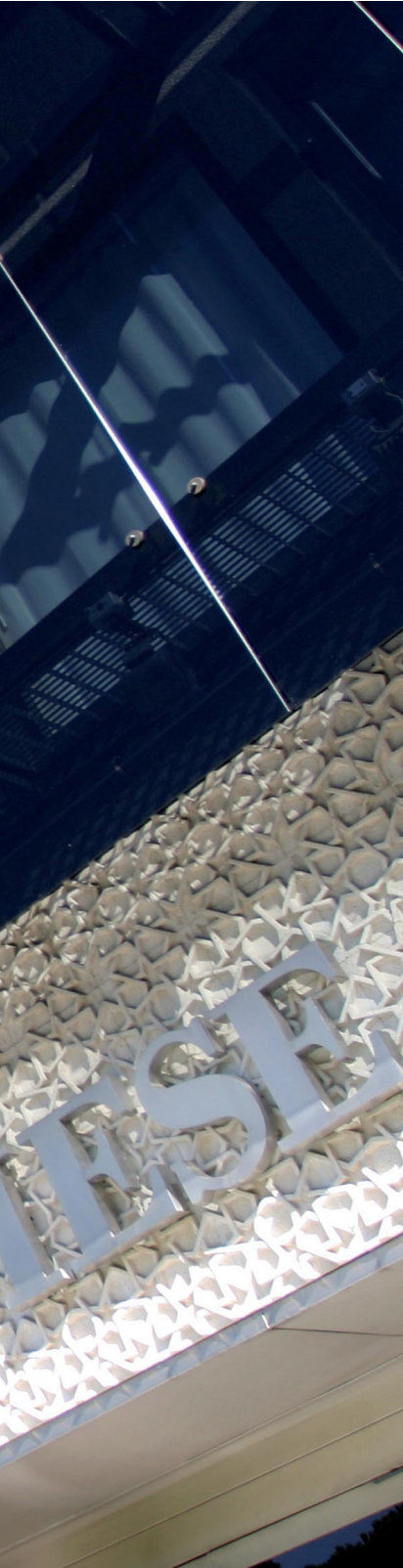


AIRBUS MILITARY AND  
IESE BUSINESS SCHOOL:  
**EMPOWERING  
INTERNAL TALENT  
TO INNOVATE**





## AUTHORS

**Airbus Military:** Javier Matallanos, María Jesús Navarro

**IESE:** Marta Elvira, Alfonso Sanz, Ana Vinambres

## EFMD Excellence in Practice Awards 2013

# FULL CASE TABLE OF CONTENT

|  |            |
|--|------------|
| 1. Executive Summary                       | 4          |
| 2. Introduction to the Partners            | 5          |
| 3. The Challenge                           | 6          |
| 4. The Commitment                          | 9          |
| 5. The Learning and Development Initiative | 14         |
| 6. The Impact                              | 18         |
| 7. Final Reflections                       | 22         |
| 8. Appendices                              | 24         |
| a. Testimonials of participants            | 24         |
| b. Overview of Airbus Military             | 25         |
| c. Overview of IESE                        | 26         |
| d. Content of Vivero's Modules             | 27         |
| e. Link to Vivero's video                  | 28         |
| f. Brochure of Vivero                      | attachment |

**Statement of word count** 3,781 words, excluding tables and appendices.

# 01 EXECUTIVE SUMMARY

Vivero is a comprehensive corporate development program co-developed by Airbus Military and IESE Business School in 2011 and currently in its third edition. The program was originally envisioned by the CEO of Airbus Military to identify and empower the firm's top talent to lead strategic business growth from within while keeping an eye on future challenges. Vivero (which in Spanish means "greenhouse") aims to provide these employees with the required business expertise and internal awareness to become "intrapreneurs" in alignment with the global strategy of the company.

Because IESE Business School already had extensive experience collaborating with Airbus Military at Management and Board levels, it became the natural partner for this initiative. Airbus Military's Management Board and a dedicated team from IESE have since then jointly developed the program's content to ensure a consistent approach to the overall strategic objectives. The result is a highly customized program that includes a Steering Committee, composed by Airbus Military's Board members and IESE's directors, to mentor, guide and coach the business ideas generated from Vivero.

Airbus Military and IESE have shared the main responsibilities of delivering the learning intervention collaboratively: IESE provides their wide management and industry educational expertise while Airbus Military's Board members guide participants' immersion into the real application of managerial competencies in their internal company strategy. Through access to expert business coaching and their own hard work and dedication, including direct contact with the customer, participants develop entrepreneurial mind-sets and the necessary leadership capabilities to successfully identify, reach and deliver new opportunities in their business context.

Vivero's outcomes have topped expectations and the program has become a major pillar for the organization's internal development strategy. Essentially, participants have not only acquired valuable business knowledge, but also learned how to deal successfully with different business situations and constraints. From a networking perspective, program alumni have set up a business network within Airbus Military that has further strengthened their sense of belonging; their collaboration and their interaction have positively impacted other areas post-program.

Measured in terms of business value, the impact has been outstanding both from the perspective of applied learning and from the innovative business ideas that have generated new business opportunities for the firm. Overall, Airbus Military has thus far identified a pool of talented and motivated individuals eager for change. The valuable insights and awareness obtained in the program will enable participants to eventually take future leadership roles within the organization and to lead the business conglomerate in the future.

# 02

## INTRODUCTION TO THE PARTNERS

**Airbus Military** (<http://www.airbusmilitary.com>) is the global market leader in military and civil/humanitarian transport, tanker and surveillance aircrafts. Headquartered in Madrid (Spain), the company's client and supplier network extends globally, with over 95% of its production being exported. Of its 5,000 personnel members, 70% are full-fledged engineers.

**IESE Business School** (<http://www.iese.edu>) is globally recognized for its relevant management research linked to executive education programs. IESE offers a unique approach to general management perspectives, with international scope, human and ethical values and transformational impact. For over 50 years, IESE has been developing and inspiring business leaders who strive to make a deep, positive and lasting impact on the people, companies and society they serve.

The case study describes the collaboration between Airbus Military and IESE Business School at all stages of the program.

