



From Vision to Adoption

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



From Vision to Adoption :

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Introduction



► Introduction

About Sanofi

Sanofi is an **R&D-driven, AI-powered biopharma company** committed to improving people's lives.

Operating across diverse therapeutic areas **aiming to significantly reduce the time from initial discovery to commercialisation of treatments and vaccines**, accelerating delivery to patients.

Embedding Digital & AI transformation across research, manufacturing & supply, and commercial operations.



► Introduction

About HEC Paris Executive Education

Founded in **1881**

For over 140 years, the school has combined rigorous academic research with a **strong entrepreneurial history** to shape leaders capable to think outside of the box and innovate.

2/3 of Faculty is international

Through its **broader ecosystem**, including its **Incubator located at Station F** and research centres such as **Hi! Paris (AI)**, HEC Paris enables executives to step out of their corporate bubble and **bring the outside in**.

#2 Business School in Europe

With **global delivery capabilities**, Executive Education programs draw directly on **cutting-edge research in strategy, leadership and innovation**.

8 000 participants per year in Executive Education programs

In custom programs, the HEC faculty and learning design experts collaborate with organisations **to ensure contextual relevance and tangible business application**.



Executive Summary

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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."

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&Supply, 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**.

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 continues strengthening its capacity to convert digital ambition into coordinated transformation, serving the organization’s commitment to improve people’s lives.



▸ 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

2025

SCALE UP 2 240

2024

Scaling of the program to 2240 senior executives within Sanofi

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

2026

Broadening the partnership beyond Executive Education:

n1

The Challenge



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FROM STRATEGIC AMBITION TO ORGANIZATIONAL REALITY

Business Opportunity

AI transforming the pharmaceutical industry



Transformation Challenge

Fragmented initiatives and limited leadership ownership



Strategic Question

How can leaders be placed in the driver's seat of data and AI transformation?

► The Challenge

- In 2022, Sanofi embarked on a profound transformation to reposition itself as an AI-first biopharma company, **placing Data and AI at the core of its strategy**.
- Under the leadership ambition to “reshape Sanofi into a modern healthcare company and transform the practice of medicine,” **digital transformation became a CEO-level priority**, directly linked to competitiveness, innovation, and patient impact.

- Yet the organisation faced **a structural gap between ambition and readiness**.
- Digital and data skills were unevenly distributed, and no shared digital language existed across functions or geographies. At the same time, **the transformation pressure was accelerating**. AI, advanced analytics, automation and omnichannel engagement were reshaping R&D, manufacturing, supply chain and commercial operations. Sanofi’s challenge was to build organisation-wide capability. Indeed, while most companies now adopt AI in at least one function, only a subset achieve enterprise-wide scaling ([McKinsey, January 2024](#)).
- Although digital learning content was already available internally, engagement and completion rates remained very low. The issue was not access to knowledge, but **ownership and translation into execution**.



Prior to the launch of its digital transformation journey, Sanofi's digital and analytics capabilities were assessed.

While slightly **above** the pharma peer average (25), Sanofi remained behind industry leaders (39).

- Two systemic risks became apparent:
- **Strategic risk:** Without strong executive alignment and sponsorship, Data and AI initiatives would remain fragmented and fail to scale.
- **Organisational risk:** Without engaging middle management sufficiently, transformation efforts risked stalling in what is often described as the “frozen middle,” limiting implementation of high-potential use cases.

▸ The Challenge

- The challenge was therefore to **build leadership ownership of the data transformation, create a shared strategic language and cascade capability and accountability at scale across a complex global organisation.**
- Sanofi needed to move from awareness to execution, from isolated initiatives to systemic transformation, and from skills acquisition to measurable business impact.

▸ Leadership Population Pyramid

Hierarchical training structure from strategic to operational



02

The Commitment



TRANSLATING AMBITION INTO TRANSFORMATION OBJECTIVES

Sanofi & HEC Paris defined three priorities to translate digital ambition into coordinated execution.

Transformation objective	Purpose
1. Leadership ownership	Position executives as sponsors of AI transformation
2. Scaling AI initiatives	Identify and develop high-impact use cases
3. Data-driven decision making	Embed AI insights across business functions

These objectives shaped the partnership between Sanofi and HEC Paris and guided the design of the DriveDigital initiative.

