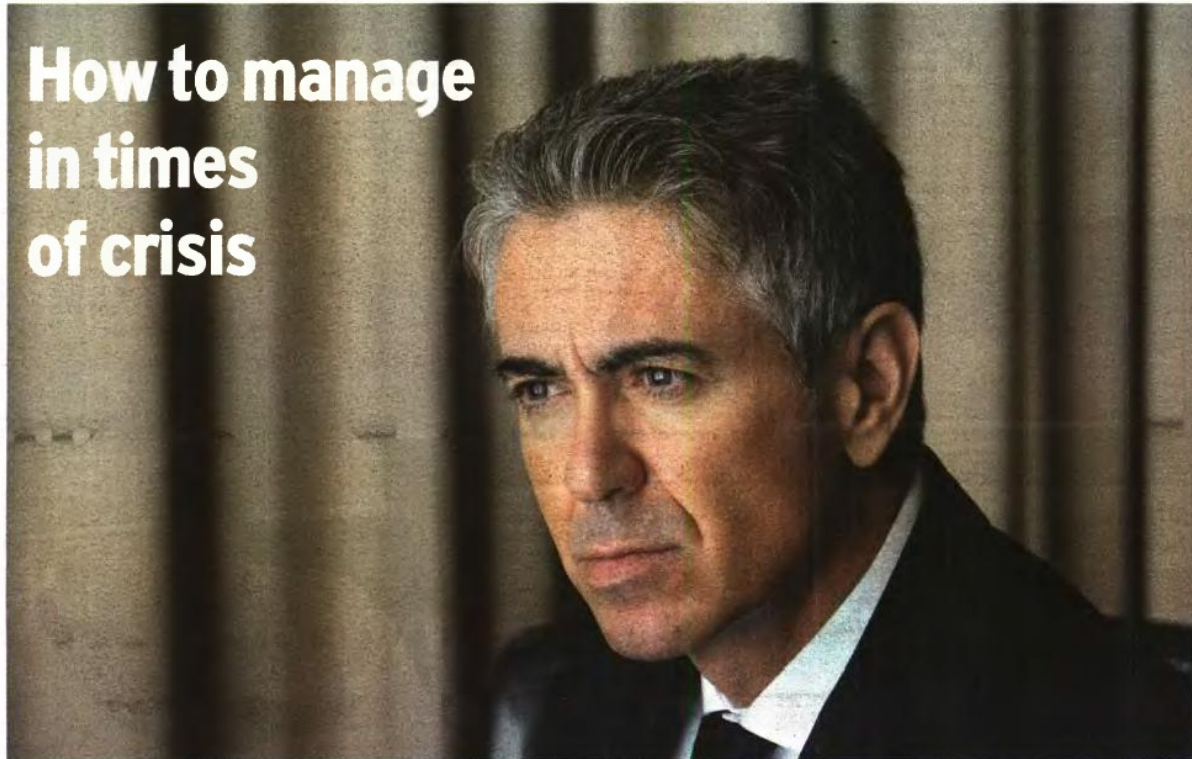


# Konstantinos Frouzis *President, Hellenic Association of Pharmaceutical Companies (SFEE)*

## How to manage in times of crisis



**I**t seems that Konstantinos Frouzis was preparing himself throughout his professional life for the challenges he would have to face as President of the Hellenic Association of Pharmaceutical Companies (SFEE) in crisis-stricken Greece. When he joined Novartis' Greek operations in 2007 and became vice president and General Manager of the company he already had an impressive career in a diverse range of sectors including petroleum (ELF Total in France), consumer products (L'Oréal in Greece and France), retail (Promodes/Carrefour) and telecoms (Vodafone and OTE). As the executive vice president of Novartis since 2007, Frouzis, along with his team of associates, led the Greek subsidiary to the top of the pharmaceutical industry in Greece and one of the most successful in Europe. Now, as SFEE president he is leading a 15-member board comprising presidents and CEOs of 8 multinational and local big pharma companies, actively supporting both the innovative part of the industry as well as the local. Frouzis was awarded Manager of the Year in Greece, across all sectors, in April 2013. It is pure coincidence that the health

sector perhaps requires the highest managerial skills, especially in today's business climate.

It is for certain that Frouzis' vast experience in different sectors has given him the capacity to act decisively as the head negotiator and major participant in the discussions with the government and international leaders regarding pharmaceutical policies in Greece. Having studied chemistry, chemical engineering, economics and executive leadership he's been in the position to combine the assessments of true facts of Greek healthcare with the steering of complicated discussions that led to tough decisions.

