

MEDICAL DEVICE & DIGITAL BUSINESS LEADER

Chief Technology Officer ■ General Manager ■ Digital Transformation Officer

Global medical device and digital transformation business leader with thirty years' experience building innovation engines, accelerating development, digitally transforming businesses, and energizing teams.

Developed 150+ products ■ Drove 10+ turnarounds ■ Built 20+ best in market teams ■ Digitally transformed 4 companies

EXPERIENCE

BECTON DICKINSON (NYSE: BDX)

2021-Present

BD is a \$20B, 75,000 employee, global, highly matrixed medical supply & technology company.

Vice President R&D, Vascular Access Devices (VAD) Salt Lake City, UT

Lead a 300+ person, 4 site, global R&D operation for a \$2B, intravenous catheter and ultrasound business. Hired to build VAD's front-end innovation, accelerate development, digitize the portfolio, and integrate VAD into BD's culture.

Built VAD's frontend innovation

Expanded our innovation horizon to 7 years, rebuilt the innovation strategy, established the front-end innovation organization, and expanded our inorganic innovation program.

- Closed a \$100M innovation revenue gap and delivered 200% of the FY'22 financial target.
- Reduced front-end innovation investment decisions from years to months.
- Restructured 60 incremental projects into 15 transformative programs.

Accelerated product development

Shifted the culture from 'play it safe' to 'play to win', implemented agile, restructured the roadmap, streamlined governance to accelerate project decisions, and secured additional business unit R&D funding.

- Launched 15 products.
- Restructured 10 projects into 2 programs to accelerate launch dates on 7 products.
- Redirected 10% of our sustaining spend to innovation programs by rebuilding the operation.

Initiated our digital transformation

Built our digital strategy, secured investment funding to develop our first digital catheter, established our digital roadmap, recruited our digital organization, and secured additional corporate R&D funding.

- Defined VAD's digital role and updated VAD's FY'23 strategic plan.
- Formed BD and external commercial collaborations in smart catheters, AI, data, and healthcare ecosystems.
- Established a technical platform for digital catheters, a clinical data strategy, and a digital literacy program.

Adopted BD's culture

Embraced corporate programs, established a culture of transparency, and supported corporate initiatives.

- Adopted and enhanced BD's competency model, technical ladder, and career development programs.
- Facilitated companywide "Future of Healthcare" workshops on 'preventing sepsis' and 'alternate care'.
- Supported our Chief Scientific Officer in facilitating BD's inaugural Scientific Advisory Board meeting.

CARL ZEISS MEDITEC (US OTC: CZMWF)

2014-21

Carl Zeiss Meditec AG is a 1.7B€, 3,200 employee German company owned by the 170-year-old, 6.5B€, 32,000 employee Zeiss Group.

Global Head of Ophthalmic Diagnostics (ODx) R&D

Dublin CA

2018-21

Vice President R&D

Dublin, CA

2014-18

Led a 200+ person, 5 site R&D operation, served as a CZMI Company Officer, and led the Medical's AI Community of Practice. Hired to ignite innovation, accelerate development, digitally transform the business, and rebuild the team.

Ignited front-end innovation

Shifted our innovation strategy to 'first to market', formed 6 empowered concept teams, established a technically led Research Innovation Council, implemented agile, and opened innovation to the organization.

- Grew peer reviewed scientific papers 30x, research partnerships 10x, and conference posters 25x.
 - Launched 4 market disruption products and redefined the commercial research market for ophthalmology.
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CARL ZEISS MEDITEC (Continued)

Accelerated product development

Rebuilt roadmaps for time to market, formed empowered product line cells, implemented agile development, and restructured sustaining engineering to free up funding.

- Reduced development times from 60 to 18 months and sustaining releases from 6 to 1 month.
- Increased R&D output from 6 to 19 launches per year and commercially released 100+ solutions over 7 years.

Initiated ODX's digital transformation

Defined ODX's digital strategy, created the digital organization, and built our global development environment in partnership with Zeiss resources and negotiated partnerships with Oracle and Microsoft.

- IoMT enabled our portfolio. Built 50+ AI tools. Launched a clinical referral and two medical research portals.
- Formed the Medical AI Community of Practice and facilitated Zeiss' first global AI conference (2019).

Rebuilt the R&D team

Addressed performance issues and developed our R&D talent pool.

- Drove underperformers from 30% to 5% and high potentials from 5% to 15%. Medical adopted the program.
- Refined Zeiss' expert ladder program and build an Internship Program that won a WayUp Top100 award (2020).

WELCH ALLYN

2003-14

Founded in 1915 in Skaneateles Falls, New York, Welch Allyn was a 2,750 employee, \$800M family-owned manufacturer of medical diagnostic equipment and solutions. In 2015, Welch Allyn was acquired by Hill-Rom (NYSE: HRC) for \$2B.

Senior Director International R&D and Global Solutions

Skaneateles, NY

2013-14

Vice President International R&D

Singapore

2007-13

Director Global Services/Field & Remote Services (GM)

Portland, OR

2003-07

Led organizations in R&D and general management, served as the first digital transformation officer, and a Company Officer. Hired to fix the service business and later accelerate growth outside the US by rebuilding product development.

Built a highly profitable global service business

Rebuilt the service portfolio, leaned 5 factory repair and 3 support centers, and fixed customer installations.

- Doubled service revenues and turn a multimillion-dollar loss into 20%+ profit.
- Enabled virtual global support by implementing a Universal Endpoint Management solution in our portfolio.

Established international product development

Built the Singapore and Irish Development Centers, transforming an engineering services role to global innovation.

- Reduced development time 50%, delivering 14 global devices, 8 platform components, and 6 localized products.
- Negotiated \$6.5M in R&D funding with Singapore's EDB by rebuilding strained relationships.

Initiated Welch Allyn's digital transformation

Chaired the company's digital transformation initiative for 2 years leading to the formation of a formal organization.

- Pioneered wearable patient sensors and mobile diagnostic devices for remote patient monitoring.
- Built our Service Network Operation Center and a commercial EMR integration business.

PEAK TECHNOLOGIES (NYSE: MCL)

VP-GM Software & Services

Columbia, MD

1999-02

NU SKIN ENTERPRISES (NYSE: NUS)

Director Engineering, Arch & Dev

Provo, UT

1997-99

SUN MICROSYSTEMS (NASDAQ: SUNW)

Senior Systems Engineer

Los Angeles, CA

1995-97

MCDONNELL DOUGLAS (NYSE: MD)

Engineer Scientist Specialist

Southern California

1990-95

UNITED STATES AIR FORCE

Aircraft Maintenance Officer

March AFB, CA

1986-90

EDUCATION

Master of Science in Engineering, Systems

West Coast University

Los Angeles, CA

Bachelor of Science in Aerospace Engineering

Saint Louis University

Saint Louis, MO

Miller Heiman Strategic & Holden Power Base Selling, Pragmatic Marketing Certifications, Mini-MBA programs @ Northwestern & Syracuse Universities, AAMI GMP & design controls courses, 1 yr. computer science @ UCI, 2 yrs. Systems Architecture/EE PhD program @ USC