

A close-up photograph of a woman and a young child. The woman, on the right, has a colorful headwrap and a patterned shirt. The child, on the left, has white hair and skin conditions. The background is blurred.

**Making  
more  
health**

THE MAGAZINE NO. 2

**SOCIAL INTRAPRENEURSHIP  
ENERGIZING EACH OTHER**

**OUR EMPLOYEES MAKE CHANGE HAPPEN**



# ECOSYSTEM APPROACH – WHY SOCIAL INTRAPRENEURS PLAY AN IMPORTANT ROLE



**MEDARD SCHOENMAECKERS, GLOBAL HEAD  
COMMUNICATIONS & PUBLIC AFFAIRS, GERMANY**

## EMPLOYEES WHO CARE AND 10 YEARS OF MAKING MORE HEALTH

This year we celebrate 10 years of Making More Health, a true milestone. We are proud to see how our initiative has grown to become an impactful program that has helped so many.

The secret of the success of Making More Health (MMH) is undoubtedly the engagement of our employees who have contributed in large numbers and with great passion as social intrapreneurs.

Nearly fifty Executives in Residence have helped social entrepreneurs in our MMH network to develop their activities. Hundreds of employees have engaged locally with our partners and invested personal time and effort in international projects in Kenya and India. They developed training materials, shared their expertise, contributed to workshops or as ambassadors for MMH.

Boehringer Ingelheim colleagues organized trainings on health, on income generation, on inclusion and many other urgent and challenging topics, far away from the office, out of their comfort zone. They positively impacted thousands of people's lives. Through our annual Bag2TheFuture competition seventeen national and international teams from different parts of the organization are now working on their own social intrapreneurial projects, to create win-win solutions for society, for our MMH partners and for the wider Boehringer Ingelheim community.

In this second edition of our magazine, we again have many stories from our employees to share. Stories about the support we could offer during the COVID-19 pandemic to people in Kenya and India. Stories about how we engaged with communities living with albinism. Stories that explain how social entrepreneurs and social intrapreneurs benefit from each other and how MMH has inspired many to pursue their innovative ideas.

Under the Making More Health umbrella these great social intrapreneurs have one important trait in common: They take a stand for something that matters and do whatever it takes to support the development of the communities we are active in. Do join us on our Making More Health journey. You will find it an enormously fulfilling experience that goes to the heart of our company culture.

Medard Schoenmaeckers,  
Global Head Communications + Public Affairs, Germany



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# SOCIAL INTRAPRENEURSHIP AT A GLANCE



**MANUELA PASTORE, MAKING MORE HEALTH, BOEHRINGER INGELHEIM, GERMANY**

Around the world, communities, governments and international/national organizations are calling for more collaboration between the public and the private sectors to enable change. Striving for positive change should be the task for all. Co-creating and collaboration even beyond traditional borders is becoming one of the biggest change making elements in this century.

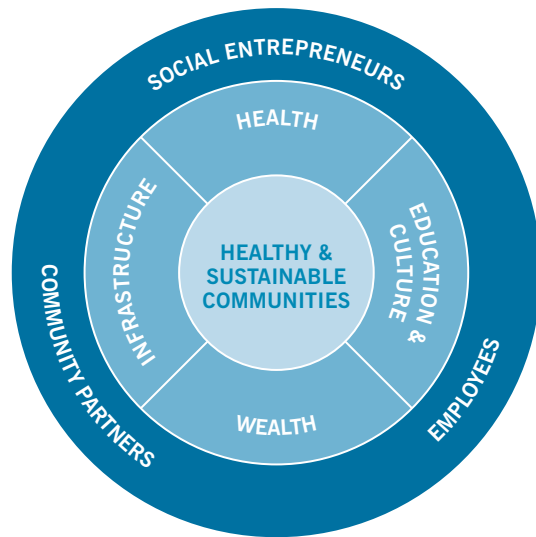
## WHAT DO WE DO AT MMH?

The MMH ecosystem approach reflects the different factors/areas where we engage – this includes a large number of our employees who dedicate their time and expertise to make impact happen in the communities we are working with. It is about connecting the diffe-

rent activities and actors. More health depends not just on health awareness and specific training sessions, but depends on the whole system our communities live in. It depends on the local environment, on infrastructures, on education and values, too. To be able to create the biggest impact we need to develop complex solutions – by combining our efforts and involving internal and external partners. A large contribution comes also from our employees who make a real difference and contribute in impactful and sustainable ways to the Making More Health ecosystem approach! With expert workshops, “training sessions on the ground,” project support, donations and with networking.

## THE ECOSYSTEM THEORY – HOW IT SOUNDS “ON THE GROUND.”

**A WOMEN FROM BUNGOMA COUNTY, KENYA, SAYS:** “When I wake up in the morning I fetch water from a 2 km distance. The water holes are dirty and unsafe. We have not enough wood to boil always the water. My children are often sick. I cannot even cook every day a nutritious meal. When they go to school, they get some food there. But at the moment schools are closed. We have also some animals, but they do not give a lot of milk. My mother is sick. She cannot go to the doctor. We have no money. With the COVID-19 crises, also the informal jobs are gone. It will become even difficult to go to the market; we have no vehicle anymore.”



### HOW SOCIAL INTRAPRENEURS ENGAGE IN COMMUNITIES:

- |   |  |  |
|---|--|--|
| <p><b>Employees</b></p> <ul style="list-style-type: none"> <li>&gt; Create awareness material on safety and hygiene for schools</li> <li>&gt; Run health and hygiene training sessions</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Teach how to make soap and how to market it the best</li> <li>&gt; Help with donations to make the water holes safer and to repair houses</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Share knowledge on basic business and marketing</li> <li>&gt; Help with digital knowledge and devices ...</li> </ul> |
|---|--|--|

## SOME FACTS & FIGURES AROUND SOCIAL INTRAPRENEURSHIP UNDER THE UMBRELLA OF MMH ...

**42** Executives in Residence supported social enterprises in **16** countries

**16** cross-functional teams from international background engage **> 12** months in the Bag2TheFuture contest to tackle societal issues

Nearly **1700** participants participated in the online course social intrapreneurship in health innovation

More than **350** employees participated in the MMH Insights weeks in India and Kenya and trained people on-site

### WHAT ARE THE SUCCESS FACTORS WHEN IT COMES TO SOCIAL INTRAPRENEURSHIP?

ASK DIFFERENT QUESTIONS! QUESTIONS WHICH NORMALLY ARE NOT PART OF THE SYSTEM OR SCIENTIFIC/BUSINESS WORLD.

LEAVE YOUR COMFORT ZONE – DECIDE THE DIRECTION!

FOCUS ON RELATIONAL ENTITIES. BUILD NETWORKS TO COMMUNITIES. SOLUTION MAKERS MAY COME FROM OUR NETWORK, BUT ALSO FROM OTHER (LOCAL) ORGANIZATIONS AND OTHER SECTORS.

ENGAGE WITH COMMUNITIES AND PATIENTS. MAKE THEM PART “OWNERS” OF WHAT YOU DO.

START SMALL, GROW BIG!

THINK BEYOND EXISTING PROCESSES AND STRUCTURES – CHANGE AND INNOVATION IS OFTEN NOT PART OF YOUR JOB DESCRIPTION. IF THERE IS NO WAY, BUT THERE IS A NEED, THEN CREATE A WAY.

