

## ALLEN L. EHRLICH

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### MEDICAL DEVICE EXECUTIVE

Medical device executive with over 30 years of demonstrated success in executive management, product management, product launch, marketing, sales/sales operations, and distribution (B2B and B2C), and leading teams in the medical device, diagnostic, therapeutic, and digital health industries. I have a passion for commercializing products, understanding the voice of the customer, and leading sales and marketing processes. Strong leadership, communication, decision-making, and problem-solving skills. Key expertise:

Functional Expertise	Industry Expertise
• Executive Management	• Hospital (Acute Care, IDN, GPO, RPC), Homecare (DME/HME), Online retailers, marketplace and re-sellers
• Preparing Companies for Commercialization	• Medical Channel Distribution Partners (Hospital, Home)
• Product Development and Launch	• Specialty/Provider Areas: Surgical/Operating Room, Orthopedics, Ophthalmology, Cardiovascular, ENT, Aesthetics, Gastroenterology, Sleep Medicine, Respiratory, Anesthesia, Pulmonology
• Distribution, Market Entry and Exit	• Surgical Drapes, Gowns, Packs, Gloves, Masks, Equipment Covers, Custom Procedure Trays
• Business, Marketing and Sales Plans	• Anesthesiology/Airway products (Laryngoscopes, Filters, Airways, Laryngeal Mask Airways, Endo. Tubes)
• Global Product Management	• Infection Control Products including gloves, masks, face shields, goggles, facemasks, respirators, and other equipment that protects the wearer from infection/injury
• Marketing Strategy and Tactics	• Respiratory Products including nebulizers, portable oxygen, NIV ventilators, CPAP, humidifiers, masks
• Reimbursement and Regulatory	• Mobility Products include Walkers, Canes, Rollators
• Expert Witness for Legal Disputes	• Digital and Connected Health for Asthma, COPD, Inhalers

### MAJOR ACCOMPLISHMENTS

- **Executive Management:** Managed medical devices (Class I and II) with sales of over \$250 Million, launching over 60+ new products.
    - ResMed CPAP mask sales from \$45 MM to \$257MM (25% CAGR); #1 market share from 35% to 50%.
    - Safeskin surgical and exam glove sales, \$93 MM to \$170 MM; #1 market share from 24% to 29%.
    - Kimberly-Clark surgical drapes and gown sales of \$15MM; market share from 21% to 23%.
    - Logic Ventures sales of \$1 MM+ of the hospital nebulizer and exited with sale to Flexicare Limited.
    - CEO of Beech Health leading the development of next-generation non-invasive ventilator.
    - CEO of ECG, Inc. working with multiple start-up companies on market entry and launch.
  - **Products/Markets:** Direct experience with the operating room (surgical drapes, gowns, packs, gloves, masks, covers, custom procedure trays, warming devices), infection control (exam gloves, personal protective equipment, masks, goggles, face shields, respirators, isolation gowns), capital equipment (ventilation, robotics for rehabilitation), anesthesia/airway management (laryngoscopes, airways, filters, Endotracheal tubes), sleep diagnostics/therapeutics (CPAP, Masks, home sleep testing and in-lab PSG), respiratory (ventilation, nebulizers, oxygen, pulse oximeters, blood pressure monitors), Mobility (Rollators, UPWalker, wheelchairs, canes, walkers), orthopedic soft goods (braces), digital health (asthma, COPD, smart inhalers), ophthalmology, wound care, ENT, and gastroenterology.
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- **Distribution:** Expert in medical distribution into the hospital (acute care, surgical, IDN, GPO), home care (DME/HME), extended care, long-term care, pharmacy/retail, and e-commerce (mobility, respiratory, snoring, and cash pay devices) markets.
  - Secured distribution for Sleep/Airway products with Avant Sleep and Smiths Medical for Sommetrics.
  - Signed up multiple regional distributors of acute care and home care for the TriggerNeb® Nebulizer.
  - Set up distribution for multiple consulting clients including Life Walker Mobility, MEQU, Life Science Robotics, MedCline, Ataia Medical, Bresotec Medical, and others.
- **International Markets:** Developed new medical device markets at ResMed with sales growth in Latin America from \$2MM to 14MM and Canada from \$20MM to \$35MM.
- **Strategic Initiatives:** Led sales/marketing initiatives including e-commerce channel policies, content development, the launch of a new e-commerce store, and deployment of iPad's and Salesforce.com CRM.
- **High Performing Teams:** Built global teams throughout my career in the US, Asia, and Europe.
- **Awards:** Five (5) President's Club Awards and Key Contributor Awards (2003-2009) for sales of ~\$966 MM at ResMed. Contributor of the Quarter at Kimberly-Clark Healthcare.

