

KEITH FORSYTH



Keith is a recognized Pharma industry expert, entrepreneur, and thought-leader in Commercial Strategy. Specialized in the start-up and management of innovative, high-growth operational units within complex global organizations, Keith holds an impressive track-record of successful business development and large-scale business transformation, "from board-room to shop-floor, and back".

An accomplished senior executive, with 30+ years of leadership achievement within the healthcare, life sciences, pharmaceuticals, technology, and consulting industries, Keith is known for defining and implementing tailored commercial responses, driving enduring business success, and for growing new commercial capability.

Entrepreneurial, bi-lingual, and strongly international, Keith displays high levels of drive, discipline and focus, professionalism and personal integrity. He has consistently built and led high-performance units, managing functionally- and culturally-diverse teams of 200+ associates, and carrying accountability for P+L's of EUR 100M+, in over 35 countries around the World.

Keith is a Fellow of The Chartered Institute of Marketing; previously Partner at Ernst & Young, with international, cross-industry accountability for Strategy Consulting within Marketing, Sales, and Commercial Operations, Keith moved to Novartis in 2012, where he sat on the European Board with accountability for Operational Excellence, Marketing and Sales Operations - across 35 countries, 9000+ employees, and revenues of EUR 8+ billion. Since this time, Keith has focussed upon independent management advisory services and, most recently, growing a German-Swiss start-up operation in Brand-Driven Organizational Transformation.

Keith is now actively considering career development options, relevant to his profile and professional experience. He is globally mobile and willing to re-locate for the right role.

KEITH FORSYTH

Phone: +49 (0)89 230 54 266 // +49 (0)151 400 37 161 (mobile)

E-mail: keith.forsyth@kabelmail.de

LinkedIn: [linkedin.com/in/forsyth/](https://www.linkedin.com/in/forsyth/)

RE: General Application

Dear Sirs,

I enclose a recent version of my CV, and would be interested in discussing current openings that you may hold relevant to my professional profile and experience.

With 30+ years of executive line management and strategy consulting experience, I specialize in marketing, strategy, organizational- and business development, as well as customer-/brand-focussed transformational change.

I have repeatedly led large-scale business transformations "From Board-Room to Shop-Floor and Back", and hold an impressive track record of business success in realizing innovative commercial strategy and new commercial capability across pharmaceuticals, medical devices, biotech and relevant support industries.

Highly entrepreneurial, bi-lingual and strongly international, I am a UK national and have lived and worked abroad for the past 30 years. Often seen as a bridge-builder, my perspective is strongly cross-cultural and cross-functional. A motivational and visionary leader, I have managed highly diverse teams of 200+ associates and held accountability for P&Ls of €100M+ in 35 countries around the world.

Areas of expertise include:

Market & Competitive Analysis • Strategy & Planning • Launch Management • Business Development • Channel Management • Leadership • Profit & Loss (P&L) Management • Global Account Development • Human Capital Management • Transformational Change

Please review the enclosed document for a more detailed presentation of my expertise and career history.
Note that I am willing to travel and / or relocate globally for the right position.

Thank you for your time and consideration.

Sincerely,

Keith Forsyth.

KEITH FORSYTH

Based: Munich (Germany) and London (UK)

Tel.: +49 (0)89 230 54 266 // +49 (0)151 400 37 161 (mobile)

eMail: keith.forsyth@kabelmail.de

Web: linkedin.com/in/forsyth



SENIOR EXECUTIVE - VICE PRESIDENT - MANAGING DIRECTOR - (MANAGING-)PARTNER

Health Care - Life Sciences - Pharmaceuticals - Medical Devices - Biotech - Information-Technology

***Innovation - Strategy - Marketing - Sales - Operations - Business Development –
General Management - International Business - Consultancy - Start-Up - Transformation***

Results-driven entrepreneur and global business leader. Impressive track record of successfully developing businesses, improving operations, implementing innovations and driving profitable and sustainable revenue growth in challenging situations. A widely recognized pharmaceutical industry expert and thought leader in commercial strategy, organisational development, process excellence, change management and commercial capability development. Specialised in start-ups and the management of innovative, high-growth operational units within complex global organizations. English / German bi-lingual leader, with powerful vision, strategic development and seamless execution. Repeatedly led large-scale business transformations "from Board-Room, to Shop-Floor, and back". Exemplary business and people management skills. Extensive CxO-level networks and an impeccable industry reputation. Highly ethical and professional. Available for relocation worldwide.

