

# Benoît GREDELU

## General Manager - Country Manager - Business Unit Manager

Hospital expert, outstanding coordinator, I foster a results-oriented corporate culture.

My dynamism and curiosity enhance this approach and make me a valuable asset to stimulate collective success.

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**Key strengths :** Triple expertise in equipment, devices and medicines – Leadership / Management and team development – Strategic vision – Results orientation – Ability to adapt Involvement and networking with stakeholders – Mastery of therapeutic areas – Patient and customer focused service – Problem solving



### Sales

### Marketing

### Management

#### Skills

- Analyse the healthcare environment
- Master the therapeutic area
- Negotiate with stakeholders
- Manage projects
- Monitor KPIs
- Manage risks
- Work cross-functionally

- Manage P&L of €25.5m
- Optimise cash flow
- Implement strategic plan and monitor its execution
- Launch products and manage their life cycle
- Develop continuous training
- Benchmark the competition
- Manage KoLs, adboards and french societies of medicine
- Manage international partnerships
- Manage risks
- Work with corporate

- Manage P&L €4.3m
- Performance management (KPI, CRM)
- Develop long-term strategies
- Drive change
- Support teams (empowerment)
- Manage teams (17 people) & conflicts
- Manage risks
- Promote the corporate culture
- Master rare and acute therapeutic areas
- Implement & follow local regulations: RA, HR, finance
- Interact with stakeholders

#### Major achievements

- Average annual sales growth of 14% vs 2%
- Creation of PD expert centres (1/dpt)
- Increase in PD recruitment (10%)
- Reduction in patient dropping (20-30%) thanks to treatment optimization
- Turnover doubled in 6 years in new hyper-competitive region
- Implementation of SOP for university hospitals and associations
- Recruitment of own field team
  - ❖ Euroelite Sales Award (2007-2008)

- Creation of an intensive care BU
- Launch of a sedative agent 20 times more expensive than SOC and paradigm shift in therapy
  - ❖ Market Access Award with a BIM application (2013)
- Listed in 100% of target centres in 4 years, covering 80% of the market
- Market leader in ambulatory care by volume and value (50%/80%) - Positioning work validated by KoLs
- Market leader in value in General Anaesthesia vs Abbott (2/3) by optimising vaporisers management & tender offers
  - ❖ European leadership & cash flow Awards (2015)

- Creation of a recognised and profitable operating pharma company in 2 ½ years, with strict adherence to P&L
- Listing of a non-approved drug for reimbursement in 2/3 of target centres in ICU settings with a lead time of 12 months
- Integrate 3 therapeutic areas onco-hemato / cardio-pulmo / CNS and new processes within a European group – lead time : 9 months
- Customised employee training and well-being
- Development of our therapeutic areas with the KoLs with an investment of €1m in 6 clinical trials in Medical/Surgical ICU
- Strong intimacy with french societies of medicine and patient associations with the release of position papers



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### My skills

- Lead accurate P&L
- Performance management
- Strategy development
- Lead team spirit
- Change and transformation management
- Regulatory compliance adherence
- Risk management
- Promote corporate culture
- Leading partnerships
- Cultivate a deep knowledge of the healthcare system
- Manage stakeholders network
- Master rare and acute therapeutic areas

### Language

**French** : Native

**English** : Fluent

**Spanish** : Intermediate

### General Manager | AOP Orphan Pharmaceuticals France

**2017 – 2023** – Paris – 17 employees – 4.3m€ in 2022

#### Create an operating pharmaceutical company focused on rare and acute diseases

##### ***Launch of 5 princeps and generics products in anaesthesia and intensive care (April 18)***

- Outsourcing of regulatory procedures through Movianto – Axpharma partnership

##### ***Authorisation as an operating pharmaceutical company granted by ANSM (June 20)***

- Creation of the Regulatory Affairs department - Implementation of 36 SOPs

##### ***Integration of the subsidiary into the Austrian AOP Orphan group (Oct. 21)***

- Management and implementation of corporate systems and procedures - Leadtime 9 months
  - Integration of new therapeutic areas - Onco-haematology, Cardio-Pulmonary & CNS
- Additional consolidated sales 2022 700 k€ (+100%)