► The commitment

- The selection process began in June 2022, when Sanofi issued a Request for Information for an executive-level programme focused on Digital and Data-Driven Strategy.
- The initiative was embedded within Sanofi's Executive Development agenda and aligned with the Play to Win strategy and the ambition to accelerate enterprise-wide AI adoption.
- The primary need was explicit: **senior leaders were expected to assume ownership of data and AI transformation, strengthen cross-functional initiatives, and translate digital ambition into operational execution.**
- The programme therefore needed to move beyond awareness to create alignment, reinforce accountability, and generate measurable business outcomes.
- The team in charge of custom program development at HEC Paris suggested its signature collaborative approach **to support Sanofi's objective of building ownership at leadership level of data and AI transformation.**
- While the underlying pedagogical model and digital platform were established, the programme content and application were co-designed from scratch **to reflect Sanofi's strategic priorities, organisational realities, and transformation constraints.**
- From the outset, Dr Julian Schirmer was appointed Academic Director, with a mandate to ensure continuous **alignment between strategic intent, learning architecture, faculty expertise, and expected business impact.**
- At the same time, **a clear Sanofi/HEC Paris governance structure was put in place.**
- Sanofi established a senior Steering Committee composed of business, digital, learning, and R&D executives to ensure direct linkage to corporate priorities. HEC Paris mobilised a highly-experienced dedicated academic and delivery team working in close coordination with Sanofi sponsors. This governance architecture **proved essential in securing coherence and sustained executive engagement.**

► The commitment

- The custom design process followed HEC Paris' structured methodology: stakeholder alignment and diagnostic, architectural design, validation through pilot delivery, continuous improvement between each cohort and strategic refinement prior to scaling.
- **The program design phase, critical for a successful pilot that delivers impactful learning, was extended to three months following HEC Paris' advice, securing architectural coherence. Sanofi endorsed this approach, prioritising rigor over rapid rollout.**
- Structured stakeholder interviews were conducted across executive and digital leadership teams to **surface strategic tensions and operational barriers**.
- The diagnostic phase revealed a structural constraint: transformation could not remain concentrated at the top of the organisation. Uneven levels of maturity and increasing operational complexity required broader mobilisation.

► Co-constructing transformative learning journeys – HEC Paris fully-customized approach in 3 steps

Dedicated academic & project resources

For every single custom project, we set up a dedicated team for you, devoted to ensuring its success from conception to execution. As a client, you are part of the team and fully involved at every step.



Dedicated Academic Director guaranteeing the achievement of targeted objectives. From conception to execution and post-program on-the-job implementation, he/she oversees the whole learning journey to ensure consistency and impact. His/her role also involves assembling and coordinating the pedagogical team.



Two-person Project Team for each cohort, in charge of all organizational and operational details. A high-touch approach.

01. BUILD



Iterative approach with the Academic Director to best adapt the program to the expectations

- Stakeholders' interview & consultation
- Design workshops
- Impact criteria definition

02. DELIVER



Immersive experience embarking participants into an inspiring learning journey, with focus on:

- Ensuring consistency of the learning journey and learning outcomes in line with the set objectives
- Fostering transposition to own business environment

03. IMPACT



Systematic approach to evaluate the overall satisfaction and assess the impact.

- Post-program feedback survey
- 6 to 9 months later follow-up survey (or 360° post-program assessment)

► The commitment

- The initial programme, Drive Digital, was therefore scoped for the Top 150 executives. While this created strong executive alignment, HEC Paris and Sanofi challenged the initial perimeter early on and **worked on a cascading approach to transform beyond the Top 150**.
- At that stage, Sanofi was working with another digital partner for the broader population. However, the alternative solution implemented for that wider audience achieved a 3% completion rate.
- Then in January 2024, Sanofi and HEC Paris jointly decided to expand the architecture to the Top 2,240 leaders through DriveDigital@Scale.
- **This marked a decisive shift from executive alignment to enterprise-wide ownership of data and AI accountability.**
- Over time, the collaboration matured into a structured strategic partnership grounded in complementary responsibilities. HEC Paris contributed methodological rigor, academic depth, digital learning architecture, and constructive challenge. Sanofi ensured sustained executive sponsorship initially through CEO Paul Hudson at the time and subsequently through CDO Emmanuel Frenehard. This endorsement proved critical in maintaining momentum and reinforcing accountability across the organisation.
- Through this joint commitment, both organisations created the structural conditions required to place leaders in the driver's seat of data and AI transformation, ensuring alignment, accountability, and sustained enterprise execution.

2022

Sanofi initiates an initial exploration with HEC to identify opportunities for digital innovation

2023

Sanofi & HEC Paris launch the DriveDigital pilot

2024

Scaling of the program to 2240 senior executives within Sanofi

2026

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

03

The L&D Initiative

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FROM STRATEGIC OBJECTIVES TO LEADERSHIP CAPABILITY

The transformation required leaders able to translate AI ambition into operational initiatives.