PROFESSIONAL EXPERIENCE

INSTITUTE OF BRAND LOGIC

2016 to present

The Institute of Brand Logic (IBL) is an internationally renowned Think Tank and Boutique Consultancy Provider - pairing cutting-edge research & thought leadership in Brand Management, with executive education and brand-oriented strategic advisory services. At the core of IBL's offering lie organizational development and transformational change – driving brand consistency across all channels, and inextricably linking the future of the company, to the future of the brand. €3.5+M revenue, 25 employees, operations in Austria, Germany, Switzerland, UK, and the USA.

Managing Partner & Managing Director – Germany & Switzerland

As Managing Partner and Member of the Corporate Board, Keith holds full strategic, P+L, and legal accountability for the Munich office, and all business development, delivery, and operations within Germany and Switzerland. Additionally, Keith holds global sector accountability for all operations within Healthcare, Life Sciences, and Pharma.

SELF-EMPLOYED

2013 to 2015

SME & Strategic Advisor to the Life Sciences Industry

Strategy & Change Management advisory engagements to the Healthcare, Pharmaceuticals, and Life Sciences industries - enabling profitable and sustainable top-line growth.

NOVARTIS PHARMA EUROPE

2012 to 2013

Leading global provider of healthcare solutions in pharmaceuticals, eye care, generics, vaccines and diagnostics, over-the-counter (OTC) and animal health; €43B+ revenue, 125k+ employees, global operations

European Board Member for Operational Excellence, Marketing, and Sales Operations.

As European Head of Business Services Excellence, and member of the European Pharma Executive Committee, Keith reported directly to the President of Roche Pharma Europe, holding accountability for the design and full implementation of a "gold standard" Regional Business Services organization, and for the effective provision of business services to Novartis Pharma Region Europe (35 countries, 9000+ employees, EUR8+ Billion turnover) - balancing the optimum portfolio-mix of internal resources, external suppliers and off-shored resources, across a variety of different locations.

In parallel, Keith held personal accountability for European Marketing & Sales Operations - representing regional interests in strategy implementation, commercial excellence and cost-effectiveness. In this context, Keith led all aspects of commercial- and strategic planning, performance- and financial management, organization- and process optimization, resource deployment, skills development and change management. Working closely with Country Pharma Managing Directors and the Region Europe Heads of Specialty Medicine, Primary Care, Medical, and Oncology, Keith managed 200+ associates across 35 countries, driving sales- and operational improvement, building differentiating commercial capability, and ensuring the optimal return-on-commercial-investment. Responsibilities included: Business Development; Licensing; Commercial Strategy & Planning; Pricing; Market Access; HEOR, New Product Launch; KAM & KOL; Sales Training; Congresses & Events; Marketing Science (Insight Management; Market Research & Competitive Intelligence; Forecasting; Business Analytics; Information Management; and Reporting); Sales Force Effectiveness (Incentive Management; Targeting & Segmentation; Call Plan Management; Sales Reporting; and Sales Operations); as well as Channel Alignment, Digital-, Omni-Channel, and Relationship Marketing.

ERNST & YOUNG

2010 to 2012

*Leading global professional services and 'Big Four' accountancy firm:
€20B+ revenue, 150K+ employees, 140 countries.*

Partner, Performance Improvement Commercial Excellence, Life Sciences & Pharma (LS/P)

Operated multi-functional and cross-industry role to turn around and revitalise commercial advisory services within Germany, Austria and Switzerland. Developed and implemented entire re-launch strategy. Researched and defined target industries, core capabilities and service offerings. Drove thought leadership and innovations for continued development and scope for future progression.

- Executed radical turn-around of Ernst & Young's Commercial- and Strategy Consulting business.
- Established new LS/P and FMCG/ Retail sectors.
- Defined, developed and deployed novel LS/P service-offerings in Market Access, Payor Engagement, Multi-Channel & Relationship-Marketing, Launch Readiness, Lifecycle Management, and Commercial Capability.
- Executed growth strategy to build team and revenue 5-fold in 2 years.
- Managed €20M revenue and 25 direct reports including directors.

Concurrently held additional leadership positions / functions as:

- Cross-Industry Subject-Expert for Commercial Strategy & Commercial Excellence
- Global Sector Advisory Board Member, Life Sciences & Pharma

IBM

2005 to 2010

*IBM's system integration, applications and business consulting operation:
€18B+ revenue, 83K employees, 160+ countries.*

Associate Partner, Healthcare, Life Sciences & Pharma

Steered IBM's strategic cross-brand partnership business with Pfizer EMEA. Developed and instigated operational and organisational improvements to achieve process excellence and influence positive change. Championed, devised and directed effective thought leadership, solution development and business development procedures. Forged and nurtured key CxO-level business relationships to enrich reputation, brand and quality.

