

# SHAYAN BHATTACHARYYA

**Strengths Finder 5:**  
Activator, Restorative,  
Command, Learner,  
Relator

**Myers Briggs:**  
INTJ

**Principles You:**  
Quiet Leader  
Coach

**DiSc:**  
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Twenty years of diverse operational, P&L, investment, and advisory experience leading people and programs to deliver superior value across the global healthcare ecosystem.

Significant experiences across medical devices, analytics, and digital experiences/services. End customers served include patients, providers, payers, and health systems.

Educational background in engineering (Dartmouth College), healthcare economics and clinical epidemiology (Dartmouth Medical School, won highly-selective NIH pre-doctoral fellowship), and business administration; 1 patent, 20+ publications, and numerous speaking engagements.

Blending IQ and EQ, I'm relentlessly committed to serving my teams with the hustle of an entrepreneur, the discipline of a strategist, and the patience of a teacher.

I seek to serve patient-focused, technology or analytics-enabled healthcare businesses that have \$2-\$200M current revenue, collegial and risk-tolerant culture, and aggressive growth aspirations to bring my energy, resourcefulness, and skills to deliver operating-income results.

## KEY FUNCTIONAL COMPETENCIES

- P&L Management
- Full Lifecycle Marketing
- Mergers and Acquisitions
- Payer and Provider Solutions
- KOL Development
- Patient Marketing
- Business Model Innovation
- New Product Development
- Human-Centered Design

## PROFESSIONAL EXPERIENCE

### Zoic Capital

#### Venture Partner

Zoic Capital is the only US-based venture firm focused on early stage healthcare innovations at the intersection of life sciences and medical technologies.

Seattle, WA  
2022- Present

#### Investment Management

- Pre close: support due diligence and negotiation for potential investments
- Post close: provide advisory support, particularly with incorporating the strategic acquirer's perspective in commercial strategy

### Signal to Exit

#### Managing Director

Signal to Exit ([www.signaltoexit.com](http://www.signaltoexit.com)) serves startups across the healthcare ecosystem, primarily seed to Series C on a range of strategic commercial efforts. Primary areas of focus: 0 to 1 product design, early market traction, new market entry, product launch, negotiations with strategic partners.

Dallas, TX  
2019- Present

#### Selected clients:

- *ODS Medical*: served CEO on commercial and acquisition strategy for a breakthrough imaging technology
- *Day Two*: served President of US business to build a business case to payers, optimize current Type 2 and pre-diabetes business, evaluate and execute entry into fatty liver disease and obesity
- *Uromems*: served CEO on 0 to 1 product design, optimizing speed and expense of FDA approval vs. market claims.

### Rally Health (United Health Group)

#### General Manager

Real Appeal is a digital health experience for diabetes prevention through weight loss sold to insurance plans and employers; and offered to members for free. Real Appeal was previously a stand-alone organization with its CEO, I was the first general manager for the organization post-acquisition by United Health Group. My P&L responsibility was for \$55M in revenue, 4 direct employees, and 150 total employees across sales, marketing, finance, strategy, operations, customer service, health economics, product development.

Minneapolis, MN  
2019

#### General Management

- Developed and secured investment for the 5-year roadmap for the business; orchestrated both product and GTM enhancements
- Delivered all employee town halls and quarterly management reviews on critical operational and financial metrics (revenue and OI 95%+ to plan)
- Proactively and reactively managed a wide variety of known and unplanned legal and operational risks to the business while promoting a learning culture to minimize the chance of future occurrence.

## Sales and Marketing Management

- Delivered new pricing models that allowed flexibility on customer needs while profitably growing business
- Refined sales funnel and marketing funnel to continue bringing focus to highest-value opportunities.

## Team Management

- Assessed the current state of the senior leadership team and closed gaps with operating mechanisms, team norms, and ongoing governance of key strategy, commercial and operational processes; including an overhaul of the Executive Leadership Team
- Recruited, onboarded, coached, motivated a diverse team of early-career generalists; identified and mitigated key talent risks
- Helped lead the cultural transformation from engineer-driven to business-driven via influence in a highly matrixed organization

## Blue Health Intelligence (spin out of Blue Cross Blue Shield Association)

Chicago, IL

### Head of Strategic Partnerships

2018- 2019

Blue Health Intelligence is the data and analytics spinout of the Blue Cross Blue Shield system serving payers, providers (IDNs, ACOs, GPOs), and suppliers (medical device, pharma, biotech) on a range of value-based use cases. Reporting to SVP, Strategy and Growth.

## Account Management

- Responsible for overall strategy and revenue growth of \$22M segment of the business that serves the hospital and medical devices/ pharmaceutical; led a team of account managers to redesign prospecting and sales execution process to deliver 6% growth in the segment.

## Corporate Development

- Led inorganic growth efforts for the whole business, including sourcing, negotiating, gaining board approval, post-deal integration; defined whitespace around value-based care to identify new lines of business that could be entered through M&A
- Initiated partnership discussions with 100+ external organizations, negotiated terms for five transactions

## Boston Scientific Urology and Pelvic Health

Minnetonka, MN

### Sr. Global Marketing Manager

2014- 2018

Broad marketing team leadership responsibilities within \$300M Global Men's Health therapies portfolio. Key focus areas include payer/provider economic value propositions, R&D pipeline strategy, demand generation. Winner of 2016 CEO "Winning Spirit" award.

## Payer and Provider Solutions

- Secured seed money/people to test economic value proposition hypothesis & develop solutions with US providers
  - In *community urology practices*, led 12-month pilot discovery (ethnographic, human-centered design) & transformation (lean sigma) effort aimed at identifying root cause of suboptimal care pathways + development of solutions (e.g., services, digital, process change); implementation resulted in improvement of clinical & economic KPIs
  - In *IDNs*, used guideline-based care pathways approach to quantify the lost economic opportunity due to preventable comorbid cardiac care expenditures in high-risk patient populations.
- Developed financial model and economic value proposition for global payers

## Upstream product innovation in global developed and emerging markets

- Led international VOC activities to define next-generation product requirements by assembling KOL and patient advisory panels
- Defined franchise BD strategy, initiated and led cross-functional due diligence teams for several potential transactions
- Invented and patented a new medical device that could address unmet clinician needs better than current commercial products

## Downstream demand generation in global developed and emerging markets

- Determined market size and required success factors while piloting several novel demand generation programs in key emerging markets across Asia-Pacific and Latin America regions, including China, India, Russia, Mexico, Brazil, Turkey
- Developed new, high-impact marketing programs targeting the upstream referral physician (prostate cancer surgeon) call point
- Executed market development activities to support the adoption of device in females (new indication) in on-label OUS markets

## Medtronic Spinal

Memphis, TN

Increasing responsibility in several roles across different functions within the \$3B Spinal Business Unit.

### Program Manager, Sales Strategy and Operations

2011-2014

Supported VP of Sales for \$1.2B annual revenue US sales force. *Selected projects included:*

- Developed strategy and led implementation of a transformative go-to-market commercial model resulting in increased selling time and sales productivity through territory planning, compensation plan design, and improved downstream launch of new products and services.
- Program manager responsible for ensuring commercial feasibility of strategy to improve physical inventory, distribution processes and IT infrastructure resulting in cost base reduction of \$150M over 5 years

### Leadership Development Rotations

2009-2011

Project-based rotations across the business unit through a leadership development program. *Selected projects included:*

- Corporate Strategy: Co-led development of FY11 strategic plan; Assisted with valuation and due diligence process for numerous transactions, including several completed investments
- Manufacturing Strategy: supported VP Operations to develop FY12 Global Manufacturing Strategic Plan

**Nova Group****Strategy Consultant****Boston, MA****2008 – 2009**

The Nova Group ([www.novamedx.com](http://www.novamedx.com)) is a leading provider of strategic marketing services to life science companies, including medical devices, biotechnology, and specialty pharmaceuticals. *Selected projects included:*

- Redesigned strategic planning process for \$250M medical device company to increase focus on highest ROI opportunities
- Performed pipeline, portfolio, and gap analysis of a combination drug/device portfolio for a mid-cap pharma company to arrive at a recommendation for acquiring two \$20-\$30M companies
- Developed pricing strategy, launch sequencing, and product positioning for European market entry of a new surgical hemostasis product that had ~\$50M US revenue

**Boston Scientific****Manager, Corporate Marketing Strategy and Analysis****Natick, MA****2007-2008**

Served in an internal strategy consulting function that partnered with line marketing and senior management to generate structured, fact-based analyses that provided actionable insights for the business.

**Dartmouth College Entrepreneurship Office****2004-2007**

Led clinical, market, and financial diligence and development of investment thesis for out-licensing university-developed medical device research assets. Increasing responsibility (including interim management) in commercializing three companies that were spun out into NewCos with valuations ranging from \$5M to \$25M and successful milestone events (e.g., venture funding, strategic partnership)

**Massachusetts General Hospital of Harvard Medical School****R+D Project Manager****Boston, MA****2001-2003**

Led design and execution of product development activities from proof-of-principle stage to proof-of-manufacturing feasibility for a biomaterial for total joint arthroplasty that was subsequently licensed to Zimmer Orthopaedics.

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**EDUCATION**

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**University of Memphis, Master of Business Administration**  
**Dartmouth Medical School, Master of Science in Health Policy and Clinical Epidemiology**  
**Dartmouth College, Bachelor of Arts in Engineering modified with Biology**

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**SELECTED PATENTS AND PUBLICATIONS (20+ TOTAL)**

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***Invention of medical device to restore urinary continence***

- **Bhattacharyya S.**, Brouckman A., Johnson H., Paley L. Implants, tools and methods for treatment of pelvic conditions. Issued Patent: [10,105,204](#)

***Healthcare Economics and Technology Assessment***

- Flood A., **Bhattacharyya S.**, Nicolalde J., Swartz H. Implementing EPR Dosimetry for life-threatening incidents: Factors beyond technical performance. *Radiation Measurements* 42(6-7):1099-1109

***Clinical performance of new biomaterials***

- **Bhattacharyya S.**, Doherty A., Wannomae K., Oral E., Freiberg A., Harris W., Muratoglu O. Severe in vivo oxidation in a limited series of highly crosslinked UHMWPE acetabular components with residual free radicals. *Transactions of the Orthopaedic Research Society* 2004, 276