FRUGAL INNOVATION AND “GOOD ENOUGH SOLUTIONS” INSTEAD OF “BEST SOLUTIONS.”

CREATIVITY IS ABOUT IDEAS, INNOVATION IS ABOUT IMPLEMENTATION.

DOING DIFFERENT THINGS, DOING THINGS DIFFERENTLY.

... IN THIS MAGAZINE YOU FIND A LOT OF EXAMPLES ON HOW SOCIAL INTRAPRENEURS ENGAGE.

## MADE TO SHINE

**JANE WHAITHERA, LEAD OF POSITIVE EXPOSURE, KENYA; MANUELA PASTORE, LEAD OF MMH, GERMANY; CHRISANTUS BARASA ONGULO, LEAD OF GAASP, KENYA**



**HOW THE ENGAGEMENT FOR PEOPLE WITH ALBINISM LED TO THE CREATION OF THE MAKING MORE HEALTH HEADQUARTERS OF CHANGE IN WESTERN KENYA.**



MMH sponsored the „Climb to the Kilimanjaro“, an activity organized by Jane Waitthera to raise more awareness on the topic of albinism.

In 2017, I heard about the topic of albinism in East Africa for the first time from Jane. I was shocked. I did not know that the number of people with albinism was that high and that they often live close to the poverty line, are socially excluded by the local communities and their families, and are often victims of violence, superstition and cruel behaviors.

Jane Waitthera, a young social entrepreneur with albinism, founded and leads Positive Exposure, an NGO in Nairobi that promotes human dignity, respect and acceptance for people with albinism and their relations



Albinism awareness event in Nairobi, Kenya.

by improving their lives and changing public perceptions on albinism.

With a workshop on albinism in Africa in Ingelheim and the active support of Making More Health (MMH) for the albinism awareness campaign “Climb to the Kilimanjaro,” we started to collaborate. We built the “Albinism and I” website (<https://be-in-be-you.org/>). This website helps teachers, midwives and families understand what albinism means, disprove myths and share information about what can be done to make life easier for people with albinism. After getting the content online, we focused a lot on sharing the information. For example, we hosted a huge series of webinars, celebrated International Albinism Awareness Day under the motto of “Made to shine,” published the magazine “Albinism & I,” and hosted face-to-face events with people with albinism and their families.

### WHEN THE START IS DONE...

In October 2019, when we started our MMH activities in Webuye, Western Kenya, I asked our social worker from our local partner organization about local people with albinism living in Webuye. The same afternoon, I met three of them. A 28-year-old single mother of three children told me: **“I have been raped three times. My house door is broken. My home is not safe. In the morning, I try to buy tomatoes for 20 KES (Kenyan shilling) and to sell them for 50 KES. That's our income.”**

They all share terrible stories about myths that having sex with a person with albinism can cure AIDS or that a charm or potion made from the body parts of a person with albinism has magical powers – bringing its owner wealth, success and good luck.

### AN INHUMAN ISSUE THAT NEEDS TO BE CHANGED. FROM LOSERS TO WINNERS.

In November 2019, we rented the MMH house and invited people with albinism to come for regular meetings to build a community. Already six months



People with albinism build the desks for our MMH school in Webuye.

later, more than 130 families meet regularly for health training sessions, income generation activities and community support. This is not enough. We want to



Meeting people with albinism in Webuye – the starting point of our programs in Western Kenya.



People with albinism produce soap at MMH house.

see them winning, see them being people who actively create and participate in life, not just consuming and depending on others.

The first job they did was producing the school desks for the MMH School, which we are building at the same location for 750 students. They had some people among them who had the right expertise. So, why buy them somewhere else?

As Chris, the local social worker, explained to me: **“There are a lot of helping hands to have everything ready for the inauguration of our MMH School. This is a double win. All people here are proud to contribute to the new school. They feel needed and proud. And they get paid – for many it is the first time in their life.”**

### THE BIG CHANGE CAME WITH THE COVID-19 CRISES.

It was the people with albinism who, based on the training sessions, knew how to produce soaps for their own communities, but also for neighbors, Boda Boda drivers (taxi drivers on motorcycles) and for the elderly in the town and surroundings of Webuye. They did not just distribute soap; they also started to teach others about hygiene and distributed food kits. The health training sessions we had previously done paid off well. The image of people with albinism started to change in the minds of the people around them in a very positive way. The people of Webuye appreciated the support, opened their doors and were very happy to benefit from the lessons and materials they got from the people with albinism. This is even more notable because in other parts of Kenya coronavirus has led to extreme negative perceptions of people with albinism and the violence against them has grown.

With this success, the people with albinism started to think about additional opportunities to create more income sustainably. For example, they could start farming or raising poultry, but the owner of the house we rented did not allow this. Now we have bought a piece of land with two older buildings. The land offers many opportunities. There will be a meetinghouse and an “income generation” house where soap, tailored items, sun screen and other items will be produced. Twelve people with albinism are coming every day to repair the houses and to construct the missing facilities, such as sanitation blocks, cooking places and storage rooms – without any salary. Based on the past success they have experienced, they believe that their dream can become a reality – a sustainable place for people who want to learn, teach, earn money and support others. That is system changing. And the next steps for MMH?



People with albinism are interviewed in Webuye by local media.

### IT'S THE FOUNDATION OF THE 'MMH CENTER FOR COMMUNITIES' IN WESTERN KENYA.

All this happened in such a short period of time and with only a little money. Jane, Chris and MMH just put our efforts together. We got support from the Last Mile team, who runs regular sessions on animal health with the farmers from the surrounding area and with people with albinism. We started a huge water disinfection project together with our colleagues from Environment, Health and Safety, and the social enterprise Helioz from Austria. We are also planning more income generation activities. The training sessions will not be limited to production only, but will cover the whole chain from production to marketing, logistics to sales. Some Boehringer Ingelheim colleagues already committed to teaching about business skills and making soap and sun screen – they will start as soon as possible. There are ideas for farming and some animal health projects as well.

We have worked on a very useful information folder on albinism with information for teachers and NGOs that we distribute actively, even beyond Kenyan borders. We have shared all materials for free to everyone on the my.makingmorehealth (<https://bit.ly/3h9hTZJ>) website – materials that tackle specific albinism issues, but also topics such as nutrition, safety, income generation and noncommunicable disease prevention.

Jane, Chris and our Afrika Kommt! student Fauzia on the MMH team will run three workshop sessions in Webuye soon with school headmasters and local influencers in the whole county to raise even more awareness on albinism.



Chris, our local social worker, informs parents and teachers about albinism.

Chris has developed from a social worker into a social entrepreneurial leader on the ground, leading the NGO GAASP (global aging albinism support program).

### JANE – OUR NEW MMH FELLOW?

I met her as the founder and leader of a powerful NGO engaging people with albinism a few years back. We started to co-create on small activities – and ended up with something that we could never have imagined and we still wonder where all this will lead us. We co-created many activities with Positive Exposure and the national people with albinism network, we collaborated during the MMH Insights leadership weeks with our managers, and we have run together projects in Webuye.

