



**Making
more
health**

THE MAGAZINE NO. 1

HOW EMPLOYEES ENGAGE FOR A BETTER WORLD

ABOUT CHALLENGES,
PASSIONS, IDEA KILLERS &
WHY GOATS MATTER





BECOME INSPIRED



DR. ANDREAS NEUMANN, MEMBER OF THE BOARD OF MANAGING DIRECTORS WITH RESPONSIBILITY FOR HUMAN RESOURCES, BOEHRINGER INGELHEIM

In the face of social and environmental challenges, and reflecting the Agenda 2030, many people and organizations from different social, political and governmental backgrounds are engaged to make the world a better place.

Making More Health is built on the belief that the most pressing and complex problems in health require a new collaborative approach between market-based companies, NGOs, public administration and other stakeholders. It requires business to partner with the social sector to co-create scalable and sustainable solutions that improve health care access for underserved communities while helping companies like Boehringer Ingelheim to prepare for the future. As such, Boehringer Ingelheim has embarked on a journey, under the umbrella of Making More Health, to explore and support the field-based activities of people around the world, known as social entrepreneurs. In partnership with Ashoka, the world's largest network of social entrepreneurs, and with our employees – infused with an intrapreneurial spirit – we seek to source and scale social innovations.

With this social intrapreneurship magazine, we share with you stories from our employees who act as social intrapreneurs and our partners. We reflect on how tangible experiences through disruptive leadership experiences in societal surroundings encourage our people to think and act differently.

We believe that giving employees the space to develop and deliver solutions beyond their daily activities can make a huge difference. Let's make the world a better one! We hope you enjoy and become inspired!

Andreas Neumann

Dr. Andreas Neumann
Member of the Board of Managing Directors

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THE MMH MOVEMENT: LEARNING OPPORTUNITIES



MANUELA PASTORE, GERMANY, MAKING MORE HEALTH, BOEHRINGER INGELHEIM

Boehringer Ingelheim, a leading, family-oriented healthcare company, and Ashoka, one of the world's largest networks of social innovators and entrepreneurs, have been working together since 2011 on the global Making More Health (MMH) initiative. MMH wants people, animals and their communities to have greater access to health-care. It strives to create this access by fostering an ecosystem of social entrepreneurial solutions for complex health challenges with the help of distinct, interconnected pillars for change: social innovation, change-maker talent, and social and business co-creation. Social entrepreneurship is key to this project, but so is the impact on the company itself. Here are some facts and figures on learning opportunities mentioned in this magazine that have leveraged social intrapreneurship:

23 Cross-functional teams applied

BAG 2 THE FUTURE CONTEST
In 2018, we launched an internal international contest to encourage our employees to act as social intrapreneurs and to engage with societal challenges. Out of the 23 cross-functional teams from nine different countries who applied, eight finalists started implementing their ideas in June: from a soap business in India to water shelters for homeless dogs in Mexico.

from **9** different countries

> 20 specific health trainings for self-help groups run by participants

2018 Opening up the Insights Week to managers from other companies

12 times hosted since 2015

95% stated that they never experienced a similar powerful leadership training

60% of participants engage in MMH projects/ events afterwards

MMH INSIGHTS WEEK
At the MMH Insights Week in rural India, our managers and leaders learn about the needs of marginalized populations in a challenging setting. They listen, experience, discuss and learn from NGOs, academia and health care... and they engage.

> 240 managers from different countries and functions have participated already

60% are Boehringer Ingelheim employees

87% of participants say they now understand the business case for partnering with a social entrepreneurs

8 courses completed to date with over 1000 participants from 43 countries

ONLINE SOCIAL INTRAPRENEURSHIP COURSE
Social intrapreneurship is a strategy for sparking and cultivating social innovation within institutions. Our six-week, interactive online learning environment connects Boehringer Ingelheim employees with health professionals and social innovators from around the world to teach them the basics of intrapreneurship.

99% of participants agreed the course increased their understanding of intrapreneurship and how to practice it

87% are inspired to apply their learnings to their daily business

93% of EIRs feel more confident to create social change after their placement

EXECUTIVE IN RESIDENCE (EIR)
Executives from Boehringer Ingelheim join social entrepreneurial organizations in the MMH and Ashoka network on site for social business projects lasting from two weeks to several months. Social entrepreneurs gain skilled executive talent, while executives can try out new business strategies in innovative work environments. Since 2011, 26 executives have completed placements in Argentina, Brazil, Canada, Germany, India, Ireland, Kenya, Spain, UK and the United States.

80% of EIRs agree that their project placement was a valuable professional development experience

100% of EIR alumni stated they would recommend the EIR program to a Boehringer Ingelheim colleague

▶ Learn about how starting small with a focus on social need can make big things happen, and other facts and figures about MMH, here: http://www.makingmorehealth.org/sites/default/files/MMH_Progress_Strategy_Report_2017_2018.pdf

A kindergarten teacher from rural South India participates in a digital training.



