

Michal Mirowski

Medical Devices, Pharma, Health Care Services, Food, Industry Agnostic Light MFG Sector

Poland

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Experience

Mar 2017- Dec 2023, U.A.E

Head of Business Transformation – Middle East & Africa, 3M (3M enterprise post across multiple industries)

\$ 90 M EBITDA, 400 FTEs

Was responsible for the enterprise transformation initiative in MEA. With an extensive analysis conducted, including transactional flows, tax, supply chain, GFS, and the coverage model, adjusted local processes and transactional flows to the global new model. A cross-functional end-to-end processes were implemented to create a simple standard operating model to enhance customer experience and promote business growth.

Deployed the ERP, with a view to establishing a digital core foundation. The scope comprised the end-to-end deployment across MEA (12 countries), covering manufacturing, 3PL, as well as country sales and marketing organizations. This successful deployment has enabled the company to simplify the customer experience, improve operational excellence and promote the growth.

Nov 2013 – Feb 2017, Saudi Arabia

General Manager, 3M Health Care Business Group (Health Care Markets, Food)

Full P&L responsibilities (EBITDA \$25M, 120 FTEs).

Developed and successfully implemented a robust new business model focusing on direct access to key accounts with a “selling out” (end users focus) model to replace the previous “selling in” model that was neither fit for purpose nor sustainable. Doubled the business while significantly improving margins and limiting the reliance on distribution channels. Acquired a new revenue stream (\$25m pa) from the Ministry of Health and was a key member in preparing and implementing manufacturing localization project in Saudi Arabia. Developed and implemented a new coverage model and a key account structure including both public and private sectors.

Has performed in-depth market assessment, with a special focus on the competitive landscape. Developed 5 years integrated strategic plan, aligned with the global directions, and included KSA in the top Global Focus Markets and granted a special investment. Execution of the plan resulted in the highest NPI growth globally (incremental sales of \$11 M of IV securement portfolio). Developed high intimacy

Education

Jan 2022 – May 2022

Advanced Management Program

Harvard Business School

Sep 2002 – June 2004

Master of Business Administration

Carlson School of Management –
University of Minnesota

Sep 1998 – June 2002

Ph.D. - clinical biomechanics

Joseph Pilsudski Academy in
Warsaw

Sep 1992 – June 1998

Master of Science - Physiotherapy

Joseph Pilsudski Academy in
Warsaw

Membership

- Harvard Business School Alumni Club
- Virtual Advisory Board
- Carlson School of Management Alumni Club

relationships with the health care authorities and medical professionals. Worked closely with the Global Health Care Leadership Team to develop and execute a manufacturing localization plan.

KSA team has been recognized with the global "Pinnacle of Excellence" and "Marketing Excellence" rewards.

Doubled the business in 3 years while improving profitability.

Dec 2006 – Oct 2013, Poland

General Manager, 3M Health Care Business Group (*Health Care Markets, Food*)

Full P&L responsibilities (EBITDA \$ 8M, 75 FTEs).

Managed complex multidivisional businesses (dental, medical devices- hospital market, food safety, health information system) including consumables and capital equipment with different go to market models: direct, distribution, hybrid.

As GM in Poland hired to lead a turnaround of a highly complex matrix organization, including portfolio rationalization, operational excellence, structure realignment, distribution channel rationalization, direct channel development, profitability improvement, people turnaround, performance culture implementation and better leverage of product development at local manufacturing hub in Poland.

Enabled 3M Poland Health Care Business to become part of the global 3M investment program 2010 – 2014 endorsed by the 3M global leadership team.

Tripled the business in Poland while improving profitability over six years.

Advisory / Non Executive Roles

Apr 2005 – Oct 2011, Poland

**Polish Olympic Committee, Member of the Board
(NGO, Olympic Committee)- NED**

Jan 2005 – Oct 2011, Poland

**Polish Badminton Association – President of the Board
(NGO, olympic sport federation)- NED**