The Airbus Military team was made up of Javier Matallanos, senior vice president and head of Airbus Military Special Programs; María Jesús Navarro, head of Culture & Change Management of Airbus Military; and Mariano Alonso, senior vice president of Airbus Military Human Resources. The IESE Business School team was made up of Marta Elvira, associate dean for research and professor of management and Alfonso Sanz, program director.



# 03 THE CHALLENGE

Airbus Military has experienced extraordinary growth in slightly over a decade, its turnover increasing from €300 million in 2000 to €2.5 billion in 2012 while maintaining over 95% of exports. This impressive outcome was achieved by a clear focus on product innovation and the development of internal talent.

However, since 2008 European defense budgets have been reduced on average by 15%<sup>1</sup>, so long-term government clients experienced a general expenditure constraint. This situation called for Airbus Military to diversify and innovate within a global context. A transformational change was required and it had to be driven through an entrepreneurial mind-set in every possible department.

From an organizational perspective, Domingo Ureña, CEO of Airbus Military since 2010, and Javier Matallanos, member of the Board in charge of Special Projects, have traditionally encouraged internal leadership succession. All Board members have also stimulated the empowering of home-grown talent to obtain sustainable innovation and recurring impact. Identifying this new generation of leaders became paramount.

With these two challenges in mind, Airbus Military diagnosed the need for a corporate development program to groom young leaders amongst their highly-technical, specialized workforce and to provide them with the business expertise and awareness required to excel in the changing environment.

The resulting program was named “Vivero,” which translates into “greenhouse” or “business incubator.” The name reinforces the idea of revitalizing the pioneering spirit that has always characterized Airbus Military. Vivero provides an open-minded approach to inspire the most innovative ideas to propel the organization’s overall strategy.

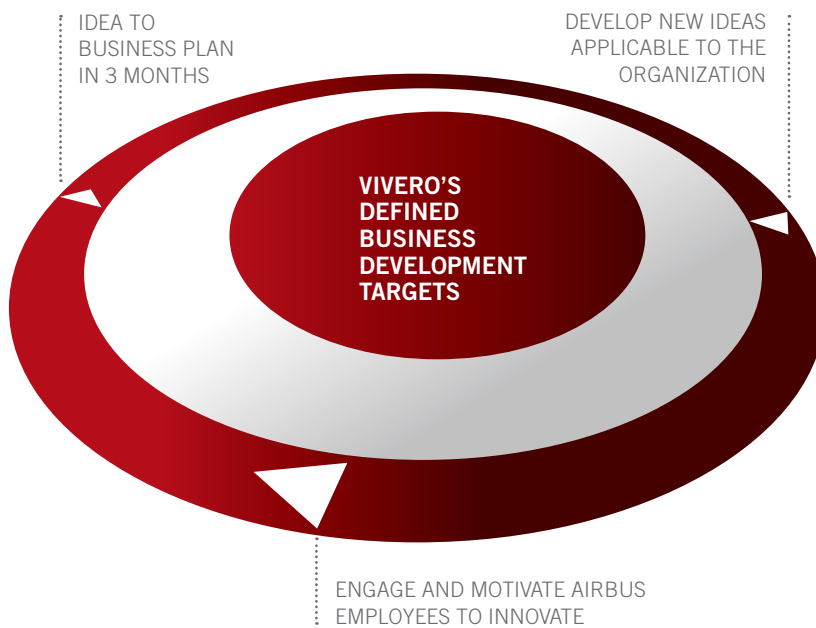
---

## DESIRED VIVERO OUTCOMES

| INNOVATIVE & ENTREPRENEURIAL MINDSET   | BUSINESS OPPORTUNITY INTO SOLID BUSINESS PLAN   | IMPROVED BUSINESS, TEAMWORK, MOTIVATION & COMMUNICATION SKILLS  |
|--|---|---|
| <ul style="list-style-type: none"> <li>• Developing opportunities</li> <li>• Brainstorming to support creativity &amp; innovation</li> </ul> | <ul style="list-style-type: none"> <li>• Managing entrepreneurial process</li> <li>• Communicating ideas, acquiring resources, &amp; managing venture</li> <li>• Increasing survival &amp; success</li> </ul> | <ul style="list-style-type: none"> <li>• Teamwork during sessions</li> <li>• Enhancing motivation with Board’s presence</li> <li>• Identifying skills to lead cross-functional teams &amp; to lead change in behaviors</li> </ul> |

1 Centre for European Reform, February 2013.

Airbus Military had been highly satisfied with in-company programs previously delivered by IESE Business School geared specifically to the Management Board. This long-term collaboration had enabled IESE to accumulate relevant knowledge about the organization’s strategic needs. As Airbus Military presented the situation to IESE’s academic staff, a thorough needs assessment was performed. Upon completion of the program design process, clear business development objectives were set for Vivero.



IESE Business School and Airbus Military allocated full-time resources to Vivero: from IESE, the academic director and the program director, and from Airbus Military, Javier Matallanos (to coordinate all aspects of the program). Additionally, valuable contributions were made by expert faculty at IESE and various leaders from Airbus Military, including the full Board.

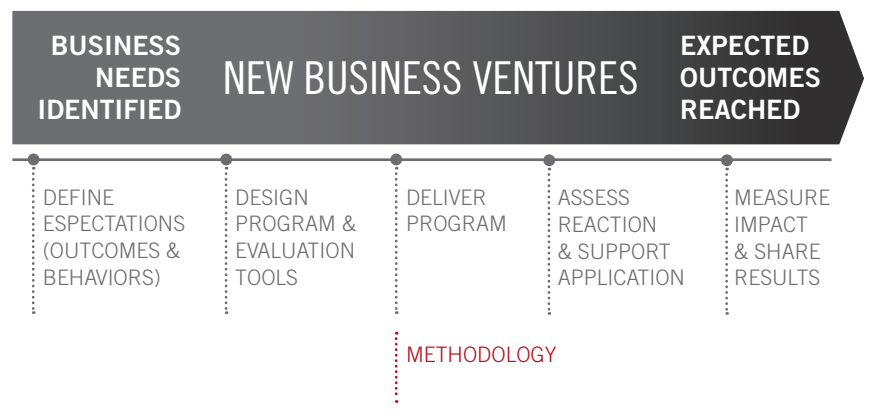


*“IESE is the trusted partner to transform the mind-set and behavior of the participants and drive the transformational change required for this task. The continuous participation of Airbus Military’s Management Board has helped raise program awareness within the organization. Our new generation of talented leaders is being empowered with the skills to lead strategic business growth.”*

**Javier Matallanos**  
Senior VP Head of Airbus Military Special Programs

The initial challenge posed by the diverse backgrounds and varying depth of participants' business expertise was overcome by IESE with a curriculum design that established the right balance in pedagogical approach and ensured that participant diversity would enrich program value.

