

SUSAN J. EXECUTIVE

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HEALTHCARE INDUSTRY EXECUTIVE

New Product Introductions • Sales Force Expansion • M&A Integration

Highly impactful and consultative business leader with broad healthcare industry experience, as well as deep functional expertise and commercialization knowledge. Spearheaded the technology solutions organization, scaling the enterprise from an early stage start-up to \$1.7B+ public company.

- Grew organic and inorganic revenue 3X over a nine-year span.
- Demonstrated expertise in direct sales, new product introductions (NPI), strategic planning, merger and acquisition integration.
- Trusted “change agent” experienced in guiding teams through dynamic market cycles and ambiguity.

CORE COMPETENCIES

Strategic Planning	Operational Leadership	Sales Force Structure
New Product Introduction	M&A Advisory	Acquisition Integration
Product Lifecycle Planning	Product Pricing Strategies	Rapid Business Growth
Portfolio Rationalization	Commission Plan Design	Market Segmentation
Sales Force Expansion	C-Suite Advisory	GPO Strategy

PROFESSIONAL EXPERIENCE

SJE CONSULTING, San Francisco, CA **2018 – Present**

Advisory services for healthcare and life sciences companies in all stages of growth. Sectors include medical device, pharmaceuticals and home health care. Focus on commercialization of new products, sales force expansion and acquisition integration.

- Analysis and design of sales structure, size, compensation plans and quotas for new and existing sales teams.
- Provide key guidance and advise on go-to-market and pricing strategy of new product portfolios.
- Coach executive leaders driving rapid business change, revenue growth, and product innovation. Emphasis on board management, leadership development and executive team structure.

ABC, INC., Sunnyside, CA **1994 – 2018**

President, North American Market **2016 – 2018**

Senior Executive leader at healthcare solutions provider with \$1.7B market cap and \$580M in revenue.

- Led \$450M+, 1000 FTE business unit responsible for majority of company revenue and earnings, with oversight of sales, revenue generation, customer service, marketing and product development.
- Integrated largest (\$210M) acquisition in company history - consolidated field sales organization, rationalized product portfolio and pricing, and established go-forward product roadmap.
- Drove 97%+ customer retention rate and highest customer satisfaction rating in industry with focus on delivering innovation and highly responsive direct service.
- Developed and introduced first complete core product refresh in 20 years, creating a seven-year \$1B+ replacement opportunity for the company.
- Rolled out new service software system and initiated rollout of new CRM, resulting in improved information flow and management visibility to field activities.

SVP, Market Operations

2009 – 2015

Responsible for all customer-facing activities in company's core \$1B+ market.

- Promoted to take over sales, revenue-generating and service organizations. Doubled revenue over period by driving large, \$1M+ multi-facility (IDN) sales.
- Led major, 30% expansion of direct sales organization, resulting in 20% increase in sales in two-year period.
- Reorganized functional departments into divisional structure to improve customer satisfaction. Resulted in increased field organization accountability, and moved empowered leadership closer to the customer to improve coordination among field teams.
- Achieved record bookings (sales) one year after 2008-09 recession, during a time of headcount and resource constraints.

SVP, Operations

2005 – 2008

Drove all revenue-generating and customer service activities in company's core business/market.

- Doubled revenue to \$200M over three-year period by promoting best practices across organization and focusing on key metrics to drive performance.
- Won highest third-party (KLAS) rating for customer satisfaction for the first time. Won award annually ever since – for 10 consecutive years.

Business Development, Marketing and International Sales

1994 – 2004

- Led two major acquisitions that expanded product portfolio and customer base.
- Joined the four-person executive team in 2003, and served as the first employee sent overseas to expand revenue and earnings potential beyond North American market.
- Significant contributor to drafting of company's S1.

PRIOR EXPERIENCE SUMMARY

Financial Analyst, Focus Associates, San Diego, CA

1991 – 1992

Acquisitions and portfolio company support for private equity firm.

Financial Analyst, Grey, Oliver & Co., New York, NY and Los Angeles, CA

1989 – 1991

Mergers & Acquisitions department.

EDUCATION AND PROFESSIONAL AFFILIATIONS

MBA, Stanford Graduate School of Business

BA Economics, Smith College