#### Manage the budget process and analyse key indicators

##### ***Weekly/monthly reporting with corporate - 2 Best Estimate for landing***

- Break-even achieved in 2 ½ years - Consolidated EBITDA of €0.5m in 2022 - +400%.
- Compliance with P&L and phasing - Budget variation +/- 5%.

#### Supervise the activity of departments and the execution of the plan

##### ***Achieve 2022 sales of €4.3m +34% vs LY- +2% BE***

- Build up a Sales, Stock & Targeting Execution report using CRM and PowerBi tool
- Compliance of product hospital listing and pricing policy – Leadtime 6 months - 80% coverage

#### Lead the management team in setting, monitoring collective and individual objectives

##### ***Management of departmental activity and monitoring of employees***

- Board of Directors meeting – 2/month
- Creation of an outsourced HR department and employee welfare services

##### ***Setting up audits for continuous improvement***

- Certification of the HAS framework validated annually – no major deviation and critical issues
- Inspection and validation of our procedures by ANSM (Oct. 2021) – Conducting 6 audits/year
- Quality review of all departments - 1/quarter

#### Develop the subsidiary's medical strategy with stakeholders

##### ***Management of clinical studies with KOLs and clinicians network***

- Budget €1 m - 6 clinical trials - Research Tax Credit set up

##### ***Promoting drug reimbursement***

- Creation of a Market Access department (Dec 22)
- Membership of LEEM to extend our network to healthcare players (April 23)

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### My centres of interest

#### *Discovery of other cultures :*

Holland (3 years), Libya (1 year),

Macau (6 months of university),

Tahiti (2 years)

**Sport :** Cycling, diving, sailing, snowboarding

#### *Gastronomy & Wines :*

The pursuit of the perfect pairing

## Marketing Manager - 2 BU Anaesthesia / Intensive care | Baxter

2009 – 2017 - Paris

### Develop, implement, monitor the P5 strategic plan aligned with the overall strategy

#### **Management of 2 Product Managers in Anaesthesia and Intensive Care/Cardiology**

- 2016 Sales: €25.5 m +3% vs. LY, +32% vs. 2014
- Marketing Budget: €500,000 - Adherence to phasing and budget variation
- Partnership with Orion Pharma (Finnish) – Exclusive launch of sedative drug (dexmedetomidine)

### Coordinate cross-functional activities of the Business Units

#### **Strengthening clinical practices**

- Setting up clinical studies and adboards with KOLs - min.6/year
- Creation of Centres of Excellence for continuing medical education - 6 University Hospital

#### **Management of product life cycle**

- Creation of a Budget Impact Model in intensive care - Market Access Award 2013
- Support for the launch of new products within Baxter franchises in France and the BeNeLux cluster

## Regional Sales Manager – Renal Therapies | Baxter

2003 - 2009 - Rhône Alpes Region

#### **Strengthening patient care (prevention,treatment) by providing customized services**

- Rigorous monitoring of plan implementation and cross-functional work with regional players  
- Sales doubled in 6 years to €7m – 2 times Euro Elite award winner

1999 – 2003 – Centre Region

- Sales € 3.8m / +14% per year vs 2%

## EDUCATION

2014            **Executive Education - Public Speaking** - HEC (Jouy-En-Josas)

1999            **Business School Diploma** (ESC-Rennes)

1999            **Speaker Strategic Alliances** – INSEAD (Fontainebleau)

1997 – 1998    **Bachelor of Arts (BA) - Master of Arts (MA)** in International Affairs from Open University

1992            **Baccalaureat B (Economy)** – French School – The Hague - Holland