DriveDigital was therefore designed to:

Create

a shared
language on data
and AI

Enable

leaders to identify
strategic data and
AI use
opportunities

Support

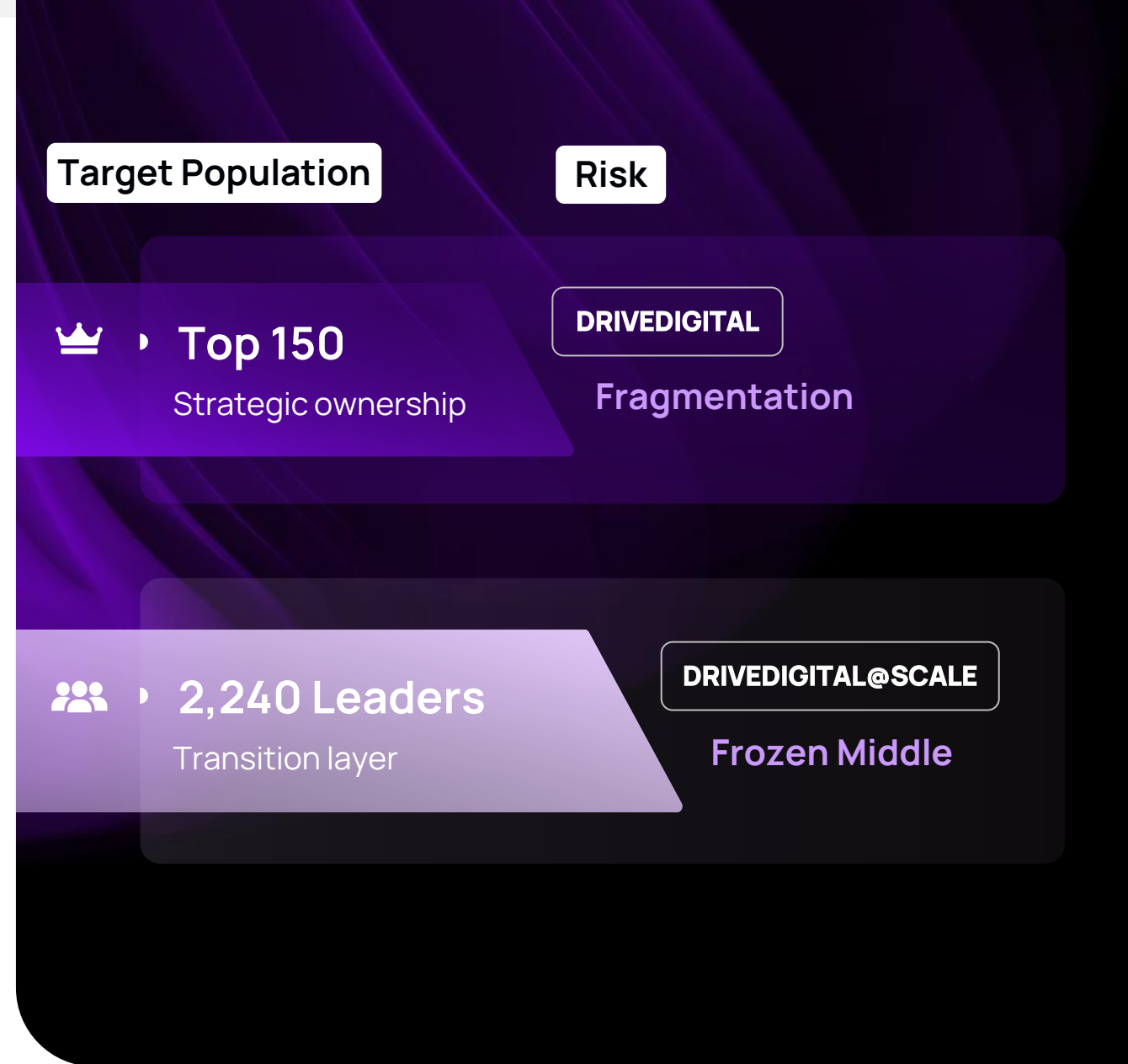
experimentation
and executive
sponsorship of
initiatives

The initiative positioned leaders as architects of data-driven transformation.

► The L&D initiative

01. DRIVEDIGITAL

- DriveDigital was designed as a structured leadership capability architecture aligned with Sanofi's data and AI transformation ambitions.
- Right from the start, a key risk shaped its design.
Without deliberate alignment, executive sponsorship could fragment and dilute across the organisation. The programme therefore evolved through disciplined sequencing, structured iteration, and progressive scaling to **anchor transformation at leadership level before diffusing enterprise-wide.**
- The **initiative began with the Top 150 executives through DriveDigital for Executives.** The idea was to first have a true mobilisation among Sanofi through an aligned executive sponsorship. Senior leaders needed to develop a shared language around data and AI, to clarify their responsibilities and their strategic views. The design interviews emphasized this need of alignment before operationalization:



► The L&D initiative

01. DRIVEDIGITAL

- HEC Paris and Sanofi designed first a **pilot**, with the first cohort functioning as a validation phase. The pilot aimed to test conceptual depth and clarity, balance on-the-job application, ensure sustainable weekly engagement, and integration with Sanofi's strategy. It also proved the efficiency of the online phase of simulated dialogue with a completion rate of 95%, successfully addressing the group's heterogeneous levels of awareness on data through adaptive learning.

