

NATALIA A. NOVIKOVA

NEW VENTURES, STRATEGIC GROWTH & COMMERCIALISATION EXECUTIVE

R&D-to-Market | Market Creation | Business Transformation | Strategic Partnerships
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PROFESSIONAL SUMMARY

New ventures, strategic growth and commercialisation executive with **20+ years** of international experience building businesses and markets around complex products and technologies. Has taken emerging technologies, clinical services and industrial products from R&D and concept through market validation, commercial modelling and go-to-market to launch and scale, across healthcare, MedTech, advanced materials and industrial B2B markets. Track record includes **40+ R&D commercialisation initiatives**, Board-level transformation of an international MedTech group, **~4x growth** of a healthcare platform and the launch of a Dubai healthcare business that attracted **5,000+ patients** from **135+ nationalities** in its first year. Moves comfortably between scientists, physicians, engineers, commercial teams and executive boards, combining strategy with disciplined execution and AI-enabled analytics.

AREAS OF EXPERTISE

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|-----------------------------------|-------------------------------|--------------------------------------|
| • New Ventures & Business Launch | • Strategic Growth | • R&D Commercialisation |
| • Market Creation | • Go-to-Market Strategy | • Business Transformation |
| • Product & Portfolio Development | • Strategic Partnerships | • Market Intelligence & Analytics |
| • Executive Strategic Planning | • Cross-Functional Leadership | • AI-Enabled Business Transformation |

PROFESSIONAL EXPERIENCE

SELINE MEDICAL GROUP | Moscow, Russia → Dubai, UAE

JUL 2019 - PRESENT

Premium multidisciplinary healthcare group spanning aesthetic medicine, plastic surgery, dentistry, preventive and longevity medicine. Scaled the Moscow platform, built and launched the Dubai business, then led its post-launch growth, portfolio development and healthcare innovation.

Head of New Business, Growth & Healthcare Innovation, Seline Clinic Dubai

NOV 2025 - PRESENT

RESPONSIBILITIES

- Lead post-launch growth, new business, service portfolio and healthcare innovation, combining commercial strategy, portfolio development, partnerships and executive analytics.
- Own business cases and commercial viability assessments for new healthcare services and technologies, supporting portfolio and investment decisions.
- Lead cross-functional growth and business transformation initiatives across commercial, medical and operational teams.

KEY CONTRIBUTIONS & ACHIEVEMENTS

- Delivered **+54% revenue growth** year on year in H1 2026, with the monthly revenue run-rate reaching **+94% YoY** and visits increasing **+67% YoY** by June.
- Strengthened the retention-led growth model: **80%+ of revenue** generated by returning patients, up from approximately 60% a year earlier.
- Led the commercial response to the March 2026 external market shock in Dubai, a **-29% MoM** revenue decline, restoring revenue to **+8%** and visits to **+21%** above pre-crisis levels in the first full recovery month.
- Built a CEO-level commercial analytics system integrating financial, channel, retention and portfolio intelligence with AI-enabled workflows, supporting growth, portfolio and investment decisions.

Chief Growth & Marketing Officer | Business Launch & Portfolio Development, Seline Clinic Dubai

JUN 2023 - NOV 2025

RESPONSIBILITIES

- Joined six months before opening as one of the founding executives, working directly with the CEO and General Manager to build the business from the ground up.
- Responsible for commercial strategy, service portfolio, brand positioning, patient acquisition and experience, and commercial analytics.

KEY CONTRIBUTIONS & ACHIEVEMENTS

- Built and launched the clinic's complete commercial platform from zero in one of the world's most competitive private healthcare markets, covering positioning, portfolio, patient journey, acquisition, retention and analytics.
- Acquired **5,000+ patients** from **135+ nationalities** in the first year of operation, establishing a fast-growing premium healthcare brand without discount-driven pricing.
- Rebuilt the acquisition model around clinic-owned channels, increasing their share of new-patient inflow from approximately **45% to 90%** over seven quarters and materially reducing dependence on individual doctors' patient bases.
- Launched the founding clinical portfolio with medical leadership, supporting the commercial launch of 15+ physicians across multiple centres of excellence.

Director of Business Growth & Healthcare Portfolio Development, Seline Clinic Moscow

JUL 2019 - JUN 2023

- Directed business growth and portfolio development for a premium multidisciplinary clinic, supporting approximately **4x revenue growth** and expansion from **1 to 2 locations**.

- Expanded the portfolio from **5 to 12 centres of medical excellence** and the medical platform from approximately **30 to 100+ doctors**; established medical tourism as a strategic growth direction.
- Created one of the sector's first structured healthcare sales and patient-retention functions, turning retention into a measurable commercial discipline and stabilising traditionally weaker seasonal periods.
- Built the scalable commercial operating model subsequently used as the blueprint for the Dubai launch.

