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.

Applies systems thinking to connect customer workflows, technical constraints, and business models, uncovering opportunities beyond individual products. Combines customer insights, real-world observation, and AI-supported discovery to shape scalable products, platforms, and services.

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

- **Innovation Strategy & Opportunity Development**
  Identifying unmet needs and framing innovation opportunities; shaping and validating product, service, and business model concepts through customer discovery and proofs of concept
- **Product Strategy & Portfolio Leadership**
  Product vision, portfolio priorities, multi-year roadmaps, and lifecycle decisions in complex, regulated environments
- **Customer Discovery & Workflow Analysis (VoC / OVoC)**
  Translating customer behaviour, clinical needs, and operational workflows into actionable insights, product requirements, and innovation opportunities
- **Hardware–Software Systems, Platforms & AI**
  Connecting devices, digital platforms, and service ecosystems; applying AI to product discovery and innovation
- **Business Models & Commercial Value**
  Developing business model concepts, value propositions, and TCO analyses to assess commercial viability and guide investment decisions
- **Cross-Functional & Global Matrix Leadership**
  Aligning R&D, engineering, quality, regulatory, commercial, and service teams across regions; influencing decisions and execution without formal authority
- **Commercialization & Adoption**
  Taking products and integrated solutions from concept to launch, enabling market adoption and scaling across countries
- **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 with AI-supported analysis to shape 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 multimillion-euro investment decisions.

Institut Straumann AG
Sep 21 – Aug 22

Global leader in implantology | ~ 11000 FTE

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 CHF 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

World's leading manufacturer of prof. dental products & technologies | ~ 15000 FTE

Digital Product Transformation Leader in Endodontics – Global
Progressed from Global Product Manager to Global Senior Platform Innovation Product Manager.

- Owned product vision and lifecycle for a connected dental hardware and 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

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

Technology and Product Marketing Manager – Global
Progressed through the Product Marketing Graduate Program and consultant roles; Technology and Product Marketing Manager from Jul 2015.

- 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). → *Focus: technology, customer experience, and business model innovation.*
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** Thesis on: "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** Thesis on: "Identification and Integration of customers in a company's product development process with aid of the Internet". Company-customer interaction in the digital space. Social Engagement: Student representative/spokesman. (In-person)

Additional Interests

Travel focused on remote nature and wildlife experiences; experimental gastronomy; mountain outdoor life (skiing, hiking); Tennis; and product design and emerging technologies.