

# Biopharmaceutical Company Cultivates Strong Leadership Bench and Increased Retention Rates with Vaya Group

## CHALLENGE

- [ The client needed to build a bench of talent at the emerging leader level to better handle critical role turnover.
- [ They desired to increase their employee retention rates in a highly competitive employment environment, which decreased during the pandemic.
- [ They needed an emerging leader program that was customizable to their organization.



## IDENTIFYING THE PROBLEM

The client shared with Vaya the desire for a customized assessment center that could better mirror their workplace. They shared what they had and what they would like to see in this new, custom approach. They sought an unbiased perspective on how best to proceed with program customization.

- [ The current program felt too stiff and static, especially with a new wave of learning and development leaders coming in.
- [ There was concern about whether the client was selecting the right talent based on the right merits for the program after several cycles. This started in 2015 when Vaya assisted with interviewing candidates for the program and providing unbiased insights. There was a desire for more input and consultation, leading to Vaya facilitating in 2018.
- [ The Assessment Center exercises needed revamping as participant performance suggested they knew the answers in advance yet were unable to explain how they got to the answers. The Assessment Center experience was redesigned for its fifth deployment to replace the original.

## EXECUTIVE SUMMARY

- [ Our client is a global biopharmaceutical company that has spent more than 35 years commercializing innovative medicines to treat life-threatening diseases.
- [ Values-based culture focused on integrity, inclusion, teamwork, accountability, and excellence is evident in all they do.
- [ Colleagues inspire and challenge each other to achieve ever-higher standards and accomplishments.

### INDUSTRY:

Biopharmaceutical

### APPROX. ORG SIZE:

14,000+

### US/INTERNATIONAL:

HQ in US

### REVENUE:

\$26 billion



## SOLUTION

Vaya aligned with the client to ensure they had a good sense of what talent sat on their succession bench and what skill gaps needed to be addressed to move them into leadership roles and ensure the company was positioned for the future. Vaya partnered with the CHRO and CEO to build out a practical talent solution plan that addressed their key needs of C-level succession, successor development, and external leadership candidate assessments.

- [ Success profiles were developed for all C-level roles to define what great looks like.
- [ The leaders and successors for each of these roles went through an assessment and put personalized development plans into action.
- [ Executive team sessions allowed for a discussion of collective strengths and gaps, and for candid and constructive feedback to be given to each other.
- [ Executive coaching with C-level and select successor candidates supported leadership development.
- [ Board presentation regarding succession book based on success profiles and objective assessment of talent.
- [ Ongoing rigorous assessment of external leadership candidates, including testing for cultural match, personality derailers, and candidate aspirations.



## RESULTS

Two years into our engagement, this client was acquired for \$16 billion, making it into the top 10 spirit companies. They shifted their focus toward the production and sales of higher-end spirits and increased their revenue by 11%, despite trends showing a down tick in alcohol consumption.

Although many ELT leaders left during the months after the acquisition, their succession work paid off and they were able to promote successors into the vacated positions. This led to less of a disruption for the business and the ability to fill vacancies internally which ultimately created organizational stability and prevented the loss of intellectual property.

### KEY OUTCOMES

- [ **Double-digit revenue growth from 2019-2021**
- [ **8 successors promoted to leadership roles such as CEO, CFO, CHRO, General Counsel, etc.**



Is your leadership team equipped to scale and achieve your strategic goals?

**SCHEDULE A  
FREE CONSULTATION**

 (630) 906-3046

 [INFO@VAYAPATH.COM](mailto:INFO@VAYAPATH.COM)

 [VAYAPATH.COM](http://VAYAPATH.COM)