Jane is now a promising Ashoka fellow candidate. She gave me a call and was so happy to tell me that she has passed two Ashoka interviews in the selection process. Just one more is missing. We're crossing our fingers that she will make it. Her engagement on the ground, but also at a higher level with politicians and human rights advocates in Kenya and beyond is simply amazing.

We will continue to make change happen together and hopefully achieve a lot more. With a lot of passion and a big vision in mind – that one day people with albinism will not suffer any more and become part of the society, that they will be able to take their life in their own hands. As Jane says: people with albinism are “made to shine.”



# WE CARE. HOW SEEMINGLY SMALL IDEAS CAN HAVE A BIG IMPACT

**DR. STEFAN HERRMANN, QUALITY ASSURANCE SOLIDS; GERDI ELBERT & STEFAN BORNSCHEIN, WASTE MANAGEMENT CENTER, GERMANY**



Many of our employees are on the ground in India and Kenya, working on a variety of projects and measures with (MMH) and local NGOs. Boehringer Ingelheim sites all over the world are home to more and more social intrapreneurs, who contribute their ideas and dedicate themselves to implementing projects as well as supporting other MMH projects.

Dr. Stefan Herrmann, Quality Assurance Solids Germany, and Gerdi Elbert and Stefan Bornschein, Waste Management Center at Boehringer Ingelheim in Germany, developed an idea together that has a two-fold benefit.

Starting in 2018, red plastic boxes replaced fiber drums for transporting medicinal products. Dr. Stefan Herrmann initiated the switch, since the round fiber drums, which are made of plywood, no longer offered adequate protection for the medicinal products. The red boxes, on the other hand, are sturdy and stackable, and they are collected at the disposal center after delivery. In collaboration with other departments within the company, these boxes have been gathered up and then given to employees who made a donation.

The idea promoted cross-departmental engagement, as many of our colleagues jumped in to help clean the boxes, organize logistics, and coordinate their distribution.

This campaign began in Ingelheim in spring 2019 and has since spread across Germany, and it's especially popular at the Biberach site. These practical boxes can be used for any number of purposes in any household, and the donated funds go toward urgent MMH projects.

The donations made it possible to provide aid to project partners and NGOs in India and Africa without any red tape at the start of the COVID-19 crisis. Urgent support continues to be needed here. The pandemic caused the global economy to crash in March 2020, directly impacting the local economies and leaving many people without access to staple foods. Within days, the infrastructures in these regions, already functioning poorly, crumbled, causing nearly insurmountable problems. The situation in Kenya is particularly critical in the wake of the flooding that had hit huge swaths of the country before COVID-19. In those places where the line between poverty and starvation is a thin one, this pandemic is a catastrophe.

The employee donations that MMH had initially intended to invest in additional hygiene measures related to COVID-19 in Kenya were also used to help pay for repairs, necessary equipment, and basic services including food and clean drinking water. NGOs in India began producing masks to distribute locally. Women in our self-help groups are able to perform this work at home, securing a small income for their families.

The red boxes from our social intrapreneurs in Ingelheim exemplify what engagement can do and how even seemingly small ideas can have a big impact.

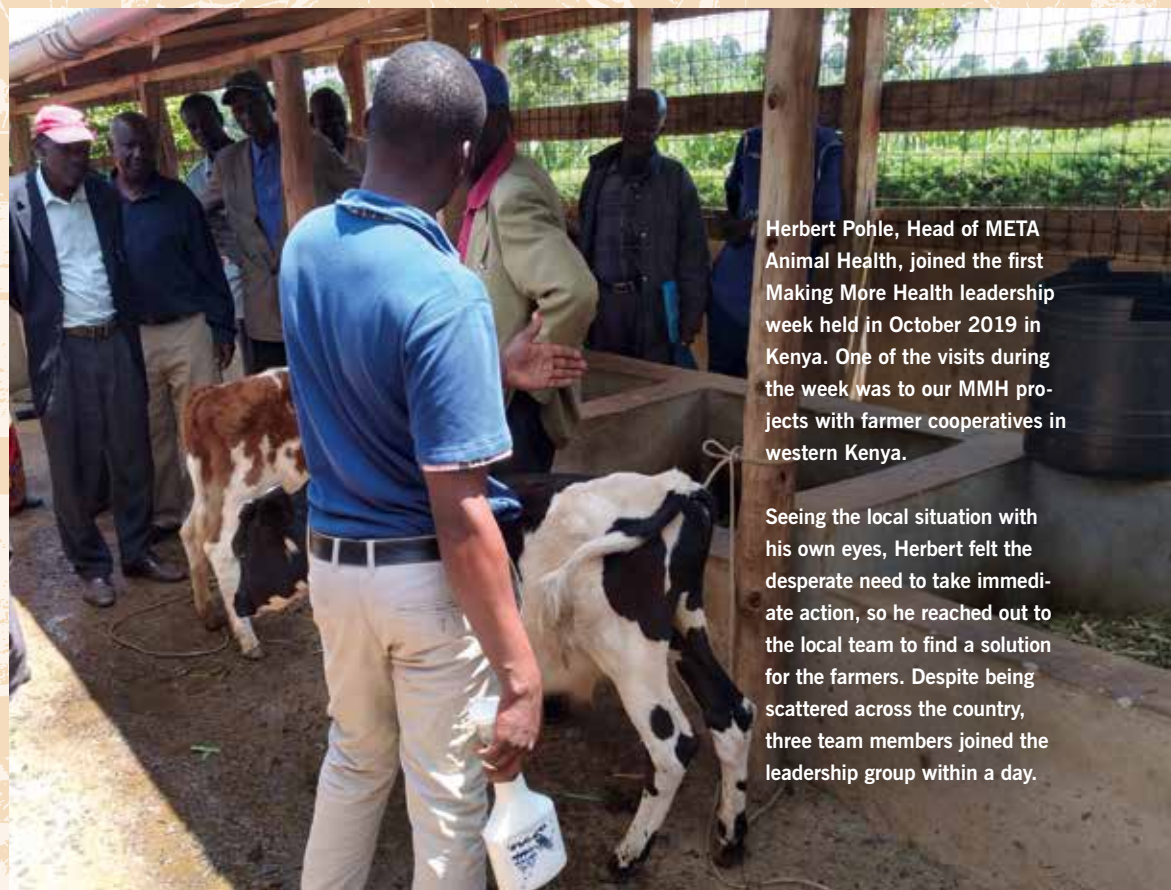
- 1) "Red boxes" donation activity, Germany
- 2) Food parcels for families in need, India
- 3) Tailoring masks in our communities, Nairobi
- 4) Roofs in need of repair, Webbuye, Kenya



## MMH & LAST MILE – A CO-CREATION THAT MATTERS



HERBERT POHLE, ANIMAL HEALTH, UNITED ARAB EMIRATES



Herbert Pohle, Head of META Animal Health, joined the first Making More Health leadership week held in October 2019 in Kenya. One of the visits during the week was to our MMH projects with farmer cooperatives in western Kenya.

Seeing the local situation with his own eyes, Herbert felt the desperate need to take immediate action, so he reached out to the local team to find a solution for the farmers. Despite being scattered across the country, three team members joined the leadership group within a day.



