



# NATHAN SMITH

Boston, MA 12345 | 123.456.7890 | n.smith@westgatecareercoaching.com | linkedin.com/in/nsmithbiopharma

## CHIEF COMMERCIAL OFFICER | CHIEF OPERATING OFFICER | CHIEF REVENUE OFFICER

### Biotechnology | Pharmaceuticals | Healthcare Technology

**\$4.7 Billion P&L | 1000+ Employees | Resilient Teams | Customer-Driven**

**High-performing servant leader and go-to-market strategist** with a contagious passion for business and people. Established track record for launching and maintaining strong growth for brands such as A-Product®, B-Product®, C-Product® and achieving brand-leading profitability. Recognized for leading with resilience, integrity, and emotional intelligence, and for hiring top-performing people. CEO advisor for market, sales, and operational strategies in fast-moving healthcare markets for Fortune 100 brands.



Figure 1

### COMMERCIAL LEADERSHIP

*"Nathan is a strong leader with the bandwidth to take on roles with a wide organizational impact."*

Bill Hector | CFO | ABC Pharmaceuticals | Boston, MA

- Global Commercial Integrations
- Product Commercialization & Launches
- M&A Organizational Infrastructure Planning
- R&D | Commercial Alliance | Compliance
- Market Research & Patient Advocacy
- P&L | Profit Leadership | Forecasting
- Transparent Communication Style
- Market Access Analysis
- Supply Chain & Product Lifecycle
- Operations Management Planning
- Pricing & Financial Modeling Insights
- Top Talent Recruitment & Development
- Organizational Change & Culture Strategies
- Regulatory Reviews (FDA, OPDP, GMP)
- Product Targeting & Segmentation Strategies

### CAREER ABSTRACT

**Fortune 1000 Pharmaceuticals | Boston, MA | Public biopharmaceutical startup with 235+ employees & \$214M revenues** **2015 – 2020**  
**SENIOR VICE PRESIDENT, SALES, AND MARKET ACCESS | \$84M budget | 170 direct/indirect reports. Accountable for quality control, assurance, compliance, regulatory, medical affairs, supply chain, and commercial operations.**

**Recruited by the CEO** to accelerate the go-to-market strategy for A-Product®, a pivotal treatment for ARDS (acute respiratory distress syndrome) in adults, estimated at 4.2 million affected people (American Thoracic Society). Reported to the CEO and led 7 direct reports.

*In alliance with a high-impact team, built and scaled a top-performing specialized sales and market access team, constructed the commercial strategy, the successful coverage and co-pay buy-down programs that boosted revenues to \$150+M in 3 years surpassing the competition*

- **Spearheaded the market launch for A-product®**, including pricing, rebating, contracting, HUB build-out, and co-pay buy-down programs. This was a complex product unveiling that included leading the internal contract and rebate calculations and negotiations achieving 3x the national share. Resulted in a Tier 2 preferred status on the 2020 Express Scripts formulary—a remarkable result for this industry.
- **Galvanized due diligence efforts and presentations for M&A** serving as the primary commercial leader to analyze and advise on potential partnerships and acquisitions. Showcased the strength of Fortune 1000 Pharmaceuticals' commercial talent, garnering the support and endorsement of C-Suite, the board, and investors.
- **Increased prior authorization approvals by 50%+** in 5 months by initiating and influencing a critical decision to contract with Cover My Meds (a leader in electronic prior authorization) for Merda® this led to a 90% increase in the approval rate across Commercial, Medicare and Medicaid prior authorizations.
- **Avoided \$5.8M+ annual recurring costs** by integrating Fortune 1000's employees with Outsourced Inc. employees, in which 95% left fulltime positions to work on the Fortune 1000 Pharmaceuticals' temporary contract. One year after 100% of Outsourced Inc. reps were hired into Fortune 1000 Pharmaceuticals permanently.
- **Achieved \$95K revenues** and surpassed sales forecast and growth targets by 32% in first 7 months' post launch and achieved 86% brand awareness among targeted healthcare professionals in year 1 of launch for normalized A-Product® scripts.