WHERE HEALTHY ENGAGEMENT ENCOUNTERS INNOVATIVE THINKING



BIRGIT QUINT, GERMANY, INTERNATIONAL HEALTHCARE INNOVATION MANAGER, BOEHRINGER INGELHEIM

In villages in the South Indian state of Tamil Nadu, families have to survive on just 50 cents a day. There is hardly any work. The farmers have sold their land to brick factories, but these have long since gone bankrupt or produce bricks by machine. Birgit Quint has visited these Indian villages twice to teach local businesswomen and teachers how to use a tablet PC.

As Healthcare Innovation Manager at Boehringer Ingelheim, Quint develops digital solutions that help identify an illness at an earlier stage or maintain a consistent course of treatment.

MAKING MORE HEALTH SUPPORTS PEOPLE WHO WANT TO MAKE THE WORLD A BETTER PLACE

“As part of the Leadership Week program, we spent a week in India at daycare centers, hospitals, markets and nursing homes,” Quint says. “We saw a number of Making More Health projects that we have been supporting since 2015 in partnership with a local nonprofit organization.”

The activities that many Boehringer Ingelheim employees are involved in also contribute to the company’s culture of innovation.

“There is no better model for learning how to deal with customers than to experience what these pioneers do every day,” says Manuela Pastore, head of the global Making More Health initiative and a project manager in India. “Non-profit organizations and NGOs find creative ways to accomplish a great deal with limited means.”

Quint and her colleagues also share their digital expertise with kindergarten teachers who advise mothers in India about immunizations, hygiene and healthy nutrition. “The teachers weigh the children, write the numbers out by hand and send them to the hospital responsible for their care,” says Quint. “It would be very helpful if they could collect and send the data digitally.” The centers have therefore been given tablets that they can link together. “We ordinarily work with doctors and pharmacists in a society that has everything,” says Quint, a biologist. The different reality of these villages makes the local partners very important.

And there are also certain benefits for her professional life: a network of MMH projects, the ability to manage with very limited resources, entrepreneurial thinking, and one very important lesson: “I’ve learned not to hastily jump in on the basis of my own assumptions,” she admits, “but to start with the people for whose sake we are doing what we do.”



TAILOR-MADE PHYSICAL ACTIVITIES



INTERVIEW WITH SYLVIE BRANCHE-LETINOIS, FRANCE, INTERNATIONAL PRODUCT MANAGER, BOEHRINGER INGELHEIM



Sylvie, how did you meet Siel Bleu (Ashoka Fellow)?

I met Siel Bleu at the Making More Health convention in October 2017 in Ingelheim. Siel Bleu presented a successful pilot initiated with Boehringer Ingelheim to assess the efficiency of a multimodal physical activity program for the quality of life of patients with IPF (Idiopathic pulmonary fibrosis) in Barcelona. Boehringer Ingelheim Spain has extended this partnership and runs it at a national level in seven towns.

Who is Siel Bleu?

Siel Bleu is an NGO based in France, Ireland and Germany. They have developed more than 30 activities for the elderly, people with disabilities, people who suffer chronic diseases and caregivers to improve general physical and psychological well-being through an integrated preventative care program.

What is your project with them?

We have combined our respective areas of expertise to develop a digital platform where patients with IPF can learn more about specific physical activities adapted to their disease, which they can do alone at home or together with a coach. Additionally, the platform contains an online community where the patients can meet and start an exchange with each other. This is especially helpful for people who suffer from IPF, since it is a rare disease and patients do not often have the chance to get in touch with others in their same position. Lots of other opportunities will also be possible in the future.

What are the benefits of this project?

For the patients: tailor-made physical activities for patients with IPF to improve their well-being.

For Siel Bleu: further development of their activities and first pilot for a digital patient platform.



Siel Bleu and MMH launched a preventive care program.

For Boehringer Ingelheim: establish partnership to develop global beyond-the-pill solutions for patients and show our commitment to bringing value to patients with a broader approach than just medicine.

What would you like to add?

I am grateful for the opportunity to participate in the MMH Insights India Week and the MMH

convention. Without having participated in these “out-of-the-box” experiences, none of this would have happened. The MMH convention was the catalyst for me to start being active; so many social entrepreneurs sharing their experience, passion and way of seeing the world from a different angle was a source of inspiration. And, of course, at the MMH conference I had the unique chance to meet Siel Bleu!



WHY AWARENESS TRAININGS ON GOAT HEALTH ARE IMPORTANT



DR. ELISABETH KAMPHUIS, GERMANY, ANIMAL HEALTH MANAGER, BOEHRINGER INGELHEIM



Boehringer Ingelheim employees donated 27 goats to a self-help group in a village and trained them about goat hygiene.



Goats are the main income source and thus one of the most important assets for self-help group women in rural India.

Elisabeth, could you outline what goat health training is and how it started?

The idea of a goat health training was born when we participated in the MMH innovation week in rural India and were given the task to prepare and run a training for village people by end of our program. Based on what we experienced in the villages, we identified a huge gap of basic knowledge on animal health hygiene. We developed simple practical and effective ways to educate smallholder farmers in rural parts on how to keep their goats healthy and well and run a first training in a village

Why is it that important to keep goats healthy?