Farmer market in Bungoma county, Kenya



Cleophas Chesoli, our local MMH partner in dialogue with Herbert Pohle

The team drew on MMH's network to gain the trust of the Bungoma county government and improve cooperation. Meeting with the deputy governor, the government's readiness to work together was evident. After this needs assessment meeting, the team conducted training on basic animal health principles throughout the county, in the process establishing trust in the community. "Nothing is more rewarding than seeing understanding in people's eyes," Herbert explains.

Herbert's engagement has led to setting up an ongoing animal health training program for farmers. Smallholder farmers in remote areas in Africa have limited or no access to high-quality veterinary products and lack adequate knowledge of safe and healthy animal husbandry. Untreated livestock diseases cause severe losses, negatively affecting the livelihoods of the farmers' families. Herbert dreams of a time when African farmers can reap the fruits of their hard labor so their families can have improved educational opportunities for their children, enhanced access to medicine, and a better life for all.

"We joined our partners, the Bill & Melinda Gates Foundation and Galvmed, to create the Last Mile project. It has developed into a long-term, sustainable model that closes gaps in access, availability and awareness of animal healthcare solutions for small farmers in sub-Saharan Africa. Sixty-six people work in eight countries, and we

are determined to grow more. The team in western Kenya works closely with our local distributor and the government. We have helped more than 300 farms raise milk production so farmers can now keep some of the milk for themselves and sell the rest to generate income. Thanks to this success, we will roll out a similar concept in all countries where the Last Mile is active along with MMH."

It is a delight to invite more Boehringer Ingelheim colleagues to (re-)act in the same agile way as Herbert and join to make more health happen by drawing from their own experience and capabilities.

A farmers' visit during the MMH Insights week in Kenya





# IT GIVES YOU GOOSE BUMPS



SIMON GOLMS, IT DEPARTMENT, GERMANY



**Goat rearing is the main source of income for the tribal population in South India. Basic knowledge on how to keep goats healthy and recognize disease symptoms can make a huge difference – not just for the goats, but for the whole community.**

In 2018, Simon Golms, an IT expert at Boehringer Ingelheim in Germany, was contacted by a colleague involved in Making More Health's project to support villagers in learning more about goat keeping. The team wanted to develop an app, and after being introduced to the project, Simon dedicated his time, passion, and expertise into the project.



Goats are an import income source

During development, Simon had to be very agile and to take over several roles: "There was no big team or money available. We just had to deal with what we had. I learned about the importance of changing perspective, and I improved my problem-solving skills."

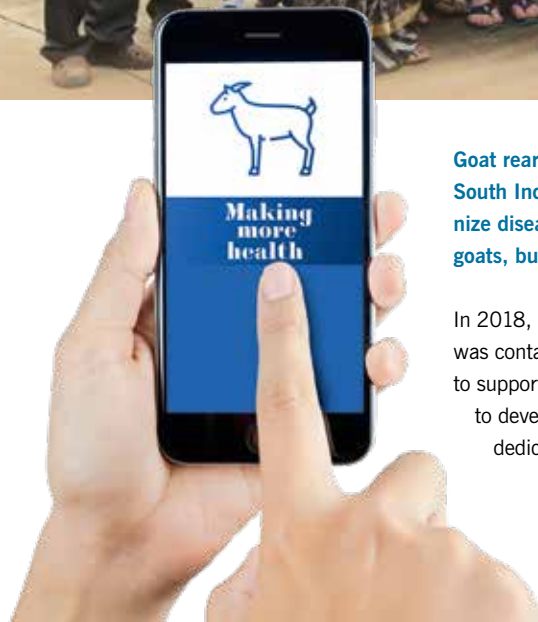
The project was beyond his normal business context – Simon had a lot to learn as the success of the app depended on its acceptance by the goat keepers: "We started with the idea to create a minimum viable product, as user-friendly as possible for our village people on the ground. I learned a lot about goats and goat health, of course, but also about the importance of the cultural context: Usage of colors and how they are embedded in cultures and about the role of pictures in which users will recognize themselves, and about India and its values," explains Simon.

At the end of 2019, Simon traveled to Coimbatore, India for the Making More Health Leadership Insights Week, where he experienced the local culture in person. During a conversation with a local doctor, he realized the potential impact of the goat app on the ground: A feeling that gives him "goose bumps" even now.

Currently, the app is still a public beta because final translation and development steps are still required. It will be available for the iOS and Android operating systems in multiple languages. The app is set to function fully offline due to the deficient network coverage in rural India, and it has audible content due to the high level of illiteracy especially among the elderly.

As a further goal, he would like to make the app an open-source project to widen the possibilities for collaboration. Simon advises colleagues who want to engage as social intrapreneurs to "go about it openly and with pleasure. Use your skills, talent, expertise, and experience to support those who ask for help. By so doing you will make the world a better place."

On-site experience during the MMH Insights week





Visuals play an important role and are understandable to all.

violence. Additionally, for adults we created a specific training manual on vehicle and traffic safety as well as how to ensure safe working conditions.

The program has been well received, and the Gouverneur of Bungoma County expressed his gratitude when Manuela Pastore, global lead for Making More Health, introduced the safety awareness program at the end of last year. With help of the AMPATH, we initiated training courses at our "Making More Health House," mainly for people with albinism but also for school children. In a next step, the program will be expanded to a slum area in Eldoret.



"The support of the local stakeholders to ensure a regular implementation of our activity plan is given, but not enough. So, we are now looking for other partners and platforms at Boehringer Ingelheim and outside who could help to roll out the safety materials ... I am very proud being one of the 'early intrapreneurs' for our program in Kenya."

## TAKING CARE OF YOURSELF AND PEOPLE AROUND YOU



**KLAUS-DIETER ECKERT, BOEHRINGER INGELHEIM  
EMPLOYEE IN EARLY RETIREMENT, GERMANY**

Three years ago, I got the opportunity to use international marketing skills to help communities in need. The Making More Health Team asked me to help create a training and exhibition room at the Atapadi Hospital in Kerala, India. At the hospital, we saw how everyday accidents are a critical issue for local people, especially for children. In response, we initiated safety training workshops in cooperation with the Karl Kübel Institute in Tamil Nadu, South India. I was pleased to see the participants' enthusiasm in learning how to prevent dangerous situations in their daily lives.

Based on the positive outcomes in India, we started a similar program in Kenya last November. With local

NGO partners, we identified challenges and risks for people in rural communities and slums in Kenya. For example, the safety of school infrastructure is poor and traffic accidents claim the lives of 13,000 people per year. I remember thinking "we have to do something to reduce this devastating situation."

So focusing on school and traffic safety, we developed training manuals, posters and safety quiz cards for local schools and health care organizations. In workshops for school children, we now teach how to avoid accidents on the way to school and on campus. We also are currently working to train school safety officers who monitor for bullying, sexual abuse or other risks of



# HOW SOCIAL IMPACT PAYS OFF

MANUELA PASTORE AND ROXANA FREY, GLOBAL MMH TEAM, BOEHRINGER INGELHEIM, GERMANY



## DURING COVID-19 OUR TRAINING SESSIONS AND PARTNERSHIPS HAVE PAID OFF.

**India – The pandemic has hit the people in the rural areas and slums hard. How has our Making More Health network responded?**

In March Prime Minister Modi ordered the immediate lockdown of India. This has been a disaster for people in the slums and rural areas – many have lost their informal jobs and have no access to basic necessities. The situation is critical in our Making More Health (MMH) areas around Coimbatore: people lack of food, medical supplies and simple sanitation items.