**IESE'S PARTNERSHIP MODEL ENSURES THAT A "RED THREAD" LINKS BUSINESS NEEDS TO EXPECTED OUTCOMES-BY TRANSLATING CHALLENGES INTO DESIGN CHOICES**





# 04 THE COMMITMENT

Airbus Military's CEO, supported by IESE's team, was aware that such an ambitious and demanding project as Vivero could only be successful with the support and involvement of the complete Management Board. For this purpose, he entrusted program follow-up to a Board member (Javier Matallanos) with the full backing of all other Board members. Both leaders had invested extensively into developing the innate attitudes in their top talent. Their engagement within Airbus Military also served as a source of inspiration for organizational members.

Enlisting the Board's support was easy, since all Board members had experienced similar programs with IESE and were very satisfied. Clear evidence of this commitment is their unflinching willingness to participate throughout the program.

This level of commitment by the Board has translated into a meeting of minds and cordial collaboration between Airbus Military and IESE Business School at all stages of the program:

- Curriculum design: Airbus Military states the strategic priorities and IESE provides the knowledge, tools and frameworks to generate actionable ideas with real business impact.
- Teaching approach: Both teams work in transformational experiences that include the learning and supervised application of the theory. Every day of the program, at least one member of the Management Board intervenes in the sessions with vital and decisive inputs on various topics, such as strategy, sales, finance, design, legal, and communications; there is also a broad Q&A session with the CEO. This direct intervention frames the initiatives with the priorities of Airbus Military and ensures alignment with the internal strategy.
- Follow-up between program modules: The Steering Committee mentors and guides the teams toward the achievement of selected business ideas.



*“Cultivating internal mentors is imperative in order to pursue a global and wider role for top talents and apply their experiences. The necessity to invite strategic facilitators with intellectual rigour was certain. Engaging Board Members was equally essential. This deep involvement has made Vivero pragmatic and immediately applicable through the contextualization of the strategy by Board members”.*

**Domingo Ureña**  
Chairman and CEO  
of Airbus Military

IESE conceived the Program Steering Committee to allow participants to put into practice the knowledge gained under the coaching of the mentoring team. The Committee has guided attendees in the process of building a focused and consistent business plan, evaluating progress and advising on strategy. Bringing together IESE faculty members, executive education staff, and Airbus Military Board members allows for a Steering Committee with critical strengths. Internal advocates focus more on the technical aspects, providing assistance to link the team to the right people within Airbus Military, while faculty experts provide the business facilitation and academic reinforcement required by participants.



*“The Steering Committee of “Vivero” is a successful concept that guarantees that the program is in alignment with the organization’s business objectives. It further reinforces the commitment of Airbus and IESE while boosting the active and innovative involvement of the participants.*

**Mariano Alonso**

Senior VP of Airbus Military Human Resources

The Steering Committee has additionally emboldened participants: it has confirmed that their ideas are valued by the Board and that they are eventually considered for implementation upon evaluation of their overall impact for the organization.

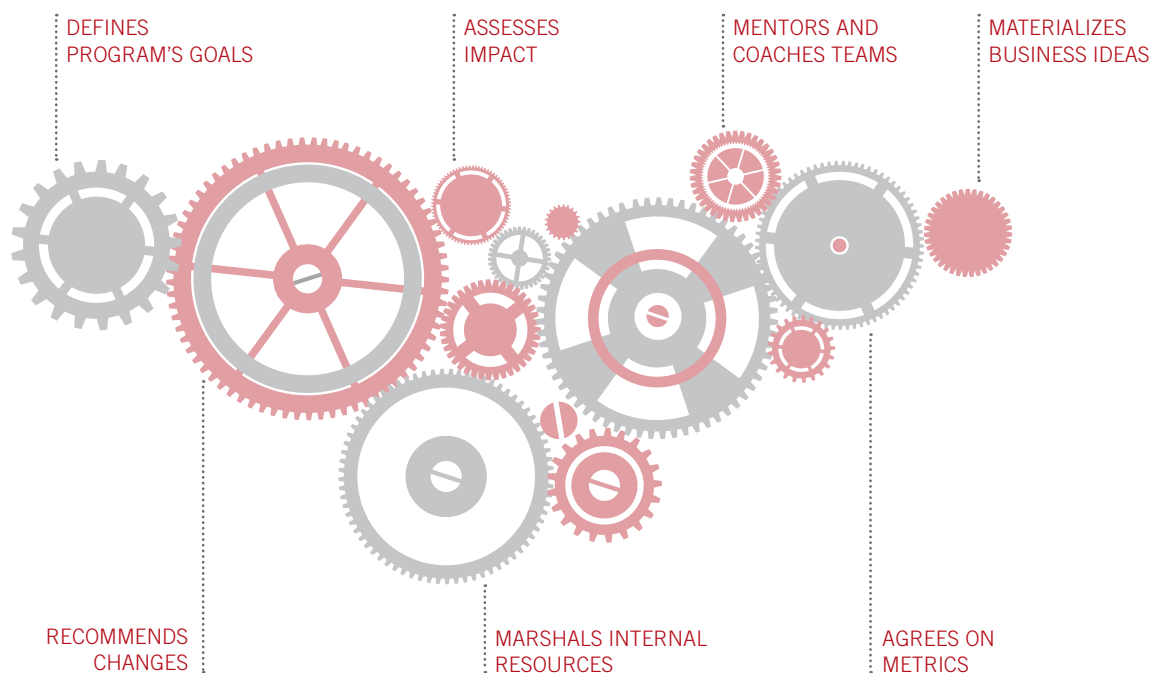


---

## PROGRAM STEERING COMMITTEE TO MANAGE OUR SHARED SUCCESS

DEDICATED GROUP THAT WORKS  
EFFICIENTLY AND PRODUCTIVELY

---



---

### AIRBUS MILITARY TEAM

**Javier Matallanos**  
AM Coach

**Mariano Alonso**  
**María Jesús Navarro**  
HR Coach

**Other:** As appropriate

### IESE TEAM

**Prof. Marta Elvira**  
Academic Director

**Prof. Chris Zott**  
Entrepreneurship

**Alfonso Sanz**  
Program Director

**Prof. Hakan Ener**  
Entrepreneurship

A vital aspect of the program is candidate selection, which again confirms the deep engagement of Airbus Military with the Vivero program.

