

Neil James

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Senior commercial leader with MBA and extensive track record in delivering results in a complex environment, both in operational leadership roles as a General Manager and in strategic and transformational leadership settings. Experienced both in driving effective performance at local business unit level and leading change across markets, functions and businesses globally. Flexible and rounded executive with strong communication and influencing skills.

Professional Experience

Managing Director

Blueglass Consulting Limited

Jan 2017-present

Set up a practice to provide consulting and interim leadership services, specialising in cross-functional change leadership spanning commercial, finance and supply chain functions.
See www.blueglassconsulting.com for further details

Vice-President, Core Commercial Cycle

Global Manufacturing & Supply, GlaxoSmithKline

Brentford, UK. Nov 2013 – Dec 2016

Led a £14m global transformation programme to deploy a new Integrated Business Planning (IBP) approach across the whole GlaxoSmithKline enterprise (turnover £23bn)

- Built cross-functional senior stakeholder support for a vision of enterprise-wide IBP in GlaxoSmithKline ('Core Commercial Cycle' or CCC)
- Built and led a cross-functional team to design and develop a new IBP process and operating model for GSK and successfully deploy the process globally across Commercial, Finance and Supply Chain functions in GSK's 3 businesses
- Led the specification, development and deployment of business information systems to support the execution of IBP
- Embedded and deployed sustainable operating model for execution of IBP through close partnership and influencing at all levels in the enterprise from CFO to regional supply chains, global franchises and local operating companies, setting the operating model and driving its adoption
- Reduced inventory/write off costs of by £200m and increased revenue by £80m in first 2 years;

Vice-President, Commercial Strategy

GlaxoSmithKline Pharmaceuticals Europe

Brentford, UK. Apr 2013 – Oct 2013

Led project team in European HQ to support rapid start-up of the re-organised European pharmaceuticals business;

- Development of commercial operating model for new European business
- Leadership of Pharmaceuticals-Consumer Healthcare ("RxCx") Collaboration programme
- Drove targeted commercial excellence projects with local operating companies to improve business performance in key markets

Vice-President & Head*,

GlaxoSmithKline Respiratory Centre of Excellence

Stockley Park, UK. Dec 2010 – Apr 2013

Overall commercial leadership of the GSK respiratory portfolio (ca. £7.5bn turnover) – including GSK's biggest brand (Seretide) and product/portfolio strategy development and execution across local operating companies (LOCs);

- Halted 5-year decline in Seretide market share in the European market (ca £2bn turnover) through a comprehensive change programme involving 30 LOCs
- Led development of generic entry defence plans for Seretide in each European market (turnover £1.6bn)
- Led launch planning across the respiratory portfolio of £4.5bn peak sales, creating a coherent and practical portfolio perspective for LOCs
- Development of the new GSK Global Franchise model as part of global project team and supported transition of Respiratory Centre of Excellence to new Global Franchise operating model

* including Vice-President, Marketed Assets from December 2010-July 2012

**Vice-President & General Manager
GlaxoSmithKline AB, Stockholm, Sweden.**

Jun 2008 – Dec 2010

General management of the GSK pharmaceuticals business in Sweden – managing delivery of the P&L (ca. £100M turnover);

- Led GSK business operations in Sweden incorporating Commercial, Finance, External Affairs, Medical/Regulatory and HR functions (ca 100 staff)
- Planned and led the strategic development of the GSK Sweden business – designing and executing a new commercial operating model leading to increased sales and profit growth whilst reducing operating expense by 21%
- Represented GSK on the board of the pharmaceutical industry trade association (LIF) including membership of the industry team that successfully negotiated a 5-year agreement for pricing policy in the pharmaceutical market with the Swedish Ministry of Health
- Drove significant culture change in the GSK Sweden operating company resulting in levels of employee engagement and empowerment exceeding Swedish industry and GSK European benchmarks

**Commercial Director, Primary Care & Vaccines Business Unit
GlaxoSmithKline AB, Stockholm, Sweden.**

April 2005 – June 2008

Commercial leadership of the GSK Sweden Primary Care & Vaccines business (ca. £65m turnover);

- Halted historical market share decline of company's biggest brand (Seretide) and increased growth rate of key launch brand (Avandamet) by 40%
- Implemented new commercial strategy for travel vaccines business increasing sales of key brand (Twinrix) by 60%
- Introduced key commercial excellence disciplines and deployed across all regions
- Led development of offshore commercial analytics & reporting service in New Delhi for GSK Northern Europe pharmaceuticals business

***Director of Sales, South East Region
GlaxoSmithKline UK Pharmaceuticals. London, UK.**

Dec 2002 – April 2005

Leadership of the sales organisation of the South East region (12 First-Line Sales Managers, 140 GSK sales representatives and 20 contract sales representatives) including business planning and organisation development;

- Delivered the sales budget (ca. £50M) and input measures (eg salesforce activity) for the South East sales region of the UK Pharmaceuticals business
- Drove consistent year-on-year performance improvement and ranking over 3-year period
- Led performance improvement in London region driving sales vs target rankings from 10th to 1st

** including Regional Sales Director, London Region. Dec 2002 – Jan 2004*

Other Roles in GlaxoSmithKline

- *JobPlus* Coaching (since 2011) – executive coaching across GSK including coaching of high potential female leaders as part of the GSK Accelerating Difference programme
- Director, Market Research & Business Information. GlaxoSmithKline UK. Jan 2001 – Dec 2002
- Marketing Manager, Retail Business Group. Glaxo Wellcome UK. Apr 2000 – Jan 2001
- Manager, Commercial Decision Support. Glaxo Wellcome UK. Mar 1997 – Apr 2000

Employment Prior to GlaxoSmithKline

- Business Development Manager - Defence Evaluation & Research Agency (now *Qinetiq*) Oct 1993 - Mar 1997
- Marketing Research Consultant - Metra Martech Management Consultants Oct 1992 - Oct 1993
- Production Manager - BP plc Research Centre Sept 1988 - Oct 1992

Education & Qualifications

- MBA (Technology Management) *with distinction*, The Open University, 1996.
- MA Natural Science (Metallurgy & Science of Materials) - *1st Class*, University of Oxford, 1988.
- Languages: English (native), Swedish (intermediate level)