In many parts of the world, goats are virtually the only livestock that people keep. They are more economically affordable, hardy and able to adapt well to harsh climates. Of the world's 450 million goats, approximately 95% are located in developing countries. By focusing on goats, you can help address the needs of many smallholder farmers in the developing world. By keeping their animals healthy and thereby improving the output from them in a sustainable way, they are able to take greater care of themselves and their families. This actually boils down to "there can be no health without wealth."

How did the training change your thinking?

It taught me that while the content itself is important, the broader context in which you deliver the training is just as important. When we conducted the goat health training, we organized ourselves to sit in a circle on plastic chairs. Midway through, it got hot. We decided



to switch to a shadier location in the village. As we were taking all the chairs with us, one of the women in the village suggested sitting on the ground instead, as is more customary. It was amazing how the whole feel of the training changed after that. We were sitting closer together, the atmosphere became much more relaxed and the interaction even more open. By changing the context, we were able to bridge cultural gaps and connect more effectively. Someone from the village even brought a young goat into the mix that allowed our veterinarians to use “show and tell” methods to share about goat health and disease prevention! This approach was completely unplanned, but it made a significant difference to the delivery of our training.

So how did your team decide to go on with the project?

Well, what the team learned and co-created during that week in India inspired everyone. We did not want to just stop what we started; we submitted a proposal to the MMH “Bag to the Future” competition and were selected as one of eight projects to be sponsored! Within the timeframe of one year, we aim to scale up our goat health training in other rural parts of South India. It is an ambitious project that we are doing on top of our usual responsibilities, but we are committed to following it through and exploring how we can make a further impact.

What are your plans in scaling up the training?

We want to increase the number of smallholder farmers we can reach as well as expand the content of our training. We are reaching out to local vets and agricultural institutions in South India, aiming to find partners to co-create with and help ensure the sustainability of the training. We are creating a simple booklet version to be translated in the local languages of Tamil and Malayalam, and ulti-



Boehringer Ingelheim employees are proud to become godparents of the young goats



mately plan to launch a digital version, which would include audio. The training topics will be disease prevention, goat husbandry and husbandry-related illnesses, as well as food safety, animal welfare and environmental impact.

What else do you want to achieve with the goat health training?

Apart from helping smallholder goat farmers to succeed in a sustainable way there is another objective in this project. Through this pilot experience, we learn and inspire other Boehringer Ingelheim employees to think outside of our normal boundaries and win a stronger sense of purpose and fun in their daily work. This helps us to consider strategically how and where we can contribute as animal health leaders in markets in which we may not traditionally operate in today. We have the resources and culture of innovation to make an impact, while we learn and share lessons along the way.

This village couple is proud to own several goats.



Opening Hours

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FLAVOR OF KENYA'S POTENTIAL



TUYET KHANH HAU, FRANCE, CORPORATE OPERATIONAL AUDITING MANAGER, BOEHRINGER INGELHEIM

In the Executive in Residence (EIR) program, colleagues can learn about cutting-edge innovations and revolutionary healthcare models through an unusual leadership development experience. An immersive pro bono experience makes full use of the executive's professional experience and even expands it, while giving them the chance to

make a lasting social impact by collaborating with some of the world's most innovative social entrepreneurs. Tuyet Hau, Corporate Internal Auditor at Boehringer Ingelheim Germany, completed the EIR program with Access Afya, a social entrepreneur of the MMH network who runs microclinics in the slums of Nairobi, Kenya.

Tuyet, how did you support Access Afya?

Access Afya provides quality care to low-income groups in the slums of Nairobi through a chain of microclinics and mobile health programs. During my six-week assignment with them, I used the knowledge and the expertise I gained from working at a global organization like ours to help them strengthen their processes and systems as well as implement a comprehensive audit checklist for better scale-up.

What challenged you the most during your EIR experience?

As I had never been to Kenya, the main challenge was getting used to a completely new working culture. Although I travel a lot in my personal life and for business, I dedicated a great deal of time and effort to learning about Kenyan culture, which was key. It influenced my views, my values and my hopes, so that when I worked with the Kenyan people and built relationships with them, I had a better understanding of their cultures. And yet, we still have much in common.

How did the experience impact you?

It was a huge opportunity to engage with small businesses and startups, understand their needs and find the best way for them to succeed in Kenya as well as in eastern Africa. My time at Access Afya also enhanced my visibility within the company and opened my eyes to other possibilities, which influenced my career path. I went beyond my daily work routine to achieve an impact on society that is sustainable and makes a difference.

How did your experience influence Boehringer Ingelheim as an organization?

EIR is a unique program where employees can help enhance the health situation in different parts of the world, working with social innovators and in direct contact with patients. I strongly recommend my colleagues go through this amazing experience, and I am proud to work for a company that takes care of the development of their workforce.



A microclinic in the slums – basic health care that makes a huge difference



Kibera – a slum in Nairobi, Kenya

SOMETHING TRULY GOOD HAPPENS



JEREMY KEELEY, UK, FACILITATOR OF OUR INSIGHTS WEEK

What coaching taught me about empowering intrapreneurship through disruptive leadership:

You arrived not long after I did. You were tired from the long flight. You were, I noticed, surprised by the warm welcome you received. You made your way hesitantly around to the dining room and joined a few of us for a cup of tea and a spicy snack. It was so much hotter than you expected. You settled in as others arrived and introduced themselves.

