

Leading Through Connections

Insights from the
Global Chief Executive
Officer Study

Bausch + Lomb

One team focused on one mission

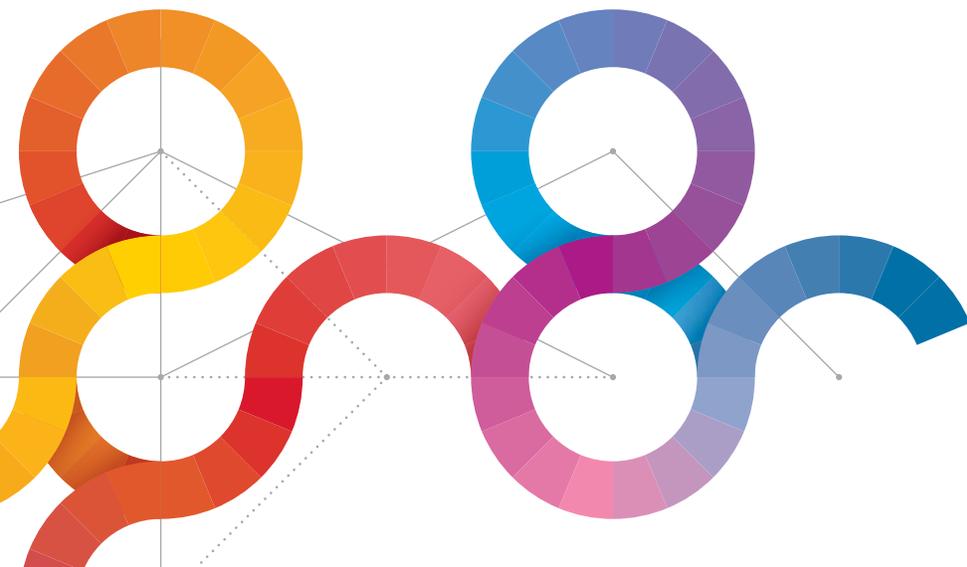
Established in 1853, Bausch + Lomb is a leading global healthcare brand focused solely on eye health. It offers a wide range of products sold in more than 100 countries. In 2007, the company was taken private in the wake of product supply and quality issues, a weak pipeline and a number of earnings restatements. In early 2010, its new CEO initiated a major turnaround effort to reinvigorate and refocus this historic company.

In addition to providing direction – in the form of a clearly defined vision, mission and strategy – the company set out to effect real cultural change grounded in “High Performance Behaviors,” which include Earning Trust, Growing and Helping Others Grow, and Sharing Accountability. The company also placed increased focus on front-line managers – essentially inverting the classic management pyramid.

To facilitate communication and sharing of best practices among its employees, Bausch + Lomb utilizes a combination of social and mobile technologies that augment its other communication channels.

Just two years into the company’s transformation, Bausch + Lomb has made substantial progress that has resulted in sales growth acceleration, margin expansion and the build-out of its innovation pipeline, which now includes some potential game changers. Central to the company’s success to date are its people who are focused on its all-important mission: helping people see better – to live better.

To reach an IBM industry expert, contact iibv@us.ibm.com and for more information about the IBM CEO Study, please visit ibm.com/ceostudy.





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