

Christopher J. Littel
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Seasoned Executive and Academic Professional, with a proven track record of outstanding leadership and consistent results in government and the private sector. Consistently built high performing organizations and profitable businesses in very complex and competitive situations. Held global leadership positions in Operations, Marketing, Product Development and Business Development. Lived in Korea and Europe on three different assignments. Extensive experience in the Medical Device Industry. Very strong external focus leading to extensive Licensing and Acquisition (L&A) experience including strategic partnerships, licensing agreements and acquisitions. Broad technical, commercial and clinical knowledge and expertise. Served on several important regional non-profit/foundation Boards.

PROFESSIONAL EXPERIENCE

MedInform, LLC

Naples, FL May 2013-Present

Founder and CEO

Medinform provides consulting and advisory services in the Life Sciences industry. Its areas of expertise include Strategic Planning, Business Plan development and execution, Strategic and Tactical Marketing and execution, Healthcare Economics, Business Development, Capital/Fund Raising, and Commercial Planning and Execution (Product Launch).

Partner, Wiser Partners, LLC

Cincinnati, OH September 2019 – Present

Wiser Partners is national retained Executive Search Firm. They specialize in placing high performing Sales & Marketing Leaders, from Director to CEO, in leading companies across a range of Industries. Founded in 1994, Wiser has attained a stellar reputation for client and candidate success, as well as expanding into Digital Marketing e-Commerce and Business Analytics.

Poole College of Management, NC State University

Raleigh, NC July 2019- Present

Lecturer of Entrepreneurship. Teach capstone MBA and undergraduate courses in Entrepreneurship, Venture Finance and related areas.

Institute for Entrepreneurship, Florida Gulf Coast University

Fort Myers, FL August 2018-July 2019

Full time Professor (Instructor) of Entrepreneurship. Recruited specifically to teach Advanced and Capstone Courses in Venture Growth, Venture Finance, and New Venture Creation (Venture Lab) as part of a new and rapidly growing major in Entrepreneurship (1 of 5 key Strategic Pillars at FGCU); Deliver other programs (Veterans, Adult Studies) as part of the Institute's mission and program development. Developing/training 3 adjunct professors to teach/co-teach advanced courses.

Indiana University (Kelley School of Business)

Bloomington, IN August 2014-August 2018

Full time Lecturer in the Department of Management & Entrepreneurship. Develop and deliver MBA (full time and on-line) and undergraduate capstone courses in Venture Growth, Business Planning, Strategy and other related courses. Director of the MBA Consulting Academy. Director, MBA Consulting Academy and Faculty advisor to the undergraduate Strategy Club. Develop and deliver Executive Education courses in partnership with the Kelley Executive Education Division. During my time at Kelley (see Recognition), I was a finalist for the Kelley Trustee Teaching Award, and was one of the highest rated Professors of any rank in advanced Undergraduate and MBA Electives.

Meridian Bioscience, Inc. Cincinnati, OH

June 2013-April 2014

Meridian develops, manufactures, sells, and distributes diagnostic test kits primarily for gastrointestinal, viral, respiratory, and parasitic infectious diseases. It operates through Diagnostics and Life Science segments, as well as through direct and indirect (distributor) sales channels. Public company, \$1B market capitalization.

Senior Director, Global Marketing

Responsible for all aspects of upstream and downstream marketing to drive growth for both core products and a newer molecular diagnostic testing platform. Lead and develop a team of 5 marketing managers, 1 coordinator, and support a direct sales team (35 FTE's) as well as distributor and channel strategy and execution. Lead development of new branding, segmentation and marketing plans to protect and grow both product portfolios, as well as partnering with R&D and other partners to expand the molecular portfolio (Current 2nd in overall market share).

Cardica, Inc.**Redwood City, CA October 2011-April 2013**

Cardica designs and manufactures proprietary stapling and anastomotic devices for cardiac and laparoscopic surgical procedures. Cardica's technology portfolio is intended to minimize operating time and enable minimally-invasive and robot assisted surgeries.

Vice President, WW Sales and Marketing

Senior Commercial Officer, responsible for growing core (cardiac business) to a \$6MM annual rate; simultaneously grow the customer base across key segments. Support and assist in leading Licensing activities for the core business. Build a global marketing and launch strategy/plan for a completely new Franchise (Microcutter). Provide critical insights, leadership and direction to product development, clinical, regulatory, supply chain and other functions to ensure key risks are mitigated, milestones are managed and met, and enterprise value grows accordingly. Leverage current Key Opinion Leader (KoL) base while recruiting new users in the cardiac space. Develop a selective but broader KoL network in Europe and the US to support the Microcutter franchise. Manage a 12-person direct/indirect sales force; hire EU Sales Director and build and manage a network of capable distributors in Europe for the Microcutter launch in 4th quarter 2012.

