VICTORIA

PELLON MAISON

Fractional Country Manager
& Market Entry Advisor

Medical Device & Healthcare Industry
Argentina · LATAM

Buenos Aires, Argentina | Spanish · English · Portuguese

Your local executive.
Your Argentine advantage.

Over 20 years leading commercial operations across LATAM — including 12 years driving the Argentine market for a global medical device company from the ground up.

Entering Argentina is not about paperwork.
It is about knowing how the system actually works.

01

REGULATORY COMPLEXITY

ANMAT classifications, device registration timelines, authorized representative mandates — each step requires local expertise that no remote team can substitute.

02

FRAGMENTED ECOSYSTEM

Public hospitals, prepagos, obras sociales, PAMI — each with its own procurement logic, budget cycles and relationship dynamics.

03

EXECUTION GAP

The distance between a strategic decision in headquarters and an outcome on the ground in Buenos Aires is where most market entries fail.

This is where I come in.

WHAT I OFFER

A single, senior point of contact for your entire Argentine operation.

01	**Market Intelligence**	Sector-specific analysis of the Argentine medtech landscape: key buyers, distributors, KOLs, pricing dynamics and competitive map.
02	**Regulatory Navigation (ANMAT)**	Executive-level guidance on device classification, registration pathways, authorized representative requirements and realistic timelines.
03	**Market Entry Structure**	Advisory on the optimal legal setup: subsidiary (SAS/SA), local distributor model or commercial representation — matched to your risk appetite.
04	**Soft Landing Operations**	End-to-end coordination of everything needed to start operating: company setup, first hires, suppliers, office, compliance baseline.
05	**Fractional Country Manager**	I act as your on-the-ground executive: operational decisions, institutional relationships and direct reporting to your HQ — for as long as you need.

Engagements start with a scoped diagnostic project (Market Scan or Regulatory Briefing) and typically convert to a monthly retainer as Fractional Country Manager.

Not a consultant who studied the market.
An executive who built it.

2005 – 2011

Country Manager · Direx Group

Founded and scaled the Argentine subsidiary of a global medical device company from zero: legal setup, first team, P&L, pricing, channel strategy and go-to-market.

2011 – 2023

LATAM Director · Direx Group

Regional leadership across Argentina, Brazil and Mexico. Full P&L ownership, multi-country expansion, product launches, regulatory frameworks and strategic alliances with public and private healthcare organizations.

2024 – now

General Manager · VinEsence

Leading international commercial expansion across multiple markets and channels. P&L, cross-functional teams, go-to-market for new business units.

20+
years of
LATAM leadership

12
years in the
Argentine medtech market

3
countries opened
from scratch

Languages: Spanish (native) · English (bilingual) · Portuguese (bilingual) | Law studies UCA · Coaching · Digital Sales Strategy UADE

A clear path from first conversation to full local operation.

PHASE 1

Explore

Market Scan · Regulatory Briefing

— Sector and competitive landscape report

— ANMAT pathway assessment for your product

— Honest market viability assessment

— 2–3 week delivery · Fixed project fee

PHASE 2

Enter

Soft Landing · Structure Advisory

— Legal entity setup (SAS, SA or representative)

— Distributor identification and due diligence

— KOL mapping and first institutional contacts

— Operational setup coordination

PHASE 3

Operate

Fractional Country Manager

— Monthly retainer · Dedicated days per month

— Operational decisions and escalation management

— Institutional relationships and payer access

— Monthly report to HQ · Scalable to full-time

Most clients start with Phase 1 and naturally progress to Phase 3 as the engagement proves its value.

A $700M medical device market with a structural need for local partners.

$700M

annual medical device market size

75%+

of devices are imported — demand is structural

100%

of foreign device makers need a local authorized representative

ANMAT

mandate creates a built-in need for local expertise

- Argentina is the third largest medtech market in Latin America, after Brazil and Mexico.
- The Milei government's deregulation agenda and RIGI investment incentive regime are reducing barriers to foreign investment.
- A wave of healthtech and digital health companies are actively evaluating market entry — most without a local executive partner.
- Operating without local representation exposes companies to regulatory gaps, distributor misalignment and missed institutional opportunities.

LET'S TALK.

If your company is evaluating Argentina,
I am the conversation you should have
before any other.

Victoria Pellon Maison

Fractional Country Manager
Medical Device & Healthcare · Argentina

Buenos Aires, Argentina

victoriapellonmaison@gmail.com

What you get from day one:

- An executive who has already opened the Argentine market — twice.
- Direct access to 20 years of institutional and commercial relationships.
- No learning curve. No trial and error at your expense.
- A bilingual partner who reports to your HQ in the language you think in.
- The flexibility to scale from advisory to full operational management.