---

## CANDIDATE SELECTION FOR VIVERO

CAREFUL AND COMPLEX IDENTIFICATION  
PROCESS TO SELECT 50 PARTICIPANTS

---

**All Departments of  
Airbus Military**



**Human Relations  
Department**



**Candidate  
Profile**

Departmental heads propose international candidates with highest potential from all areas & functions

Human Relations office analyzes & screens:

- Aspirations
- Enthusiasm
- Engagement
- Leadership abilities
- General capabilities
- Attitudes

HR produces final list

Selected candidates present:

- Outstanding career
- Successful track record in various areas
- Full potential to take on new responsibilities



---

VIVERO IS HIGHLY APPRECIATED WITHIN AIRBUS MILITARY & THERE IS A LOT OF ENTHUSIASM TO BECOME PART OF THIS TRANSFORMATIONAL EXPERIENCE.

---

Simultaneously, the continuous interaction with the Management Board has served to reinforce its commitment and provided inspiration and encouragement for Vivero. Back at work, internal contributors have supported Vivero's participants by engaging conventional channels to identify key resources to bring to life the new business initiatives. Without a doubt, Airbus Military has been determined in providing a financial undertaking to support valuable ideas arising from Vivero.



*“When I noticed the deep involvement of Board members, I felt even more motivated to respond to their expectations and engagement.”*

**Vivero participant, 2nd edition, 2012.**  
A400M Final Assembly Line

From IESE Business School, the commitment has been equally strong: high profile faculty members have acted as process facilitators, coordinators and experts for Vivero, providing in depth analysis of Airbus Military's vision and challenges.

Vivero has been offered in Madrid to take advantage of the proximity to Airbus Military's headquarters and Management Board, and to provide out-of-station participants an opportunity to build strong relationships amongst them.

Some modules have been scheduled for 2013 in the Seville plant of Airbus Military to further reinforce networking across sites. Participants have hailed from countries such as Australia, France, Great Britain, Poland and Germany, as well as from the various cities within Spain where Airbus Military operates, including Seville and Cadiz.



# 05 THE LEARNING AND DEVELOPMENT INITIATIVE

Vivero focuses on accelerating personal and professional development by providing experiences that stimulate the advanced management competencies required for leadership in “intrapreneurial” initiatives.

This multidisciplinary initiative possesses three major differential aspects from similar corporate development programs.

---

## VIVERO KEY DIFFERENTIAL ASPECTS

---

| DESIGN & DELIVERY OF SESSIONS BY AIRBUS MILITARY BOARD MEMBERS & IESE FACULTY   | STEERING COMMITTEE TO MENTOR AND GUIDE  | MATERIALIZATION OF BUSINESS IDEAS   |
|---|---|---|
| <ul style="list-style-type: none"> <li>• Authentic understanding of business situations &amp; real challenges</li> <li>• Maintains alignment</li> </ul> | <ul style="list-style-type: none"> <li>• Inspires reflections that drive transformational change</li> </ul> | <ul style="list-style-type: none"> <li>• Business acumen, intellectual challenge, confidence &amp; creativity to become real “intrapreneurs”</li> <li>• Encourages novelty &amp; productive outcomes</li> </ul> |

---

## PROGRAM CONTENT

Four residential modules contain the essence of the program-building knowledge involved: Leadership, Business Acumen, Change Management, and Intra-entrepreneurship. The academic content is broad and goes beyond general business knowledge – finance, intrapreneurship, business plan development, negotiation techniques – to include relationship building, influencing, innovation, networking and strategic thinking with a global mind-set from a leadership and self development perspective.

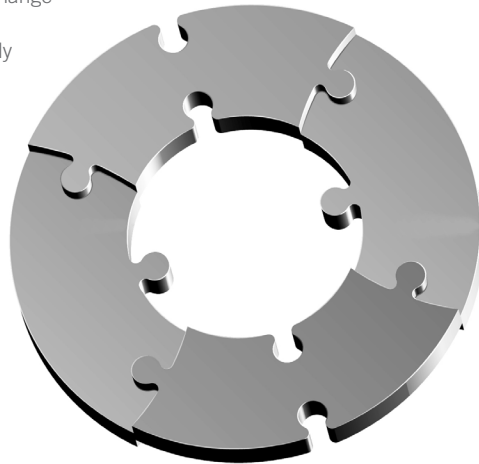
---

## VIVERO FOCUSING ON FOUR PILLARS

---

### LEADERSHIP PERSPECTIVE

- Leading cross-functional teams & change in behaviours.
- All management members to actively lead change.
- Improving leadership abilities & executing change.



### BUSINESS ACUMEN

- Financial Analysis.
- Business models.
- Business planning.
- Commercialization of technologies.
- Risk ethics & decision making.
- Innovation from customer perspective.
- Cooperative & Competitive negotiations.

### CHANGE MANAGEMENT

- Social structure, nature of change & influence tactics to lead change efforts.
- Engaging cross-functional teams.
- Team culture and effective collaboration.
- Action steps for individual and group change.

### INTRA-ENTREPRENEURSHIP

- Detecting & capitalizing on business opportunities.
  - Generation & realization of real ideas.
  - Leverage intra-entrepreneurship as competitive advantage.
- 

## LEARNING METHODOLOGY

To achieve Vivero’s stated objectives, the multimodular initiative combines residential guidance with virtual components such as customized podcasts and live virtual classrooms. Participants actively use a team website specially designed to reinforce practical learning, to research further readings and to interact and develop their business ideas. This team site additionally encourages networking among the participants.

