

## Leadership Profile - Dr. Thomas Baier



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### **Executive Summary**

Emphatic leader with focus on sales & marketing as well as business development. Someone who manages challenging leadership tasks successfully and with high dedication, integrity and of course with entrepreneurship. Easy to approach and with team competence. With proven success in the LifeScience / BioTech field and with an open mind for leadership tasks across the whole healthcare industry. Additional expertise acquired through work with "start-up"/ Family owned companies and as interim executive.

**Asset:** implementation, customer/patient focus, marketing & brand management expertise, building or reframing business, excellent capabilities in communication as well as strategic planning and acting, work with opinion leaders / stakeholders. Disease fields: oncology, gastroenterology, infectious diseases, diabetes. Technologies: All kind of molecular-/ immunodiagnostics, mass spec, AI

### **Mergers & Acquisitions**

As a board member of Vigmed AB in Helsingborg I have "opened the door" in 2016 to initiate a take-over through Greiner BioOne in Austria. This acquisition by Greiner BioOne was successfully completed in April 2017. During my Roche career I have led, as responsible general manager in the Nordic region, several acquisitions as e.g. the integration of three former Boehringer Mannheim agency businesses in Denmark, Norway and Finland into the new entity „Roche Diagnostics Scandinavia AB" in Stockholm. Further examples were the integrations of AVL (bloodgas) and Disetronic (Diabetes pumps) in Scandinavia respectively.

### **Commercial performance and delivering results**

During my diverse leadership roles I was always able to achieve or beat my objectives. In cross-functional teams led by me, I was successful to create an atmosphere of passion and focus. This resulted in expanding market shares e.g. in the industrial business (Custom Biotech) branch in providing "raw materials" to Diagnostics or Chemical companies. Additionally, I was keen on having a clean customer segmentation enabling the access to new customer segments. As a global marketing head a further optimization of all "eChannels" was achieved. Established the first "worldwide high-class stem cell expert circle" for Roche to accelerate product development.

## **Building high performance teams, developing high potentials, assessing managers**

In all my leadership positions, it was a key focus of mine to drive my dedicated team members to a higher performance level. Therefore, systematic team building initiatives were held and “challenge and reward approaches” were implemented. Until today I function as a “mentor/coach” for a few of the top class “high potentials” I have met during my career. I contributed with key initiatives to the improvement of the worldwide “Hi-Potential ExPat program”. Additionally a continuous assessment and improvement of managerial / leadership expertise was and is important to me.

## **Implementing organizational change (Transformation)**

As one of three worldwide leaders in Roche Diagnostics I was responsible for the role-out, implementation and follow-up of a “lifecycle management organization”. The LifeCycleLeader task comprises all commercial aspects (full P&L responsibility, marketing as well as portfolio planning). A LifeCycleLeader (LCL) governs marketing, quality, regulatory and research & development. During my GM times in Scandinavia I was the first leader to hire “managers from consumer business (Kraft-Marabou)” for shifting the Roche Diabetes (AccuCheck) approach from “diabetologists only” to a “direct to the patient” marketing path including all necessary electronic communication channels. I was part of the first integration of a Molecular Diagnostics (IVD) assay into a launch of a new oncology therapeutics with Zelboraf for skin cancer – malignant melanoma.

## **Managing and controlling sales & costs as well as balance sheets**

In all my leadership roles at Roche, Oncompass (Oncology-Patient stratification) or today as Head of Europe for CDx Diagnostics (USA) I always had / have the full P+L as well as balance sheet responsibility. Therefore, especially in my GM role in Scandinavia (7 years) the skills to build solid budgets as well as business plans were developed.

## **Working for or with start-up companies**

In my MD role as head of DACH countries at Oncompass (Hungary based – Oncology company) – a VC-financed enterprise - I started an enterprise (GmbH) from scratch including the registration of a GmbH, renting office space, opening bank account, searching & hiring people, gaining key target customers, creating the strategy and tactics as well as all commercial material incl. advertising, renewal of homepage, Facebook account, etc. During 2020 I was mainly engaged with CDx Diagnostics in USA for supporting their EU study as well as establishing their innovative service concept at key hospitals in Europe in the gastroenterology field (enhanced endoscopy).

## **Company and / or technology assessment**

Since I have quite a broad technology expertise I did several projects in recent years for assessing companies or technologies in smaller companies for their market potential. Examples: I have done such projects with AGIC in Munich (EliTech and Mass Spectrometry) or with Greiner BioOne (finding the right reagent partner for their new PCR platform) and many assessments in the oncology field.