You participated eagerly in the exercises that formed our learning community. You struggled to understand the different volumes, intonations and accents of English amid the fans and the birds. You started to realize the extent of Making More Health with mixture of pride in what Boehringer Ingelheim was supporting and irritation at not knowing more about it. Part of you held on to your skepticism — is this good for the company? Am I really going to get something out of this week? How can I make a difference? Then you started to trust, and your curiosity grew.

You were profoundly touched by the children who greeted us in the village, by the teachers who do so much, by the basic necessities that seemed to be missing. You didn't know where you would be able to go to the toilet; you were slightly concerned about what you

were offered to eat and drink. Very little worked exactly as we had intended.

You worked long hours. You were up for yoga at 6:30 a.m. and on the terrace with the group after dinner working on your group project. Sometimes you snuck off to bed and tried to snatch some sleep in the relentless heat, only to be woken by the firecrackers that were used to frighten off the elephants.

You were exposed to leadership role models in the structured MMH organizers and fellow participants, the humble and patient NGO project managers, the passionate university scientist, the courageous HIV survivor, the dedicated young hospital superintendent, the quietly wise kindergarten teachers known as *anganwardi*, and many more.

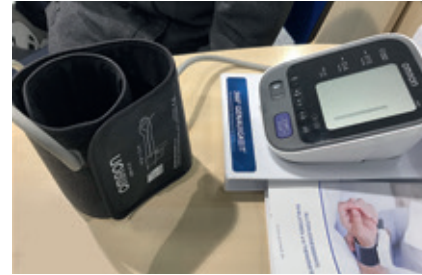
You were disrupted. You became much more aware of your values, your limiting thinking and your core purpose. You gave yourself a different perspective and the little complaints back at the office seemed less important.

Your pride in working for an organization that did something so in tune with its stated values grew. You challenged yourself to lead your teams differently. You changed habits, took initiative and made something truly good happen in the world around you.





A self-help group leader who participates regularly in our MMH trainings in rural South India.



people knew about their condition or about the serious complications of high blood pressure or how to obtain treatment – or, in fact, about cardiovascular diseases at all. Luckily, the NGO organizers can point them to the next clinic that can treat them.

The locals ask us to come into one of the huts to see an old, sick woman. She is dehydrated, with dry skin and swollen legs, and has suffered a stroke that left her right hand and leg paralyzed. Her blood pressure is high, and she obviously has heart failure. We recommend transferring her to a nearby hospital, but transport is an issue. Non-emergency transport is unavailable unless the village can afford to finance an expensive ride or if the local NGO supports it.

This situation opened our eyes, and ultimately the blood pressure screenings became the first step in establishing a structured educational program for tribal villages to prevent situations like this. This sparked the Health Community Worker Program in early 2017. With the help of Boehringer Ingelheim employees from all over the world, the local physicians in Kerala and the NGO, roughly 50 residents of tribal villages and the nearby city of Coimbatore have now received medical training through 12 structured modules on a variety of health topics over the past two years: from diabetes and hypertension to gynecological diseases and mental health issues. The long-term relationships between the tribes, local physicians and the NGO ensure these educational benefits continue.

DO YOU KNOW YOUR BLOOD PRESSURE?



FRANK KORNELY, GERMANY, INTERNATIONAL PRODUCT MANAGER, BOEHRINGER INGELHEIM & PROF. DR. MARTINA BRÜCKMANN, GERMANY, CLINICAL DEVELOPMENT MANAGER, BOEHRINGER INGELHEIM

It is a hot and humid day in December 2016 somewhere in Kerala, South India, as the whole village comes out of the shade of their huts to greet some new visitors: the two of us, a few former Making More Health participants, and representatives of a local NGO from the Karl Kübel Institute for Development Education in Coimbatore.

Today, our aim is to observe the health situation in South India and the community's knowledge of common medical issues. We start measuring the blood pressure of the villagers and identify several people, both young and old, with a systolic blood pressure close to 200 mmHg. Back in Germany we would consider this reading an emergency. However, none of the hypertensive



A training unit in the nice surroundings of the Karl Kübel Institute for Development Education, South India.



HOW AN INTERNAL CONTEST MAKES SOCIAL INTRAPRENEURSHIP HAPPEN

FABIOLA NEGRETE, MEXICO, VALIDATION MANAGER, BOEHRINGER INGELHEIM



Fabiola Negrete and her colleagues from Mexico submitted the idea of creating water shelters for homeless dogs in the MMH contest 2018, an internal call for social intrapreneurs to make change happen. She shared some thoughts and experiences of this journey:

Join in

For many years, we were never fully aware of the true potential for us, as employees of a big company, in becoming social intrapreneurs.

Making us aware of ...

... potable water distribution in Mexico City, aquifers exploitation and the fact that our city is on the "Day Zero" list.

... millions of street dogs that have been abandoned and the people who have created shelters to give them a home.

The idea

What would happen if social entrepreneurs helped match needs to strengths of other entrepreneurs and social projects? Dog shelters are generally built on big properties in areas not connected to the city's water system, but their setup is suitable for a rainwater collection system. In Mexico, the pet business grows by 200% annually. Could an adopted furry friend promote water harvesting systems?

