

# Alberto Grua

## PROFESSIONAL EXPERIENCE

### **2018-2019**                    **ALVEA CONSULTING** **Owner**

Consulting with companies on strategy, implementation and tracking tools, people management and where needed interim directive roles

### **2013-2017**                    **GRUNENTHAL Group (Aachen)** **Member of the Corporate Executive Board** Research based family owned pharmaceutical company

- Head of Europe and North America:
  - Responsible of the Profit & Loss, with approximately 1 billion euro Top Line and roughly 1500 people
  - Successful performance of all flagship products (Palexia, Versatis, Transtec, etc), with highest market share ever
  - Significant growth driven by portfolio management and expansion
  - Quadruple EBITA in 5 years (350 mio euro)
  - Managed successfully the 'generification' of the product portfolio
  - Strategic entrance into the hospital market with a device combined to a pharmaceutical drug
  - Responsibility of the partners and relaunch of Tapentadol with Depomed
- Global Operations (Production, Supply Chain, Quality Assurance)
  - 6 production facilities (Germany, Italy, Switzerland, Chile, Ecuador, Brazil) with roughly 1500 headcounts
  - Relaunch of the Contract Manufacturing Business with 40% growth in 2 years, equal to 25% additional used capacity
  - Major and successful cost of good optimization
  - Introduction of Integrated Business Planning, aiming to significant operational optimization through the re-engineering of the processes.
  - Implementation of the new Global Procurement organization

### **2010 – 2013**                    **Executive Vice President Europe & Australia -Grunenthal Group**

- Major restructuring in all countries after divestments
- Very successful launch of Palexia (more than 200 mio euro in 5 years in Europe)
- Very successful launch of Versatis (more than 200 mio euro in 5 years)
- Started a significant growth in Top Line and Bottom Line consolidated till today
- Company Brand repositioned as leader in Pain in Europe

- Created a Governmental Affairs organization (lobbying and leading), with excellent achievements (i.e. Societal Impact of Pain)

**2009 – 2010**

**Senior Vice President Palexia Global Business Unit – Grunenthal Group**

- Responsibility of the launch of Palexia (Tapentadol) in Europe, Latam and, globally, via partners. Nowadays total sales equal to 600 mio euro!
- Head of a multifunctional team (Marketing, Market Access, Medical Affairs, Governmental Affairs, Regulatory, Drug Safety, Finance, Production, Supply Chain)
- Prepared the market via the largest educational campaign ever, more than 30.000 doctors involved
- Achieved reimbursement in 12 European Countries

**2005 - 2009**

**Managing Director at Grunenthal Italy**

- Responsibility of the whole affiliate, all functions including Production in Origgio. Business turnaround needed due to lack of performance in 2004
- Roughly 500 employees
- 30% Net Sales increase in 3 years, over 100 mio euro with 100% Profit increase in 3 years
- 23% cost of goods reduction in the plant

**2000 – 2004**

**Pharmaceutical Commercial Director at Bayer Italy**

- Responsibility of the whole Commercial organization (550)
- Improvement of all market shares
- Successful launch of Levitra and (Lipobay!)
- Introduce (first time) a Regional Market Access organization

**1997 – 2000**

**Vice President Global Marketing and Supply Chain Point of Care at Bayer Diagnostics, Headquarter in USA (Elkhart)**

Built a team, with full focus on the internationalization

- Global Responsibility on 25 countries
- Multifunctional team: Marketing, Research & Development, Strategic Planning, Customer Service and Supply Chain
- Development and launch of Clinitek 50 (strip reader)
- Launch of Clinitek 500 (larger strip reader)

- Involved in the acquisition of Chiron Diagnostics

**1993 – 1996                      Business Unit Director of Diabetes Products at Bayer Diagnostics in Milan**

First experience of multifunctional team (Marketing, Sales, Customer Service, Technical Service)

- Double the profitability
- Riorganize the Sales Force (approximately 30 people)
- Successful launch of Glucometer Elite

**1987 – 1993                      Marketing Manager at Bayer in the Consumer Products Division in Milan**

- Responsible of the OTC Business:
  - Brand Lasonil
  - Brand Aspirin
  - Part of the European team for the Aspirin brand
- Responsible for the Household Cleaners, including new launches
- Additional Responsibility of the Insecticide Business (Baygon Autan, Nekatarm, Racumin)

**1986 – 1987                      Junior Product Manager at Mondadori (Publishing Company) in Milan.**

**Education**

- Degree in Economics at Bocconi University with specialization in Marketing in 1986
- Additional courses:
  - General Management Program at Notre Dame University (USA)
  - People Management at Indiana University (USA)
  - Situational Leadership (Blanchard)

**Personal Remarks**

- ESTJ according to Myers & Briggs, therefore solid, bullish, extroverse communicator focused on people and results
- Results come only via excellent people and organizations, products are minimum pre-requisites
- Inter-culture sensitivity due to many years abroad is relevant

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