

## José Miguel Noriega

Senior Interim Manager at IOR Network for Talents

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### Summary

Economist / MBA / IESE PADE with extended experience in General Management, Financial and Marketing & Sales Senior Management functions at multinational companies.

Broad knowledge of Pharmaceuticals and experience in Diagnostics, Consumer Healthcare and Chemicals sectors.

Extensive experience in senior management positions in multinational environment as Managing Director in businesses representing up to 70 M€ and 200+ people.

Member of the Executive Committee, responsible for the Group's total businesses up to 160 M€ and 500+ people

Ten years' international experience in France, Portugal and Egypt.

Proven success in results and efficiency improvement, change management, business growth, deals negotiation and management teams' leadership.

Familiar with creating and executing strategic plans. Results-oriented through team work and team training & development.

Experienced in restructuring companies and organizations.

## Experiencia

### **Senior Interim Manager at IOR Network for Talent**

Interim managers are experienced business leaders who are able to manage an organization through a period of change or transformation, provide stability to a business following the sudden departure of a senior leader, or provide a highly specialized skill set which a business may not have internally.

#### PLAN ALPHA

##### **Founding Partner**

Jul 2012 – actual

Independent strategy consultant and senior executive at national and international companies in the healthcare and related sectors. Including, between others, interim GM function (managing change and transition) for a food supplement international corporation and GM position for Spain and Portugal of an international pharmaceutical company.

More info in: [www.plan-alpha.com/es/home/](http://www.plan-alpha.com/es/home/)

#### HRA PHARMA IBERIA Madrid

##### **General Manager Iberia**

Oct 2013 - Mar 2018

Responsible for re-establishing HRA Pharma's business (Woman's Health and Endocrinology) both in Spain and Portugal. Business (2017) of 9M€ and team of 23 people.

##### *Mission and main achievements*

- Profitable sales increase x 8 in 4 years (forecasted to further growth in 2018 x 2,7 to reach 24 M€).
- Negotiation and implementation of recuperation of licensed-out products in Spain and Portugal. Launch of OTC product, portfolio and business development of orphan drugs.
- Redefinition and implementation of business model change in order to prepare the company's expansion through the integration of new products, including definition and negotiation of strategic partnerships.

#### LACER S.A. Barcelona

##### **Managing Director Pharmaceutical Division**

Jun 2009 - Jun 2012

Responsible for business of 70 M€ and 210 people. Member of the Executive Committee, responsible for the Group's total business (160 M€ and 550 people). Member of the Board of Management of the Spanish Pharma Industry's Association (Farmaindustria).

*Mission and main achievements*

- Diagnosis, formulation and implementation of a new strategy: change of business model in order to assure sustained growth and diversification in a context of a mature product portfolio, an extremely changing market and the introduction by the Government of new pharmaceutical cost containment measures.
- Design and implementation of new commercial (efficiency improvement at all levels) and innovation (R&D and Business Development) strategies, while reaching the sales and exceeding the profitability targets in 2009, 2010 and 2011.
- Extension of business beyond pharmaceuticals, incorporating non-pharmaceutical products, medical devices and services. Extension of customer platform, including pharmacies as a key new target.

SCHERING – PLOUGH EGYPT Cairo

US Pharmaceutical group SCHERING-PLOUGH CORPORATION, which acquired ORGANON BIOSCIENCES from the AKZO NOBEL group in 2007.

**General Manager**

Nov 2007 – Dec 2008

Responsible for business over 50 M\$ and 190 people.

*Mission and main achievements*

- Integration of the entities resulting from the acquisition: businesses and organizations integration and preparation of the legal entities integration. Create and prepare management team to lead the organizational change. Start cultural change to build on the strengths of both previous organizations.
- Business and profitability consolidation and development: revenues at arrival (2007) 24,9 M\$; revenues 2008 45 M\$ (+81%); forecasted revenues 2009 60 M\$ (+33%). I established a plan for improving the distribution channels and earning 1,6 M\$ extra profit.
- Prepare a restructuring plan (sales force and other organization), in line with the business targets.
- Design a portfolio diversification strategic plan and a market access / institutional affairs development plan.

ORGANON PORTUGUESA LDA. Lisbon

Pharmaceuticals marketing and sales. ORGANON division within the Dutch group AKZO NOBEL.

