

Patrick Frank

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Swiss & German



Executive Summary

Strategic Product & Innovation Leader operating at the intersection of customer workflows, complex technology systems, and commercial value creation across MedTech and industrial technology.

Focused on identifying system-level opportunities early and translating VoC/OVoC insights and real-world usage into scalable products, platforms, and business models—bridging customer reality, technical constraints, and commercial outcomes.

End-to-end ownership from early concept through commercialization and scale across connected equipment, digital platforms, and service ecosystems. Known for bringing clarity to complexity, aligning cross-functional teams, and turning ambiguity into executable product and portfolio strategy.

Core competencies

- **Product Strategy & Portfolio Leadership**
Vision, governance, multi-year roadmaps, and lifecycle trade-offs in complex, regulated environments
- **Customer Discovery & Workflow Analysis (VoC / OVoC)**
Deriving product strategy and requirements from real-world customer behaviour and operational workflows
- **Hardware–Software Systems, Platforms & AI**
Connected devices, digital platforms, service-oriented ecosystems, and AI-enabled product innovation
- **Commercial & Value Strategy**
TCO modelling, pricing logic, value propositions, and investment decision support
- **Cross-Functional Leadership**
Aligning R&D, engineering, quality, regulatory, commercial, and service stakeholders
- **Go-to-Market & Adoption**
Driving launches, enablement, and adoption across multi-country environments
- **Global Matrix Leadership**
Influencing outcomes across regions and functions without formal authority
- **Trilingual** – German (native), English & French (fluent)

Professional Experience

Caterpillar Sàrl
Aug 23 – Mar 26

World's leading manufacturer of construction & mining equipment | ~ 108000 FTE

Business Model & Product Strategy Leader – Europe

- Uncovered and defined system-level opportunities in electrification ecosystems, translating customer workflows, energy constraints, and technology capabilities into product strategy.
- Synthesized VoC/OVoC insights and observed customer workflows into product strategy, roadmaps, and business model concepts.
- Led deep-dive assessments with 30+ customers across Europe (quarry, construction, landscaping), including large fleet operators, advising on fleet and site electrification strategies.
- Designed business model blueprints for integrated electrification solutions, including charging infrastructure, battery storage, and alternative energy systems (e.g., hydrogen, methanol reformers).
- Led multiple proofs of concept with strategic customers to validate electrification workflows and business model viability — generating critical insights and invalidating key assumptions to prevent misallocated investment.
- Developed and applied TCO models and scenario analyses to inform pricing, value propositions, and multi-million € investment decisions.

Institut Straumann AG Sep 21 – Aug 22	<i>Global leader in implantology ~ 11000 FTE</i>
Western Europe Digital Growth Champion	
- Orchestrated commercialization of integrated digital workflows (hardware, CAD/CAM, 3D printing, scanners) across Western Europe and converted customer workflows into scalable offerings, delivering >€1.5M incremental revenue in Q4 2021. - Converted customer and sales insights into prioritized product and portfolio decisions, aligning regional market needs with global product strategy. - Led cross-functional alignment across R&D, product management, commercial, and clinical teams to drive adoption and execution across Western Europe.	
Dentsply Sirona Sep 16 – Aug 21	<i>World's leading manufacturer of prof. dental products & technologies ~ 15000 FTE</i>
Digital Product Transformation Leader in Endodontics - Global	
- Owned product vision and lifecycle for a connected dental hardware–software platform, with full accountability for a ~\$30M annual revenue portfolio and its commercialization and scaling. Led a \$2M product development program from concept to launch, delivering \$1.5M incremental revenue within the first 6 months post-launch. - Translated clinician workflows and regulatory constraints into product requirements, roadmaps, and positioning. - Orchestrated cross-functional execution across engineering, UX, marketing, and sales, improving development efficiency and market execution.	
Caterpillar Sàrl Jul 12 – Feb 16	<i>World's leading manufacturer of construction & mining equipment ~ 108000 FTE</i>
Technology and Product Marketing Manager - Global	
Directed planning and execution of 80+ machines for Bauma, managing global coordination under strict timelines to ensure successful showcase readiness. - Orchestrated 50+ global product launches, including positioning, sales enablement, and lifecycle coordination - Drove alignment between engineering and commercial teams to ensure launch readiness and market clarity.	

Education & Executive Development

Sep 26 – Oct 26	Stanford Online AI-Powered Product Innovation (Online).
Oct 24	Wharton Online – University of Pennsylvania Artificial Intelligence for Business (Online).
Sep 22	IMD Lausanne / MIT Sloan Boston Executive Program «Driving Strategic Innovation» (In-person). → <i>Certified in bridging technology, customer experience, and business model innovation.</i>
Jan 12 – Mar 12	Queen's Business School, Kingston, Canada. MBA (Exchange) Dynamic Pricing, Financing of new Ventures, Managing Innovation, Global Strategy, Strategic Leadership (In-person).
Aug 10 – Dec 12	ESCP Europe (Grande École), France Master of Science in Management with focus on International Business <u>Thesis on:</u> "The digital brand: Brand Value evaluation in the digital era." (In-person).
Aug 09 – Aug 10	Sabbatical – Learning French
Feb 08 – Jul 08	Edith Cowan University Perth, Australia (Exchange) Study semester abroad focusing on "Integrated Marketing Communications" (In-person).
Oct 06 – Aug 09	Iserlohn University, Germany Bachelor of Science in Sports & Event Management <u>Thesis on:</u> "Identification and Integration of customers in a company's product development process with aid of the Internet". Company-customer interaction in the digital space. <u>Social Engagement:</u> Student representative/spokesman. (In-person)

Additional Interests

Travel focused on remote nature and wildlife experiences (incl. safari and expedition-style travel); experimental and high-end gastronomy; mountain outdoor life (skiing, hiking); and product design and emerging technologies.