
DENIS KLIMANOV

CONTACTS:

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EDUCATION:

National Research University Higher School of Economics, Faculty of business and management

Degree: PhD in Marketing

GPA: 5 (out of 5)

Graduation date: June 2017

National Research University Higher School of Economics, Faculty of management

Degree: Master in management (marketing), diploma with honors

GPA: 8,0 (out of 10)

Graduation date: June 2013

National Research University Higher School of Economics, Center of language studies

Degree: English-Russian translator

GPA: 5 (out of 5)

Graduation date: June 2011

PUBLICATIONS:

- Klimanov D. and Tretyak O. (2016). Application of a Network-Based Approach for Business Model Analysis: The Example of Russian Pharmaceutical Market. *Russian Management Journal*, 14 (2), 77-100
- Tretyak, O. and Klimanov, D. (2016). New Approach to Business Model Analysis. *Russian management journal*, 14 (1), 115-130
- Klimanov, D. and Frolkina, E. (2015). The impact of CRM system use on companies' customer understanding: the case of the Russian ophthalmology market. *Trziste/Market*, 27 (1), 75-92
- Klimanov, D. and Tretyak, O. (2014). Business Models: Major Research Directions and Search of Conceptual Foundations. *Russian management journal*, 12 (3), 107-130

PRESENTATIONS OF RESEARCH RESULTS AT CONFERENCES:

- **GSOM Emerging markets conference**, October 2016 (St Petersburg, Russia). Presentation topic: Application of a new approach for business model analysis and change on the Russian pharmaceutical market
- **European Marketing Academy Conference (EMAC)**, May 2016: marketing in the age of data (Oslo, Norway). Presentation topic: Exploring the embeddedness and the role of marketing in business model research
- **XVII International scientific conference "Modernization of economics and society"**, April 2016 (Moscow, Russia). Presentation topic: New approach to business model analysis: testing the scheme using the example of the Russian pharmaceutical market

- **European Marketing Academy Conference (EMAC)**, May 2015: collaboration in research (Leuven, Belgium). Presentation topic: The use of customer loyalty drivers to study the impact of CRM system on customer understanding: the case of international pharmaceutical company in Russian ophthalmology market
- **Annual Conference of the European Academy of Management (EURAM)**, June 2015 (Warsaw, Poland). Presentation topic: Business model analysis scheme: development, operationalization and testing
- **5th EMAC Regional Conference - Marketing Theory Challenges in Emerging Markets**, September 2014 (Katowice, Poland). Presentation topic: Analyzing the gaps between CRM system perception by different groups of employees: the case of international pharmaceutical company in emerging markets
- **7th yearly scientific conference “Contemporary management: issues, hypotheses, research”**, November 2014 (Moscow, Russia). Presentation topic: Business Models: Major Research Directions and Search of Conceptual Foundations

ADDITIONAL QUALIFICATIONS:

- TOEFL IBT: 103 out of 120 points (Nov 2015)
- GRE: verbal – 153, quantitative – 161 points (Oct 2015)
- Certificate in Managerial accounting (level D3, System of voluntary certification SDS ROS), issued in April 2012
- Certificate in Advanced English (Cambridge), issued in May 2010

WORK EXPERIENCE (ACADEMIC):

**NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS,
LABORATORY OF NETWORK ORGANIZATIONAL FORMS (Moscow, Russia)**

Trainee researcher (February 2014 -present, part time)

Key duties and responsibilities:

- Doing academic research in accordance with laboratory goals and objectives
- Preparing and publishing papers in Russian and International academic journals (4 publications to date)
- Presenting and discussing research results at various international conferences
- Preparing various reports on laboratory activities and execution of the set objectives

WORK EXPERIENCE (BUSINESS):

TEVA LLC

Head of Sales Force Effectiveness (SFE) and CRM department (September 2017 – present)

Key duties and responsibilities:

- Leadership of SFE & CRM department activities in Russia (headcount – 10 employees)
- Optimization of company resources and improvement of the business processes effectiveness in order to increase company sales and operational profit
- Development of KPIs for evaluating sales and marketing teams effectiveness, implementation and monitoring of the developed KPIs in corporate CRM system
- Proposal of KPI improvement action plan in order to optimize business performance. Implementation of the proposed action plan within the organization in collaboration with business units heads.
- Development, adaptation, implementation and monitoring of sales and marketing teams bonus systems
- Generation and implementation of ideas for improvement of SFE & CRM department performance and company in general

Achievements:

- Successful execution of a sales force restructuring project in line with the global restructuring guidance (analysis and review of the promoted products portfolio, achievement of HC reduction targets together with increasing the effectiveness of a sales team)
- Improvement of the operational performance of SFE & CRM department based on the internal function audit results: achieving timely sales targets setting and bonus calculations, reduction of bonus calculation timelines, development of the educational courses for sales teams on CRM system, organizing regular participation of SFE & CRM team in business units internal meetings and reviews
- Development and approval of the new result-oriented bonus system for sales, marketing and commercial teams with the focus on market share growth
- Implementation of the new approach for doctors and pharmacies segmentation that incorporates regional specifics and key factors influencing sales
- Implementation of complex tools for sales force effectiveness evaluation (monthly ranking of medical representatives)
- Full integration of sales and CRM databases for monitoring of the impact of daily SF activities on company financial performance

