

Dr. Robert G. Nelson, MBA, FACHE

758 N. Larrabee St., #503 • Chicago, IL 60654 • Cell: (847) 630-8561 • rnelson_email@mac.com

GLOBAL MARKETING STRATEGY & BUSINESS DEVELOPMENT EXECUTIVE

Innovative, results-driven leader with more than 20 years of global experience in strategy, marketing, business development, and operations for high-tech Fortune 30 corporations, start-up/pre-IPO's, national not-for-profit organizations, and small privately held firms. Unique record of establishing full-spectrum marketing and business development strategies that help organizations achieve performance transformation and deliver strategic, operational, and financial results that ensure market leadership.

Collaborative thought leader with significant healthcare stakeholder and association/foundation membership development expertise. Exceptional record of driving customer relationships, membership, brand position, and public advocacy on a global basis. Experience partnering with senior executives, officers, boards of directors, and committees. Areas of strength and expertise include:

- **GLOBAL STRATEGY**
- **MARKETING & SALES**
- **ORGANIZATIONAL TRANSFORMATION**
- **BUSINESS DEVELOPMENT**
- **STRATEGIC PARTNERSHIPS**
- **INNOVATION & BUSINESS MODELS**
- **TEAM LEADERSHIP**
- **PRODUCT MANAGEMENT**
- **MARKET RESEARCH & ANALYSIS**

PROFESSIONAL EXPERIENCE

GE Healthcare, Barrington, IL

2014 – Present

GE's Healthcare IT Services is 600+M business serving the productivity, workflow, analytics and revenue cycle needs of providers. IT services are designed to connect productivity with care by increasing usability, enhancing performance, and optimizing a solution's return on investment.

MARKETING LEADER, GE HEALTHCARE CENTRICITY (IT) SERVICES

Responsible for the growth strategy of the US Healthcare IT Services business with an emphasis on consulting and analytics.

Quorum Health Resources (QHR), Brentwood, TN

2013 – 2014

QHR is a wholly owned subsidiary of Community Health System (CHS) that provides hospital management and consulting services, serving more than 130 hospitals, 700 clients, and 800+ consulting engagements each year. QHR represents hospitals generating more than \$5.7B in net patient revenue.

VICE PRESIDENT & PRACTICE LEADER — STRATEGIC RESOURCES GROUP

Served as the executive leader of the strategy practice that assists healthcare clients nationwide. Managed team of eight direct reports. Engagements included strategy planning at the C-suite and Board level; market assessments; creating marketing strategy, plans, and branding; service line planning and strategy; leadership and governance solutions. Solutions aligned to strategic performance model of six key pillars: strategy, strategic marketing, strategic collaboration, strategy activation, strategic performance, and results-focused analysis. Practice consistently rated 4.0 by clients on 4.0 scale. Designed, wrote, and delivered numerous proposals to hospitals and health systems.

- Addressed personnel issues, hired new team, and implemented a new approach to team consulting. Successfully led team in the delivery of 50+ consulting engagements.
- Drove practice profitability despite sales pipeline challenges and topline upon arrival.
- Spearheaded the marketing lines of consulting services. Identified and mapped out a strategic performance model in which consulting services aligned. Created a strategic marketing plan.
- Personally sold deals as add-on projects to existing clients and new hospital clients for strategy, marketing, medical staff development, coaching, branding and strategy activation.
- Developed and delivered presentations, videos, and blogs on strategy topic (innovation/business model and strategy) to trustees and CEOs of diverse healthcare entities and Trustees.
- Provided internal consultation to sister business unit, American Healthcare Facilities

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Development, by facilitating their first ever strategic planning growth sessions and quarterly reviews of the internal business, addressing performance issues.

- Authored and edited thought leadership pieces on sustainable performance excellence, community health needs assessments, and other strategy and leadership topics.
- Explored and pursued potential partnerships in architecture, data, financial and online tools to enhance service offerings.