- Revamped the core (Cardiac) US sales team and grew sales 8% quarter on quarter through mid-2012; concurrently led revamp of Cardiovascular Growth Strategy, Corporate Website and KoL priorities for core and new business (MicroCutter)
- Developed Marketing/Brand Strategy, positioning and European Union (EU) launch plan for the MicroCutter platform. Engaged over 50 KoL's in the US and Europe. Personally led pre-market conditioning, distributor training, and preliminary case presence for customer feedback. EU launch scheduled by Year End 2012
- Provided ongoing input and direction to product development projects in partnership with NPD and Operations

Neurowave Medical Technologies**Chicago, IL April 2010-October 2011**

Privately-held Company, focused on commercializing a broad portfolio of CNS-based medical devices to treat both chronic and acute conditions; first strategic target is Emesis (Nausea and Vomiting, across 4 major indications).

Vice President, Marketing and COO

Responsible for all Commercial, Pipeline and Supply Chain functions. Create Brand Strategy and Marketing Plans for 3 key verticals, while driving key Pipeline, Business Development and Supply Chain priorities, decisions and results.

- Led re-branding, segmentation and launch of 2 branded products in highly diverse segments. Led recruiting and hiring of 3 key functional leaders and direct sales team, leading to \$1MM incremental growth in 2010.
- Directed and coordinated 4 separate licensing and 1 divestiture in core products, with 5-year peak volume potential of \$30 million. Led strategic exit from OTC segment to enable maximizing Rx potential of 3 key brands.
- Led recruitment of a 12-person sales team; directed all sales operations and support for 2 Rx brands in the Postoperative and Oncology markets; developed and managed key sales incentives to achieve \$500K in year one sales.

Johnson & Johnson (Ethicon Endo-Surgery)**Cincinnati, OH August 1994-April 2010**

A Johnson & Johnson global franchise, operating within the Medical Device and Diagnostics, Group. Specializes in videoscopic and conventional surgical instruments for the acute care setting. Market leader; 3000 associates, three manufacturing sites, \$3.1B in 2009 global sales.

Group Director, Global Product Development, Endoscopy**January 2006-April 2010**

Overall responsibility for Global Product Development for three major franchises within the Endoscopy Business Unit. Lead a team of 6 professionals and global marketing and product development resources to develop strategy, prioritization and development of 12 new products in 2006-2007. Lead all Marketing and other commercial activities to ensure new products meet Voice of Customer, and lead the marketing effort in positioning, branding, pricing and other levers to deliver accelerated new product revenue. Lead multi-generational product planning for the Strategic Plan horizon (2008-2014). Manage all upstream, launch and downstream marketing, including forecast achievement globally with main focus on US (500-plus sales representatives)

- Led development and approval of revised global Strategic Plan to deliver \$1.2 Billion in revenue by 2014. Launched 2 major line extensions in 2007 and 2008 that generated over \$25 MM in revenue in 2008. Launched major platform in stapling in 2009 that led to \$150MM in global sales in 2010.
- Managed life cycle of 3 major brands and maintained 86% gross profit for >\$800MM in global sales

Group Director, Marketing**April 2004-December 2005**

Commercial, strategy and pipeline responsibility for EES' largest franchise (\$230 million U.S., \$400 million worldwide); scalable growth in multiple customer segments. 5 direct reports, \$2 million direct budget, and \$30 million indirect (Research and Development and commercial capital/expense)

- Led franchise to 11% domestic growth in 2004 while driving 2 new product development projects for 2005-2006 launch.

- Developed and deployed new product pipeline, portfolio and segmentation strategy and plans to drive sustainable and profitable growth for the next 5 years on the company's 2nd largest business unit
- Led successful launch of the most complex EES product in the past 5 years; 2006 revenue expected at \$52-55 worldwide 2nd product launch (Q4 2006) yielded \$15-18 MM worldwide sales in 2007

Director, Concept Development

January 2001-April 2004

Joined newly formed "start-up" company to develop and lead key technology support and external venture capabilities, including intellectual property, prototyping/industrial design, and University-based collaborations. Later developed a concept development team to create novel device concepts to feed the EES pipeline

- Developed key strategic alliances at four major research institutions; transitioned these key alliances to self-sustained activities through an innovative "Pathways to Innovation" program
- Developed and delivered proposal to create extranet website for outside inventors to augment internal concept development; this "Idea Center" received a J&J Image Award in 2003 for IT innovation and results
- Build core capability of "front end" technology services for a start-up venture that enabled the group to accelerate early concept development.
- Directed Concept Development Team that delivered two platform products to R&D with over \$50MM in NPV in 5-year window.