# NATHAN SMITH

Boston, MA 12345 | 123.456.7890 | n.smith@westgatecareercoaching.com | linkedin.com/in/nsmithbiopharma

## Weston | Charlotte, NC | Global Biotechnology Pharma Company (Purchased by Fortune 10 Co. in 2019) | 17K employees 2011 – 2015 SENIOR VICE PRESIDENT, INTERNATIONAL OPERATIONS: 7 DIRECT REPORTS | \$87M BUDGET | 220 INDIRECT REPORTS | ACCOUNTABLE FOR COMMERCIAL OPERATIONS GROUP ACROSS THE US, CANADA, EURASIA, SOUTH AMERICA, AND AFRICA

Reported to the CEO with direct oversight for VP's, Directors of Sales Force Excellence, Commercial Insights & Analytics, Marketing Services, Training, Compliance Operations, and Brand Planning. Handpicked by the CEO to lead International Commercial Operations.

*Propelled A-Product® from legacy slow growth and 4th in the market to aggressive growth and 1st in the market in only 13 months*

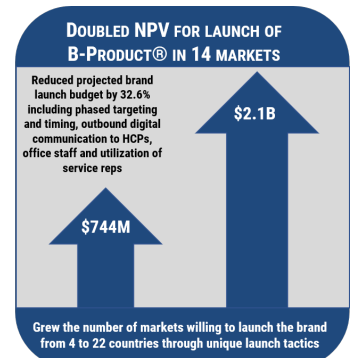
- **Led redesign** of the commercial operations group amidst ambiguity and uncertainty while the European headquarters were moved from Paris to London and the US headquarters were moved from New York City to Charlotte, NC.
- **Yielded a 33% budget reduction** in 9 months equating to \$28M in efficiency savings by streamlining processes, centralizing key functions, and partnering with business units to deliver quality service leading to a leaner and more integrated structure. Examples are the consolidation of CRM and the financial forecasting system.
- **Grew revenues by 28%** during a major corporate change that was spearheaded by the global commercial operations group. Go-led the rare disease customer excellence model with the SVP of Global Commercial—still used post-acquisition years later.
- **Charged a record-breaking** 8-month timeframe technology rollout that supported an eating disorder indication for ODD.
- **Saved \$3.2M** using a unified brand planning process to support business units, including integrating global forecasting system and competitive intelligence platform to fortify the commercial, medical, legal, and regulatory review process.

## Weston | Charlotte, NC | Global Biotechnology & Specialty Pharma Company 2010 – 2011 VICE PRESIDENT, SALES | \$53.4 M P&L | LED 120-PERSON SPECIALTY SALES TEAM PROMOTING CHRONIC OBSTRUCTIVE PULMONARY DISEASE (COPD) PRODUCTS TO PULMONOLOGISTS. KEY COLLABORATOR FOR PULL-THROUGH STRATEGIES TO CAPITALIZE ON MANAGED CARE ACCESS

Hired to transform the sales team with a specific focus on regulatory compliance. Coached and mentored the new team to drive performance while strictly complying to regulatory guidelines—with exemplary results.

*Recruited based on past success with B-Product for global commercial experience leading and managing P&L of large and small brands and for experience collaborating with C-Suite in the industry*

- **Catapulted revenues by \$122M** in 2 years by leading and coaching the sales team to deliver exponential improvement in sales for late-stage brands while strictly adhering to regulatory requirements and through crystal-clear targeting at the territory level (fig. 1).
- **Achieved efficiencies of \$7M on a \$47M budget** by directing the redesign of the sales team with complete transformation completed in 3 months *while growing sales team engagement* during the redesign thorough transparent communication and strong leadership.
- **Beat the target by 7 months** for market plan for late-stage, flagship COPD brand by encouraging the team to deliver targeting, messaging, payer access pull-through plan and robust communications plan—leading to major break-through goals.



## RASDENZA | Charlotte, NC | Top-10 Global \$17B+ English-Swedish multinational pharmaceutical and biopharmaceutical company 2007 – 2011 GLOBAL COMMERCIAL VICE PRESIDENT | US COMMERCIAL BRAND LEADER | 20 GLOBAL AND US BRAND TEAM MEMBERS | 11 DIRECT REPORTS

Hired up to take C-Product® brand to the market and create global strategy. Achieved successful launch by garnering motivation and enthusiasm within the group and customizing the global strategy for the US market launch. Reported to SVP International Marketing & SVP of US Internal Medicine.