- During this phase, **HEC Paris collected 50+ inputs across Sanofi's stakeholders** to improve the initiative for the rest of the cohorts: **although engagement was strong, alignment required necessary peer exchange and collective reinforcement**. This helped making key structural adjustments including:

- Formalising two hours of mandatory weekly learning supported by optional advanced modules
- Strengthening Sanofi integration through senior leader interventions and Digital Avengers contributions
- Elevating focus from isolated use cases to Value Theories and Minimal Viable Strategies

- The objective was to position Executives **as sponsors and architects of transformation rather than project operators**. The programme evolution followed staged improvement cycles, so each cohort experienced a progressively refined architecture aligned with Sanofi's transformation agenda.

Learning Architecture Stack

Three-tier framework : learning, application measurement



**Strategic
Canvas Workshop**
Executive Alignment

Learning



**Applied AI project
Leadership**
Translation into execution

Application



**Real Time Maturity
Dashboards**
Measurement & Accountability

Measurement

2019
D&AQ
baseline

2021
Executive
Ambition
accelerates

2022
Top 150
enabled

2024
Scaling
required

▶ The L&D initiative

01. DRIVEDIGITAL@SCALE

- Following the initial pilot cohort, the initiative was expanded in 2024, to reach by 2026, 2240 executives and senior leaders through **DriveDigital@Scale**.
- Sanofi's ambition required more than strategic intent; it also demanded sufficient operational capacity. **DriveDigital@Scale** was conceived to address this structural gap. The "*frozen Middle management*" constituted a critical bottleneck in the translation of strategy into execution. The scaling effort therefore sought to strengthen middle managers' capabilities to operationalize strategic priorities and systematically cascade ownership and accountability across organizational levels.
- Moreover, HEC Paris reinforced the architecture through structured face-to-face mobilisation moments **to accelerate leadership alignment around Sanofi's data and AI transformation priorities**. Leveraging the school's entrepreneurial ecosystem at Station F **to expose Sanofi leaders to emerging startups, technologies and innovations dynamics relevant to the healthcare sector**.
- These sessions combined conceptual reframing, exposure to health-tech start-ups, and cross-functional dialogue, offering participants highly-valued opportunities to share personal challenges and reflect on what they had already learned.
- Executives, who attended the training for Sanofi Top 150, joined HEC professors and experts to co-host high-impact sessions, anchored in Sanofi's organizational reality.*
- Beyond reinforcing learning, this residential seminar strengthened networking and embedded leadership in a broader entrepreneurial ecosystem. Participants increasingly recognised themselves as members of a transformation cohort.

* Julien Durand whom we interviewed for this case is one of the top executives who was part of the early cohorts and who subsequently participated as a facilitator.

- **Scaling the model and incorporating the Face to Face (F2F) events**
- The scaled model retained its core structure of six weeks of theoretical grounding followed by **six weeks of applied teamwork**, including guided ideation and executive jury sessions. Scaling required strengthened digital orchestration and governance coordination.

▶ Evolution: Deep to Scaled Model

Transition from intensive to efficient enablement approach

Executive Deep Enablement

- High-touch workshops
- Strategic canvas
- Intensive facilitation
- High value face to face time

→
lower
cost
per leader

Scaled Enablement Model

- Adaptive upskilling
- Digital pathways
- Real-time dashboards
- Reduced face to face
- Increased reach