## MMH ACTIVITIES HAVE MADE A HUGE DIFFERENCE.

Since 2015, MMH has cooperated closely with local NGO partners in India, including the Karl Kübel institute for development (KKID), the Native Medicare Charitable Trust (NMCT) and the Vimuktha Federation. In ongoing MMH community training sessions, Boehringer Ingelheim employees and local doctors have taught self-help groups from more than 20 tribal villages and the Vimuktha Federation about healthcare, soap production, business skills and tailoring.



COVID-19 times: Our well-trained MMH self-help groups in India help families and neighbor with soap, masks and good hygiene practices!

The self-help groups have produced masks, soaps and disinfectants and have supported more than 1,000 families in their own communities. A part of the MMH COVID-19 fund covered the costs of raw materials, production and food packages. With the additional donation of 20,000 euros from Boehringer Ingelheim employees, mask and soap production will continue through the crisis.

“I was very happy that I could work for MMH during this period. In this way we could care for our own families, cover our daily financial needs and also support many people in our communities,” said a woman from the Vimuktha Federation.

## EMPOWERMENT MEANS HELPING PEOPLE TO HELP THEMSELVES AND OTHERS.

MMH’s work over the past years has paid off: The women have enough knowledge and self-confidence to take action. They are applying their training to help themselves and others by sharing what they have learned about hygiene practices and soap production. Infrastructure offered through MMH, such as access to toilets, digital tools and tailoring machines, plays an important role, too. The motivation level is high, and the MMH activities offered correspond well to the cultural and educational background. MMH is about inclusive thinking and decision-making that takes account of the whole situation. That is what we call MMH’s ecosystem approach: focusing on the people and communities, understanding what the real needs are, finding the right solutions, connecting various activities and programs.

# HERE FOR THE CHILDREN, HERE FOR THE FUTURE

SABINE EMMERICH, GLOBAL MMH TEAM, PROJECT MANAGER, GERMANY AND THE CO-FOUNDERS FROM UHAI365 TEAM, NAIROBI, KENYA



SABINE EMMERICH



WENDY ONDIGO<sup>1</sup>



VICTOR KAIRU<sup>2</sup>



SIMON OTIENO JOSIAH<sup>4</sup>



WAFULA SAMWEL<sup>3</sup>



Students playing the hygiene game.

<sup>1</sup> PRODUCT & SOFTWARE INNOVATOR, TELECOMMUNICATION & IT EXPERT <sup>2</sup> PUBLIC HEALTH EXPERT, PROJECT IMPLEMENTATION, MONITORING AND EVALUATION <sup>3</sup> PRODUCT DEVELOPER & ENGINEER, MECHANICAL ENGINEER <sup>4</sup> PRODUCT CREATIVITY, DIGITAL MARKETING & PR MANAGER, PSYCHOLOGIST & GRAPHICAL DESIGNER

The interest to learn more about hygiene is high.

It's so amazing that the students could concentrate deeply while playing the game. They not only enjoy playing, they also enjoy learning from the game.



Venture for Change cultivates a social entrepreneurial mindset among students through an idea competition. The competition incorporates modules that encourage the students to use disruptive thinking, identify new solutions and develop business models. It lays a definitive focus on collaboration, project sustainability, simple and efficient solutions, and employee engagement, among others.

In 2019, about 25 students from Kenyatta and Strathmore universities participated in the Venture for Change program in Nairobi, which focused on developing hygiene solutions to increase health outcomes for children and youth living in low resource communities. The competition included six months of training and mentorship on the building blocks of social innovation and entrepreneurship, and a chance to experience the daily lives of people in Mukuru slums to identify potential sanitation solutions and test potential hygiene co-creation with social innovation practitioners, professors and professionals from different sectors.

Uhai365, Swahili for Alive365, was the winning team of last year's program. The team was formed by students from different backgrounds, who shared a vision to educate children in low-income communities on proper hygiene and sanitation using a board game. Children in these communities are at the highest risk of contracting and dying from

hygiene-related illnesses. With the help of Francis Gikufu, founder of Mukuru Angaza Film Academy, they iteratively refined their prototype to fit the target audience. The team was comprised of Wendy Ondigo, Telecommunication and Information Technology; Simon Otieno, Mechanical Engineering; Victor Kairu, Food Nutrition and Dietetics; and Samwel Wafula, Psychology. "The most difficult part of the process had to be juggling between academics and our involvement in the program. Nonetheless, nothing beats a disciplined mind," explained Samwel Wafula.

The team continues to implement its solution beyond the Venture for Change competition. "The experience we had from the program opened our eyes to an abundance of opportunities in the world of social entrepreneurship and influenced our decision. We think of our venture as one that is changing the world, one child at a time. This is what keeps us going despite the financial and time constraints," explained Wendy Ondigo.

Venture for Change set the stage for ideas that create a holistic approach toward local community engagement and empowerment. UHAI365 took that stage to make a difference. They have currently developed the first digital prototype of the board game and are seeking technical expertise to convert the prototype into a physical game.



Demographic change is one of the biggest societal challenges that we are facing in the coming decades, as the number of people requiring care, such as the elderly or people with dementia, continues to outpace the birth rate. Generationsbrücke Deutschland, an initiative in the MMH network, was founded by social entrepreneur Horst Krumbach, with the aim of helping to bridge the generation gap. The initiative has come up with an intergenerational meeting concept: Children and young people visit nursing home residents throughout the year in established groups and pairs for joint activities as part of their school lessons.

## BRIDGING GENERATIONS

**NATALAI PERYAZEVA, SOCIAL ENTREPRENEUR, RUSSIA  
AND HORST KRUMBACH, MMH FELLOW, GERMANY**



In recent months, our employees have participated in many of the workshops, resulting in plenty of new knowledge and food for thought. Some colleagues volunteered their IT expertise and helped Generationsbrücke Deutschland develop their online presence – a win-win situation for all.

### **Mr. Krumbach, what do you have in mind for the workshops with companies?**

I have been engaged with the question of how to raise awareness about the needs of elderly people who require care and people who have dementia among children and young people – and companies – for over ten years. We want to focus on the joy that active social interaction with them can produce, as well as on finding realistic, age-appropriate solutions.

Our Russian cooperation partner, Natalia Peryazeva, implemented the Generationsbrücke concept in a Moscow nursing home and devised a workshop in which participants can experience what it is like to get older, including the physical and psychological issues associated with aging. We have continued to develop this idea together and have adapted it to the needs of German schools and universities and, in particular, companies. Boehringer Ingelheim and Making More Health has played a key role in this process for us. The participants experience what it means to be old and frail in a vivid and tangible way, and

they leave the workshop with very personal insights as well as ideas related to their own work for patients.

### **How could you specifically support our employees in the near future?**

In our workshops, we also get a glimpse into what our future could be like as we age. It is important to note that the workshops are not about the fear of getting old, but rather about looking ahead with a realistic and positive attitude, understanding the importance of interacting empathically with elderly people, and integrating this into the working world, as well as into services and products. This is great added value for society and for businesses, who can then harness their employees' incredible potential and knowledge for the public good.