- Doubled revenue with Pfizer EMEA, managed €40M+ in revenue and led team of 60+ across 26 countries.
- Generated €15M revenue personally in 1 year.
- Drove EMEA Pharma Commercial consulting services business from 0 to €20M+ annual revenue.
- Defined and implemented IBM response to Integrated Healthcare across Europe.

FIRST CONSULTING GROUP (FCG), INC.

2002 to 2005

*Industry-leading professional services firm specialising in healthcare, life sciences, and pharmaceuticals:
€260M revenue, 3K+ employees, 60 countries.*

Vice President Life Sciences / Managing Director Europe

Managed successful business services and IT applications start-up in Germany, Austria and Switzerland. Promoted rapidly with additional accountability for UK, Western / Eastern Europe and overall European operations. Served as global board member and managed P&L for 14 countries and 10 global accounts.

- Launched Munich office and established Central Europe as significant growth business.
- Expanded new business from standing-start to €3.5M individual sales in 1st year. Profitable from Day 1.
- Gained promotion to expanded European role in Year 2.
- Grew regional revenues 35% to €40M, and increased team size to 200+.

GEMINI CONSULTING

1999 to 2001

*Global strategy consulting and transformation 'boutique':
€600M revenues, 1500 employees, 45 countries. €500K+ annual revenue realisation per consultant.*

Managing Consultant

Served as global core board member for Life Sciences global sector unit, and Strategy Consulting service line. Sold, supervised and accounted for multiple benchmark projects within Top 10 Pharma / Biotech sector. Specialised in strategy development, organisational design, process excellence and change management. Focused on innovation, hyper-growth realisation and post-merger integration. Operated as global subject-matter expert in sales, marketing and customer relationship management.

- Accounted for €20M+ P&L and commanded 15 direct reports.
- Implemented global e-strategy and IT-sourcing functions for Top 5 Life Sciences player.
- Instigated Marketing & Sales Effectiveness Programme that facilitated 20% top-line growth across 10 leading geographies of \$1B global biotech organisation.

JOHNSON & JOHNSON

1994 to 1998

*Global healthcare, pharmaceutical, medical devices and consumer goods manufacturer:
\$62B revenue, 116K+ employees in over 60 countries.*

Progressed rapidly through increasingly responsible positions due to outstanding success and results:

- *Managing Director Europe, Johnson & Johnson Health Care Systems* (1996 to 1998)

Conceived, developed and led successful start-up operations for hospital consulting business completely from scratch. Commanded seamless transition to stand-alone business within Johnson & Johnson Health Care Systems (JJHCS). Created and executed growth strategy for Johnson & Johnson's global service businesses, then effectively directed European operations and employees to surpass targets.

- Grew business from 0 to €20M, and 50 employees in 18 months.
- Managed effective internal change process from product transaction to stakeholder-value focus.

- *European Marketing Director, Ethicon Endo Surgery* (1994 to 1996)

Spearheaded entire portfolio planning, market access, product launch and product lifecycle processes. Drove commercial innovation, interfacing with global R&D. Accountable for strategic planning and market-entry strategy. Owned overall market growth strategy to leverage market leader position. Headed multiple therapeutic areas, specialising in OB/GYN. Targeted, developed and launched various operational excellence initiatives, including strategic and business planning, activity-based-costing, supply chain and materials management, advanced segmentation and targeting, KOL and KAM.

- Conceived and successfully realised EMEA Marketing strategy to take business from standing-start to market leader within 2 years
- Developed and expanded 20+ geographical markets, 5 therapeutic areas and 15 product lines.
- Piloted new service strategy across German market and rolled out at European level.

PRIOR EXPERIENCE:

STROERER MEDIA (Media Planning & Buying) - **Director Marketing & Sales / Board Member**

GOESSWEIN ADVERTISING (Full Service Agency) - **Marketing Director and General Manager**

NFD LUFTVERKEHRS AG (Regional & Charter Airline) - **International Marketing Manager**

ALDI SUED (Food Retail) - **Regional Sales Manager**

QUALIFICATIONS:

1. **Diploma in Marketing (Dipl. Marketing) & Fellow (FCIM)**
- The Chartered Institute of Marketing, UK
2. **Bachelor of Arts (BA Hons) in European Business Studies**
- University of Lincoln, UK
(incl. Industrial Placement: Freelance Marketing, Advertising and Media Consultant; London, UK)
3. **Diplom Betriebswirt (Dipl. Betr.)**
- University of Applied Sciences, Muenster, Germany
(incl. Industrial Placement: Wrigley / Mars Inc.; Munich, Germany)

LANGUAGES:

English (mother tongue);
German (fluent);
French (basic)