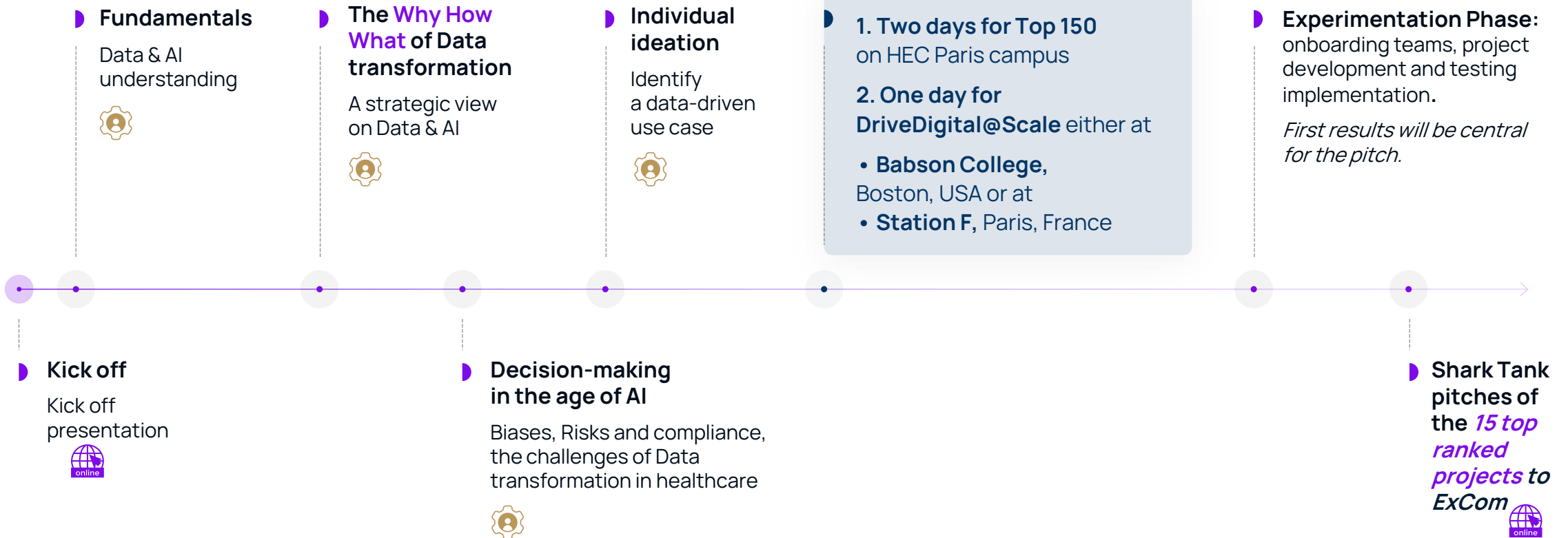
► The L&D initiative

Consolidated journey of the program with incorporation of continuous improvements

Self-paced adaptive learning

1-day Face-to-face bootcamp

Learn on-the-job



Self paced learning begins/ Complete by end of the week
~1.5 hr. mandatory + 0.5hrs optional



