



“Key Active Ingredient”

By Laurent-Emmanuel Saffré

From the day I began my training as a pharmacist in the southwest of France, to my graduation from a business school in France, my dream had always been to work in the healthcare and beauty industries in the USA. Along my professional journey this dream has come true and now I've received the great honor of joining the ICMAD Board of Directors.

The interesting thing about my dream is that it took root 20 years ago, right at the very inception of my career. My journey began with working for Pierre Fabre Laboratories in Azusa, California, where I was directly involved in the launching of a French pharmacy brand in the USA. This launch proved to be an excellent lesson. The business plan was promising, with the number of drugstore doors x the number of products sold per day x Net Price, and so forth. But, we had overlooked one key active ingredient in the formula: the U.S. consumer! This failure set the course for my future focus—I became consumer-centric from that moment forward, and then headed back to France!

Fourteen years later, I returned to the USA to lead the U.S. Subsidiary of the Pierre Fabre Group for our Healthcare and Dermo-Cosmetic Division, closing the loop, and driving additional momentum: a strong development of our French Pharmacy Brands, with an omni-channel approach.

The following are some of my key take-aways from this exciting period:

Consumer-Centricity

Our attention and focus should always be on our end-consumer or patient. Even in our industry, many companies still have a B-to-B approach with some D-to-C tactics. Consumer-centricity is not just an objective or a strategy; it must be a state of mind at every level of the company, and infused through properly aligned and integrated marketing.

Test and Learn

In 2014, when we launched the first e-com brand websites of the Pierre Fabre Group in the USA, we were given a lot of autonomy from HQ. With a small and smart team, we approached this new dimension of the business with a test-and-learn strategy. Every single step was made with a proof-of-concept approach, meaning that every failure was reworked instantly and every win was scaled up.

Turn to a Mentor

My career has been shaped thanks to the influence of great mentors I've been lucky enough to either work with or for. By mentor, I mean someone who gives you the right advice at the right time and helps you to think both objectively and outside the box; not necessarily a business guru. And let's not forget, that as fellow executives charged with growing the success of our companies that we share one common mentor: our consumer!

Promote Your Company's Equity Inside and Out

Brand equity should be promoted within the canvas of the company's equity. The famous WHY. The fact that Pierre Fabre Group is owned by a

non-profit organization – Pierre Fabre Foundation – really makes a significant difference for not only employees but for consumers as well. The core mission of a company should resonate strong and loud throughout every facet of its organization; from employees to ethics and philanthropy to product quality for its consumers or patients.

Build a Strong Network of Experts Around You

For me, humility is a key driver for success. It provides you with a sense of urgency to be surrounded by a skillful team and experts from the industry. To that extent, ICMAD has provided me with an abundance of key information and invaluable advice to develop and strengthen our operations in the USA. I would strongly recommend participation in ICMAD, and promoting it within the Industry to foster a strong network of high-level experts.

About Laurent-Emmanuel Saffré

In 2012, Laurent-Emmanuel Saffré was named President & Chief Executive Officer of Pierre Fabre Pharmaceuticals, Inc. (Navelbine IV, Tolak, Hemangeol) and Pierre Fabre Dermo-Cosmetique USA Inc. (Eau Thermale Avène, Klorane, Glytone, René Furterer, Ducray). He earned his Master's in Management & Marketing from ESSEC Business School and his Doctorate in Pharmaceutical Science from Paul Sabatier University in Toulouse, France. He is French born and acquired his Canadian Citizenship. Laurent-Emmanuel spent most of his career in North America, implementing the Canadian Subsidiary for Pierre Fabre Laboratories and managing the Americas & UK Region for Pierre Fabre Dermo-Cosmetique.