### **What do you hope for in the future?**

It would be great if all (large) companies developed a culture of social intrapreneurship in the next five years. For that to happen, it is essential that companies not only endorse such a culture, but actively support it. From our own experience, Boehringer Ingelheim and Making More Health are already trendsetters in that regard.

▶ **For more information:** [www.generationsbruecke-deutschland.de](http://www.generationsbruecke-deutschland.de) and [www.gerrusco.com](http://www.gerrusco.com).

Interacting in meaningful ways



**JANNE RUDE, HEAD OF MARKETING AND CUSTOMER EXPERIENCE**



**NICOLAS DUMOULIN, GENERAL MANAGER**



**PIA FRIIS SKOVSEN, MARKETING MANAGER RESPIRATORY**



**MIKKEL OVERGAARD, MEDICAL DIRECTOR**

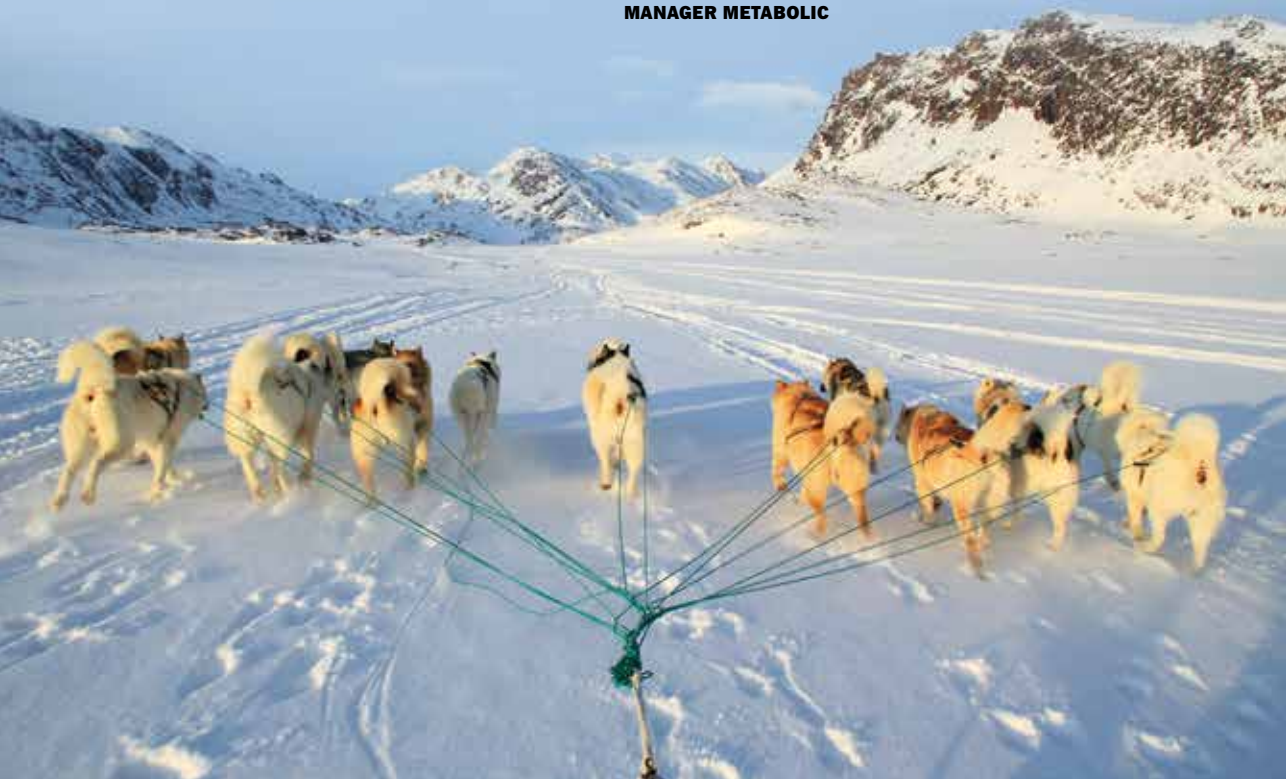


**TINA NIELSEN, HEAD OF REGULATORY AFFAIRS**

**RIKKE HINSCH, MARKETING MANAGER METABOLIC**

# PROTECTING THE FUTURE OF THE ARTIC

INTERVIEW WITH THE BAG2FUTURE TEAM, GREENLAND



**Making More Health's Bag2TheFuture competition 2020-2021 has been launched. Out of 23 applications, nine teams, a total of 60 people from 12 different nations have been selected and – with a lot of passion and social intrapreneurial spirit – they have started to make the world a better place.**

In Greenland, smoking is a huge societal problem even among very young children. The “Protecting the future of the artic” Bag2TheFuture team is developing a non-smoking campaign for Greenlandic children together with a NGO in Denmark, local stakeholders and the Greenlandic government.

**Why did your team participate in the Bag2TheFuture competition?**

**Janne:** The concrete ambition to make a difference came when I participated in the MMH Insights Leadership program in India in 2019. It gave me a more profound and broader perspective on how Boehringer Ingelheim engages with societies worldwide. When the Bag2TheFuture competition came up, I asked colleagues with passion for thinking outside the box and willingness to walk the extra mile to form a group.

**Nicolas:** I participated in a MMH initiative in France several years ago. Collaborating with the MMH fellow Guillaume Bapst was eye-opening. By working together with other stakeholders, we can do so much! I strongly encouraged the team here in Denmark to go ahead with the project in Greenland.

**Which challenges have you overcome so far?**

**Pia:** Shaping the project in a manageable way. Not too ambitious for the team and the resources, while ensuring a real tangible impact. Instead of making it big, it counts more to make it important. A project that hopefully can continue and grow on its own after this competition ends.

**Tina:** Adapting the material to Greenlandic culture. Together with our partners from the different organizations, we'll co-create all the materials together. All are very eager to work together.

**Janne:** Working together with the children, not for them. We have to be open-minded and listen carefully to the young Greenlanders and the people around them.

**What does being a “social intrapreneur” mean to you?**

**Rikke:** I feel inspired by working with new colleagues in other functions and partners for the same goal. Working with a social idea on the side of my regular work makes me feel proud to be a part of a company with the right values and opportunities. It is not just words, it is action.

**Janne:** Being involved in these projects gives me energy. I'm so lucky also to be involved in the MMH Executive in Residence program where I'm helping a Nigerian startup with their digital marketing strategy.



School yard picture: smoking among students is a big problem



Existing non-smoking campaign before Boehringer Ingelheim involvement



The project runs in Sisimiut (Second largest city in Greenland)



One of the schools located in beautiful surroundings

# THE POWER OF NETWORKING

**MANUELA PASTORE, MAKING MORE HEALTH, BOEHRINGER INGELHEIM, GERMANY AND MARA LEHRBACH, MMH CORE TEAM, APPRENTICE, GERMANY**



**CO-CREATION REQUIRES AN INNOVATIVE MINDSET AND NETWORKING TOOLS – BEYOND TRADITIONAL BORDERS.**

Networking and co-creation are the key elements driving Making More Health’s next phase to build a sustainable ecosystem of change in communities living close to the poverty line. This means developing holistic solutions to tackle the most pressing issues in parallel, while bringing together social entrepreneurs, local stakeholders and companies.