Director, Health Care Integrity/Marketing

June 1999-December 2000

Selected to create a new organization to develop and implement new business processes to manage marketing and sales programs under new federal and industry guidelines. Built a 6-person team and led development of a \$2 million Information Management "front end" to provide integrated, user-friendly capability for managing key customer contracts and other "value added" and promotional programs. System needed to be able to provide data warehousing, intranet-secure and customized feeder systems to provide "totality" of relationships by customer or institution. Key deliverable of not unduly hindering sales and marketing operations or programs. Provide ongoing consulting services to Sales and Marketing.

- Initial HCI system and support materials were developed and delivered in 18 months, 6 months ahead of schedule and \$500K under budget; this enabled the team to downsize from 6 to 3 FTE's.
- Received Corporate "Image Award" from Johnson & Johnson in 2001 for the innovation.
- Developed strong consulting capability and support processes to provide high quality service to Field Sales, Marketing and other key stakeholders. HCI practices and system were recognized as "Best Practices" within Johnson & Johnson.

Director, Business Development (Gynecology/New Business Ventures)

February 1998-June 1999

Strategic business planning and implementation for the gynecology franchise (\$250 million in annual global sales). Lead activities for new platform and technology identification and assessment. Drive growth opportunities through focused and aggressive licensing and acquisition, strategic alliances, co-development with outside inventors, technology development, and cross-company leveraging within J&J. Reporting to the Vice President of Business Development.

- Developed a growth strategy to bring over \$50 million in incremental revenue via expansion into specific surgical and diagnostic areas of gynecology.
- Led 3 L&A projects leading to significant growth for the franchise, including one acquisition. These transactions enabled EES to increase profitability and expand into a large and growing business segment
- Led several co-development efforts in growth areas concerning complex and higher risk ventures.

Manager, Strategic Planning/Business Development

June 1996-February 1998

Lead the strategic planning process for the global franchise. In support of this effort, lead cross-functional teams to deliver an annual global and domestic strategic plan, as well as an aggregate product portfolio to support the achievement of strategic and financial objectives. Reported to the VP of Business Development.

- Developed franchise and operating unit strategic plans for two business years. These plans were implemented through 2 major acquisitions and the creation of 3 new business units in Cardiovascular, Breast Care and Urology. ■ Developed a strategic capability for the company in competitive intelligence and assessments. This capability enabled EES to anticipate and respond to several key competitive threats and provided an enhanced monitoring capability
- Developed, with key business partners, a reengineered product portfolio that integrated the needs of three strategic acquisitions in 1996 and 1997. This portfolio and resource allocation plan enabled EES to quickly rationalize R&D resources to quickly begin development on the highest priority opportunities for the franchise.

Manager, Strategic Systems (Operations Division)

August 1994-June 1996

Provide leadership to and manage the strategic planning process for Global Operations. Responsible for leading the Operations Staff in the development and deployment of a global operations strategy

- Key member of a team that completed the operations strategy in late 1995. Strategy will yield nearly \$200 million in total savings over ten years (including the establishment of a global sourcing operation and expansion of manufacturing operations in Mexico).

U.S. Delegation to the North Atlantic Treaty Organization (NATO)**Brussels, Belgium August 1993-July 1994****Executive Director**

Strategic advisor to the U.S. Military Representative to the North Atlantic Treaty Organization (NATO) on critical issues facing the United States and its strategic policies and positions in the NATO alliance.

- Provided strategic planning skills and critical assessments to support U.S. negotiating strategies and positions on key issues involving the alliance and other external actors, including Bosnia and the former Soviet Union.
- Developed focused analytical reports on tight deadlines to enhance U.S. interests within and outside Western Europe.
- Developed a tight network of European contacts in the course of daily work while managing an office staff of twenty-five professional associates.

U.S. Army Forces Command**Savannah, Georgia June 1992-August 1993****Executive Officer**

Staff Leader (Business Unit Manager) for a 700-person combat organization. Led a cross-functional team of six junior managers. Responsible for all budget management/forecasting, logistics, human resources management and intelligence/security operations and procedures.