Resonating

In spring 2018, our company launched a call for social intrapreneurship with the Bag 2 The Future competition. Three months later, we were one of the winning projects!

Listening and learning

MMH provided us with helpful tools, new ideas and a powerful question: What is the root cause of the abandonment of dogs in Mexico?

Challenges

Due to lacking communication with the first dog shelter we had selected, we had to restart our search and mitigate the risk of an unfinished project. While frustrating, this experience was a great opportunity to demonstrate our tenacity.



A team of MMH changemakers

Redirecting and adding up

In San Cristobal, we found a dog shelter with a bigger population of dogs, which gave us even greater opportunities to adopt. All our initial plans were discarded, and instead we learned the importance of simply listening, asking the right questions, and above all wanting to understand the real problem from the perspectives of those you are trying to help. The project grows with new ideas: a database, participation in dog events, adoption and awareness campaigns, donations and social media fundraisers.

A muscle!

Social entrepreneurship is like a muscle that needs to be exercised every day. Frustration is bound to happen — people dedicate a lot of time to the project, but doors may close and prompt some team members leave the project. However, that same team and the newly created network inspire others to take the next step forward. We promote rainwater harvesting and decrease the number of abandoned dogs in Mexico, but we are also flexing that muscle in other budding social intrapreneurs!



SO MUCH MORE THAN A PIECE OF SOAP

MANOLIS MITAKIS, GREECE, PUBLIC AFFAIRS/COMMUNICATIONS MANAGER, BOEHRINGER INGELHEIM



One day, Manolis Mitakis would like to go to back to Coimbatore in India and find the place transformed, where people are healthy and properly clothed. People who know the importance of washing their hands with soap — and who proudly sell their own soap.

Mitakis has already set up a soap production project in southern India. This is about so much more than the choice between lavender, rose or lemon: It's about hygiene as the first-line of defense against disease.

Poor but proud

Mitakis traveled to Coimbatore for the first time in the fall of 2017 as part of the Making More Health initiative (MMH). "I was immediately struck by the pride of the people there, despite their poverty," said Mitakis, who heads the communications team at Boehringer Ingelheim's Greek subsidiary.

Yet, as a pharmacist, Mitakis noticed something else, too: Many people walking around barefoot had athlete's foot. And they did not typically use soap for washing or cleaning agents for cleaning. "When we visited the hospital, I saw numerous patients with infectious diseases," he remembers.

Hand washing protects

According to a study by the World Health Organization (WHO), religious beliefs are one of the factors preventing many Indians from using soap. Animals, specifically cows, are revered in Hinduism, but many soaps contain animal fats. The second hurdle Mitakis identified was the cost of a bar of soap. "From our perspective, 30 cents is nothing. But most people in Coimbatore simply cannot afford it," he explains.

Inspired by elephants

And so Mitakis launched his soap manufacturing project. "The only way to make people 100% confident that their soap does not go against their religious convictions is if they make it themselves," he says. "They can be proud of their soap. They can sell it and even generate an income, while championing the hand-washing cause at the same time."

Mitakis and his fellow campaigners call their project "Elephants." In India, elephants are held in high esteem for their intelligence and revered in Hinduism in the form of the elephant god Ganesha. "We simply wanted to give soap some positive associations," he explains.

In November 2018, some Boehringer Ingelheim managers came again for a MMH leadership week. Proudly, women who had been trained by Mitakis showed off soap they had produced on their own and started to sell.



A soap production training at the Karl Kübel Institute for Development Education with self-help groups.

MORE HEALTH FOR UNTARGETED COMMUNITIES

KENDAL WHITLOCK, USA, BUSINESS INNOVATION MANAGER, BOEHRINGER INGELHEIM



Learning rehabilitation exercises.



Raising health awareness.

The invitation to meet social entrepreneurs of the Making More Health (MMH) network as well as global leaders and colleagues who have also participated in MMH activities was a turning point in my tenure with the company. It enabled me to think differently about serving the needs of patients while putting a spotlight on social need.

In my experience, our more than 90 MMH Fellows are true catalysts for change. Their different views on health challenges, their broadened network of unusual partners and the way they act has the potential to create a win for society, but also for social entrepreneurs, our employees and our company, all while expanding the company's talent pool. MMH is a vehicle that can help detect existing internal talent hidden in plain sight. It fosters goal-setting and self-directed learning and reinforces the culture of integrity in our actions. Furthermore, it places a focus on knowing and doing the right things (and doing them well).

When I heard about the social entrepreneur Noora Health, one of our MMH Fellows in India, I began to think about our own large Indian communities in the U.S. Through the MMH network, I have had the privilege of working with a cross-functional, multinational team representing North America, Canada and China on a digital diabetes pilot project. In collaboration with Advocate Lutheran General Hospital (Chicago, Illinois), this project addresses patients in the health-care ecosystem surrounding the South Asian Cardiovascular Center at Advocate — a population at a uniquely high risk for cardiovascular and metabolic diseases.

