

Sandra Hildebrandt

International Customer Service Director | Coach Healthcare industry

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About me:

- > EMEA Customer Service and Operations Leader designing and implementing customer care strategies, driving change and revenue growth, and managing multicultural teams across global operations in healthcare, automotive and packaging industry
- > Entrepreneurial and people-oriented Manager and Coach with a mindful, transformative approach.

Core Competencies:

- Led customer fulfillment strategy design and execution to meet customer demands and market needs
- Leadership of international and cross-functional service teams (200+FTE) in both in-house and off-shored environments
- Experienced in Quote-to-Cash optimization, demand management, S&OP, order fulfillment, supply chain & trade management, logistics & after-sales operations
- Digital transformation, automation, EDI, SAP, Lean Six Sigma, standardization, outsourcing of customer service activities, operations in highly regulated industries
- In depth knowledge of pharmaceutical and medical device markets (EMEA and ROW) and ensured compliance with GDP, GMP and pharmaceutical distribution standards.
- Cross-functional collaboration to create operational models that address evolving customer needs
- Organizational development and change management
- Executive coaching & mentoring for high performing teams

Education & languages:

- B.Sc. Economics, FH Frankfurt
- Executive MBA, HEC Paris
- Certified Coach, IKP Zürich (2019)
- Lean Six Sigma Black Belt (Services)

-Fluent in **German, English, French** & basic Italian

Professional experience:

- 2023-2025 **Embecta**, Switzerland
Director Quote-to-Cash, International
- 2021-2023 **CSL Vifor**, Switzerland
Director Global Customer Operations
- 2018-2021 **Novartis**, Switzerland
Head Customer Care
- 2016-2017 **Cardinal Health**, Switzerland
Director Customer Operations
- 2015-2016 **3M Medical**, Switzerland
Head of Customer Care DACH
- 2010-2015 **Medtronic GmbH**, Germany
Director Customer Care
- 2007-2010 **Medtronic SAS**, France
Director Customer Service
- 2004–2007 **Cebal Tubes Europe**, France
Director CRM Europe
- 2001–2003 **Cebal Tubes Europe**, France
Customer Service Leader France
- 1993–2001 **Arvin Meritor**, Rio Tinto Group, France
Customer Service Leader Europe
- 1990–1993 **Cartongraf SpA**, Italy
Export Sales Manager

PROFESSIONAL EXPERIENCE:

11/2023- now

Embecta SarL, Nyon, Switzerland
US company, medical device industry (diabetes care)

Associate Director Quote-to-Cash, International

- Embecta is a spin-off from Becton, Dickinson and Company, and since 2024 a standalone and global corporate company specialized in diabetes care
- I design and implement the customer service operations strategy for the international business (EMEA, ASIA, GC, LATAM) of this new company
- I design and implement the Quote-to-Cash process including organization and system to stand up the Embecta Q2C Operations
- I lead projects to execute and support the spin-off and separation from BD
- As global process owner QtC, I guarantee process excellence and service effectiveness
- I lead the process governance and service quality management with external shared service partner organizations (customer service operations)
- I recruit, form, and lead the newly created international Team of embecta Customer Operations Leaders for the 4 regions

03/2021-10/2023

CSL Vifor Pharma International AG, Zürich, Switzerland
AUS company, pharmaceutical industry (nephrology, rare disease)

Head Global Customer Operations and Demand Management, Director

- Build and manage a new Customer Operations team
- Manage and drive the global Demand Management, the country & regional Demand Reviews and monthly S&OP cycle for EMEA and ROW
- Responsible for Order-to-invoice process, Order fulfilment and Customer Service to 110 direct and indirect markets managing trade agreements, inventory channels, and distributor negotiations (ROW).
- Manage on-boarding of new products, new customers, and markets
- Organize and lead the Logistics and Export Operations Team (trade, regulatory and medical compliance)
- Coordinate involved divisions including Commercial, Finance, Planning, Supply Chain, to reach financial and commercial targets
- Overseeing strategic Customer Service projects to increase operational efficiencies and cost effectiveness (automation, IBP, S&OP, SAP)
- Manager of a team of 6 senior Customer Service and Demand Managers
- Business Process Owner O2C to guarantee excellence in Global service execution

02/2018-02/2021

Novartis, Rotkreuz, Switzerland
CH company, pharmaceutical industry (Oncology, generic medication)

Head of Customer Care

- Manage the Customer Care and Order-to-cash operations to hospitals, doctors, pharmacies, and medical distributors in Switzerland
- Define and build the service offer for innovative and generic medicines to scope with market challenges like price pressure, changing environment, drug shortage, digital transformation and legal changes on pricing transparency and integrity
- Drive automation and continuous improvement projects
- Recruit, organize and train cross-functional customer front-line teams to be

- a professional partner to customers
- Establish business process and service metrics and KPI, manage global SOX and tax audits
- Work closely with Business Unit Heads and Commercial teams
- Manage and transit to new logistic distributor