## PROFESSIONAL EXPERIENCE

### **EHRlich CONSULTING GROUP, INC. – San Diego, CA**

**12/2012 – present**

*Strategic and tactical commercial business adviser to medical device, diagnostic, and digital health companies.*

*Expert witness for the legal profession for commercial trademark, branding, contract disputes, deceptive trade and selling practices, and more.*

#### **Principal and CEO**

- 30+ years of commercial experience in medical and diagnostic device product management and development, marketing, sales, operations, distribution, and finance as an individual Contributor, Director, VP, and CEO.
- Provides industry expertise on issues such as go-to-market strategy, distribution/market entry, product launch, sales, sales practices and operations, distribution channels, marketing strategy and tactics, pricing, messaging, market positioning, advertising and promotion, press releases reimbursement/coding (HCPCS and CPT Codes), branding, trademarks, and patents.
- Provides testimony as an expert witness for commercial trademark, branding, and contract disputes, deceptive trade, and selling practices. FDA product labeling and packaging requirements, FDA regulatory and medical device testing requirements. Served on cases for Plaintiff and Defense in Trial and Arbitration.
- Expertise with a broad range of medical devices, diagnostic, digital health, and software products for Class I and II FDA-cleared devices including capital equipment and disposables.

### **BEECH HEALTH, INC. – Charlotte, NC and San Diego, CA**

**1/2022 – 12/2022**

*A privately held company developing cloud-connected non-invasive ventilation for COPD and respiratory diseases.*

**Chief Executive Officer (CEO)** – Responsible for all day-to-day operations of the Company.

### **COHERO HEALTH – San Diego, CA**

**7/2018 – 6/2019**

*Privately held company transforming respiratory health for asthma and COPD with smart digital mobile technology.*

#### **Vice President, Marketing**

- Drove commercialization of the technology leading marketing, product management, and sales operations.
- Launched the BreatheSmart® DTx Direct-to-Consumer (DTC) initiative, which consists of a digital mobile app and Bluetooth-connected HeroTracker® sensors that motivate and educate consumers, healthcare providers, and caregivers to adopt behaviors to improve patient outcomes.

**SOMMETRICS, INC. – Vista, CA**

**1/2017 – 6/2018**

*A privately held company focused on anesthesia and respiratory products for sleep and airway management.*

**SVP/General Manager, Sleep Division**

**9/2017 – 6/2018**

**Vice President, Acute Care Division**

**7/2016 – 9/2017**

- Worked with Sommetrics as a consultant to help identify distributors for the acute care product and prepare commercialization sales and marketing materials. Hired as Vice President, Acute Care in 2017.
- Piloted a sleep apnea device in Canada by signing a distribution agreement with Avant Sleep while building a franchise for a sleep apnea device that will support profitable, commercial sales.
- Signed a global distribution agreement with Smiths Medical, Inc. and commercialized aerFree, a non-invasive external airway support for mild to moderate sedation procedures.

**LOGIC VENTURES, USA – San Diego, CA**

**12/2014 – 12/2022**

*Self-funded start-up developing innovative medical devices sold into acute and alternate care markets.*

**Partner/Investor**

- Commercialized the TriggerNeb® High Performance Reusable Nebulizer into 14 countries resulting in sales growth higher than anticipated. FDA 510(k) Cleared/CE Marked with patented technology to improve patient outcomes with higher output, faster treatment time, and reduced cost of care.
- All customer facing materials were reviewed by regulatory for claims and representations to customers.
- Grew sales to over \$1MM globally before the company was acquired in 2019 by Flexicare Ltd.
- Selling, marketing, and sourcing medical and industrial exam gloves during the COVID-19 crisis.

