



Q&A WITH THE CHIEF EXECUTIVE



“On joining Animalcare I saw opportunity to bring the team together and build the pipeline to drive future success”

Jenny Winter
Chief Executive Officer

Q What attracted you to join Animalcare?

A When I was first introduced to Animalcare through the web site, the Annual Report and talking to the recruitment team, I was surprised by the many similarities between Animal and Human Healthcare businesses. I was intrigued and I saw where my own broad experience across functional areas and countries could add value, plus the opportunity to continue my personal development – with lots to learn.

When I met the Senior Team at Animalcare I recognised the energy and commitment, and the challenge that we faced. I have always been passionate about leadership and have a strong belief the difference between success and failure is the people. I saw a huge opportunity to bring the team together into the new post deal company and really drive future success.

From a very personal perspective – I have always been interested in animal health with aspirations as a teenager to be a vet!

Q What skills and experience will you bring to Animalcare from big pharma?

A I worked in a broad range of functions and countries in the human pharmaceutical sector and this has given me an insight into the critical functions. The areas that I am already experiencing that are directly transferable include Research and Development, Sales and Marketing and Supply Chain as well as Corporate Affairs. Throughout all my previous roles, Financial management was a corner stone. From the perspective of knowledge and understanding – all these areas are transferable.

As I said previously, I have been passionate about leadership throughout my career and have had an opportunity to learn from some of the “best in business”

In in the last 12 years I have spent most of my time leading large diverse teams across the world. I’ve lived in different countries including Hungary, Australia, Ireland and the US and I have found the experience of working with different cultures is very helpful during my first six months at Animalcare.

Q What are some of the differences and similarities between the human pharmaceutical industry and the animal health industry?

A In most countries, the Government is a critical stakeholder in human health as a payer or structurally and over the last 20 years countries have adopted a more centralised approach to healthcare delivery. In animal care the government is less central to the provision of care to the pet, farm animal or horse – yet they still have a critical role in the regulatory process and legislative framework. The structure of the markets in animal health is more diverse – but is starting to consolidate with the increasing importance of buying groups, corporate ownership of practices and the development of primary and secondary treatment centres and specialist hospitals.

Whilst the therapies used in animal health are similar to human health, and I find myself working on many familiar products – having an indication by species is a significant difference and the regulatory requirements for each species create more complexity than a clinical program for humans.

Pricing of products in human health is driven by regulations and payer organisations in most countries with the “out of pocket” market moving gradually to an insurance or government-based funding model.

In animal care the increase in buying groups and corporates is starting to drive the need for good economic arguments for new products however these changes are happening more gradually and at a different pace in different countries. This means that our organisation needs to be agile and flexible, and close to our customers, so that we can build the right business model, adapt our organisation and respond to the pace of change.

Q What do you think are biggest opportunities in sector?

A The biggest opportunity from a financial perspective is that the market is growing, pet ownership is increasing and there are positive developments in the market place, both in terms of new treatments and in terms of new customers.

Q What do you see as Animalcare’s greatest challenges?

A Animalcare is the combination of three successful businesses that came together in 2017. Esteve, Animalcare UK and Ecuphar. Each business had different products, portfolio and culture which created a complex and fragmented organisation.

The delay in integration has led to a difficult 18 months and has had significant financial consequences. Integration has now been give high priority and actions are in place to simplify the organisation, reduce duplication and prioritise the critical activities. Whilst late, these actions will create an organisation that is more cost effective, efficient and equipped to drive sustainable growth over the next 3 to 5 years.

Q What is Animalcare’s greatest strength?

A Without wanting to sound clichéd – the people are our biggest strength. The team is passionate and committed with many of the right skills and capabilities. We have people with experience in innovative new products, we have great relationships between our sales people and their customers, and we are developing a strong leadership team. We will focus on attracting, developing and retaining the right people.

Animalcare Group has a history of growth and financial success, we have a competitive portfolio of products, we have a good network and we are developing a pipeline of future products that will help us to be the partner for better animal health and create sustainable growth.

Jenny Winter
Chief Executive Officer