RUMEX GROUP | Moscow, Russia

DEC 2012 – JUN 2019

International medical equipment group supplying ophthalmic surgical equipment and instruments across Russia and export markets in 56 countries.

Director of Business Transformation & Strategic Growth | Board Member

MAR 2014 – JUN 2019

RESPONSIBILITIES

- Board-level responsibility for commercial transformation and strategic growth, expanding the business beyond its traditional dependence on public procurement.
- Introduced cross-functional commercial planning across sales, marketing, service, logistics and finance.

KEY CONTRIBUTIONS & ACHIEVEMENTS

- Transformed the commercial model from tender- and product-focused selling to customer-centric propositions built around healthcare segments, clinical workflows and business outcomes, establishing private healthcare as a second strategic growth platform.
- Introduced propositions combining equipment, financing solutions, service and education, reducing investment barriers for private clinics.
- Strengthened strategic partnerships with **Philips, 3M and Leica Microsystems (Danaher)**; the company was awarded 3M's highest strategic partnership status, securing enhanced commercial terms and additional market-development investment.
- Created the company's first executive strategic planning process: established the methodology alongside an external strategy consultant, then independently designed and facilitated the annual executive strategy sessions, and was later invited back by the CEO to facilitate further sessions.
- Expanded the portfolio beyond ophthalmology into cardiology, anaesthesiology and intensive care.

Head of Market Development & Commercial Strategy

DEC 2012 – MAR 2014

- Introduced customer and market segmentation beyond traditional product categories and built the market and competitive intelligence that shaped commercial priorities.
- Supported international market development across Europe, the Americas and the Middle East.

NANOTECHNOLOGICAL COMPOSITES CENTER (NCC) | Moscow, Russia

OCT 2009 – JUN 2012

R&D Commercialisation & Market Creation Manager

Founding team member of a national innovation centre established to commercialise emerging carbon and composite technologies and build civilian markets where none yet existed.

- Contributed to **40+ multidisciplinary R&D and commercialisation initiatives**, translating R&D outputs and technical capabilities into product concepts, target applications and commercial value propositions.
- Identified and validated priority applications across construction, oil & gas, energy, transportation and industrial markets through market sizing, substitute-product analysis and customer requirements.
- Coordinated international collaboration across Germany, Switzerland, the Netherlands, India and Russia, including work with RWTH Aachen University, HKUST and IMD Business School.
- Supported growth of national composite consumption from approximately **200 to 1,500 tonnes** during the programme; commercialisation priorities defined then became principal growth directions for the industry.

EARLIER CAREER

UNITED PANEL GROUP | International Market & Product Development | Moscow, Russia

2004 – 2009

- Initiated and led FSC certification as an international market-access and value-creation strategy, redesigning sourcing, production and internal accounting processes to deliver full supply-chain traceability from timber sourcing to finished product.
- Created approximately **20–30% additional commercial value** on certified products and opened access to premium European customers, including supply-chain opportunities connected with the London 2012 Olympic construction programme.

CHTPZ GROUP | Strategic Market & Business Analyst | Moscow, Russia

2002 – 2004

- Built a strategic industry almanac consolidating fragmented government, industry and international data into a single market-intelligence resource supporting executive decision-making at one of Russia's largest pipe manufacturers.

PROFESSIONAL ENGAGEMENTS

STARTA INSTITUTE | Berlin, Germany

NOV 2022 – AUG 2024

Guest Lecturer / Program Advisor | Market Entry, Go-to-Market & Commercial Strategy – designed and delivered a practical market-entry and go-to-market programme for two cohorts of approximately 40 experienced professionals and founders.

INVICTA MED | Dubai, UAE

Invited Speaker | Aesthetic Medicine & Healthcare Business

WOMEN'S LEADERSHIP & COMMUNITY ENGAGEMENT | Dubai, UAE

Active contributor to the Mother Tongue and Mommy Glow communities, supporting women’s professional development and return to active professional life after maternity leave or career breaks.

AI-ENABLED BUSINESS & ANALYTICS

AI-Enabled Executive Analytics | Business Intelligence & Decision Support | Commercial Data Analysis | AI-Assisted Research & Market Intelligence | Analytical Workflow Design

EDUCATION

The Chartered Institute of Marketing (CIM), United Kingdom – Professional Diploma in Marketing, Level 6 | 2013 – 2015
Moscow Aviation Institute (National Research University), Russia – Master’s Degree in Industrial Marketing, cum laude | 1996 – 2001

LANGUAGES

English – Fluent Business English | Russian – Native | Arabic – Basic