### Building relationships

During these testing times Frouzis holds the firm belief that the key to decision making for moving the agenda forward is the ability to build relationships based on trust and respect and to focus on identifying the common ground with boldness, clarity and sincerity.

"Especially in times of crisis you have to redouble your efforts and become more focussed and methodical in figuring out the right policies and strategy", he says. Bridging the gap between

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industry and politics is an essential task for any industry leader. In today's Greece, where the reorganisation of health care has been a top priority, the successful collaboration between the state and the industry is essential for safeguarding fundamental healthcare standards.

Frouzis not only has a vision for the pharma industry but he also has the arguments, the method and the determination to integrate this vision in the realistic decisions for healthcare in the

context of the current economic crisis. The president of SFEE firmly believes that pharmaceuticals do not represent "liabilities" on the national budget but an essential investment, a pillar upon which the efforts for financial, social and economic regeneration are based. He has accepted the imperative of bringing down healthcare costs, but he has also maintained that the industry should operate under clear terms and conditions so to help safeguarding not only the sector's future but most of all the public health itself.

### Health is not a gamble

Therefore, despite the fact that the industry helped the government achieve crucial cuts in the national budget without threatening access to medicines for millions of citizens, Frouzis insists that Greece cannot continue being locked in the canon of 1% of GDP for pharmaceutical spending. Greece cannot play dice with public health because the contraction of GDP creates a vicious circle where less investment on medicines pushes the country closer to a humanitarian crisis, which in turn creates conditions that make it practically impossible for the country to return to eco-

nomic health.

More than ever, Greece should unlock access to new medicines and therapies that is severely delayed for two years.

The country should catch up pretty fast with the rest of Europe in this domain sending out a message of boldness in supporting innovation which is fundamental for growth and development.

Cutting fraud across healthcare, ensuring the proper funding of the system, settling the debts to companies and removing barriers to R&D so new investments could flow in the sector are important priorities of Frouzis. It is for certain that the "Manager of the year" will have an even more demanding year in front of him, perhaps the most crucial year for healthcare on Greece in the last more than 40 years. The stakes for Frouzis are unbelievably high, but they are also matched by his experience, determination and work ethic as well as by the work already being done by fellow top managers and hundreds of scientists in pharmaceuticals and healthcare. Perhaps, one of the few good things is that Frouzis and all his colleagues operate in one of the rarest of situations where friends and foes wish success.

# LEADERS who beat the odds



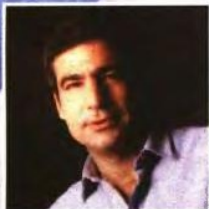
Michael Sallas



Panos Germanos



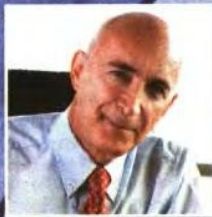
Evangelos Mytilineos



Konstantinos Lambropoulos



Dimitris Andreou



Kerry Anastasiadis



Konstantinos Frouzis

*2013 was a year of financial misery for Greece. But some business leaders thought otherwise managing to thrive in times of crisis, showing the way forward in 2014. The Athens Views showcases several of the leaders that could play a vital role in the effort to power Greece's economic recovery*

**Michael Sallas**, one of the most accomplished Greek bankers, not only survived the crisis but succeeded in building a banking powerhouse, transforming Piraeus Bank into the leading bank in the country.

The Mytilineos Group of **Evangelos Mytilineos** is ranked in the Top 10 of the world's largest EPC contractors for energy projects; and – through pioneering energy investments – has been firmly established as Greece's largest private electricity producer and the very first private alternative natural gas supplier.

The Olympia Group of companies of **Panos Germanos** defied the crisis and oversaw a highly successful year for Public chain stores which tripled their network, creating 460 new jobs

**Konstantinos Frouzis** the President of Hellenic Association of Pharmaceutical Companies (SFEE), has led Novartis to the top of the pharmaceutical industry in Greece and Europe.

**Konstantinos Lambropoulos**, CEO of Attica Department Stores, has kept the company on the same successful path it has been following for years, despite the ongoing crisis

Louis Cruises CEO **Kerry Anastasiadis** led the company through a successful year in 2013 and initial indications from the company's key travel partners suggest a 20% increase in the number of guests in 2014.

**Dimitris Andreou**, Vice President of Administration and Enrollment at The American College of Greece (ACG), has influenced the college's culture with his emphasis on student empowerment, creating an atmosphere that inspires young people and allows them to develop their talents.