MEDTRONIC LLC

Sales Force Excellence Manager (June 2015 – August 2017)

Key duties and responsibilities:

- Developing annual plans and programs according to MDT Russia business objectives in areas of Sales Force Excellence and Business Analytics in order to enhance the execution of business strategies.
- Developing and maintaining a set of metrics that track progress against agreed deliverables, and report quarterly to the Russian Leadership Team.
- Identifying key sales force competency gaps. Identifying training solutions to meet the gaps, develop, execute and measure the impact of the training plans. Building alignment across the Russian Leadership Team in approach and execution.
- In collaboration with the Russian Leadership Team, developing and executing various sales meetings such as quarterly reviews.
- Defining Sales Force Automation strategy, implementing solutions that increase field sales force ROI

Achievements:

- Repositioning of a CRM system (salesforce.com) from the tool for sporadic reporting to the efficient territory management tool in each of the business units:
 - Agreement on system enhancements in order to collect the required customer information needed by each business (accounts potential, contacts information, activity measurement information)
 - Collection of customer data in fields and its integration with the CRM system. **Result:** getting up-to-date quantitative account data for 1000+ accounts that serve as a basis for business unit resources allocation, strategic planning processes
 - Initiation of a regular activities tracking for sales employees. **Result:** +60% increase in productivity for a number of business units vs previous years
 - Automation of productivity/efficiency KPIs monitoring for various businesses on a weekly/monthly basis
 - Legalization of customer data collection in the CRM system – initiation of collection in fields for customer informed consents on personal data. **Result:** ability to legal use of customer data for business purposes and needs
- Development of customer segmentation and targeting models, regular monitoring of sales personnel resources allocation between various account segments
- Change of sales personnel bonus calculation approaches in each of the business units to stimulate the required behavior of sales teams in fields

- Development and implementation of an educational program and an approach for selling skills evaluation in various business units. Regular running of various soft skills educational programs for the selling teams: selling skills, coaching, key account management.
- Leadership of an account service activation project in Integrated healthcare solutions business unit – cooperation with clinic management to coordinate account turnkey setup (operation room equipment, stock planning, consignment storage room setup planning)

ALLERGAN CIS SARL

Business Consultant, Medical Aesthetics Business Unit (March 2015 – May 2015)

Key duties and responsibilities:

- Driving business growth, value and partnership in high potential aesthetic customers via impactful implementation of unique business insights and services
- Training cosmetic clinics employees (doctors, administration personnel) on multiple areas aimed to increase clinic business efficiency: patient consultation, handling patient calls, managing objections.
- Attracting new patients and improving existing patient conversions: "mystery shopper" services, patient satisfaction surveys, calculation of patient conversions.
- Evaluating the efficiency of introduced services via specific patient-level KPIs: patient conversion rates, patient satisfaction measures.

Sales Operations Manager, Sales Operations Department head (November 2012 – February 2015)

Key duties and responsibilities:

- Leadership of Sales Operations department activities in Russia (headcount - 2 employees)
- Assistance to BU management in business planning activities, analysis and targets setting (sales plans, market forecast, salespeople activities KPIs)
- Development of performance scorecards and metrics for SFE evaluation
- Development of incentive policies, calculation of salesforce bonuses
- Operational business support and trainings for the salespeople (CRM system, targeting and segmentation, territory management excellence trainings)
- CRM system establishment, adaptation and management (120+ users in Russia)
- Market analysis and forecasting
- Project leading and support (SFE-related systems implementation – CRM, sales reporting, online questionnaires, SFE research projects)

Achievements:

- Adaptation and launch of CRM system for more than 120 users throughout all Business Units (100% users are satisfied with the support – 2013 survey)
- Leadership of various research projects aiming at business performance improvement: CRM system effectiveness enhancement survey, customer loyalty drivers' survey
- Build-up of multiple CRM-based local materials to support fieldforce in their activities analysis
- Development and launch of automated sales reporting system in Medical and Neurosciences BUs
- Development and launch of customer Segmentation and Targeting methodology in all Bus (Ophthalmology BU segmentation methodology recognized as best practice in EAME)
- Development of performance evaluation scorecard as a territory management tool in Ophthalmology, establishment and regular updates of relevant metrics to measure business and productivity performance

Sales Force Effectiveness Specialist (July 2011 – November 2012)

DANONE BABY NUTRITION (RUSSIA), NUTRICIA LLC

Medical Sales Analyst (February 2010 – April 2011)

- Execution of Analytical work concerning the project “Analysis of the effectiveness of medical representatives’ individual visits in the regions of Russian Federation (correlation of this type of activity with key market characteristics: market share, HCP’s opinion, HCP coverage etc.)”
- Market analysis: shares, distribution, competition. Correlation with internal performance
- Product Recommendation analysis
- Preparation of various analytical presentations for business reviews, teleconferences, meetings etc.
- Marketing research management: RepChecker (measurement of HCP opinion concerning MR visits), Conversion Rate (effectiveness of maternity houses product supply)
- Sales Force activities planning, alignment with global Company targets