---

## ACADEMIC APPROACH BLENDS CORE VALUES OF AIRBUS MILITARY & IESE

### CONSOLIDATING A WIDE RANGE OF ACADEMIC APPROACHES

---

- |  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• Real business scenarios</li> <li>• Applied and case learning</li> </ul> | <ul style="list-style-type: none"> <li>• Interactive lectures by IESE academics and Airbus Military leaders</li> </ul>                 | <ul style="list-style-type: none"> <li>• Genuine project &amp; business plan development</li> </ul> |
| <ul style="list-style-type: none"> <li>• Personal coaching</li> <li>• Peer-coaching</li> </ul>                   | <ul style="list-style-type: none"> <li>• Virtual learning</li> <li>• “Leaders teaching Leaders”</li> <li>• Online Team Site</li> </ul> | <ul style="list-style-type: none"> <li>• Workshops</li> <li>• Team discussions</li> </ul>           |
| <ul style="list-style-type: none"> <li>• Discussion panels</li> <li>• 180° and 360° assessments</li> </ul>       | <ul style="list-style-type: none"> <li>• Customized podcast</li> <li>• Online support</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Simulations</li> <li>• Presentations</li> </ul>            |
-

## PROGRAM STRUCTURE

### ***Kickoff***

Each new Vivero program is launched at Airbus Military's headquarters. The presence of the company's CEO and Board members is bolstered by participation from former and current Vivero participants. The kickoff has mainly a social component but also a fundamental function to stimulate and engage incoming attendees with the excitement and opportunities of the initiative. The launch also refreshes enthusiasm among previous participants, who further encourage incoming cohorts.

A general overview of Vivero is presented and instructions are given to get new participants already thinking about the innovative ideas that can be worked on during the program.

### ***Delivery of the learning journey***

The complete journey lasts six months. A thoroughly thought-out process distributes the delivery timeline in four modules that take place every four or six weeks.

As is best practice in executive programs, sessions are very interactive, allowing participants to listen to the key issues firsthand across business areas and enabling them to voice suggestions and ideas. This interaction gives both participants and internal advocates stimulating access to perspectives and experiences through healthy debate. Furthermore, consistent contextualization of principles ensures that each session has relevance and that foundations are more rapidly applied to their business ideas.

Designing the agenda in this manner allows participants to:

- Assimilate and reflect on the knowledge gathered.
- Immediately apply the skills in the workplace.
- Develop the business plans with their teams.
- Follow up in subsequent modules the lessons learned and challenges found.
- Keep up with their daily job responsibilities.

To initiate the program, Airbus Military's head of strategy advances the vital challenges ahead for the organization and the objectives to pursue. Subsequently, other Airbus Military Board members actively participate in the sessions. All throughout the program, IESE professors explain with intellectual rigor the business knowledge and leadership skills required.

Upon completion of the modules, each Vivero edition is officially concluded with the final project presentation to the Airbus Military Management Board and the CEO, followed by an open discussion with all participants. The Board schedules this final session far in advance in order to ensure everyone's presence and to send a strong message of the program's importance to the firm.



PROJECT DEVELOPMENT PROCESS

Learning, training and practical utilization are integrated in Vivero by design; therefore, developing real projects in parallel to the business training is central to the learning experience.

- Participants openly propose innovative ideas in a guided brainstorming session during the first module.
- All Vivero cohorts deliberate upon these ideas and narrow them down going through a reality test with the assistance of the Board members in attendance.
- Initiators of selected ideas compose their teams with available participants.
- Specific time slots are allocated during the sessions to elaborate on the various stages of business plans, thus ensuring continued team work in the intervals between schedules. After sessions, teams periodically send their proposals for the Steering Committee to review.
- Direct involvement with customers is encouraged and often pursued by participants.
- Feedback and valuable guidance is provided by the Steering Committee and by other attendees. These open lively discussions facilitated by IESE and Airbus Military enable an adequate examination and a reflective process to expand these innovative projects.
- Finalized business plans are presented to the complete Management Board at Vivero's closing module.
- Ownership is taken by specific Management Board members as internal advocates to materialize the ideas together with the promoter teams.
- Additionally, after each Vivero edition, the Management Board organizes an ad-hoc meeting with each project team to present the initiatives and compete for real funding.

**EXAMPLE OF INNOVATION PROCESS SUMMARY**

PROJECT MILESTONES, VIVERO 2ND EDITION



# 06 THE IMPACT

Measuring the full impact of their learning initiatives has always been important for both Airbus Military and IESE Business School. To consider medium- and long-term projections of business plans, Vivero's impact assessment has included short- and long-term program outcomes.

## SOURCING OF DATA

Immediately after the conclusion of the modules, data is collected with review questionnaires to assess short-term impact. This initial data awards Vivero with a remarkable average score of 4.8 over 5. Feedback from participants, mentors and internal supporters enabled IESE to evaluate the perception of Vivero, propose program adjustments and improve subsequent editions. In the three editions that have taken place so far, core content has remained the same (signaling the quality of the initial design), though there have been some adjustments to adapt to new challenges, improve the content structure, and reinforce some attitudes considered essential:

- Change management skills have been elaborated in greater detail as a core competence.
- Two sessions, Project Finance and Negotiation Skills, have been added.
- Some aspects of operations management have been reduced.

Additional data was collected after the Steering Committee completed its task with the teams and business ideas materialized into concrete projects. This evidence has demonstrated in depth the impact achieved on the cultural transformation of the organization.

## SUCCESS MEASURES

Initial observations from participants have indicated:

- A broadened business understanding of Airbus Military.
- A sense of how they are observers and essential contributors throughout the educational program and, by extension, in the organization.



*“Attending programs about culture transformation, leadership and “intrapreneurship” does not generate transformational change by itself. Vivero is about experiencing the whole process of breeding innovative ideas and putting them in practice effectively matching Airbus Military strategy.”*

### **Vivero Participant, 2nd edition**

Aircraft Delivery Manager, Airbus Military

<sup>2</sup> Appendix “a” provides good insight through comments from participants, internal sponsors and IESE mentors.