**General Manager**

Jan 2005 – Nov 2007

**Marketing & Sales Director**

Jan 2004 – Dec 2004

*Mission and main achievements*

- Granting organic sales volume growth above 12% during the period. Stabilization and subsequent recovery of sales growth in € in a highly hostile environment, including two across-the-board price cuts in 18 months. Preservation of the sales volume of an important CNS product, after 3 years with +15 generics in the market, by means of life cycle management strategies.
- Portugal ranked in the top 10 countries in sales of 3 of the 4 key contraceptive products of Organon and in the top 20 countries in sales of all key products.
- Profitability increase by means of organizational restructuring and portfolio management.
- Organization restructuring (-25% headcount in 2007 vs. 2003) and setting, at the end of 2007, a sales force deployment optimization plan.
- Substantial improvement in quality and professionalism of the commercial teams (through new hires and internal development). Implementation of an improved Electronic Territory Management System (ETMS), including the CRM philosophy, to increase the promotional efficacy and efficiency.
- Change of the organizational culture, from a family style towards a professional organization.

ORGANON FRANCE S.A. Paris

Jan 1999 – Dec 2003

Manufacturing, R&D, marketing and sales of pharmaceuticals. Turnover 200 M€, headcount 800. ORGANON division within the Dutch group AKZO NOBEL.

**Finance Director**

Reporting to the President. In charge of the finance & control, administration and IT areas for all the company's activities. Team of 40 people.

*Mission and main achievements:*

Mission and main achievements:

- Coordination of the merger of two group companies (ORGANON - RL CERM) into a harmonized one.
- Building a professional internal control system for commercial, manufacturing and R&D activities.
- Leadership / participation in various improvement and business development projects (FFE, creation and control of outsourced sales force, implementation of a CRM system, evaluation of the insulin's business, implementation of the 35h working week, licensing contracts ...), covering all relevant areas (sales, marketing, human resources, manufacturing, R&D, business development,...).
- Participation in various financial and non-financial international projects.
- Intense and growing involvement in the commercial activity.

ORGANON ESPAÑOLA S.A. Barcelona

Manufacturing, marketing and sales of pharmaceuticals. Turnover 35 M€, headcount 160. ORGANON division within the Dutch group AKZO NOBEL.

**Finance Director**

Jan 1995 – dic 1998

Finance & control, administration, OHD, purchases and IT. In addition, Finance Director of the group's OTC business (CHEFARO, turnover 25 M€, headcount 35). Team of 18 people.

Mission and main achievements:

- Preparing the financial and organizational structure for the expected business growth (x 3 in 4 years).
- Important improvement of the local and consolidated profitability.
- Coordination of the restructuring and eventual profitable sale of the manufacturing site.
- Implementation of a new ERP system (BPCS).
- Improving the decision-making process and internal control of both ethical and OTC businesses.

ORGANON TEKNIKA ESPAÑOLA S.A. Barcelona

Sales and Marketing of diagnostic and hospital products. Turnover 25 M€. Headcount 45. ORGANON TEKNIKA division within the Dutch group AKZO NOBEL.

**Financial Controller**

Jun 1992 – Dec 1994

Finance & control, administration, OHD, logistics and IT. Team of 9 people.

NESTE QUÍMICA IBERICA S.A. Barcelona

Marketing and sales of petrochemicals. Turnover 30 M€. Headcount 15. Finnish group NESTE OY.

**Financial Controller**

Jan 1990 – Dec 1992

charge of the finance & control and administration areas. Team of 3 people.

BRAUN ESPAÑOLA S.A. Barcelona

Turnover above 100 M€. Headcount around 1.100. German-US group BRAUN (GILLETTE).

**Financial Planning & Reporting Analyst**

Jun 1988 – Dec 1989

Elaboration of management information and investment projects' audits.

**Education**

Economist. **UNIVERSIDAD DE BARCELONA** 1989

Financial Management **EADA** Barcelona. 1991

Young Managers Program, Singapore module **INSEAD Singapore**. 2001



International Marketing Program, **INSEAD Fontainebleau**. 2001  
MBA with Distinction **CARDEAN UNIVERSITY - ELLIS NYIT**. 2008  
Senior Management Program PADE, **IESE Business School** Barcelona. 2013  
Certification on Good Corporate Governance, **IC-A (Institute of Directors)** Madrid.  
2018 (running)

## Languages

**SPANISH:** mother tongue

**ENGLISH:** fluent

**FRENCH:** fluent

**PORTUGUESE:** fluent

## Others

IT: advanced user of most common IT tools. Experience in high level IT Management.