In Kenya, more than 25 MMH projects and activities are taking place in parallel, but in different locations

and run by different stakeholders. The MMH Kenya networking tool helps these partners to understand, connect and communicate with each other.

**“This tool offers the basic information to act and react directly together and to network in an innovative way ... Whenever possible the communication and idea exchange should take place directly among the stakeholders, who feel themselves responsible to make change for better happen and to take action,”** said Manuela Pastore.

The mobile web tool gives an overview of all ongoing MMH programs and involved stakeholders – via maps,

short project descriptions, partner information and contact details. It offers networking opportunities “at a glance.”

**WHAT SEEMS TO BE A TOOL IS MUCH MORE – IT ENCOURAGES A DIFFERENT WAY OF WORKING TOGETHER**

**Empowerment of involved stakeholders:** All involved program and project leaders can network directly and share their knowledge and social entrepreneurial ideas.

**Self-organization is the rule:** All involved stakeholders can easily organize sub-teams to tackle societal issues. Connecting in small sub-teams helps to grow the impact without losing too much time. This includes sharing existing materials with partners in the network, scaling activities from one place to another and developing solutions together.

A different understanding of responsibilities: Instead of communicating and coordinating with the global MMH team only, the tool empowers all involved social entrepreneurs, NGO leaders and employees who are involved in our Kenyan areas to communicate and to act directly, which also means taking responsibility for these activities. This will have a huge impact on how the ecosystem and the partnerships will grow.

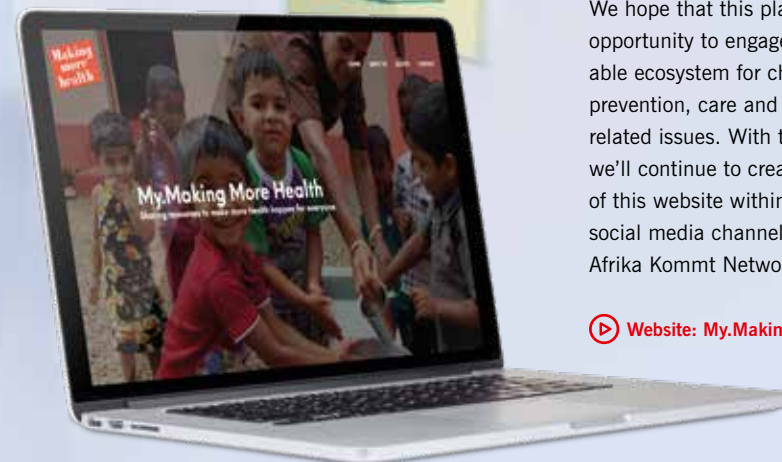
Knowing the power of networking is one of the most important drivers for people who want to make more health happen and to create opportunities for growth that we could not even imagine before. Based on a fair and constructive code of conduct it will create a win-win for all. When will you become part of our ecosystem activities in Kenya or India?

**🔒 The tool is password protected and available to all stakeholders who are actively involved only. For a demonstration, please contact the Making More Health team [info@makingmorehealth.org](mailto:info@makingmorehealth.org)**



# GOING THE EXTRA MILE FOR CHANGE

**FAUZIA MOHAMED, AFRIKA KOMMT!, APPRENTICE, MMH CORE TEAM, GERMANY AND TONYE ATIEGOBA, AFRIKA KOMMT!, APPRENTICE, IT DEPARTMENT, GERMANY**



The wealth of information within the network of Making More Health is mind-blowing. Different health topics presented in many fun and interactive formats from binders and newsletters to card games, videos, songs and comic strips. However, the reach of these materials is limited to the communities where the Making More Health network has a physical presence. Information is pivotal in shaping a better world. Not just possessing it, but also sharing it. I compare sharing knowledge to teaching a man how to fish.

As Afrika Kommt Fellows, Tonye Atiegoba and I joined forces to create a platform for sharing information leveraging his expertise in IT. My.MakingMoreHealth.org is a knowledge-sharing platform for community empowerment on health-related topics. It is a platform for Boehringer Ingelheim employees, Making More Health fellows and local partners, and other contributors to share knowledge on different health topics. The materials are freely accessible to all users to enlighten communities worldwide – removing geographical limitation and extending the program's reach.

It took Tonye and me about two months of weekly sprints to complete the project. I was responsible for collecting the training materials used in our communities in Kenya and India as well as for creating content for the website. We exchanged design ideas and he converted the ideas into a palatable website: **My.MakingMoreHealth.org**. The creation of the site called for a lot of dedication and commitment beyond our normal duties. It required communication, teamwork and prioritization of work from both of us. We appreciate the Making More Health Team for their continued support throughout the process.

We hope that this platform enables change-makers an opportunity to engage actively in creating a sustainable ecosystem for change by raising awareness about prevention, care and management for different health-related issues. With the help of Making More Health, we'll continue to create awareness about the availability of this website within our circles of influence such as our social media channels, Making More Health community, Afrika Kommt Network and others.

 [Website: My.MakingMoreHealth.org](https://www.mymakingmorehealth.org)



# CO-CREATION WITH MAKING MORE HEALTH FELLOWS



**YOANN GERMAIN, SUSTAINABLE DEVELOPMENT MANAGER, BOEHRINGER INGELHEIM FRANCE AND CLAIRE DE LAFARGE, ASHOKA, FRANCE**

In 2019, Boehringer Ingelheim France worked with a newly selected Making More Health Fellow. Here is their recipe for co-creation.

**A social entrepreneur relevant to Boehringer Ingelheim’s core business** – Helene Viruega is the founder of Equiphoria, an organization using the animal-human bond and a scientific approach to sustainably increase the health of patients suffering from diverse diseases.



Therapy session at Equiphoria’s center



More health for all

**A good portion of trust** – A trust building process is necessary to achieve ambitious, win-win results. This is where Ashoka played a role as a mediator and “intention translator” between the social entrepreneur’s mindset and the business foundation of a big pharmaceutical company.

**A team of employees open to the unknown** – The challenge at the beginning is that nobody knows what will result from the co-creation journey. Being comfortable to work outside of Boehringer Ingelheim’s usual processes is important so that the co-creation workshop unleashes creativity and innovative possibilities.

**A healthy dose of transparency** – In the journey with Equiphoria, each



Animal-human bonds make a difference

party was super open and straight forward in sharing the **challenge** they want to solve, the **assets** they could bring into the collaboration and the **opportunity** they see in working with each other.

Boehringer Ingelheim was interested in the animal-human bond demonstrated by Equiphoria’s work and in finding new innovative solutions to support their patients after treatment.

Equiphoria was interested in benefiting from a partnership with a

each other’s shoes and express the key challenge they are facing from the perspective of their co-creation partner.

**Set all these ingredients in a powerful common goal** – Once everyone understood each other’s perspectives, we entered a creative phase that resulted in 17 very different and dynamic proposals. To prioritize them, Boehringer Ingelheim and Equiphoria mapped the ideas on an impact scale to find a common problem to solve. The two clear “winners” were:



Activities that make more health happen

well-known pharmaceutical company to strengthen their scientific approach and gain recognition of their work from the medical community.

