

CURRICULUM VITAE

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PROFILE

- 9 years executive management of an international Japanese pharmaceutical company in Europe
- 18 years operational executive management experience in the pharmaceutical industry in Europe, USA, and Latin America
- 17 years of management consulting with focus on strategy and operational issues
- Senior Executive; Result oriented communicator with team and partnership-minded working style

BUSINESS EXPERIENCE

2018 – Present	Mirow & Co.	Munich
	Senior advisor	
	Business Development, Acquisition and execution of consulting projects	
	<ul style="list-style-type: none">▪ Presented Mirow & Co. expertise to potential clients at top management level▪ Proposed and executed projects	
03/2016 - Present	Katairo GmbH	Tübingen
	Business Development	Munich
	Katairo is developing its drug candidate Remofuscin for treatment of lipofuscin associated diseases of the retina such as dry age-related macular degeneration (dry AMD) and Stargardt disease. Currently in Phase II	

04/2013 - 12/2019 **A.T. Kearney GmbH** Munich

Associated Director Pharma and Healthcare practice

Business Development and Acquisition of consulting projects with major international Pharma corporations:

- Presented A.T. Kearney Pharma and Healthcare expertise to potential clients at top management level
- Proposed projects and execution plans

08/2004 - 03/2013 **Santen Europe** Munich

03/2012 - 03/2013 **Vice President Partnerships and IP Management Santen Europe**

Responsible for intellectual property (IP) and license/partnerships management. Member of the EU Management Board and Worldwide Intellectual Property Committee:

- Developed and implemented brand name for new product; managed defence of brand name of most important product in the portfolio
- Within three months conceived and implemented EU IP committee and invention compensation policy
- Negotiated extension and expansion of license agreement for dry-eye product

08/2004 – 02/2012 **President Santen Germany and Vice President Marketing Santen Europe**

Responsible for Santen Germany GmbH and new product introductions in Europe; 60 employees; Member of the EU Management Board and International Marketing Committee:

- Oversaw increase of sales in Germany from € 3 mio to € 24 mio through new product introduction and field force expansion
- Established Strategic Plan for Santen Europe. Sales growth of 12 % p.a. through new products and expansion in Eastern Europe
- Ensured development and introduction of Taflotan sine. Most important product in European product portfolio contributed 80 % of sales in Germany
- Developed strategy including pricing and reimbursement aspects for dry eye product portfolio in Europe
- Defined development requirements for Europe, i.e. Macula Degeneration, Uveitis, Glaucoma

07/2002 – 07/2004 **Cambridge Pharma Consultancy Ltd.** Cambridge, UK

Vice President Customer Relationships

Responsible for acquisition of projects and key account management. Member of the Cambridge Pharma Consultancy Senior Management Leadership Group:

- Within one year developed \$ 2 mio in new business at key accounts, generating 40 % of the consultancy's growth
- Developed differentiation and price strategy for anti-glaucoma product in Europe, leading to 30 % higher revenues
- Defined and executed project for major pharmaceutical company assessing pricing, reimbursement, and parallel trade risks associated with May 2004 EU expansion

10/2001 – 06/2002 **RM Pharma Industry Consultants** Munich

Projects in Pharma Strategy and Operations

10/1999 – 09/2001 **A.T. Kearney GmbH** Munich

Vice President Pharma & Healthcare Practice Europe

Responsible for acquisition and delivery of management consulting assignments. Member of the Pharma and Healthcare Practice Leadership Team:

- Developed plan to transform biotechnology oriented central research unit with 170 employees into 5 business entities, preserving 130 jobs and reducing restructuring costs by 70 %
- Developed growth strategy and implementation plan for ophthalmic company to triple European business within five years
- Restructured a 780 employee marketing and sales organization to strengthen general practitioner business, increasing promotional capacities by 30 %
- Defined organizational structure, interfaces, and responsibilities for European supply chain of pharmaceutical company as basis for implementation of IT / SAP support system

11/1981 – 09/1999 **Novartis Pharma AG/ Ciba-Geigy Group** Switzerland, USA and Germany

01/1996 – 09/1999 Novartis Pharma AG

Region Head Western Europe Basel

Responsible for 9 affiliates in Western Europe (A, B, NL, P, IRL, S, DK, N, FIN) with sales of € 600 mio and 1,300 employees:

- Integrated Ciba/Sandoz operations forming Novartis Pharma in the region, reducing number of management committee members by 40 %
- Reviewed organizational structures and interfaces, within 3 months defined 60 management committee appointments, and insured operability of new organization, meeting a 01/01/1997 deadline
- Implemented unified company values, leadership, and performance management criteria, including 360° feedback, fostering development of a common corporate culture
- Generated cost savings of 15 % and increased profitability by 5 % of sales

03/1991 – Ciba-Geigy AG Basel
12/1995

Head of Business Unit Pharma Latin America and Member of the Pharma Overseas Management Committee

Responsible for 10 subsidiaries with sales of € 230 mio and 1,600 employees:

- Developed and implemented regional management organization
- Reduced cost and increased entrepreneurial flexibility by closing production plants in Venezuela, Chile, Mexico and forming a production JV in Peru
- Achieved average sales growth of 13 % p.a. in US \$, increasing market share from 2.7 % to 3 % and profitability by 10 % of sales

10/1986 – Ciba-Geigy Corp Summit, New Jersey
02/1991

Senior Vice President Planning and Business Development, and Member of the Pharma Executive Committee

Operational responsibility for budgeting, controlling, reporting, accounting, information systems, strategic planning, and business development with a staff of 140. Controller of Pharma business:

- Developed strategic plan to globalize R&D and investments of \$ 110 mio to upgrade research facilities in New Jersey
- Planned gradual expansion of field force by 50 % to secure competitive introduction of Voltaren, Actigall, Aredia, Anafranil OCD, and Nicotinell
- Implemented productivity improvements which contributed to keeping headcount in F&A level in spite of over 40 % business growth

11/1984 – Ciba-Geigy GmbH Wehr, Germany
09/1986

Head of Planning, Controlling and Information Systems, Member of the Pharma Management Committee

Operational responsibility for budgeting, controlling, reporting, and information systems management. Controller of Pharma business

11/1981 – Ciba-Geigy AG Basel
10/1983

Member of Central Staff Corporate Planning

Processes developing strategic plan and controlling to manage corporate portfolio

09/1975 – The Boston Consulting Group Paris and Munich
10/1981

Business Strategy Consultant and Case Leader

EDUCATION

1967 – 1974 **Freie Universität Berlin** Berlin
Master Degree in Economics / Diplom-Volkswirt

PROFESSIONAL DEVELOPMENT

Management Training: Numerous Ciba-Geigy/Novartis Leadership and Senior Management Courses, including Novartis/Harvard Senior Management Program, 1997/1998

LANGUAGES

German: *mother-tongue*; English, French, Portuguese, and Spanish: *fluent*

PERSONAL DATA

Born January 20th, 1948 in Rio de Janeiro; German and Brazilian citizenship