GE Healthcare, Barrington, IL

2011 — 2013

GE's Performance Solutions (Healthcare Partners) is a management consulting firm dedicated to the performance improvement of healthcare organizations.

GLOBAL LEADER, SOLUTIONS— STRATEGY, LEADERSHIP & PERFORMANCE TRANSFORMATION

Led global solution development for the Strategy Activation and Performance Transformation practice of GE Healthcare's advisory business – Performance Solutions. Directed the multi-functional development and management of a global business through suite of strategy execution advisory services and partnerships. Generated billable hours and understanding of market and client needs through direct client interaction and partnerships.

- Drove execution of roadmaps for development. Produced thought leadership within the healthcare industry on global issues that included strategy, leadership, and performance.
- Created and implemented a 3-year global playbook for the portfolio.
- Facilitated organization and staff transition within the first eight months in new role.
- Led several key initiatives to foster firsts in team collaboration, knowledge management, and global practice development between the US, Canada, UK, EAGM and French and Global teams. Created the concept and implemented the launch of a Global Practice Innovation Center for Strategy and Leadership.
- Partnered with the French team to lead a functional analysis of the business, after acquisition of a national consulting firm in France. Drove assessment of digital hospital opportunities.
- Created funnel of more than 30 new development ideas. Successfully presented and won funding for new strategy execution software application.

American Health Information Management Association, Chicago & Brussels 2007 — 2011

The premier association of health information management professionals with 61,000 members and 100,000 customers. Annual revenues exceed \$38M.

**SENIOR VICE PRESIDENT, MARKETING & STRATEGIC BUSINESS DEVELOPMENT / CMO |
MANAGING DIRECTOR, GLOBAL OPS (2009-2011)**

VP, BUSINESS DEVELOPMENT & STRATEGY | MANAGING DIRECTOR, GLOBAL OPS (2007-2009)

Promoted within 2.5 years to lead 30+ staff and legal counsel in global marketing, business development, member recruitment, branding, and market research functions. Drove majority of continued revenue and market share growth. Managed full sales cycle, and closed service and consulting deals. Established consulting services in collaboration with for-profit and not-for-profit organizations. Forged enduring relationships in policy and advocacy, trade agreements, and sponsorships. Shaped total policy and direction on executive team, emphasizing acute care and physician practices across the United States. Seized first-ever global event sponsorship funding.

- Secured 25+ major institutional partnerships, building new enterprise product channel nationally and start-up programs internationally.
- Conducted extensive business area audits that grew efficiencies and cut wastes across the board.
- Achieved 22% year-over-year growth during 2009-2010 period and expanded sponsorship revenues by double-digits.
- Tripled business-to-business sales pipeline, adding millions of dollars to enterprise business.

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- Captured millions of dollars in new revenue from new market and channel development, including first-ever revenue from emerging markets in Saudi Arabia, UAE, and Taiwan.
- Launched online marketplace with triple-digit revenues in 60 days, surpassing projections.
- Established Brussels office through cross-functional collaboration and built assets in Eastern Europe, Asia, and Canada.

American Board of Medical Specialties, Inc., Evanston, IL

2003 — 2007

Nonprofit organization assisting 24 approved medical specialty boards in the development and use of standards for practicing physicians.

EXECUTIVE DIRECTOR — RESEARCH & EDUCATION FOUNDATION (2006-2007)

DIRECTOR — BUSINESS DEVELOPMENT (2003-2006)

Coordinated with the Board of Directors to build national capabilities and deployed member-centered infrastructure programs and services. Engaged expertise at top levels to guide long-term strategy. Responsible for operations, revenue creation, financial performance, compliance, business development and marketing initiatives.