However, Vivero’s impact has gone beyond the development of leadership or business capabilities at an individual or group level; Airbus Military has benefited across a number of relevant dimensions, summarized in the following figure:

| INITIAL OBJECTIVES   | FINAL OUTCOMES   |
|--|--|
| INNOVATIVE AND<br>ENTREPRENEURIAL MINDSET                               | <ul style="list-style-type: none"> <li>• Strategic vision &amp; business acumen enabled multidisciplinary approach</li> <li>• Noticeable change of behaviour, performance and overall culture awareness of participants</li> <li>• Improved efficiency in decision making process with entrepreneurial, relationship building &amp; influence mindset</li> </ul> |
| BUSINESS OPPORTUNITY INTO<br>SOLID BUSINESS PLAN                        | <ul style="list-style-type: none"> <li>• 14 business plans have emerged from Vivero and most of them have materialized into real projects</li> <li>• Many other ideas have improved efficiency and helped in various aspects</li> </ul>  |
| IMPROVED BUSINESS,<br>TEAMWORK, MOTIVATION &<br>COMMUNICATION SKILLS  | <ul style="list-style-type: none"> <li>• Identification &amp; extensive development of internal talent</li> <li>• Increase in talent commitment, loyalty &amp; enthusiasm to be part of expansion</li> <li>• Improvement of communication across departments</li> </ul>  |

Vivero has not only contributed to the talent identification and development of participants but has also meant significant progress for Airbus Military in approaching its strategic business goals. Actual figures are beyond the scope of this document for obvious confidentiality reasons, but the economic impact has been substantive enough to merit continuation in what will become a fourth edition of the program. New projects inspired by Vivero have generated additional income for the organization, increased efficiency or reduced costs, and allowed for expansion into new markets.

Some examples of business ideas generated through the different editions of Vivero appear in the following table. Others are confidential due to the nature and current status of the activities:

## EXAMPLES OF BUSINESS INITIATIVES

|   | BUSINESS CHALLENGE                      | PROJECT   | STATUS   |
|---|---|---|--|
|    | REVITALIZATION OF AIRCRAFT C212         | <b>Phoenix.</b> The C212, a 40 year old design with almost 500 units produced, was subject to analysis to check further possibilities | Together with other internal actions in Airbus Military, is the subject of an agreement with the Indonesian Aviation Industry to redesign and produce in Indonesia new version |
|   | MILITARY TECHNOLOGY INTO CIVILIAN NEEDS | <b>Dual Craft.</b> Study to magnify commonality between civil and military design for new aircraft, reducing development cost         | It will be used as the New Turboprop is launched   |
|  | FITS INSTALLATION                       | <b>FITS.</b> Installation of Airbus Military Full Integrated Tactical System (FITS) in ships and terrestrial platforms                | Being analyzed with different customers  |
|  | IMPROVE A400M WING                      | New automatic method to reduce quality time in A400M wing production  | Currently on implementation process  |
|  | MAINTENANCE DATA                        | New technology to gather maintenance data from Airbus Military aircraft   | Currently being presented to customers   |

Overall, Vivero has generated much enthusiasm and a business environment increasingly geared towards innovation and idea development. Back in the office, participants have applied the valuable insights acquired from the learning initiative and their colleagues have additionally benefited from these new skill sets. The strategic-thinking and problem-solving attitude has spread through direct reports and other areas of the company.

*“As engineers we face difficult challenges in our career, but we can always go beyond our usual tasks if entrusted. With Vivero, Airbus Military not only empowers us with business knowledge but also engages us and obtains our full commitment to be part of the expansion of the company. I am so honored that I have been entrusted with this responsibility.”*



**Vivero Participant 1st edition**

Head of Assembly & Harnesses Commodity Airframe & Materials - P&SC, Airbus Military

The positive impact of the program has been equally clear for IESE Business School. It has been stimulating for IESE to witness the level of implication of Airbus Military in its quest to effectively detect and inspire talent from within the organization. It has also reinforced IESE's link with Airbus Military, which has transitioned from a client to a partner alliance.



# 07 FINAL REFLECTIONS

After three editions, Vivero has grown to become a key corporate development program with its own essence, occupying a preferential place within the human resources and business development areas. Its impact is already felt throughout the organization and its full effects are expected to grow with time.

In a joint effort, Airbus Military and IESE Business School's partnership showcases the successful integration of theoretical and practical learning and the constructive application of these disciplines into the materialization of innovative business ideas.

Vivero participants have become ambassadors of the innovation and talent philosophy within Airbus Military and have contributed to making it an enduring multidisciplinary culture. During the program, cross-unit relationships were encouraged by design so that networking would ensue. This cross-fertilization will culminate in the first-ever alumni reunion, to be held at Airbus Military in July 2013, marking the successful completion of Vivero's third edition. The impact of this meeting will generate additional inspiration and engagement for alumni as well as for the Management Board.

From the viewpoint of project generation, some ideas may have not been implemented yet but have led to suggestions for improvement in other areas; their full potential will become apparent in time. Additional projects are in the pipeline and resources are being explored for their materialization.



From the start, there has been unflinching support and praise for the program, from the Board and participants alike. As a consequence, both participants and Board members from Airbus Operations Spain were included in the program in the second edition, so today Vivero covers the full Airbus community in Spain. Considerations are being made to extend the program to other EADS divisions.

In sum, Vivero has jointly benefited member participants, the business organization and its partner higher-education institution. The learning initiative has resulted in an effective engagement that provides genuine inspiration thanks to the real and objective value for Airbus Military. The powerful fusion of interaction, exposure, observation and the “learning by doing” approach has had a profound impact on Vivero participants, reinforcing competencies to address the present and future challenges with a global and strategic mind-set. Furthermore, participants’ encounters with unusual challenges in their departments have provided them with a broader understanding and unique approaches to their typical working environments.

The collaboration between IESE Business School and Airbus Military and the resulting development and implementation of the Vivero program provide a valuable model for the empowerment of internal talent to breed innovative ideas from within, ensure their alignment with corporate strategy, and effectively bring about the cultural transformation of an entire organization.



