu/2012/contact

Strategic Alliances: Why and How to Build Them

A strategic alliance makes sense when you need to offer more value to the customer, but you cannot completely do it on your own. An alliance or partnership offers you a competitive advantage through access to a partner's resources and capabilities. In fact, alliances are used more and more often for Innovation, Research and Development.

For a detailed discussion of these issues, please visit: www.mce.eu/2012/alliances

www.mce.eu/2012/alliances

Alliances have the potential to create value, but most are difficult to manage. Partnerships and alliances work best when all parties agree on and work together to implement a common strategy to achieve business objectives. If you want the partnership to be successful, you have to plan for it.

Planning for Success

- Define the expected outcomes for each partner
- Define the contribution of each party and the benefits they get
- Identify the results that will cause the alliance to be beneficial
- Define the structure and operating issues that need to be addressed
- Protect intellectual property rights through legal agreements
- Be certain the "company cultures" are compatible
- Be certain the parties can operate with an acceptable level of trust

Shared goals and objectives
Choosing a partner based on who they are is a logical place to begin. It is just as important to compare their goals for the partnership or alliance with your goals. In a strategic relationship, both companies make decisions and take actions. But often, the overall goals for each company are different enough to cause conflict.

Dealing with problems and disagreements
One of the most common problems after the agreement is signed is lack of clear responsibilities and performance measurements. Without the proper oversight and review, one company can fail to live up to its part of the agreement.

Hidden sources of conflict
Unspoken expectations about how the partnership needs to operate can lead to conflicts. This is especially important in partnerships with companies from different parts of the world. These issues are not obvious. They are subtle. When they arise, they need to be dealt with carefully and with the overall strategy in mind.

Talk to MCE about Partnerships and Alliances

An MCE Senior Associate with experience and expertise in partnerships and alliances can advise your management team throughout the process of forming and managing an alliance, or at any given step, as needed: negotiating and contracting, setting common goals and performance metrics, working together, evaluating the partnership.

Individual managers may also benefit from participating in an open-enrolment workshop about Partnerships and Alliances. For more information, please visit: www.mce.eu/2012/allianceworkshops

Corporate Learning & Development

If you are responsible for Corporate Learning and Development, if you are running a Corporate University or Management Academy, or if you are commercializing your courses to the external market, MCE can offer you an attractive partnership.

www.mce.eu/2012/corpuniv

What MCE can do for You

Our mission as always is to help you implement your strategy through your people. An important part of this is developing your people in the competencies related to your strategy. MCE can work with you flexibly and in a variety of. For details about our offer, please visit: www.mce.eu/corpuniv2012.
To request more information about MCE corporate universities, please visit: www.mce.eu/2012/contact

Help you set up and / or manage

For management learning, management academies, or the management section of a corporate academy, MCE will help you set up. We can help you decide what your curriculum should be in support of your strategy and learning and development needs. We can also supply content for your curriculum.
For corporate universities and management academies that are commercialising their programmes for an external market, MCE can help you with strategy, business model, curriculum planning, content, and launch.

Design, deliver and/or manage your curriculum or part of it

We can provide these services for middle up to senior levels of management. Our services offer you the following advantages:

- Talent Analytics: Up-front assessment and talent auditing
- Custom-designed from a blank sheet, or adapting of existing workshops to your specific industry and company context
- Adapt to different divisions in your company following different strategies
- Deliver workshops, and co-deliver with your own senior managers if desired
- Our facilitators are themselves ex-senior managers
- Your brand, MCE brand, or co-branded
- Outsource your registration, billing, and admin to us
- We can license our content to you
- Mentor and coach participants through implementation and realization of business projects
- Help you measure the impact of the management development on the business

Industry-specific and specialised workshops

- Workshops very specific to an industry such as pharma, medical technology & diagnostics, chemicals, telecom or banking
- Specific aspects of B2B or B2C markets
- Customised for you and delivered by experienced senior managers from your industry
- It is possible to make flexible arrangement: You list the workshop. It runs and you pay for it ONLY if a certain number of people register by a pre-agreed date

Why Partner with MCE

- Proven supplier
- Business-focused
- Customized to your needs
- Wide range network of content and delivery resources
- Measurable success: We are willing to base part of our fee on whether or not agreed results have been achieved

Helping you get things done through your people

How can you tick the boxes on your toughest goals?

60% of strategic success depends on the way your leaders get strategy implemented through people. With solid industry experience and insights, MCE builds skills for your managers to deliver results. We contribute to performance improvements that you can measure. We help you and your people to keep ahead of the competition and to realise your goals.

- ☑ Consulting on Strategy Implementation
- ☑ Business Transformation Programmes
- ☑ Executive Coaching & Mentoring
- ☑ Strategy Implementation Programmes for Teams of Managers
- ☑ Open-Enrolment Workshops for Individual Managers
- ☑ Corporate Learning & Development, Corporate Universities and Management Academies

www.mce.eu

We enable you to deliver on your strategy.

MCE
Management Centre Europe