Through the MMH community, I have also helped develop content for a Community Health Worker self-help group in southern India. The program consists of twelve disease state modules including Q&As, disease state puzzles, role-play kits and interactive games. "Together with external partners, we help the women meet their own needs and help them become health-advocate leaders in their community," says Kendal. "MMH enriches Boehringer Ingelheim employees worldwide. The impact of MMH to the company lies in the MMH network of previously disparate stakeholders, who can now critically evaluate novel ideas at a more granular level of detail."



Relatives are caregivers. If they know more about health, then the patients will benefit a lot.



YES, WE CAN MAKE MORE HEALTH HAPPEN FOR ANIMALS & HUMAN BEINGS!

DR. DR. FREDRIK GRUENEFELDER, CH, RISK MANAGEMENT MANAGER, BOEHRINGER INGELHEIM & DR. ISABEL BUSCHULTE, GERMANY, GLOBAL COMPLIANCE MANAGER, BOEHRINGER INGELHEIM A WINNING TEAM OF THE MMH CONTEST „BAG 2 THE FUTURE“



Rabies vaccination project in Nepal

Nepal is known to most of us as a country in the Himalayas with the highest mountains in the world and very friendly people. I know Nepal well from my long-standing social activities there.

Nepal is also one of the poorest countries in the world and struggles with one of the worst human diseases: rabies. Almost 60,000 people die from rabies every year. 99% of human cases are caused by rabid dog bites. 40% of those bitten are children. Rabies is fatal for both animals and humans,

but it is entirely preventable by animal vaccination. And Boehringer Ingelheim has a potent rabies vaccine — Rabisin®.

The idea for our Making More Health (MMH) project was clear: to provide rabies vaccination of dogs, starting with a pilot in Kathmandu with the option to expand it to the whole country. Fredrik Gruenfelder, a veterinarian working in Global Pharmacovigilance, and I started planning our rabies project in May 2016.

We have two main objectives. Firstly, we aim to teach community members about rabies and prevention, including garbage handling and how to respond to a dog bite. Secondly, we aim to vaccinate dogs with experts and veterinarian students from the local college. Boehringer Ingelheim would provide the vaccine and education and vaccination teams would be set up by the Himalayan College of Agricultural Science and Technology (HICAST).

Within the company, both Human Pharma (HP) and Animal Health (AH) will be able to collaborate together in the project.

This MMH project is not only a wonderful opportunity for our company to get socially engaged, but it is also an opportunity for us on a personal level to learn how to set up and drive such projects. It is fantastic to see how much support we've received from colleagues from HP and AH.

One considerable challenge is trying to get all requirements and expectations aligned while working together with the local government as well as numerous internal and external stakeholders. The project has been a platform to learn how to respond quickly to unexpected changes and to remain optimistic even when new hurdles arise.

We continue to follow our idea enthusiastically because we believe in its success, and we have seen how much satisfaction comes from working cross-functionally and across countries and cultures.



Understanding the needs is the key.



Understanding infrastructural challenges often are key for the success of our projects.



Unforgettable smiles!

WHAT CONSTITUTES A LIFE WELL LIVED?

**MONIKA PIEROTH, GERMANY, CORPORATE OPERATIONAL
AUDITING MANAGER, BOEHRINGER INGELHEIM**



I grew up in the “divided city” — in West Berlin, as it was then called. Right next door was the German Democratic Republic (GDR, in German: DDR), with its many inequalities. Yes, inequalities also existed in the communist state. And so, at an early age I learned the importance of democracy, human dignity, equality, political diversity and solidarity. In 1985, when the Greenpeace ship Rainbow Warrior was bombed by French secret service agents, I had just completed my first few years in law school. Now I had a clear goal: I wanted to work for Greenpeace. I longed to be on a dinghy in the South Pacific, ready to throw myself between harpoon-wielding Russian whalers and their prey.

Let me say right away, the euphoria and idealism of my youth have faded, and I never risked my life to save the whales. But the basic idea remained: to do something in the hope of making a difference. Only the means and the motivation for action have changed. Whereas Greenpeace was still about confrontation, now what I do depends on listening and on understanding the problems at hand. Since 1990, I have tried to harmonize my career, my family life, my free time and the activities I undertake for society. I have always considered it important not just to make a financial contribution, but to actively do something. The smile on the face of a refugee who has successfully navigated Germany’s bureaucratic maze, or the joy of giving books to hundreds of children each year to strengthen their reading and writing skills, shows me that what I do is both necessary and meaningful. My own contribution is valuable and is put to good use. The results are visible, and this makes me happy.

It’s important to think about what really matters in life. What constitutes a life well lived? Is it health? Wealth? Status symbols? Professional success? Friendship and love? The answer to this question is very personal. It depends on each person’s talents, preferences and abilities. Knowing what a successful life looks like, and what should change, is only the first step. The challenge is to make this happen. To take the first steps, to set things in motion —even if it’s only in a small way. Boehringer Ingelheim gives its employees the space to do this, and the freedom to take responsibility.

For me, the time I spent with Making More Health in southern India was an opportunity to pause and reflect, and to be able to immerse myself in local needs. I became convinced of two things: First, change begins with listening and with genuine interest. And second, failing to make a change, because things are going reasonably well, often ends up creating the most problems.