**RESMED CORPORATION – San Diego, CA**

**2003 – 2012**

*Cloud-connected diagnostic/therapeutic medical devices(NYSE: RMD) for sleep, respiratory and chronic diseases.*

**Director, Sales Operations**

**2009 – 2012**

- Chief of Staff to the senior sales management team for a sales force of 150 people. Managed a team of fourteen employees to support revenue growth including establishment of the first business function in Malaysia.
- Directed and launched a new e-commerce store. Revenues increased 33% to \$75 MM (12% of sales) in 2 years.
- Managed sales incentive programs and commission compensation programs. Sale incentive programs (Goal Quest) to “Move the Middle” resulted in a 17:1 ROI return and \$4.6MM in incremental revenue.
- In 2012, exceeded target goal for Continuous Improvement of 20% by savings of over \$400,000.
- Revamped the Runzheimer car program keeping costs flat at \$1.2 MM/year by saving 25%/driver.
- Developed and administered internet channel policies in the US and Canada monitoring 500+ websites resulting in pricing compliance by our dealer network.

**Director, Product Management, CPAP and Ventilator Masks**

**2003 – 2009**

- Directed the marketing strategy and product management for the Americas mask product portfolio, which represented 70% of mask global revenue and #1 share in two product segments.
- Increased revenues from \$45 MM to \$257MM (25% CAGR) in 6 years growing market share from 35% to 50%.
- President’s Club Awards in 2004, 2005, 2007, 2008 and 2009.
- Significant Contributor Award for contributions for mask sales of \$966 MM and 12.3 MM masks in 6 years.
- Introduced 16 new mask products to drive new revenue including Mirage Swift generating \$75 MM in 7 months.
- Marketed the first women’s mask in the market, Swift LT for Her, growing sales by \$23.5MM (22%).
- Co-developed ‘Better Together’ advertising campaign recognized by the industry and investor community.
- Developed sales growth in new markets, Latin America (\$2MM to 14MM) and Canada (\$20MM to \$35 MM).
- Led, coached, and mentored a highly effective team of four product managers and market researchers.

- Developed all commercial materials to be presented to customers using ResMed Label Review Process to ensure all claims, representations and comparisons were valid and supported. Materials developed included sales sheets, competitive comparisons, websites, brochures, trade and conference, white papers, clinical studies, press releases, webinars, customer site visits and demos, social media, and all other customer facing documents.
- Primary responsibilities included team leadership and communication, new product development, marketing strategy, marketing stakeholder management, market research, and product lifecycle management.
- Established the market research function at ResMed in 2008 to support commercial needs.
- Developed a robust product life cycle and process working with product development in Sydney, Australia.

**THINK OUTSIDE, INC. – Carlsbad, CA**

**2000 – 2003**

A developer (privately owned) of mobile accessory products for handhelds, Smartphones, and cellular phones.

***Director of Product Marketing***

- Led and managed new product development for the Stowaway® Portable Keyboard product line.
  - Generated revenues of over \$40 MM (2 MM units) and 30 models sold in the US, Germany, and Japan.
  - Led cross-functional teams in developing hardware and software computing solutions.
- Managed product relationships with key marketing partners (Palm, Sony, HP, Fellowes, Targus, and Motorola).
- Worked with suppliers in Taiwan, China and Hong Kong on product development, fulfillment and distribution.

**KIMBERLY-CLARK CORPORATION/SAFESKIN CORPORATION – Atlanta, GA and San Diego, CA 1992 – 2000**

*Medical devices (NYSE: KMB and NASDAQ: SFSK) of surgical drapes, gowns, sterilization wrap, exam and surgical gloves. K-C acquired Safeskin in 2000.*

