A. David Potenza

I offer over 35 years of success in helping lead business development and strategy for both leading Fortune ranked healthcare companies and those with emerging technologies, innovation, and market disruption opportunities. My sales leadership contributions have led to over \$1.5B in equity transactions and the mentoring of dozens of emerging managers who have gone on to lead their own sales organizations or companies.

As a business <u>strategist</u>, <u>leader</u>, expert <u>negotiator</u> and certified in **Six Sigma**, I leverage my experience and education to consistently achieved both the financial goals of the corporations I work for, as well as <u>exceed the expectations</u> of their customers.

President & CEO (6 yrs.) 09/14 - Present

1000 Independence Ct

Southlake, TX 76092

SMG (<u>www.TheSMGInc.com</u>) is a privately held business strategy and consulting firm lending my 35 years of senior management experience to MedTech, Bioscience, Pharmaceutical and Innovation leaders in healthcare. We provide the necessary guidance , support, and strategy needed in moving an innovative product or service into a formal company ready for commercialization growth, investors or acquisition.

Our clients have spanned a diverse range including pharmacy, devices, diagnostics, laboratory sciences, advanced imaging diagnostics, remote patient monitoring & Telehealth.

President (1.5 yrs.) 11/18 -03/20

Aperture Bio (<u>www.ApertureBio.com</u>), an SMG client, is a privately held, in vitro diagnostic company focused on improving outcomes in patients suspected of having bacterial infections and the reduction in antibiotic resistance. As president, I reported directly to the Board of Directors. With a pre-market cap of \$25M, my role as president was to lead the company's growth through FDA approval raise capital and develop the long term strategic plan for commercialization.

Through quantitative microbiology the RAPID-B platform provides treating physicians with actionable data that can improve therapeutic decision making currently done through empiric prescribing of antibiotics...improving outcomes and decreasing antibiotic resistance pressure in our communities.

Impacted by the Covid pandemic, in a private transaction, the company executed a planned reorganization and transfer of assets to better positioning the company for commercialization and rapid growth.

VP of Healthcare Economics (1.8 yrs.) 1/13 – 8/14

Prior to resigning my position to head my own company, I reporting to the president in my role as VP of Healthcare Economics. My job was to lead our organization's transformation from a transactional sales process to a value based or "eco-clinical" model centered around non-opioid pain management. The need for transformation was driven by the new demands of healthcare reform and the rapid migration to a committee centric decision-making process. Products and services needed to not only improve patient outcomes, but also serve the demands for lower costs. Adding to the to the shift in demand patterns and buying influences was the introduction of shifting reimbursement metrics shadowed by value-based purchasing and new pay-for-performance models, i.e. ACOs, Bundled Payments and Insurance Exchanges.



Aperture Bio – Dallas, TX

Kimberly Clark Healthcare Company - Dallas, TX

Strategyn Management Group (SMG) - Dallas, TX



1000 Independence Ct Southlake, TX 76092 A. David Potenza

Certified in Six-Sigma and a national presenter helped me innovate and author a hospital based, nationally recognized program using predictive analytics called "Take Action." This process driven, consultative program employed economic

modeling metrics that lead institutions through a proprietary CQI process that identified high-risk patient populations for poor outcomes and higher healthcare costs. Through process mapping and algorithmic decision making we helped guide clinical decision making through pathways of care aimed at the pillars of reform – Improved Outcomes, Increased Safety, Increased Satisfaction and Lower episodic costs.

Zone VP of Sales (10 yrs.) 05/03 – 12/13

Acquired by Kimberly Clark in October 2009, I-Flow was a leading innovator and pioneer in non-opioid regional and local, post-operative analgesia. As a senior sales leader, I helped play a pivotal role in expanding our salesforce by over 300% and the sales transformation from an infusion therapy company to the leader in post-operative analgesia. In addition to business development responsibilities, I played a leadership role in national account contracting, product development, marketing and participated in 11 clinical studies, many of which were published.

Positions held at I-Flow Corp:

Western Zone Vice President	(09/07 - 12/13)
South East Zone Vice President	(01/06 - 09/07)
SW Region Vice President	(01/05 - 12/05)
Central Region Director	(05/03 - 12/04)
National Sales Trainer	(01/05 – 08/14)

VP of Business Development (2.5 yrs.)

Barton Medical Corp. – Austin, TX

I-Flow Corporation – Dallas, TX

8/00 – 5/03

- Barton was sold to a private equity group triggering my buy-out and departure
- Responsible for strategic planning and business development.
- National Account negotiation
- Dealer network development and strategic alliance partnerships
- Contributed \$27M in new sales

Sr. VP of Business Development (5 yrs.) **American Pharmaceutical Services**, **Inc.**– Dallas, TX 8/95 – 7/00

- APS was sold to Omnicare triggering my buy-out and departure
- Direct reporting responsibility for 57 branch office and pharmacy operations 9 Area Managers.
- Responsible for the growth and development of strategic, corporate, and national accounts.
- Sales and market development for new market strategies and product line extensions.
- Financial, strategic planning and growth of \$157M in new business.
- Expansion and growth of Capital Medical Equipment segments, including 02, IV, patient monitoring, rehabilitation, and physical therapy.
- Medicare/Medicaid compliance
- Contract management and negotiation, including supply chain logistics management for pharmaceuticals, medical supplies, and complex/durable medical equipment.

A. David Potenza

Vice President of Clinical Product Services (8/95 – 4/96)

- Responsible for the development, planning, staffing and integration of new clinical market verticals, capital equipment and supply chain management. First year sales annualized at \$8M. Second year sales \$28M.
- National Account negotiation, management, and sales development.

Area Sales Director – (9.7 yrs.)

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Baxter HealthCare Corporation – Dallas, TX

5/85 – 07/94

- Direct reporting responsibility for 27 sales representatives/managers encompassing 10 states.
- \$48M in annual sales 17.2% YOY avg. growth
- Direct sales, GP and earnings responsibility for area performance.
- Development and implementation of area strategic forecasting and expense allocation.
- Corporate and National Account development.
- Sales training and career development.

Other positions held-	SW Regional Manager – Anesthesia & Respiratory Therapy	(10/90 – 3/92)
	Eastern Area Manager – Anesthesia Medical Products Div.	(09/88 - 9/90)
	Northeast Regional Manager –Surgical Products Div.	(06/87 - 8/88)
	Sales Representative – Pharmaceal Nursing Products Div.	(05/85 – 5/87)

Education:

- Canisius HS Buffalo, NY 1975-79
- Ithaca College Ithaca, NY BS Business Management 1979-83
- SMU Cox School of Business Executive Management Program
- Wharton School of Business Continuing Business Studies 2016
- Certified Professional in Six Sigma and Lean

Formal Training, Certifications and Seminars –

CQI Quality Improvement	Stark and Anti-Kickback Compliance
HIPPA Compliance	OR Protocol
Sterile Techniques	Blood-borne Pathogens
RepTrax, Vendormate & Vendor Clear Certified	Negotiation Skills
Diversity & Sexual Harassment	Interviewing Skills and Assessment
Financial Management and Cost Accounting	Sales Training & Promotion Development
Public Speaking	Spin Selling
Team Building and Relationship Management	Coaching & Feedback

Board & Non-profit Affiliations:

- Treasured Vessels Board Seat
- Southlake Carroll Youth Football Fund Raising Committee/5yr Asst. Coach
- All Pro Dads Elected Board Seat
- CISD PTO Elected Seat
- Distinct Capital Group Advisory Board seat
- One Mind Investments Board seat



capital equipm \$28M. • National Accou





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Notes: