

TOM J. MULLEN

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Innovation, Strategy & Business Development Leader

Innovation, Strategy & Business Development professional with 15 years of experience in solving complex business problems, developing and executing strategic plans and creating innovative solutions to drive business growth in Pharmaceutical, Healthcare, Banking and Consumer Electronics industries. 6 years of experience in applied science & engineering research, consulting and commercialization of innovations. Deep industry knowledge in pharmaceutical and medical products markets, managed care pharmacy systems, pharmacy technologies, prescription/health data and informatics commerce and various business and clinical solutions in the pharmacy market. Thorough understanding of healthcare data privacy requirements and various health data and informatics commercialization models in compliance with HIPAA rules and regulations. Expertise in leading turnaround of failing businesses and driving innovative growth in matured firms. Built and led high performing teams. Experience and training in leading complex negotiations.

EXPERIENCE

INDEPENDENT CONSULTANT (Strategy, Growth and Innovation)

Aug 2016 to Present

(Pharmacy Services & Technology ■ Health/Rx Data Commercialization ■ Pharmaceutical Commerce)

Provides consulting services to pharmaceutical commerce industry and technology based healthcare services firms. Clients include pharmacies, drug distributors, drug manufacturers, health/pharmacy technology & health informatics companies, private equity firms, consulting firms and investment funds.

Sample Projects

- Development of viable business model in full compliance with HIPAA regulations for a healthcare technology company.
- Study on drug sourcing and inventory management practices of retail pharmacies to identify opportunities to improve store profitability.
- Development of market entry strategy for a new healthcare informatics spin-off of an established player in pharmacy services market.
- Development of HIPAA compliant data monetization strategy for a clinical diagnostics services company
- Advise on exit strategy and deal evaluation for a healthcare technology company in chain pharmacy market.

MCKESSON CORPORATION (Corporate Strategy & Business Development Group)

Livonia, MI

Director, Strategy & Business Development (Pharmacy Systems & Automation-MPS&A)

(2013-2016)

Led innovation revenue growth initiatives, Rx data/informatics sales and monetization, pharmacy technology and services business model innovation, strategic partnership development, partnership management, business negotiations, M&A strategy development, M&A target identification and supported M&A due diligence.

Strategy

- Studied the industry structure and the forces driving retail pharmacy market evolution, and recommended a shift of MPS&A strategy from a technology provider to a services provider to enable growth. McKesson Distribution Solutions formed a new division to execute this strategy in 2015.
- Developed and refined the M&A strategy, identified and recommended acquisition targets and supported due diligence processes. Shifted M&A focus of McKesson from Pharmacy Management Systems firms to Pharmacy Services firms and Data and Informatics Business firms.

Business Development (Strategic Alliances Formation and Partnership Management)

- Developed new business partnerships with service providers in pharmacy industry and managed the portfolio of new strategic alliances. Established new businesses with Specialty Management, Medication Synchronization, Rx data and several other services firms in retail pharmacy market.
- Created an industry leading new revenue stream for MPS&A. Introduced 20+ new high margin services under this model, which is on track to double the business unit EBIT in next 3-5 years.

Business Negotiations & Health Data and Informatics Sales & Commercialization

- Led negotiations on behalf of McKesson with various business partners of MPS&A from initial contact to deal completion. Closed more than 60 agreements/deals since 2013.
- Commercialized prescription dispensing data for healthcare operations and other HIPAA approved uses. Established new pharmaceutical data/informatics revenue streams from two non-traditional channels.

**ALL-MED MEDICAL SUPPLY GROUP (Acquired by TWINMED)
Vice President- Finance & Corporate Development**

**Westland, MI
2011-2013**

Directed business turnaround, value creation initiatives and preparation of the company for sale. Managed Finance & Sourcing functions. Managed a team of 6 employees, outside accounting consultants and banking and law firm relationships. Crafted a successful strategy to win Medicare DMEPOS competitive bidding.

- Led the turnaround of the firm and developed and successfully implemented a growth strategy with the new Medicare competitive bidding program by CMS. Restructured two business units, acquired all required licenses in 8 new states, and positioned the company for sale at a premium.
- Led industry and market study to identify potential acquisitions and new markets including Home health and Pharmaceutical/Specialty distribution to post-acute care market.

**HARVARD DRUG GROUP (Acquired by CARDINAL HEALTH)
Vice President-Strategic Planning & Business Development**

**Livonia, MI
2009-2011**

Managed P&L of \$250M business unit, Creation of new business model, Sales management performance, Pricing function and Strategic drug sourcing decisions. Led various special projects and built a new department to orchestrate key functions of business model. Prepared the company for sale at a premium and supported the pre M&A due diligence and post M&A integration process. Managed a team of 20 employees including 4 direct reports.

Financial Planning and Analysis

- Developed annual P&L budgets, forecasts and business plans for retail pharmacy business. Identified market opportunities & achieved 40% profit growth during economic recession.
- Managed the budget variance analysis & control process of business unit, ensuring at or below budget expenses for all sub-functional accounts for the entire period.

Strategy, Corporate Development & Special Projects

- Assisted corporate development to conduct M&A due diligence and integration of acquired businesses. Achieved 14% corporate growth by acquisition and successful integration.
- Prepared \$250M division for sale, assisted due diligence of Private Equity groups and brokers, resulting in company sale to a PE firm for 2.5 times of original acquired cost in just 2 years.
- Led crisis management initiatives of company after DEA license suspension in 2010. Regained 90% of non-controlled drug business from 6000 affected customers in six months without triggering market price war. Retained 97% of workforce and regained DEA license.

Sales, Marketing and Pricing

- Created strategic pricing & contracting capability and developed Harvard's first drug formulary to drive sourcing strategy. Corporate gross margins improved by 3% points in 6 months.
- Developed and managed customer growth and acquisition program. Gained 1400 new customers (11% profit gain) and increased existing business by 15% from 5000 customers
- Studied key pharmaceutical launches and product life cycle using IMS and internal data, and developed a drug price prediction model at manufacturer, wholesaler and pharmacy level, quadrupling drug launch market share.

Vendor and Sourcing Strategy

- Designed a drug formulary based sourcing program for a leading pharmacy chain, doubling account revenue. Program became national chain pharmacy growth strategy for the company.

- Negotiated freight contract and reduced freight charges by 5% from existing contract of the private equity portfolio (14 firms) in spite of market wide freight cost increase of more than 7%.
- Initiated vendor re-negotiation & product rationalization program and developed and managed new distribution service agreement (DSA) execution strategy, realizing annual EBIT increase of \$1.6M.

Sr. Analyst- Strategy & Planning (Internal Consultant-Growth and Innovation) 2008-2009

- Re-invented retail business model by developing a unique dynamic pricing capability to profit from volatility of pharmaceutical market. Leveraged this model to gain market share from Big-3 Drug wholesalers.
- Established first strategic intelligence functions in 40 year history of the company. Grew my role into a 5 member multidisciplinary team in less than one year, forming the services and business innovation laboratory of company.

OTHER KEY CONSULTING, RESEARCH AND OPERATIONS EXPERIENCES

1996-2008

- IBM Global Business Services (US) - Strategy Consulting & Business Development
- Toyota Financial Services (US) - Strategy Consulting (Organic Growth in US market)
- Panasonic Corporation (US) - Strategy Consulting (Product-to-Services transformation in US)
- GE Rail (Leasing) Services (US)- Strategy Consulting (Technology Strategy & Investments)
- Motorola Inc (US) -Intelligent Control Systems Engineering & Development
- GE Power Systems (US & Europe) - Global Sourcing Strategy Development
- Textron Inc (Canada) -Research & Consulting (Manufacturing Process Improvement)
- ARAI (India's National Lab for Science & Technology Research)- Applied Research & Consulting
- Emitech GmbH (Germany) - Research & Consulting (Entry to Indian Market)
- Kinetic Honda (India) - Research & Consulting (Tech Licensing for Regulations Compliance)

Education and Training Details on Next Page

EDUCATION & TRAINING PORTFOLIO

AACSB BRIDGE PROGRAM FOR INDUSTRY EXECUTIVES
Leonard N. Stern School of Business, New York University, June 2018

New York, NY

UNIVERSITY OF MICHIGAN (Ross School of Business)
Master of Business Administration (MBA), April 2007
• Emphases in Finance and Strategy

Ann Arbor, MI

UNIVERSITY OF MICHIGAN (Rackham School of Graduate Studies)
Master of Science in Engineering (MSE) - (GPA 3.5/4.00), April 2004

- Specializations in Intelligent Control Systems Engineering, Mathematical Modeling of Dynamic Systems, Statistical Modeling of Sensor & Experiment Data and Development of Self Learning Models
- Thesis: 3-Mode 2-Dimensional Unsteady Heat Flow Modeling & Control

MAHATMA GANDHI UNIVERSITY (Mar Athanasius College of Engineering)
Bachelor of Technology-Mechanical Engineering (GPA 3.5/4.00), July 1995

Kottayam, India

HEALTH CARE/LIFE SCIENCES INDUSTRY SPECIFIC TRAINING

UNIVERSITY OF FLORIDA (College of Pharmacy)

Gainesville, FL

- **Master of Science in Pharmacy (Pharmaceutical Outcomes & Policy)***, *Completion-Fall 2018
- Emphases in **Economics, Business Models and Regulations** governing the **Pharmaceutical Commerce** (Drug manufacturer, Wholesaler, PBMs, Private payer, Medicare, Medicaid, Pharmacy and Pharmacy technology/services entities) and how industry's actions affect Health Outcomes.
- **Graduate Specialization Certificates**: Applied Pharmacoeconomics, Pharmaceutical Regulations & Managed Care Pharmacy Systems

MS PHARMACY PROGRAM COURSES

Structure, Process & Outcomes of Regulations I & II • Value Based Reimbursement Models • Off-Label Marketing Policy and Outcomes • Pharmaceutical Microeconomics • Pharmacy Benefit Design & Management • Managed Care Prescription Drug Systems • Pharmaceutical Health Economics • Medicare & Medicaid Programs • Commercial Applications of Pharmacoeconomic Principles • Federal Regulation of Drugs and Pharmacy • Pharmacoeconomic Modeling • Patient Responsibility in Healthcare • Evidentiary Basis of Pharmaceutical Use • Ethics of Drug Production, Distribution and Use • Pharmaceutical Fraud & Abuse • State Regulations of Drugs & Pharmacy • Federal Regulation of Controlled Substances • Managed Care Pharmacy Operations*

INDIANA UNIVERSITY (Center for the Business of Life Sciences)
Executive Certificate in Business of Life Sciences (ECBLS), September 2012-July 2013

Bloomington, IN

- 15 Credit-hour graduate level certificate program for industry executives
- Emphases on life sciences industry specific Marketing, Strategy, Value Chain, Accounting and Finance

EVENTS/MEDIA/TEACHING

- **World Generic Medicines Congress, Washington DC**, November 2012: Invited speaker on evolution of drug wholesaling industry & panel member-state of US drug value chain.
- **Alternate Pharma Distribution Strategies Conference, Philadelphia**, May 2013: Invited speaker on Role of Supplementary Pharmaceutical Wholesalers & Trade Economics of industry (Withdrew last minute based on request from McKesson Corporation)
- **Indiana University, Kelley School of Business Executive MBA class**: Lecture on Pharmaceutical Commerce (flow of Drug, Money & Information between manufacturer & patient) November 2015
- **Annual Healthcare + Innovation Forum, Association of Management Consulting Firms (AMCF), New York, NY**, September 2016: Invited speaker on Disruptive Forces in Retail Pharmacy Industry