***Strategic Marketing Manager/Product Manager***

- Led and directed a portfolio of medical device exam and surgical glove products for global markets. Increased medical revenues from \$93 MM to \$170 MM and #1 market share from 24% to 29%.
- Launched the company's first powder-free nitrile exam glove, vinyl exam glove and surgical latex glove during my tenure, which involved the development, testing, submission of information to the FDA, and commercial launch into the market to a sales team of 100 people. Developed all marketing and sales materials after review following labeling and claims process before releasing to customers.
- Activities included product development, defining product requirements for each exam and surgical glove, ensuring proper testing was completed under FDA glove guidelines and ASTM standards, input into regulatory submission to the FDA, and commercial launch into the market including sales, marketing, pricing, distribution, meetings with customers and educating consumers on the types of gloves. I was also involved in sourcing, forecasting, and shipping gloves from Asia to the US.
- Managed the B2B marketing and sale of medical gloves to providers (nurses, physicians, supply chain, infection control, and other clinicians who used the product. This role involved correspondence with our sales team, calling on customers in person, telephone, mailings, and industry conferences and trade exhibits. In my role at Safeskin, I often engaged customers with sales presentations and the distribution of marketing documents that accompany medical devices.
- Launched 14 products driving the #1 market share in two product segments generating revenues of \$35 MM+.
- Led, coached, and managed a team of 3 product managers.
- Directed product development/manufacturing activities in Thailand/Malaysia/China.

***Product Manager/Sales Associate***

- Developed and marketed disposable Class II medical device surgical drapes and gowns, infection control products, and sterilization wrap for hospital and alternate care.

- Promoted to Product Manager on the surgical products team, where I created and led a team implementing the “OR Utilization Review”, a Best Practice Program in gowning and draping during surgical procedures. The program included observing and documenting gowning and draping practices to identify waste and cost savings followed by a written report of recommendations and cost savings. I spent many hours in the Operating Room during this program. As a result of the program, incremental sales increased by 9% or \$15 MM and market share from 21% to 23%.
- As a Sales Associate, I called on the Operating Room and Surgery Centers selling and marketing surgical drapes and gowns used in surgical procedures including orthopedic surgeries (total hip and knee, arthroscopy of the knee and hip) as well as ophthalmic, cardiovascular, and general surgical procedures. My role required understanding the claims and evidence of the products that I was selling for use in these environments providing valuable Voice of Customer and new Product requirements to marketing. Additionally, I observed and watched many surgical procedures while calling on hospitals and surgical centers.
- Kimberly Clark Contributor of the Quarter - 1995

**ERNST AND YOUNG, – Atlanta, GA**

**1987 – 1990**

A “Big 8” service firm providing tax, audit, and consulting services.

**Senior Accountant, CPA Certified**

**EDUCATION**

**Master of Business Administration – Marketing**, Kelley School of Business at Indiana University

**Bachelor of Science – Accounting**, Kelley School of Business at Indiana University

**International Business Program – Tilburg**, the Netherlands, Certificate Awarded

**Certification - CPA Certified**, Georgia

**CONTINUING EDUCATION**

**Medical Devices Group** - National (Meetings and Webinars)

**Medical Device Alliance** – Orange County, California (Meetings and Webinars)

**Octane Launchpad Accelerator** – Orange County, California (Meetings and Conferences)

**Medical Alley Association** – Twin Cities, MN (Meetings and Conferences)

**MedTech Bridge** – Minneapolis, MN and Copenhagen, Denmark (Meetings, Presented)

**Device Talks** – National (Events, Webinars, Podcasts)

**IDN Reverse Expo and Summit** – Spring and Fall (3-day meeting with providers, suppliers IDNs, GPOs)

**AHVAP Conference** – National (3-day meeting with Value Analysis Professionals in Hospital)

**Duke University Continuing Education** – Certification in Sustainable Management (in process, 2024)

**INDUSTRY ORGANIZATIONS/TRADE PUBLICATIONS**

The following are some of the industry associations and trade publications for news and information:

- Industry Associations
  - American Association of Healthcare Value Analysis Professionals
  - Healthcare Supply Chain Association
  - Health Industry Distributors Association
  - American Academy of Orthopedic Surgeons
  - American Academy of Operating Room Nurses
  - American Academy of Sleep Medicine
  - American Practitioners in Infection Control
  - American Association of Respiratory Care
  - Medtrade Home Care Show
  - American Thoracic Society
- Trade Publications
  - Fierce MedTech

- Healthcare Purchasing News
- The Journal of Healthcare Contracting
- Repertoire Daily e-News
- Mass Device Newsletter
- HME News
- HME Business
- Sleep Review
- RT Magazine
- Becker's Hospital CEO Report