07/2016- 12/2017 **Cardinal Health**, Baar, Switzerland
US company, Hospital and Home Care service, medical device industry

Director Customer Operations EMEA (job creation)

- Make the Go Live of Cardinal Health/Cordis in EMEA happen (July 2016)
- Manage regional customer operations with external vendor located in Germany and post-sales service processes (2000 orders per day, 17 countries, 11 languages, 24/7) in 17 countries with direct business to hospitals in 40 countries
- Define and build the service organization
- Recruit, organize and train cross-functional customer front-line teams
- Establish business process and service metrics
- Organize and lead hyper-care activities after Go-Live
- Prepare and manage integration of new products and on-boarding of new countries
- Member of the Leadership Team EMEA.

05/2015 – 06/2016 **Acelity Group** (now 3M), Rümlang, Switzerland
US company, Wound care treatment & medical device industry

Head of Customer Care DACH

- Lead changes to increase customer satisfaction and regain customer confidence through harmonization of processes and systems
- Take personal care of KA Hospitals and Homecare providers and related specific customer projects (e-commerce, distribution)
- Build a trustful relationship with internal stakeholders
- Manage outsourced service provider in Poland acting as global Customer Contact center for DACH from order to after-sales and drive digital transformation
- Manage outsourced service provider in Netherlands for distribution, transport, and technical service
- Manage the internal shared service Centre in Hungary in charge of customer complaint and cash collection management
- Integrate acquisitions and de-merge business activities to distributor or external companies
- Member of the Leadership Team DACH

07/2010 – 03/2015 **Medtronic GmbH**, Meerbusch, Germany
US company, medical device industry

Director Customer Care

- Define and implement the service strategy for the Medtronic Germany
- Manage a cross-functional team of 7 direct reports (managers, supervisors, project managers) and 200 employees organized by Business Unit
- Create a strong performance culture (e-business, e-shops, automation,

- complaint rate reduction, first time right, OTIF, reduced order cycle time)
- Manage customer-facing operations and order-to-cash process
- Define and lead projects to serve new market needs and face changing market conditions (off-shore Customer service back-office activities, digital transformation, Key-Account managements, buying group service offer etc.)
- Set up and ramp-up an inside sales department (Cardio-Vascular)
- Build call center facility to ensure 24/7 patient care (Diabetes)
- Build strong relationship with BU leaders and functional stakeholders
- Member of the Executive Board
- Lead Medtronic Philanthropy & Corporate social engagement
- Lead the “Think tank” (continuous improvement ideas from all employees)

07/2007-06/2010 **Medtronic SAS**, Paris, France
US company, medical device

Director Customer Service

- Design, build and manage a shared, centralized Customer Care Team
- Recruit and educate service people to be professional front liners to hospitals, care givers and patients and to the multiple Business units in France
- Manage daily operations and a cross-functional team of 5 managers and 45 employees from offer to inventory management
- Drive changes to provide best-in-class service to hospitals and patients (Automation, digitalization, proactive care, quality in communication over the phone, emergency processes)
- Create and monitor KPI's (response time for complaints, order entry time, OTIF...)

02/2004 – 04/2007 **Cebal Tubes Europe**, Paris, France
Pechiney group (now “Albea group”),
Packaging solutions for the cosmetic and pharmaceutical industry

Director Europe - Customer Relation Management (job creation)

- Spread out a “customer” culture in the company
- Define and develop the service strategy
- Support a major industrial strategic change in creating and leading the appropriated international service organization
- Drive for standardization in OTC processes
- Harmonize and standardize process, systems, and customer service Teams in France, Germany, Poland, UK, Italy (6 local managers in 5 countries and 70 Customer Service agents)
- Identify and implement Best Practices «Order to cash» and «Design to product»
- Conduct restructuring project and transfer Customer Service for EU Key account customers to Poland
- Guarantee as Business Process Owner, the compliance

2001 - 2004 **Cebal Tubes Europe**, Paris, France
Pechiney group (now known under “Albea group”)
Packaging solutions for the cosmetic and pharmaceutical industry

Customer Service Leader France (job creation)

- Define and implement the Customer Service organization in France
- Identify and apply Best Practices and innovate processes to improve service
- Create a reference service team for the region
- Operational management to satisfy customer at the best (make to order products)

1993-2001

Arvin Meritor, Paris, France

US company, automotive industry - light vehicle Aftermarket

Customer Service Manager Europe

1990-1992

Cartongraf SpA, Milano, Italy

Italian family-owned company, packaging industry

Export Sales Manager (job creation)

IT

SAP, IBP, Salesforce, Microsoft Office, Power BI

Coaching

Certified Coach (since 2019)

Institut für Körperzentrierte Psychotherapie, Zürich, CH

Hobbies

Clarinet, chorus singer, philosophy, psychology, salsa