What comes next: I’m now working with the MMH/Ashoka Fellow Thorsten Kiefer, supporting him with my network and my voice. Our goal is a world in which girls and women can manage their menstruation safely, without shame or discrimination. A woman menstruating should be as natural and unremarkable as a man growing a beard!

LOOKING FOR A WORK CULTURE THAT MAKES DIFFERENCE



**TANJA VERMEER, NETHERLANDS, HUMAN
RESOURCES MANAGER, BOEHRINGER INGELHEIM**

Creating and supporting social communities has been important to me for a long time. Before I joined Boehringer Ingelheim, I built schools in Malawi for children in isolated areas and for children that were born deaf. In my own neighborhood, I set up a sports club and sustainable clubhouse. When three people close to me died of cancer, we set up a cancer care center in Amsterdam with some friends.

In 2016 I joined Boehringer Ingelheim. The company culture was appealing, having a long-standing tradition of doing research and providing medication for patients and animals as well as building close relationships with people with unmet needs in underserved areas in the world.

I was invited to do an online program called Social Intrapreneurship for Innovation in Health in 2017. During this six-week course, I connected with health and business professionals from around the globe and learned how to create an impact using intrapreneurial strategies through self-directed learning.

During the program I once again began to think across the boundaries of my own role. There were wild and enthusiastic brainstorming sessions with colleagues from overseas. These may not have led to any concrete results, but when I spoke with the Country Managing Director later that year, I highlighted the possibility of engaging with the people in our city during our Value through Innovation Day and building relationships with external organizations to increase the social impact of our local affiliate. He responded enthusiastically right away and

supported the idea of setting up a project team from different disciplines—which we did.

The focus of our work is setting up social impact activities in Amsterdam. In parallel, the project team works together with people in the eight countries within our region that have already been involved in social impact activities over the past years. For next year we aim to have a shared and aligned approach for activities during the Value through Innovation day 2019 that correspond to Boehringer Ingelheim's sustainable development strategy. This will not only embolden local social entrepreneurs, but also build awareness in our international workforce and inspire us to be creative and think outside of the box. My personal aim in the work I do is to make our environment and society a connected place suitable for all species.

Innovation in health starts in our own offices. It affects how we think about the different questions we ask.



HOW STRONG IS YOUR CHANGEMAKER INSTINCT?



SABINE EMMERICH, GERMANY, MAKING MORE HEALTH, BOEHRINGER INGELHEIM

Isn't it terrible ...

... to have an idea that has flourished in your mind for a while, growing gradually into something feasible, affordable, somehow realistic. The more you evaluate it, the more it seems like the perfect idea! It is almost like safeguarding a treasure. You will eventually share with your peers, but just imagine them disregarding it. They might not even realize that they are making a big mistake, and believe they are smart for keeping you from making YOUR biggest mistake. Let us call them "idea killers".

These idea killers often come along with arguments such as "Oh, you know, this is a really good idea, BUT we have already tried it." A wolf in sheep's clothing. To make it even more credible from their perspective, they add something like: "We don't have the budget or even resources to develop that." Do not take it personally.

We find the most efficient and effective methods of killing ideas everywhere, even in our own heads! I really hate to say this, but you might be doing both — trying to defend your ideas while also killing the ideas of others.

Who or what is an idea killer?

An idea killer could be a person, a group or even

your own sub-consciousness constantly saying "no" to new ideas. There could be a thousand reasons to shun an idea. "Is this actually new?" "Is this just wishful thinking?" "It's not that easy." "We are not responsible for this." "It is too risky." But what is the real reason for saying "no" to a perfectly reasonable idea? Perhaps we are inherently adverse to new or innovative ideas or afraid of change. We might even be worried we cannot fulfill the potential of a new idea. So how can we recognize a potential idea killer within ourselves, and what can we do to change it?

How do you recognize the traits of an idea killer?

Do you find yourself saying "Yes, but..." a lot? Are you formulating your negative comments about the idea before the presentation of the idea is done? Do you actually understand the full potential of the idea before you make your counterargument? Do you feel a natural unwillingness to change? Are you jealous? Then you might just well be an idea killer.

No one wants to have the reputation of being an idea killer, and it is often unproductive to be one. If you recognize the traits of an idea killer in yourself, then have a closer look at your motives and ask yourself if they are truly relevant or helpful. But most of all, try to avoid using certain sentences that may kill a potentially brilliant idea:

