

## James G. Maritan

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### Profile

Seasoned executive – strategy, business development, international, operations improvement and general management  
20+ years experience ranging from Fortune 20 to venture-backed companies  
Corporate, consulting and board of directors expertise in Healthcare, Consumer and Retail

### Experience

**Callalta Advisors**, Medfield, MA

**January 2017 – Present**

*Independent management consulting and advisory firm*

**Principal** – provide management consulting and advisory services to health care, consumer and retail businesses

**CVS Health Corporation**, Woonsocket, RI

**March 2002 – December 2016**

*\$170 billion, publicly-held health care and retail company. Operates 9,000+ drug stores, 1,000+ retail health clinics. Provides mail and specialty pharmacy, plan design and administrative services for employers and insurance companies.*

**Vice President, International Market Strategy & Corporate Development** January 2013 to December 2016

- Identified markets for expansion and developed entry plans; represented CVS in discussions with potential partners worldwide
- In collaboration with local country leadership, developed a growth plan for CVS' Brazil pharmacy business; tested applicability of CVS capabilities in the Brazil pharmacy market
- Negotiated CVS investment in joint ventures/partnerships in Latin America and Asia – deferred by CVS board

**Vice President, PBM Market Strategy & Analysis, CVS Caremark** January 2012 to December 2012

- Developed segment strategies for winning and retaining pharmacy services business in evolving healthcare market; identifying client needs given changes in the market landscape under health reform

**Vice President, Medicare-D and Business Development, CVS Caremark** November 2007 to December 2011

- Led the Medicare prescription drug insurance business from 2007 to 2010, revamped operations and team; grew membership from 500 thousand to over 1.5 million members, \$4B+ revenue, \$200M EBIT, 100+ FTEs
- In 2011, led the acquisitions of Universal American and Health Net Medicare drug plans, which together added 2.2 million members to the business; over \$13 billion total revenue in 2012

**Vice President, Strategy and Business Development, CVS Pharmacy, Inc.** March 2002 to November 2007

- Led overall corporate strategy development to best position the company in the evolving healthcare, PBM and drugstore market; regularly presented strategy issues with Board of Directors
- Led CVS strategic evaluation of the \$26 billion merger of CVS and Caremark in 2007; led the post-merger integration, overseeing three core teams: operations integration, synergy capture and go-to-market strategy
- Identified in-store clinics as a new offering; negotiated pilot of MinuteClinic in select CVS stores and minority investment; represented CVS on MinuteClinic's Board; negotiated CVS' subsequent acquisition of the company
- Started up Strategy and Business Development function – recruited initial team, managed department of ten directors, managers, and analysts; rotated staff into other areas as a source of high potential talent
- Led CVS.com from 2003 to 2005–achieved profitability for the first time since business founded in 1999
- Negotiated CVS' past venture investment in a new drug store concept (Elephant Pharmacy); represented CVS on Elephant's Board of Directors; recruited lead director; member of the real estate committee

**THE BOSTON CONSULTING GROUP**, Washington, Boston and Toronto

**1994 – 1999 and 2001-2002**

*Global management consulting firm; one of the leading advisors on business strategy with more than 70 offices in 38 countries.*

**Manager** 1998 -1999 and 2001-2002; **Case Leader** 1996 - 1998; **Consultant** 1994 - 1996

**Consumer Goods and Retail, Industrial, and High Technology and Private Equity practices**

- Developed growth strategies for retail, consumer and manufacturing clients – included identifying customer needs through detailed analysis and interviews, economic analysis and creation of pro forma P&Ls and developing implementation plans; evaluated acquisition candidates
- Due diligence for consumer and technology clients: evaluated market potential, developed models for future share, revenue and earnings; assessed brand's value with customers
- Developed proprietary potential deal ideas for private equity firms, evaluated economics for PE investment, developed deal logic and discussed deals with 12 private equity firms
- Operations improvements for retail clients, including store operations improvement for a major hard goods chain, improving the distribution and logistics processes for a major hard goods retailer

- Developed new store concept for home center retailer; included identifying customer needs and preferences through customer research, benchmarking, and evaluating economics of new prototype
- Defined global product strategies for two global auto parts manufacturers; included identifying markets to pursue, benchmarking competitor positions, prioritizing key opportunities, and developing business plans; also managed the integration of newly acquired North American operations into a Hong Kong-based manufacturer
- Reengineered safety reporting process for a pharmaceutical manufacturer in US, UK, Spain, France & Germany
- Worked with joint union/management teams to improve operating practices and increase productivity in paper manufacturing and airline reservation centers
- Taught analytic techniques to newly hired undergraduate and MBA consultants annually

**STAPLES, INC.**, Framingham, MA

**2000 - 2001**

*World's largest office products company, including supplies, technology, furniture, and business services.*

**Vice President, Strategic Planning 2001; Director, Strategic Planning 2000**

- Co-led team that developed a new store prototype. Evaluated assortment, layout, customer preferences and competitor offerings; coordinated work of design firm
- Led teams that defined growth opportunities through in-depth customer interviews, vendor and competitor evaluations, and economic modeling; evaluated market size and growth estimates for all Staples categories; identified new growth opportunities; presented findings to Staples Board of Directors
- Developed new annual strategy process that focused on strategy development prior to setting financial targets and budgets. In partnership with leaders of each region, developed operating plans for U.S., Canadian and European retail business units

**CAL CORPORATION**, Ottawa, Ontario

**1989 - 1992**

*\$300 million privately-held company specializing in the development of mobile satellite communications equipment.*

**Communication Design Engineer** – designed satellite communications equipment for mobile applications

## Board Experience

**Point Judith Capital**, Boston, MA

**2005 - present**

*Venture capital investors focused on the healthcare technology, internet and digital media, and communications and software industries.*

Advisory Board Member

**Elephant Pharmacy**, Berkeley, CA

**2004 - 2009**

*Innovative chain of retail pharmacies offering conventional drug products with natural alternatives.*

Member, Board of Directors. Appointed in support of CVS' venture investment.

**MinuteClinic**, Minneapolis, MN

**2005 - 2006**

*Launched the first US retail health care centers in 2002; now operates over 1,000 locations in 30 states.*

Board Observer. Appointed by CVS in support of strategic investment (prior to later acquisition).

## Education and Professional Certifications

**PURDUE UNIVERSITY**, West Lafayette, IN

**Krannert Graduate School of Management**

**MS in Management, 1994 (MBA equivalent)**

Concentrations in Strategic Management and Finance

Krannert Scholar (top 5% of class); Dean's list, all semesters

Elected to the Beta Gamma Sigma business honor society

Graduate Assistant – served as Licensing Associate in Purdue's Office of Technology Transfer (1992-1994)

**QUEEN'S UNIVERSITY**, Kingston, Ontario, Canada

**B.Sc. in Electrical Engineering (1st class honors), 1989**

Dean's list; Bell Canada Engineering Award; Cleland Scholarship; Rattray Prize

**AACSB International Bridge Program**, UCLA, Los Angeles, CA

Participant, June 2017 – certified Instructional Practitioner

**Licensed Professional Engineer (P.Eng.)**, Professional Engineers Ontario