## Board Membership

2015 – 2017	Board of directors at <b>Vigmed AB</b> , Helsingborg - Take-over
2016 - 2017	Board of directors at <b>BioLamina AB</b> , Stockholm – Growth
1998 – 2003	Board of directors of <b>Roche Diagnostics Scandinavia AB</b> Board of directors of <b>Roche Pharma Sweden AB</b>

## Professional Career from May 2014 until present

since 2014 <b>München</b>	Acting as an <b>independent consultant &amp; interim MD</b> in the LifeScience Industry. Supporting VC & market research companies, improving the sales & marketing approach of mid-size companies, exploring transfer of new technologies to Europe
<b>2021 – 2022</b> <b>Zürich</b>	<b>Heading a Sales&amp;Marketing Team (ad interim) for Volpi</b> , a Swiss LifeScience Industry supplier. Shaping the organization, consulting the CEO how to optimize the company for profitable growth, coaching talents to better leadership, running the Sales&Marketing to have a clear focus on their key accounts and prospects.
<b>2018 - 2020</b> <b>NY/München</b>	<b>Head of Europe for CDx Diagnostics</b> , Suffern, NY (USA) – Analyzing and establishing a <b>pre-cancer gastroenterology service</b> in UK after deep analysis of the European markets for the acceptance of the service. Checking reimbursement possibilities including work with a specialized consultant and “Krankenkassen”.
<b>2015 – 2018</b> <b>Tokyo/Mainz</b>	<b>Head of Europe for Precision System Science</b> (Japan) – Building a strong European commercial unit. Preparing the launch of a new diagnostics platform and expanding the distributor network in Europe and Asia.
<b>2014 – 2015</b> <b>München</b>	<b>Head of DACH countries for Oncompass</b> (Hungary) – Establishing a AI-enhanced service for the <b>stratification of oncology patients at private oncology practice</b> .

## ROCHE

### Professional Career at Roche

<b>2010 – 2014</b> <b>Penzberg</b>	<b>LifeCycle Leader Roche Biochemical Reagents / Industry Business Area</b> , SVP. Responsible for strategy/P&L as well as product development of this BA
<b>2007 - 2010</b> <b>Penzberg</b>	<b>Head of Roche Global Marketing</b> – LifeScience Area, SVP Responsible for sales & marketing concepts - print- and e-commerce activities
<b>2003 – 2007</b> <b>Penzberg</b>	<b>Head of Roche Molecular Diagnostics Europe</b> , Penzberg / Europe, SVP R&D responsibility as well as Marketing for European countries
2000 / 2003 <b>Stockholm</b>	Leader of the M&A Teams of AVL (bloodgas) & Disetronic (diabetes pumps) in Scandinavia respectively
1998 – 1999	Integration (M&A) of 3 former Boehringer Mannheim Agency businesses in Denmark, Norway and Finland into the entity „Roche Diagnostics Scandinavia”

- 1999 – 2003**  
**Stockholm**      **General Manager** of the newly founded legal entity „Roche Diagnostics Scandinavia AB“ (Nordic countries: DK, SW, NO, FI, Iceland), including a complete commercial as well as logistics (warehouse) unit.  
Employees: 220; Sales: 120 m€
- 1996 – 1999**  
**Copenhagen**      **General Manager**, Roche „Nordic Regional Centre“ (Five countries)
- 1993 - 1996      Head of the committee „Public relations“ of the brand organization of German Diagnostics producers (VDGH)
- 1992 - 1996  
**Grenzach**      **Head of the Business Area Clinical Chemistry & Hematology**, Sales & Marketing at Roche in Germany
- 1992 - 2014      Member of the global "Roche Executive Development Plan"
- October 1990**  
**Grenzach**      Start as product manager at Hoffmann-La Roche AG in Germany  
Product Manager Clinical Chemistry

### **Scientific Career / Education**

- 1987-1990      Doctoral Thesis (Dr. sc. hum.), Prof. Dieter Schönberg, Children's Hospital Heidelberg, „Leukemia and growth factors (IGF-1)“, Focus Oncology
- 1985-1986      Diploma Thesis at Prof. Walter Keller's lab, DKFZ Heidelberg
- 1979-1985      Studies of Molecular & Micro Biology - University Heidelberg, Diploma
- 1969-1978      Johann-Sebastian Bach Gymnasium, Mannheim – Abitur (Scheffel Award Winner)