# 08 APPENDICES

## A. TESTIMONIALS OF PARTICIPANTS

---

**Vivero Participant**, Industrial Planning Manager MDTI, Airbus Military

*“The program contents cover crucial and real issues with a very practical approach. We are able to work in small and diverse groups. Context setting, open case discussion and action learning is present through all modules”.*

**Vivero Participant**, HO FAL A400M Quality Manager, Airbus Military

*“The learning journey takes us from a more passive role to a stage where we are in control not only of our own learning but also of its practical applications”.*

**Vivero Participant**, HTP Customer Team Leader, Airbus Military

*“The teamwork involved in developing business ideas enabled us to benefit from each other’s strengths. It also reinforced our internal networks back in the office. It was really an honor to have all members of the Board of Directors presenting us the major challenges for Airbus Military and to have them available to listen to our suggestions and ideas for improvement”.*

**Vivero Participant**, Structures Design Team Leader, Airbus Military

*“Teams were divided into efficient working groups, which allowed us to capitalize on the experiences from each member. This sharing of ideas was one of the very positive outcomes from the program. The varied background and expertise of the teams is a reflection of the real cross-functional activities that take place on a daily basis within Airbus Military. Knowing how to influence other departments and build relationships is vital for us”.*

**Board Member**, Head of Airbus Military Sales

*“Javier Matallanos has been in the company for more than 40 years. When Domingo Ureña became president of Airbus Military in 2010, they were aligned in believing of leadership development within the organization. Their profound regard for home-grown talent has taken them to consistently invest in high potentials. They have always tried to lead by example, from the board down”.*

**Board Member**, Head of Airbus Military Finance

*“The program aims to prepare this management team for “what will be,” not for “what has been.” IESE presents a highly-customized solution that is a comprehensive, transformational experience to closely monitor the design and delivery of the learning initiative. Afterwards the Steering Committee mentors and helps materialize the business ideas generated”.*

**Board Member**, Head of Airbus Military Customer Services

*“The entire Management Board of Airbus is committed to this innovative enterprise. The learning initiative is a unique experience that benefits both participants and senior management. Internal sponsors discover a pool of very motivated talent, full of ideas and initiatives who speak the same language and are learning together as partners while supporting each other”.*

**Board Member**, Head of Airbus Military Strategy

*“The Steering Committee of “Vivero” is a successful concept that guarantees that the program is in alignment with the organization’s business objectives. It further reinforces the commitment of Airbus and IESE while boosting the active and innovative involvement of the participants”.*

**Board Member**, Head of Engineering and Technology

*“Our recruitment process has always worked pretty well within Airbus, so we trust our people are bright; but it was such a pleasant surprise to witness participants come up with so many innovative ideas and so full of energy to implement them”.*

**Project Director**, IESE

*“Many interviews were conducted with board members and other top directors of Airbus. We needed to make sure all business needs were completely understood. Only then, we were in a position to advance a proposal for a customized program: a transformational experience that develops the talent of future leaders with a global and entrepreneurial mindset closely aligned with the business objectives of Airbus”.*



## B. OVERVIEW OF AIRBUS MILITARY

---

### AIRBUS MILITARY: A LEADER IN ITS SECTOR

Airbus Military is the only military and civic/humanitarian transport aircraft manufacturer to develop, produce, sell and support a comprehensive family of airlifters ranging from three to 45 tonnes of payload. Airbus Military's highly versatile product range includes the robust and service proven, three to nine tonnes payload "Light & Medium" Family, comprising the C212, the CN235 and the C295 "workhorses", the all new 37 tonne A400M designed for the needs of the 21st century, as well as the A330 MRTT - the benchmark in Multi Role Tanker Transport aircraft, and further military derivatives based on Airbus commercial aircraft. An Airbus daughter company, Airbus Military is the global leader in the market for military transport, tanker and surveillance aircraft able to perform the most varied missions. Altogether, Airbus Military has sold more than 1,000 aircraft to some 130 military, civilian and governmental customers. More than 800 of these aircraft have been delivered.

Headquartered in Madrid (Spain), the company's facilities are essentially based in Spain. Its main sites are Getafe, close to Madrid, where civil Airbus A330 airframes are converted into Multi Role Tanker Transport (MRTT) aircraft, and Seville, where the San Pablo factory, south of the airport, hosts the A400M Final Assembly Line opened in 2007, as well as the complete production and final assembly of the C212, CN235 and C295.

Airbus Military was formally created in April 2009, following the integration of the former Military Transport Aircraft Division (MTAD) and Airbus Military Sociedad Limitada (AMSL) into Airbus. This integration allows for a single and streamlined organisation. Airbus Military has its own P&L accounting, and employs more than 5,000 people.

Airbus Military builds on the experience developed by the former Construcciones Aeronauticas Sociedad Anonima (CASA), which became part of EADS, as MTAD, in 2000. Over the years, CASA, which was founded in 1923, specialised in the development, construction, certification and support of small military transport aircraft, while playing a leading role in the militarisation of civil Airbus platforms. It is now also fully in charge of the development of the all new 21st Century tactical and logistical Airlifter, the A400M, and of the military versions of Airbus commercial aircraft.

Airbus Military is well established on the world market with products operated by air forces for tactical and strategic transport and refuelling, as well as for all other kinds of civic missions for the benefit of society such as maritime surveillance and humanitarian aid.

## C. OVERVIEW OF IESE BUSINESS SCHOOL

---

### A GLOBAL REACH. A TRANSFORMATIONAL IMPACT. A SPIRIT OF SERVICE.

For over fifty years, IESE, the graduate business school of the University of Navarra, has been at the forefront of management education, developing and inspiring business leaders who strive to make a deep, positive and lasting impact on the people, companies and society they serve.

IESE's success is built on a humanistic approach to business and leadership, complemented by a world class faculty producing ground-breaking research; the global scope of its programs, faculty, students and campuses; a practical and relevant teaching methodology; and a growing alumni network of 40,000 professionals world-wide prepared to take on today's challenges and lead business into the future.

Inherent in everything IESE does is a focus on people – on the personal and professional development of every individual partaking in the IESE experience – as the primary driver of positive change and impact on business and society.

#### **Outstanding Faculty & Cutting-Edge Research**

Over 100 full-time professors and around 70 external collaborators who represent almost 30 countries and hold Ph.Ds. from the top business schools in the world form IESE's faculty. Their dedication to teaching, the impact of their research and their experience working with companies around the world are central to IESE's continued success in providing excellence in management education.

#### **Humanistic View of Companies and Leadership**

For IESE, sustainable and long-term global prosperity can be achieved through a humanistic approach to business. This helps business leaders to influence companies and society positively, shaping the world for future generations. IESE strives to ensure that professionalism, integrity and a respect for others, are at the core of everything it does.