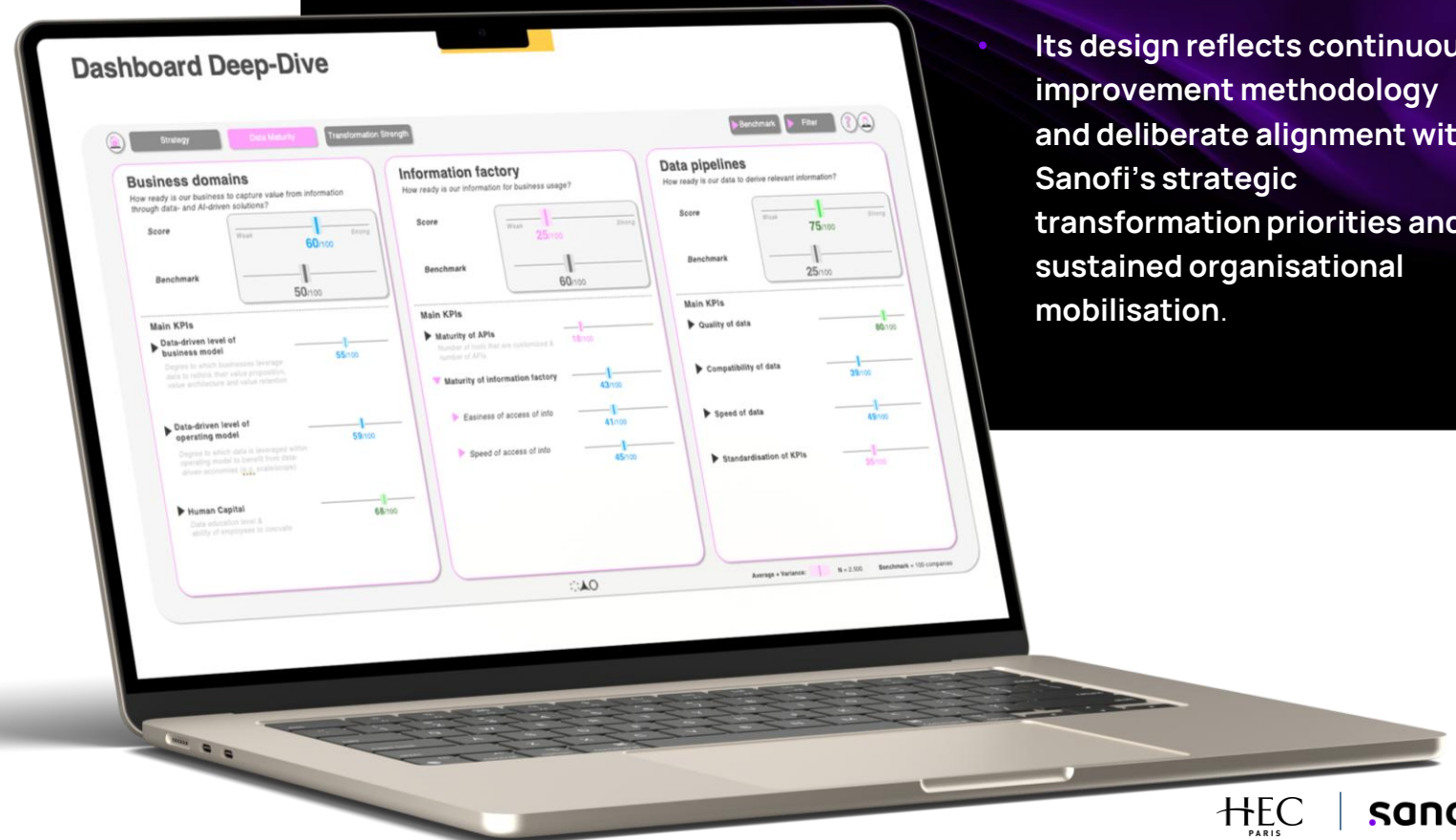
Online live

• The L&D initiative

- HEC Paris collaborated with OAO (a startup specialized in AI-powered transformation) to **deliver digital modules enabling scalable capability building across Sanofi's global leadership population**.
- The platform captured structured engagement data and provided real-time dashboards to monitor priorities, engagement patterns, and cohort evolution.
- This approach embedded AI-driven dialogue and learning analytics into the program architecture, strengthening data-driven leadership capabilities at scale.

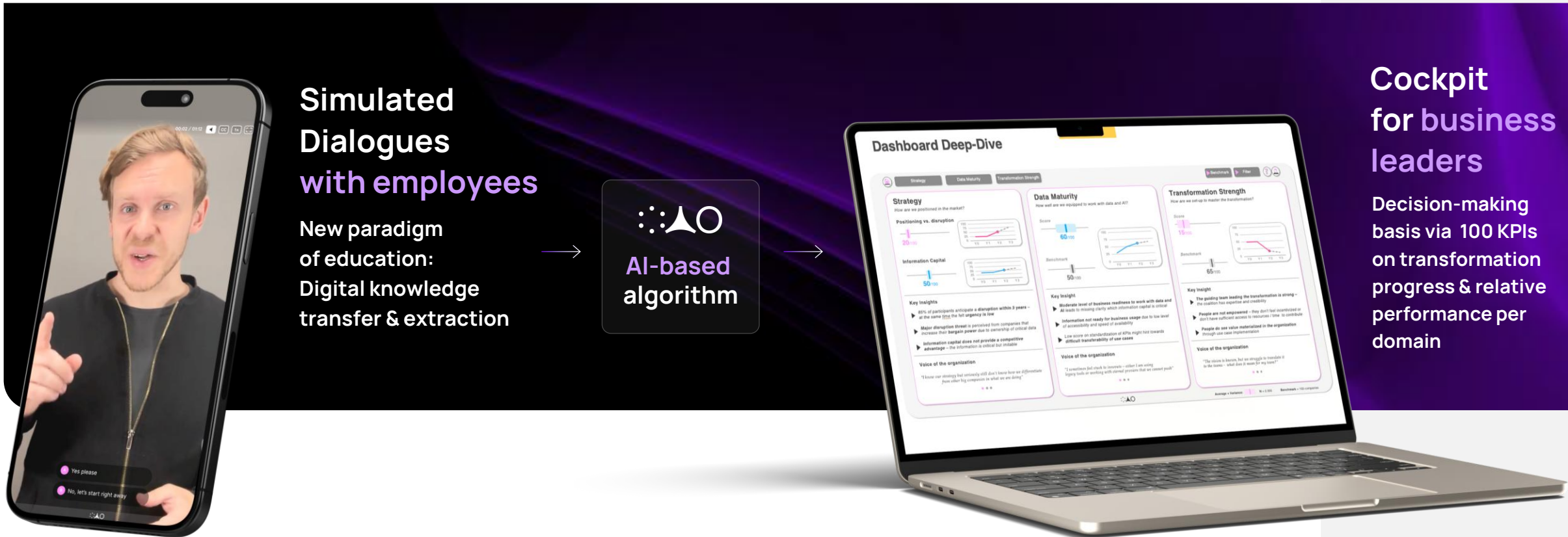
- Through executive anchoring, disciplined iteration, digital orchestration, structured scaling, and ecosystem reinforcement, DriveDigital **evolved from a learning intervention into a leadership platform**.
- The architecture integrates executive sponsorship, interactive digital learning, applied teamwork, governance analytics, and large-scale mobilisation mechanisms.

- Its design reflects continuous improvement methodology and deliberate alignment with **Sanofi's strategic transformation priorities and sustained organisational mobilisation**.



▶ The L&D initiative

The approach has 3 elements



04

The Impact

FROM LEADERSHIP CAPABILITY TO ENTERPRISE IMPACT

To assess the impact of the initiative, Sanofi and HEC Paris applied the 4-level Kirkpatrick model, linking leadership engagement to behavioural change and measurable business outcomes.

Kirkpatrick Level	Evidence in this case
Reaction	NPS 97 among senior leaders
Learning	Shared understanding of data strategy, AI governance and decision-making
Behaviour	224 AI use cases
Results	More than 90+ transformations decisions made & better alignment on the digital strategy amongst senior leaders

This framework illustrates how DriveDigital translated leadership capability into organisational transformation and business value.

► The impact

Bridging the gap between data experts and business leaders

- Business leaders gained the confidence and capabilities to articulate use cases, challenge and sponsor data and AI initiatives with clarity, reducing friction between technical experts and operational functions.