*Led the creation of the global launch strategy for C-Product® guiding phase III trials to launch in 10 markets and growing interested markets from 7 to 22 while doubling the projected net present value (NPV)*

- **Doubled NPV from \$626M to \$1.3B** globally expanding into new markets, including the US, UK, Spain, France, Canada, and Brazil while doubling the number of countries that intended to launch from 6 to 27 for a pain product for pulmonary embolism (PE).
- **Generated 75% product penetration rates** 6 months after the sales force launched. Used an innovative approach to launch the timing for the brand setting a goal to gain 50% formulary coverage and 65% brand awareness within product targets. Until 50% coverage was achieved, the sales force used digital technology and inside sales reps to communicate with targeted physicians, as well as service reps to ensure targeted physicians received samples.

(Rasdenza continued)



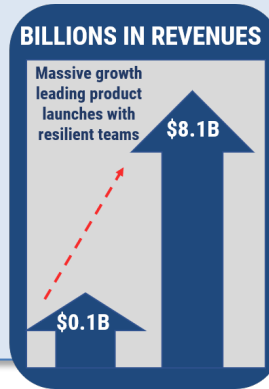
# NATHAN SMITH

Boston, MA 12345 | 123.456.7890 | n.smith@westgatecareercoaching.com | linkedin.com/in/nsmithbiopharma

- **Drove profits by doing more with less.** Directed the pricing, branding, positioning, messaging, reimbursement and health economics data for the product using non-traditional launch tactics, such as phased targeted approaches and phased launch timing, outbound digital communication to HCPs (define), office staff and service reps.
- **Revolutionized marketing strategy** by establishing the entire global and US marketing teams to include a cross-section of healthcare professional, consumer, insight, analytics and market access—the first time this approach was used in Rasdenza, with positive results.

## EARLIER CAREER ABSTRACT

Executive Director Commercial CNS | D-Product® | 2005 – 2007  
 National Sales Director CNS | D-Product® | 2003 – 2005  
 Area Sales Director GI/CV | D-Product® | 2000 – 2003  
 Commercial Product Director M-Product® | Foster | 1999 – 2000  
 Commercial Product Director N-Product® | Foster | 1998 – 1999  
 Director Eastern Customer Unit | XYZ Pharma | 1993 – 1998  
 Business Manager Eastern Customer Unit | ABC Pharma | 1992 – 1993  
 Senior Associate Health Education Liaison | ABC Pharma | 1991 – 1992  
 Health Science Liaison Associate | ABC Pharma | 1990 – 1991  
 Professional Sales Representative | ABC Pharma | 1986 – 1990



## FORMAL EDUCATION & TRAINING

**Master of Science in Marketing** | Northwestern University | The Kellogg School of Management  
**Bachelor of Business Administration in Marketing** | Northwestern University | Harvard University  
**Financial Management | Certificate** | Columbia University  
**Breakthrough Leadership and Building a Breakthrough Executive** | Harvard University  
**Media Relations & Public Relations Training** | Top-Rated PR Firm | NYC

## BOARD OF DIRECTOR SKILLS

Fiduciary Duty  
 Financial Stewardship  
 Risk Mitigation Strategies  
 Solid Governance Practices  
 Regulatory Compliance & Management

## BOARDS & CORPORATE GOVERNANCE

**Chairperson of Audit Committee** | American Lung Association's Largest Chapter | Drove funding from \$19.3M to \$23M in 2 years.  
**Handpicked by the CFO & COO** of the American Lung Association to participate in the 12-person, 4-year Strategic Plan Advisory Committee  
**Governance Practices for highly regulated industries (FDA, PHARMA, OPDP, GMP)**

## INDUSTRY AWARDS

**Marketer of the Year** | *Marketing Magic Magazine*  
**Leadership Excellence Award** | Fortune 10 ABC Pharma  
**Maximum Growth Award** | *Harvard Business Review*

*"We needed a leader to inspire a disenfranchised marketing and sales organization and breathe new life into a mature brand. Nathan joined Weston as the VP, Sales and accomplished both goals. He reconstituted the sales leadership team, created and fostered a culture of winner and moved the brand to a market leader position. He was instrumental to the franchise leadership team and fostered strong, collaborative relationships among Market Access and Marketing and Sales."*

Patrick X. Mallory | CEO | Weston