- Led the internal quality systems auditing process (analogous to ISO9000 registration); corporate audit in May 1993 yielded commendable ratings from an outside auditor in several areas.
- Led the team that developed an application for the Army's Excellence in Maintenance (Baldrige equivalent); organization won the award for all organizations in the U.S. and placed third worldwide.
- Managed an annual operating budget of over \$2 million and supervised support operations and services for over \$80 million in equipment.
- Handpicked by the Installation Commander (Chief Executive) as his personal strategic advisor and corporate project manager for critical initiatives.

U.S. Military Academy**West Point, NY June 1987- June 1990**

Hand-selected for graduate school and assignment in the Department of Social Sciences.

- Designed, developed and taught undergraduate courses in Economics, International Relations, National Security and Negotiations.
- Provided strategic guidance to the Department of Defense, including Department of the Army, the Strategic Defense Command and the Army Chief of Staff.
- Completed a nine-week engagement in support of arms control negotiations for the U.S. Mission to the North Atlantic Treaty Organization; recognized by the Mission for outstanding contributions to the organization.

Junior Military Officer, United States Army**Republic of Korea/Texas****June 1978-August 1995**

Served with distinction in various operational, leadership and staff positions in the Republic of Korea and El Paso, Texas.

EDUCATION**The Nitze School of Advanced International Studies, Johns Hopkins University, Washington, D.C.****1987**

Master of Arts in International Economics and International Relations (GPA 3.65)

United States Military Academy, West Point, NY**1978**

Bachelor of Science in Engineering; ranked 52 in a class of 987 (GPA 3.62)

Additional Training/Credentials:

- Strategic Planning and Operations Excellence, Fuqua School of Business, Duke University **1996**
- Mergers & Acquisitions, Wharton School of Business, University of Pennsylvania **1997**
- World Class New Product Development, Harvard Business School **1998**
- Sig Sigma, Green Belt **2009**

Affiliations/Awards

- ***Order of Lafayette***, awarded as the top graduate in French Studies, U.S. Military Academy, 1978
- ***Olmsted Scholar***, awarded as 1 of 2 USMA graduates by the George Olmsted Foundation for graduate studies in a foreign university (based on language aptitude, academic and professional achievements and selection by the Olmsted Foundation Board of Trustees), 1984
- Numerous military awards and decorations, including U.S. Army Airborne School, U.S. Army Ranger School, Parachutist School, French Army
- Member, Rotary International (Blue Ash, Ohio), 1994-97 Member, Cleveland Clinic Foundation Industrial Advisory Board, 2000-2004
- Member and Secretary, Board of Trustees, LifeCenter Organ Donor Network (regional Organ Procurement Organization), Cincinnati, OH, 2004-2010
- Member, Board of Trustees, Biostart Life Sciences Incubator, Cincinnati, OH, 2000-2007
- Finalist, Kelley School of Business Trustees' Teaching Award, 2015-16
- Angel Investor and Member, Vision Tech Partners, Indianapolis, IN 2017-Present

Engagements, Publications, Presentations and Service (2014-Present)

1. Judge, Deloitte Case Competition, Kelley MBA Program (Consulting Academy), October 2014-Present
2. Judge, Life Sciences Course, Kelley School of Business, December 2015
3. Invited Moderator, Competitive Strategy Panel, Annual National Auto Dealers Association (NADA) Convention, March 2016
4. Faculty Advisor, GLOBASE Native, August 2014-May 2016
5. Judge, Global Business Institute Case Competition, Kelley School of Business, July 2016
6. Executive Education/Strategy Seminar, Donaldson Capital Management, Evansville IN, November 2015
7. Director, Full Time MBA Consulting Academy, Kelley School of Business, 2017-Present
8. Judge, Veterans Florida Entrepreneurship "Benevolent Shark Tank", May 2017
9. Facilitator and Faculty Advisor, Kelley School Net Impact Club, 2018
10. Contributing Editor, Introduction and Fundamentals of Entrepreneurship, OpenStax Publishing (Rice University), 2017-present
11. Contributing Editor, Introduction to Entrepreneurship, Top Hat Publishing/Education, 2017-18
12. Mentor, OR Simulator (startup company in the Startup Georgia program with HubSV), August 2016-present
13. Instructor and Investment Panel Moderator, Startup "Boot Camp", Startup Georgia Program, March 2017
14. Mentor, Runway Program, FGCU, 2018—present (advise full time FGCU students on business ideas/models)
15. Senior Contributing Author, Introduction and Fundamentals of Entrepreneurship, Open Stax/Rice University Press, 2020

Professional and Personal References Available Upon Request.