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From Vision to Adoption

Putting leaders in the driver's seat
of Data & AI Transformation

Transformation Thread

FROM AI AMBITION TO ENTERPRISE ADOPTION

Transformation logic	In this case
Business opportunity	AI transforming pharmaceutical R&D, manufacturing and commercial engagement
Transformation challenge	Fragmented initiatives, no shared AI language among leaders
Strategic objectives	Build leadership ownership and scale high-impact AI use cases
KPIs	Engagement, use cases generated, transformation decisions
Learning solution	DriveDigital leadership programme with experimentation and executive sponsorship
Measured results	224 AI use cases & NPS of 97%

Executive summary

- Sanofi has invested significantly in data and AI capabilities to support its ambition of **becoming the first biopharma company powered by AI at scale**.
- Yet ambition alone did not translate into enterprise-wide ownership. Despite CEO sponsorship, data strategy, reliability and prioritization of collected data were often perceived as “someone else’s job” rather than leadership responsibilities.
- Without executive alignment and disciplined strategic direction, **AI initiatives risked remaining fragmented and difficult to scale**.
- The challenge was therefore not technological, but strategic: **How to move from digital ambition to coordinated transformation by placing leaders in the driving seat of data?**

As Emmanuel Frenehard, **Chief Digital Officer at Sanofi**, noted:

> *"Our ambition is to become the first biopharma company powered by AI at scale. This requires more than technology — it demands leaders who own data transformation as a strategic mandate. Through DriveDigital in partnership with HEC Paris, we migrate AI accountability in our leaders and empower our people to innovate on the practice of medicine. "*

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Executive summary

- Sanofi recognized that delivering on this ambition required more than upskilling. It required executives who **shared a common language on data and AI, assumed accountability for strategic direction, and translated enterprise priorities into coordinated action** across R&D, manufacturing, and commercial operations.
- In partnership with Sanofi, HEC Paris designed **DriveDigital**, a leadership-based transformation catalyst **structured around the development and scaling of high-impact use cases.**

- Through a hybrid approach, leaders first engaged in **an adaptive virtual journey to demystify AI and create a shared baseline of understanding** regardless of technical background. The subsequent **face-to-face gathering transformed individual awareness into collective ownership**. Groups were formed around shared enterprise challenges, **linking strategic intent with concrete data-driven initiatives**. Participants returned to their roles with clearly defined objectives, faculty support, and sponsored projects to be implemented. Healthy competition and visible executive backing accelerated the **learn-on-the-job phase and generated scalable use cases**.

Top 150
Strategic ownership

Strategic alignment

The initiative began **with the Top 150 executives to anchor strategic alignment, governance clarity, and visible C-level sponsorship.**

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Executive summary

- To **prevent transformation from stalling at the executive layer,** DriveDigital **expanded to reach 2,240 senior leaders trained by 2026.** The scaled model combined adaptive digital learning on data fundamentals with **focused, high-intensity face-to-face bootcamps co-led by HEC faculty and Sanofi executives.** Topics such as governance, ethics, sustainability, bias, and data-driven decision-making **reinforced both strategic and cultural dimensions of data-transformation and AI enablement**. Leaders converted strategy into applicable use cases they could implement within their scope of responsibility, presenting outcomes in "Shark Tank" sessions before executive juries, reinforcing accountability and sponsorship.

- An AI-enabled online learning environment provided **real-time dashboards, offering leadership visibility on maturity progression.** This ensured momentum was sustained beyond individual workshops and embedded into ongoing governance discussions.
- The impact has been structural. **Data is increasingly treated as a leadership mandate rather than a technical function.** Strategic discussions reflect greater discipline in prioritization and measurement. 224 high impact use cases have moved from experimentation to portfolio-level decisions contributing measurable business value.
- By systematically aligning executive ownership with scalable capability development, Sanofi has strengthened its capacity to convert digital ambition into coordinated transformation, serving the organization's commitment to improve people's lives.

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Sanofi & HEC Paris' Strategic Partnership Journey

2022

Sanofi is initiating an initial exploration with HEC Paris **to identify opportunities for digital innovation.**

2023

Launch of **the Sanofi DriveDigital pilot** by HEC Paris

2024

Scaling of the program to 2240 senior executives within Sanofi

SCALE UP 2 240

2025

Broadening the partnership beyond Executive Education:

Strengthened collaboration between HEC Paris and Sanofi, with new innovation initiatives in the pipeline.

2026

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