- Initiated business leadership in the Improving Performance in Practice quality program built on CCM and PCMH in seven states, providing registries to manage patients and improve coaching and reporting.
- Acquired \$2.5M grant to support nationwide, collaborative quality improvement demo program.
- Raised organization's public profile and fostered expert collaboration with a guest speaker series for the organization.
- Negotiated industry, healthcare organization, and other partnerships, including links with a publicly traded firm, supporting the development and distribution of online learning modules for physicians.
- In Business Development role, implemented new CRM, authored numerous white papers, and initiated company partnerships. Directed the contact center.
- Launched direct online verification services including trade shows, email, and online sweepstakes. Drove triple-digit growth in leads, prospects, and direct customers accruing, less than 12 months after launch.
- Rolled out online products to more than 5,000 customers on schedule, achieving return on investment in less than 30 days.
- Delivered a 19% reduction in call center costs in 90 days through improved communications and contract negotiations.
- Realized XML-based physician credentialing data service, implemented for federal emergency relief, that was successfully activated during Hurricane Katrina — with a 90-day ROI.

OTHER PROFESSIONAL EXPERIENCE

Quorum Health Resources (QHR), Brentwood, TN

12/2014 — 3/ 2015

RESEARCH COLLABORATION CONSULTING ROLE

Conducted doctoral research with hospital C-suite members on the strategic marketing performance of hospitals with agreement to assist with generation of thought leadership for QHR.

Axion Business Solutions, Evanston/Chicago, IL

PRINCIPAL & MANAGING DIRECTOR

Founded a solo practice that evolved into a family business. Served Caremark and other healthcare clients as a consulting pioneer for operations management and marketing strategy for healthcare organizations, including home health, hospice, and third party administrators. Forged organizational,

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policy, and research ties with Canadian Health Information Management Association, NASA, and the USDA, as a principal grant contributor in collaboration with the University of Arizona and other organizations. Continued the practice on a part-time basis through 2011.

OTHER OPERATIONS LEADERSHIP ROLES:

IBM, Motorola, and Amazon.com

EDUCATION

Doctorate of Business Administration (DBA) in Marketing/Strategy

Grenoble Ecole de Management, Grenoble, France **(3/2016)**

Dissertation: Strategic Marketing involving the transformation of organizations to deliver higher performance

Master of Business Administration (MBA),

General Management, Marketing, & Strategy (Healthcare Electives)

Northwestern University, Evanston, IL

Bachelor of Arts (BA) in Political Science

University of Oklahoma, Norman, OK

CERTIFICATIONS

Certified – American Society of Association Executives

Fellow – American College of Healthcare Executives

Certified – Pragmatic Marketing,
Pragmatic Marketing, Scottsdale, AZ

Certification in Management Research,
Grenoble Ecole de Management, Doctoral School, Grenoble, France

Executive Certificate in International Management,
Thunderbird (Garvin) School of Global Management, Glendale, AZ

Negotiation for Senior Executives,
Harvard, Cambridge, MA

Alumni – Miller Heiman, Strategic and Conceptual Selling,
Miller Heiman, Reno, NV

McKinsey Engagement Training, Paul Friga, Ph.D., University of North Carolina, Chapel Hill, NC

PROFESSIONAL | CIVIC AFFILIATIONS

- Fellow – American College of Healthcare Executives (FACHE)
- Member – American Society of Association Executives (ASAE), certified CAE through 2015
- Member – Society for Healthcare Strategic Market Development (SHSMD)
- Member – Marketing Executive Network Group (MENG)
- Member – American Marketing Association (AMA)
- Member – Business Marketing Association (BMA)
- Member – Strategic Management Society (SMS)
- Member – Academy of Management (AOM)
- Member – Chicago Health Executive Forum (CHEF)

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- Field Supporter, Doctors without Borders; University Club of Chicago; Chicago Symphony
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ACADEMIC APPOINTMENTS

Adjunct Professor — Strategic Marketing

Illinois Institute of Technology, Stuart School of Business, Chicago, IL

STRATEGIC PERFORMANCE ADVISORY SERVICES AVAILABLE

Phipps | Nelson, LLC

www.phippsnelson.com