

Rita E. Numerof, PhD
President
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Rita E. Numerof, Ph.D., President of Numerof & Associates, Inc. is an internationally recognized consultant and author with more than 20 years of experience in the field of strategy development and execution, process excellence, and marketing analysis.

Her clients have included Fortune 50 companies such as Johnson & Johnson, Eli Lilly, Pfizer, Westinghouse, AstraZeneca, Merck, Abbott Laboratories, major healthcare institutions, and government agencies. The focus of her consulting addresses the challenges of maintaining competitive advantage in highly dynamic and regulated markets.

Dr. Numerof has been a consistent advocate for the importance of strategic differentiation, organizational alignment of structure, competencies and metrics to ensure effective implementation, and anticipating, rather than reacting to industry trends. She's been a pioneer in the area of economic and clinical value, anticipating the impact of changing global payer attitudes on the fundamental business model of the healthcare industry. Her work across the entire healthcare spectrum gives her a unique perspective on the challenges and needs of suppliers, physicians, payers, and healthcare delivery institutions.

Under her leadership, NAI has developed proprietary approaches that provide precise insight and practical solutions to some of the industry's most complex business challenges. Taking a systemic approach, Dr. Numerof has addressed such diverse issues as portfolio management and the identification of growth platforms that provide sustainable differentiation through economic and clinical value, effective commercialization based on value propositions that matter to key constituencies, and operationalizing compliance and transparency.

Dr. Numerof's work has been extensive in the areas of market strategy development and implementation; M&A integration; new product development, pricing, and commercial infrastructure design and development. She has facilitated initiatives across business areas that have accelerated product innovation, improved market share, lowered cost, and dramatically enhanced competitive position. Within healthcare delivery, she's guided the development of new models of care, and aligned individual and group performance to improve quality and reduce cost.

A creative thinker and effective change agent, she's guided organizations in the design and implementation of new business models to address market transitions; developed L&A initiatives; guided development of global clinical, regulatory and reimbursement strategy; and conceptualized change strategies for increasing operational effectiveness.

Dr. Numerof is widely published in business journals, and has authored four books. She has written extensively on the subject of clinical and economic value creation, health policy and the emerging role of compliance in corporate strategy. Dr. Numerof serves as an adjunct faculty member of the Olin School of Business at Washington

University in St. Louis and is a noted speaker. She has served as an advisor to members of Congress on the subject of healthcare reform.

Dr. Numerof graduated magna cum laude from the Honors College, Syracuse University and received her M.S.S. and Ph.D. from Bryn Mawr College. She is listed in *Who's Who of American Women* and *Who's Who Among Top Executives*.