- The programme created a shared language and operational interface across hierarchies.

The pre-programme e-learning completion rate on the online core modules managed to jump

from 3% to 95%,

thanks to an adaptive online journey that fit a heterogeneous level of knowledge among executives

- The net promoter score **of 97%,**

signalled a strong perceived relevance among senior leaders and executives, which is a critical condition for behavioural adoption at executive level.

▸ The impact

Assumed accountability for strategic direction

- Executives were deliberately positioned “in the driver's seat”, with digital transformation being business-led rather than function-led only. Beyond knowledge acquisition, the programme reshaped executive posture toward data governance and AI strategy.

- **95%** of participants reported sustainable impact **on mindset**, indicating increased confidence in applying digital transformation concepts within their scope of responsibility.

- In addition, **+90** transformation decisions are already in motion **at top leadership level** : confirming translation from ideation into strategic commitment.

► The impact

Translated enterprise priorities into coordinated action

- Impact extended beyond individual leadership behaviours into more structured enterprise execution.

- The programme generated **224 use cases**, linking enterprise priorities with operational experimentation.

These initiatives moved beyond ideation, contributing to portfolio-level decisions and measurable financial impact.



Zoom on one Example :

- The Turing Project, emerged from the programme and supports commercial teams with AI-driven next-best-action recommendations. It is estimated to contribute €250 million in additional turnover in 2025, illustrating the programme's direct link to business performance.

- Just like Turing project, several Shark Tank-selected initiatives received multi-million-euro investment and are projected to generate multi-million sales uplifts, demonstrating how DriveDigital ideas translated into capital-backed enterprise growth.

► The impact

Building an ecosystem around Sanofi's Data & AI ambition

- **DriveDigital contributed to long-term capability architecture:**
with the methodology deployed, it defined a clear **scaling path of the programme**.
- The programme's face-to-face events at Sation F and Babson College enabled executives to engage directly with health-tech startups, explore emerging AI-driven business models and broaden their perception of innovation possibilities beyond internal constraints.
- In 2026, HEC Paris and Sanofi further strengthened their strategic partnership, creating new opportunities for collaboration across innovation, entrepreneurship, and talent development.

- **Sanofi and HEC Paris co-created a transformation architecture at scale.**

DriveDigital embedded new leadership behaviours, activated strategic decisions, and translated digital ambition into measurable enterprise impact.

What began as a programme became a catalyst for accelerated, sustained data-driven transformation embedded in Sanofi's plan.

► Testimonial from **Julien Durand** on the outcomes of the programme

“

For me, the programme acted as a kind of pump-priming mechanism. It sparked curiosity and gave leaders the fundamental building blocks to start engaging with AI.

One important impact was reducing the fear around AI.

People began to understand both the opportunities and the risks much more clearly.

We started to see leaders integrating AI and data much more deliberately into their strategies. Before that, AI sometimes appeared in strategy almost as a checkbox.

The work around the use cases encouraged leaders to start experimenting with AI in their own functions. It helped them move from talking about AI to identifying concrete applications in their areas.

Julien Durand

Senior Vice President Chief Ethics & Compliance Officer



05 Conclusions



FROM AMBITION TO ADOPTION

The initiative began with a central question:

How can leaders be placed in the driver's seat of data and AI transformation?

DriveDigital answered this challenge by *aligning leadership capability, experimentation and organisational scaling*.

Transformation lever	Outcomes
Leadership alignment	Top 150 executives mobilised through DriveDigital
Capability scaling	2240 leaders engaged through DriveDigital@Scale
Innovation pipeline	224 AI use cases identified
Strategic decisions	Several transformation initiatives launched
Business Value	AI initiatives to reach Sanofi's Business Purpose

DriveDigital transformed leadership development into a platform for enterprise AI adoption at scale.

What's next? SUSTAINING THE TRANSFORMATION

In 2026, the collaboration between Sanofi and HEC Paris continues to evolve beyond DriveDigital, strengthening a long-term partnership focused on leadership capability, innovation ecosystems, and the scaling of data-driven transformation across the organisation.

Initiative	Strategic role in the partnership	Business value for Sanofi
DriveDigital Alumni Refreshers Programme	Engagement for programme participants through refreshers, knowledge sharing and community building	Sustains leadership capability in data and AI and accelerates the diffusion of new practices
DriveDigital for Quality	Extension of the DriveDigital approach to the Global Quality organisation	Expands data-driven leadership practices to critical operational and regulatory domains
Innovation Collaboration expansion	Strengthening collaboration between Sanofi and HEC Paris, with innovation initiatives in development.	Reinforces Sanofi's position within leading innovation and entrepreneurship networks.

06

Appendices



▸ Verbatims* from participants on the programme

“

A rich journey into digital leadership, with a deep dive into AI and the opportunity to turn technology into concrete, innovative business ideas. It was challenging, intense, energizing, and stretching a few brain muscles

Head Digital Health & Partnering (China)

“

As a Senior Quality Leader, I'm energized to apply these digital transformation insights to enhance our quality processes and better serve patients.