#### **Global Scope of Programs**

Every IESE program provides a global experience. Participants and faculty come from all over the world and the classes themselves are infused with the reality of the globalised economy providing a very strong international and cross cultural perspective. Furthermore, IESE brings this experience to locations across five continents and has an active Alumni community spread all over the world.

#### **Active Learning Methodologies**

IESE's primary teaching tool, the case method, helps business leaders to develop a practical framework for effective decision-making, with insights and direct applicability for resolving business problems on the job. IESE is one of the largest producers of business cases enabling it to build and maintain strong links with industry. Other active learning tools are also used in IESE programs.

#### **Alumni Network**

IESE's alumni are an international community of more than 40,000 business and nonprofit professionals and entrepreneurs spanning over 100 countries. Every year the Alumni Association organizes hundreds of education sessions and reunions, creating links, enabling networking and making IESE an ongoing and valuable experience.

## D. CONTENT OF VIVERO'S MODULES

|  |   |  |   |
|--|---|--|---|
| <p><b>MODULE 1<br/>DAY 1</b></p> <hr/> <ul style="list-style-type: none"> <li>• FINANCIAL ACUMEN</li> <li>• MASTERING CHANGE</li> <li>• PROJECT DEVELOPMENT PROCESS</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Program Presentation</li> <li>• Airbus Military Session. Head of Strategy</li> <li>• Change is in the Air: Leading Transformation Processes. IESE Academic Director</li> <li>• Intro to Financial Analysis (I).</li> <li>• Intro to Financial Analysis (II).</li> <li>• Explanation of Project Development Process (Podcast)</li> <li>• Idea Preparation Participants</li> </ul> | <p><b>MODULE 1<br/>DAY 2 &amp; 3</b></p> <hr/> <ul style="list-style-type: none"> <li>• ENTREPRENEURIAL LEADERSHIP</li> <li>• BRAINSTORMING</li> <li>• OPPORTUNITY IDENTIFICATION</li> <li>• TEAM BUILDING</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Airbus Military Session Head of Finance</li> <li>• Entrepreneurial Leadership. Lecture/Video mini-case/ Discussion</li> <li>• Brainstorming Ideas For New Businesses. Lecture/ Exercise</li> <li>• Opportunity Selection Lecture/Exercise</li> <li>• Marketplace of Ideas. Project Team Formation</li> <li>• Airbus Military Session Head of Commercial</li> <li>• Airbus Military Session</li> <li>• Opportunity Identification and Team Building Review.</li> <li>• Special Projects, Airbus Military</li> </ul> | <p><b>MODULE 2<br/>DAY 1</b></p> <hr/> <ul style="list-style-type: none"> <li>• LEADING COLLABORATION</li> <li>• BUSINESS PLANNING</li> <li>• TEAMWORK</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Airbus Military Session</li> <li>• Leading Collaboration in High-Performance Teams.</li> <li>• Airbus Military Session. Team Workshop for Business Planning (I) and (II).</li> </ul>  | <p><b>MODULE 2<br/>DAY 2</b></p> <hr/> <ul style="list-style-type: none"> <li>• BUSINESS MODEL DESIGN</li> <li>• TEAMWORK</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Airbus Military Session</li> <li>• Team Work</li> <li>• Unlocking the Value of Technology through proper Business Model Design.</li> <li>• Business Plan Development (I). Case Discussion</li> <li>• Business Plan Development (II). Case Discussion</li> <li>• Team Work</li> <li>• Commercializing Military Technologies.</li> <li>• Project Presentations. Participants</li> </ul> |
| <p><b>MODULE 3<br/>DAY 1</b></p> <hr/> <ul style="list-style-type: none"> <li>• DECISION MAKING PROCESS</li> <li>• BUSINESS PLANNING</li> <li>• TEAMWORK</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Airbus Military Session Senior VP, Engineering &amp; Technology</li> <li>• Team Work</li> <li>• Risk ethics and decision making</li> <li>• Q&amp;A. Airbus Military CEO</li> <li>• Team Work</li> <li>• Airbus Military Session. The Perfect Business Plan. Team Workshop on Business Planning.</li> </ul>  | <p><b>MODULE 3<br/>DAY 2</b></p> <hr/> <ul style="list-style-type: none"> <li>• INTRAPRENEURSHIP</li> <li>• COMMUNICATION SKILLS</li> <li>• TEAMWORK</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Airbus Military Session Senior VP, Services</li> <li>• Team Presentations. Teams</li> <li>• Team Work</li> <li>• Corporate Entrepreneurship.</li> <li>• How to Present a Complex Business Plan.</li> <li>• Participant Feedback Questionnaire.</li> <li>• Airbus Military Session. Senior VP, Human Resources</li> </ul>   | <p><b>MODULE 4<br/>DAY 1</b></p> <hr/> <ul style="list-style-type: none"> <li>• INNOVATION</li> <li>• COOPERATIVE &amp; COMPETITIVE NEGOTIATION</li> <li>• PARTNERSHIP</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Airbus Military Session. Head of Programmes L&amp;M and Derivatives</li> <li>• Innovation from the Customer Perspective</li> <li>• Introduction to Negotiation</li> <li>• Principles of Negotiation</li> <li>• Cooperative &amp; Competitive Negotiations: "Coopetition"</li> <li>• Conclusions. Partnership</li> </ul> | <p><b>MODULE 4<br/>DAY 2</b></p> <hr/> <ul style="list-style-type: none"> <li>• MANAGING UNCERTAINTY</li> <li>• PROJECT PRESENTATION</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Board Presentations Preparation Teams</li> <li>• Airbus Military Session Head of CoE Empennage/Aft Fuselage</li> <li>• From Uncertainty to Trust: Taking Charge</li> <li>• Airbus Military Session Head of A400M Programme</li> <li>• Project Presentations Closing Remarks. Airbus Military Head of Special Projects</li> </ul>   |

## E. LINK TO VIVERO'S VIDEO

---

The following video presents Marta Elvira, associate dean for research and professor of management of IESE, summarizing the spirit of Vivero



<http://podcasts.iese.edu/gc/custom/AIRBUSMILITARY.mp4>

F.  
BROCHURE  
OF VIVERO

---





**DEVELOPING LEADERS  
YOU CAN TRUST**  
[www.iese.edu](http://www.iese.edu)