ARE YOU A (SOCIAL) ENTRE-/INTRAPRENEUR?	0	1	2	3	4	5	6	7	8
	☹️								😊
1. CREATIVITY Do you constantly have new ideas and solutions in mind that you are willing to try out and implement?	0	1	2	3	4	5	6	7	8
2. CURIOSITY Are you motivated to learn about the details, and do you ask critical questions to challenge and improve ideas?	0	1	2	3	4	5	6	7	8
3. OPEN-MINDED Do you like trying new things, and are you able to rid yourself of your usual behaviors in a "mentally unbiased" way?	0	1	2	3	4	5	6	7	8
4. PROBLEM SOLVING Are you able to structure solutions to complex problems?	0	1	2	3	4	5	6	7	8
5. AGILITY Do you feel happy and challenged being a top performer, and do you gain positive energy out of it?	0	1	2	3	4	5	6	7	8
6. NETWORKING Do you know a lot of people and feel inspired by their new ideas? Do you learn about trends before others do?	0	1	2	3	4	5	6	7	8
7. PERSISTENCE Are you resistant to criticism or even able to turn it into a positive contribution to improve your ideas?	0	1	2	3	4	5	6	7	8
8. RISK TAKING Do you keep calm in heated situations, even when others are panicking?	0	1	2	3	4	5	6	7	8
9. FLEXIBILITY Can you stand things changing from one moment to the next, forcing you to act completely different from how you expected?	0	1	2	3	4	5	6	7	8
10. INNOVATION Are you crazy enough to come up with new ideas and stand your ground against idea-killing arguments?	0	1	2	3	4	5	6	7	8
11. IDEA KILLER Are you supporting new ideas, even if you are not the owner of the idea, instead of constantly coming up with destroying arguments against new ideas?	0	1	2	3	4	5	6	7	8



Answer the questions on the right side as spontaneously as possible, and find out if you are a visionary, entrepreneur, administrator or a doer. Solution on page 36.



Making More Health convention 2017

LEARN MORE ONLINE ABOUT SOCIAL INTRAPRENEURSHIP



INTERVIEW WITH YELEKA BARRETT, USA, CORPORATE ALLIANCES MANAGER, ASHOKA/MMH PARTNERSHIP

What is the social intrapreneurship course that you offer under the Making More Health initiative?

It's a six-week online course connecting a global community of health and business professionals from across the private, public and non-profit sectors. Participants learn to create a social and business impact using intrapreneurial strategies. Discussion forums, journal articles, videos, case

studies and live discussions with experts are part of it. The participants learn how to drive new ideas that link social needs to business and vice versa. Participants are encouraged to build their allies one by one, to develop a team around them while aligning their ideas with key priorities. It's about networking and ways of implementing ideas.

How many people have participated so far?

Established in 2014, the course has engaged more than 1,000 participants, including over 600 Boehringer Ingelheim employees. However, we invite stakeholders beyond the MMH networks to participate, learn and engage. The course is offered twice per year.

Can you give an example of the course's impact?

The participants are given the skill to identify challenges, develop solutions and bring forward new ideas within their institutions. One Boehringer Ingelheim employee, Mý Dang, saw how the ideas and practices of Ashoka and MMH Fellow organization Noora Health could be combined to develop a new non-pharma product aligned with Boehringer's "beyond the pill" mandate. Mý recognized the challenges of communication and cultural contexts that families can face when receiving care instructions

from medical professionals for important medical diagnoses. Mý's initiative has resulted in new community services and potential business opportunities for Boehringer Ingelheim.

What does the course aim to achieve?

Social intrapreneurs are part of a complex ecosystem of players and systems inside a company. Intrapreneurs need to be innovative within existing systems and create holistic solutions. Our course helps Boehringer employees do just that.

▶ With new examples of intrapreneurship emerging from the Making More Health partnership every day, this course promises to continue to evolve in sophistication and content.

Learn more: <https://www.ashoka.org/en/program/social-intrapreneurship-innovation-health-course>



THE TRUE MEANING OF BEING AN INTRAPRENEUR

SABINE EMMERICH, GERMANY, MAKING MORE HEALTH, BOEHRINGER INGELHEIM

“Carrying out innovation is the only function which is fundamental in history.”

Joseph Alois Schumpeter (1883-1950)

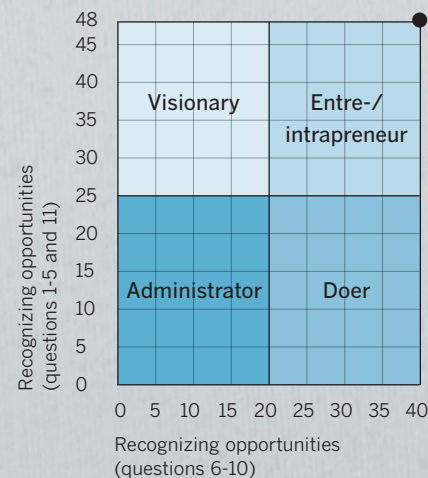
What are the core traits of a social entrepreneur or intrapreneur, an entrepreneur inside an organization? They generate innovative ideas, develop concepts and find solutions. They are creative, curious, open minded and able to solve problems. They have huge networks, and, of course, they are visionaries with a broader horizon than others are. And most of all: They turn an innovative idea into a

prototype of a product, process or business model. They are “doers” with high motivation for performance, strong leadership capabilities, persistence, willingness to take risks, flexibility in finding the best practices, and the know-how to consider the right methods and instruments. An entrepreneur is a visionary and a doer in one person.

Are you a visionary, entrepreneur, administrator or doer?

Follow the directions and cross off of your selections.

1. Add up your scores from questions 1 through 5 and 11, which affects the category “enforcing opportunities”. (Total max = 48).
2. Add up your scores from questions 6 through 10, which affects the category “recognizing opportunities”. (Total max = 40).
3. Finally fill both numbers into the matrix and see what type of person you are. (Max = ●)



Scan this code to get more insights and details about the different characteristics in the quiz (also see pages 32-33).

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