

# Ryan R. Ruehl, MBA

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## Summary

Accomplished medical device executive with a record of creating value, driving innovation, and accelerating growth in companies ranging from seed stage startups to S&P 500 firms.

- Demonstrated ability to go from market opportunity identification to commercialization with experience in early market exploration and assessment, business plan development, product management, and go-to-market planning/execution
- Strength in business strategy, leadership, organizational design, and team building – led teams up to 220 people
- Proficient at operational and business process design and implementation
- Skilled at identifying, forming, and managing strategic partnerships to accelerate market validation and commercial traction

## Professional Experience

### Dexcom Inc., San Diego, CA

September 2014 – Present

Dexcom is a \$2B wearable medical device company focused on developing technologies that aid in the management of diabetes and associated comorbidities

#### Director, New Business Development (Corporate Incubator)

March 2020 – Present

- Led the exploration of the hospital market opportunity and development of the product roadmap, go-to-market strategy, pro-forma financial model, and overall business strategy plan
- Identified a target and led the due diligence for a potential \$250M strategic acquisition to support entry into an adjacent market
- Developed and implemented a detailed, rigorous New Market Exploration and Entry business process with OKR / KPI / prioritization metrics that received buy in and support from the executive team
- Successfully pitched a new continuous analyte (lactate) sensor business case to the CEO and executive team, securing \$10M in funding for continued market research, clinical validation, and technical development
- Developed and pitched a Remote Patient Monitoring business case that included multi-analyte and multi-signal wearable sensing for patients with Type 2 Diabetes and various comorbidities, resulting in \$15M in funding
- Initiated and led Dexcom's COVID response commercial activity that resulted in the first inpatient sales to 110 new hospitals in the first year

#### Senior Manager, New Business Development (Corporate Incubator)

February 2018 – March 2020

- Founding member of Dexcom's internal incubator focused on identifying, exploring, and growing new market opportunities that resulted in the creation of 1 new business unit, and 2 new product lines that generated \$8M in year 1 and \$15M in year 2
- Led 4 major cross-functional new market opportunities within the incubator; Hospital (US TAM \$3.4B), Remote Patient Monitoring (US TAM \$2.1B), New Analytes (US TAM \$1.5B), and Metabolic Health (US TAM \$750M)
- Conducted secondary market research on 4 new market opportunities and led 16 primary market research engagements that covered market sizing and landscaping, product user need / workflow identification, willingness to pay, and value proposition testing
- Identified, developed, and managed 5 strategic partnerships that enabled rapid market testing, opportunity validation, and go-to-market acceleration

**Manager / Sr. Manager, Operations****September 2014 – February 2018**

- Managed a 120 person team and scaled transmitter manufacturing by 233% in one year (2015)
- Started a new receiver manufacturing operation at Dexcom; designed the process, layout, and built the team from 0 to 35 people in 8 months
- Wrote a business case and obtained executive approval to form a new pilot operations department; then built, led, and trained the new department of 65 employees from the ground up
- Led all operations activities in support of a new product development project for a Google/Verily Lifescience strategic partnership

**CareFusion, San Diego, CA****July 2013 – September 2014**

CareFusion (acquired by BD for \$12.2B) developed, manufactured, and distributed IV infusion pumps and automated dispensing cabinets for hospitals

**Manager, Manufacturing Operations**

- Managed two Product Focus Teams (each consisted of a Mechanical Engineer, Electrical Engineer, Quality Engineer, Production Supervisor, and a Purchasing Specialist) in order to enable infusion pump operations to meet and beat all revenue and cost savings targets
- Developed the annual build plan and budget that realized a cost savings of \$3.2M in FY14
- Led the ramp up of infusion pump production to a record level that resulted in \$40M revenue over plan
- Drove 6 Kaizen cost savings projects that resulted in over \$1.5M in annualized savings

**Dexcom, San Diego, CA****January 2012 – June 2013****Senior Engineer, Mechanical**

- Developed and implemented a lean, robust manufacturing process for a new Intravascular Blood Glucose (IVBG) Sensor for use in the ICU, including mechanical fixture and process design, optimization, and documentation
- Trained a strategic partner (Edwards Lifesciences) to manufacture the IVBG sensor and transferred all knowledge, equipment, and documentation to their team/facility
- Interviewed with the CEO and was selected for a 6 month project to develop the Dexcom values and mission statement

**TriMedx, San Bernardino, CA****December 2010 – December 2011**

TriMedx is a mid-sized clinical asset management company that embeds teams in hospitals to reduce OPEX, optimize capital expenditures, and improve equipment safety and protection

**Clinical Engineering Manager**

- Responsible for a \$5M P&L and the daily management of the Biomedical Engineering Department in a hospital
- Generated over \$442k in savings for the hospital by optimizing equipment maintenance
- Collaborated with hospital department Directors, Managers, and Nurses to develop a plan that drove a 12% reduction in outside vendor costs and a 21% improvement in work order turn around time
- Advised the Value Analysis Committee on new capital equipment decisions that resulted in a cost avoidance of over \$1.2M

**CareFusion, San Diego, CA****July 2008 – December 2010**

**Senior Engineer, Mechanical**

- Implemented over 40 Engineering Change Orders to improve infusion pump product design and the manufacturing process, resulting in a 12% improvement in yield
- Led the “design for assembly” portion of the mechanical design team as part of a next generation IV infusion pump development project

**GE Healthcare, Milwaukee, WI****June 2007 – June 2008**

GE Healthcare manufactures and distributes MRI, CT, X-Ray, ECG, PET, and Ultrasound equipment

**Lead Engineer, Product Safety**

- Resolved over 75 Magnetic Resonance Imaging (MRI) System customer complaints by combining engineering principles and knowledge of FDA medical device regulations
- Led the root cause analysis and CAPA process for the Safety and Regulatory Team that resulted in 6 major electrical and mechanical design changes to the MRI systems and improved safety

**United States Marine Corps, 29 Palms, CA****June 2001 – May 2007****Captain, Artillery Officer**

- Led, managed, and trained a platoon of 63 Marines through two combat tours in Iraq and one deployment to Japan

## **Education**

**Master of Business Administration, Strategy and Entrepreneurship****March 2018**

University of California San Diego, San Diego, CA

Activities: StartR Business Accelerator, EvoNexus Incubator

Awards: BioCom Quick Pitch (1st), Entrepreneur Challenge (2nd), Triton Innovation Challenge (2nd)

**Lean Six Sigma Black Belt****January 2013**

Villanova University, Villanova, PA

**Bachelor of Engineering, Biomedical Engineering****May 2001**

Vanderbilt University, Nashville, TN

Activities: Crew Team, Club Lacrosse Team

## **Other Activities**

**Braykion, San Diego, CA****May 2013 – June 2017****Cofounder, CTO**

Braykion was an early-stage startup I cofounded and led that developed an infection prevention platform for hospitals. The mission was to prevent hospital acquired infections and pressure ulcers

- Developed the business plan, product roadmap, go-to-market strategy, and financial model for the company
- Grew the team to 20 employees at its peak and managed the technical development of the platform
- Pitched the company over 40 times to investors, accelerators/incubators, and healthcare administrators resulting in \$50k in seed investment and admission to a business accelerator and incubator