Senior Quality Leader

“

This was an exceptional program delivered innovatively to participants across the globe with the goal of preparing Sanofi's senior leaders to drive the organization's digital and AI ambition

Immunology & Rare Disease Launch Lead

STRATEGIC TRANSFORMATION

BUSINESS IMPACT

INNOVATION

“

Big takeaway: AI is not just a Digital topic – it's a business-driven transformation. And that mindset shift changes everything.

SVP Head of Sanofi Global People Services

ACTIONNABLE
INSIGHTS

DIGITAL
STRATEGY “

LEADERSHIP
ENABLEMENT

“

This transformative journey equipped me with valuable skills to lead in our data and AI-driven future at Sanofi. The collaborative environment, strategic sessions, and hands-on approach created not just learning but actionable insights that continue to shape my leadership approach.

Global Corporate Affairs Head for Transplant & General Medicines

Key takeaways from this journey include advanced digital leadership frameworks for pharmaceutical innovation, strategic approaches to driver's digital transformation in global organizations, and cutting-edge insights on leveraging technology to enhance patient outcomes. I'm energized to apply these learnings as we continue to build Sanofi as an AI-driven company through digital excellence.

Global Franchise Strategic Projects Lead

*sourced from
LinkedIn

► Sanofi & HEC Program Governance Team



**Ryan
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*Global Head of Executive
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**Joanne
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**Emmanuel
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*Program Manager
for Custom Programs,*
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**Eunice
Lecona**

*Program Manager
for Custom Programs,*
HEC
PARIS

▸ HEC Paris' approach & track record

Our custom programs

Cutting-edge Insights

We leverage the latest academic research, offering 'state of the art' knowledge and insights into emerging trends, especially on data & AI, CSR & leadership, Innovation & entrepreneurship through HEC Paris research.



Tailor-made learning journeys

Your context, objectives and culture are unique. This is why we strive to co-design with you highly customized learning journeys to address your specific needs. A dedicated Academic Director for your programs ensures impactful learning.



Tangible impact and hands-on approach

Learning is only effective if applied in the workplace, thus triggering changes in leaders' behaviours and practices. Therefore, bespoke action-learning activities with on-the-job experimentations are the cornerstones of our learning journeys.



Our long-standing track record on key business topics

Digital transformation, Data & AI

- Self-paced adaptive learning with a 90% completion rate leveraging Adaptive Learning
- Encouraging innovation through case studies and individual ideation phases assessed by their peers
- Tangible outcomes through group projects mentored by alumni from previous cohorts or by sponsors



Leadership & innovation

- Program architecture focused on impact at scale, with 4 seniority levels following a similar transformation path tailored to their strategic / operational implication
- Innovation safari to get executives inspired, consider the bigger picture and be future-ready
- Anchoring learning through experimentation phases



Sustainable transformation strategy

- Diving with a cross-sectorial approach into the different challenges and disruptions that emerge with climate change and the scarcity of natural resources
- Supply chain decarbonization, Energy transition and exploring new business models to maintain profitability



We deliver over **100 custom programs a year** in partnership with **70 organizations**

HEC PARIS | **sanofi**

▸ The HEC Paris Ecosystem

SHARED VISION

We **IMPACT** business and society through research, education, and action, to contribute to a more inclusive, prosperous, and sustainable world



Research Centre on Artificial Intelligence, founded by two leading schools, HEC Paris and the Institut Polytechnique de Paris, to place Europe at the forefront of data and AI



Interdisciplinary institute at HEC Paris whose members study, teach and act around the **contemporary challenges** faced by organizations and how these organizations influence society.

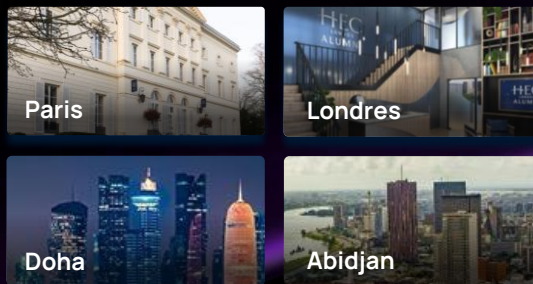


Centre focused on **entrepreneurship, and new technologies**, including a start-up incubator, an accelerator for social businesses and a creative destruction lab

Turning research into action through executive education



An institution of excellence, recognized worldwide leveraging **innovative learning methods** (ex: adaptive learning) to develop and support global managers and executives.



Global delivery capabilities via **four different campuses** and a large network of partner universities.



Strong **Alumni network** including C-level executives in various industries who can testify as experts and bring the insider's view on the trends and challenges shaping the business environment.



Focus on human beings for 23 years, through the creation of **HEC's Coaching School** with 75 experts and professors worldwide using their proprietary and rigorous teaching methods.



Thank you for reading our
case

From Vision to Adoption