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Medical device CEO with track record of growing and selling companies

THE FIRST 90 DAYS

How I Step into a Medical Device Company and Build Something Worth Buying

Every company I've stepped into, from venture-backed startups to a $400M+ business unit inside a multi-billion-dollar group, needed the same thing in the first 90 days: someone who could get up to speed fast, separate what's actually broken from what just looks messy, and start moving before the board starts asking why nothing's changed.
This is the plan I bring. Every time.

First 30 Days

- Understand the clinical solution being developed: the physiology and clinical history of the disease states being targeted, not just the product spec sheet or the sales numbers.
- Assess where things actually stand: IP position, QA/RA status, product and testing status, burn rate and sales.
- Review the competitive landscape and realistic timelines.
- Review existing reimbursement strategy and price points.
- Review regulatory strategy and options.
- Review funding position and runway.

By 60 Days

- Complete a staff assessment and rate the team honestly.
- Review the clinical publication landscape for the field.
- Assess quality systems and design control status.
- Review budget management and expense controls.
- Understand the Board's expectations and make sure they understand mine.

In 90 Days

- Finalize a 3-to-5-year operating plan and budget.
- Finalize exit strategy and value milestone targets.
- Finalize team adjustments and roll out the plan.

By day 90, a board isn't wondering what I'm doing. They have a plan, a budget, and an honest read on the team and the technology. That's the point of the first 90 days: not to look busy but to get oriented and start moving.

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