**A dash of empathy** – we fostered empathy using a very simple game: participants had to put themselves in

- 1) working together on post-treatment protocols for patients recovering from a stroke.
- 2) develop a post-treatment program for patients suffering from a disease within the scope of Boehringer Ingelheim, in particular cancer.

# FOR HEALTHIER, LONGER AND HAPPIER LIVES IN AFRICA

**TAISEER KIZBARI, HUMAN PHARMA/MEDICAL AFFAIRS, GERMANY AND MIKE KAVANAUGH, MEDICAL DEPARTMENT, USA**



As an Executive in Residence, Mike Kavanaugh, Executive Director of Clinical Development and Medical Affairs Effectiveness and Scientific Communications at Boehringer Ingelheim in the U.S., supported the social entrepreneur Nneka Mobison and her organization mDoc. This startup leverages digital technology and behavioral science to improve quality of care, manage chronic disease, and reduce the burden of noncommunicable diseases in low- and middle-income communities in Africa.



Mike supported mDoc in developing their virtual ecosystem, where all of their healthcare data is located. One of his main tasks was shaping their end-to-end learning platform, which provides education and tools to patients. He also helped define their business models to generate revenues.

However, what works in the U.S. might not work in Africa. Being in Nigeria challenged him to see the world from a different perspective. Before he arrived, he was skeptical – but the more he learned and saw, the more he was amazed, “They created the whole ecosystem around the digital solution in a way that we have not seen in the U.S.”



Mike Kavanaugh, Executive in Residence

The Executive in Residence program provided Mike with an incredible opportunity to understand the healthcare system in Nigeria and be exposed to a set of challenges that he would not have otherwise faced. For example, in the U.S., Mike was used to going to several meetings in one day. But in Lagos, you can spend four hours in traffic just to get to one meeting. His time in Nigeria made Mike realize how fortunate he is and he no longer takes simple things for granted. The experience changed his outlook: “I find satisfaction in my own day-to-day work, but now I want to make the world a better place to live.”



Raising awareness on non communicable diseases

The Executive in Residence program has also influenced his work at Boehringer Ingelheim. He was reminded of the importance of engaging directly with patients, as he explained: “it is easy to forget and become so focused on what corporate wants, what our leadership wants, what your team wants, and you forget what our customers need.”

He believes this program is very valuable to Boehringer Ingelheim. It enables employees to get out of their comfort zones and develop disruptive innovative solutions. As Mike concluded, “It helps the social entrepreneurs. It helps me to grow as an individual. It helps our corporate reputation ... what a fantastic program that we are able to do.”



Talking to local supporters of mDOC

# BECOMING A STRONGER COMMUNICATOR



**EUNICE AHENKORAH, ACCESS TO HEALTHCARE, BOEHRINGER INGELHEIM, GERMANY**

Born and raised in Ghana, Eunice has worked in various sectors: from public policy at a Washington D.C. based nonprofit to managing programs across multiple african countries for a literary arts social enterprise. At Boehringer Ingelheim, Eunice supports the Access to Healthcare Index project.

### Why does your communication approach matter?

Great communication is a success factor for business, professional and even personal growth. It is a desired ability across several industries to build relationships internally within teams and externally with prospective clients, partners or investors.

As managers, great communication is essential to foster workplace collaboration, avoid misunderstandings and keep teams focused on achieving project goals. In both professional and personal life, it is a skill that helps establish credibility and trust, demonstrates sincerity and it allows others to open up and engage honestly with the messages you deliver.

When working in multicultural settings, great communication enables all stakeholders to quickly estab-

lish rapport and act in agreement. For instance, the Making More Health initiative has multiple structures where Boehringer Ingelheim employees have the opportunity to interact with social innovators on their projects. These projects are operating worldwide – in different cultural settings and with teams from various cultures. For the social innovators, there is a need to find suitable support to address community challenges. And for Boehringer Ingelheim employees, there is the dynamic of navigating new cultural contexts to help provide solutions. In this case, great communication is the bridge on which both Boehringer Ingelheim employees and social innovators must stand to connect their two worlds and successfully navigate projects together.

To be a strong and effective communicator is less of a science and more of an art. It appears simple at glance, but actually involves layers of complexity to be truly great. So when you communicate, what is your strategy? How do you ensure you clearly convey your points to others? Do you understand your audience and respond appropriately? Do you inspire people and get others to talk with you openly?

**TAKE OUR QUICK QUIZ TO FIND OUT.**



Add up your total score from the questions on the right side to asses if your communication approach is minimal, accepting, well adapted or integrated. Quiz solution on page 36.



ARE YOU A GREAT COMMUNICATOR?		1 NO	2	3	4	5 YES
CROSS-CULTURAL UNDERSTANDING	Do you anticipate the cultural differences you may experience when interacting with project stakeholders?	1	2	3	4	5
	Do you consistently work to increase culture-specific knowledge to understand appropriate cultural practices?	1	2	3	4	5
MUTUAL RESPECT	Do you create a safe space for stakeholders to authentically express their diverse perspectives and inputs?	1	2	3	4	5
	Are you intentional about approaching different opinions with a non-judgmental attitude and an openness to learn?	1	2	3	4	5
BUILD TRUST	Do you structure time to address concerns even if it is controversial and uncomfortable?	1	2	3	4	5
	Do you actively create opportunities for stakeholders to be regularly involved in decision-making and collaboration?	1	2	3	4	5
ACTIVE LISTENING	Do you listen first or do you lead and talk first when engaging with a stakeholder?	1	2	3	4	5
	Do you ask clarifying questions and paraphrase others to make sure you understand?	1	2	3	4	5
DEVELOP AWARENESS	Are you aware of the basic cultural nuances and patterns that drive how your stakeholders behave?	1	2	3	4	5
	Are you self-aware of preconceived notions and cultural assumptions you may hold toward your stakeholders?	1	2	3	4	5

# HOW STRONG IS YOUR COMMUNICATION APPROACH?

EUNICE AHENKORAH, GERMANY, ACCESS TO HEALTHCARE, BOEHRINGER INGELHEIM

The path to becoming a stronger communicator is rarely straight. There is a lot more to learn as you dive deeper. Use this assessment as a starting point to recognize your preferred approach, and take the chance to reflect on new communication behaviors you can start to practice today.

## 0-10 MINIMAL

Though you get by with how you communicate, it will serve you well to focus on growing more in this skillset. Place greater emphasis on picking up knowledge and pursuing opportunities to deepen your communication skills.

## 11-25 ACCEPTING

You often receive favorable responses with how you communicate. You are mindful of others and are open to learn. It is important to further invest in strong communication practices, as you have room to improve.

## 26-40 WELL ADAPTED

You have a high sense of self awareness. Given various contexts, you are able to communicate effectively and appropriately. However you should go the extra mile to pick up other communication skills that will help you come out on top.

## 41-50 INTEGRATED

You have superior communication skills. You are able to view complex interactions from multiple perspectives and find the most suitable ways to address them. You have put in time and effort to build up your competencies in this area and it helps you to excellently navigate and adapt in challenging communication-based scenarios.

### THANKS:

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