

---

## Highlights: Q4, 2019

We are pleased to share Fletcher Spaght's Fourth Quarter Highlights, summarizing recent achievements within our specialized consulting practice groups. We appreciate your continued interest and support.

### HIGH TECHNOLOGY PRACTICE

#### **SaaS Customer Data Platform**

Performed technical due diligence of solution provider enabling customer data management and personalized marketing and engagement; evaluated the solution architecture, development team, and processes to assess the ability to scale up economically and meet customer needs.

### HEALTHCARE PRACTICE

#### **Digital Health Market Assessment**

Evaluated the overall market size of digital health markets relative to a large medical device company and their potential product portfolio expansion.

#### **Surgical Robot**

Performed rapid due diligence to assess value proposition of surgical robot across multiple specialties in which we assessed specific features and procedure targets including offerings relative to other competitors.

#### **Peripheral artery disease**

Surveyed market regarding new route of administration for antiproliferative drug to be used in patients with peripheral arterial disease; product is intended to replace paclitaxel coated balloons; market analysis was based on extensive secondary source work, as well as in-depth interviews with interventional physicians regarding current practice, receptivity and feedback on potential formulations and configurations.

---

### HEALTHCARE PRACTICE (cont'd)

#### **Dendritic Cell Therapy**

Conducted due diligence on a dendritic cell therapy in clinical development in Asia for liver cancer and glioblastoma on behalf of an investor considering a joint venture to enable development in the US; market assessment was based on input from medical oncologist KOLs, and immunotherapy and cell therapy manufacturing experts.

#### **Radiation protection**

Assessed market for C-arm-integrated radiation protection equipment which protects entire care team in all positions; based on in-depth interviews with interventional physicians, health physicists and senior administrators, as well as analysis of C-arm market and procedure volumes by specialty.

#### **Biopharma Industry Trends**

Presented at Industry Meeting regarding the growth trends in clinical drug development driven by therapeutic area and large pharmaceutical company investment; examined detailed segment trends of pharmaceutical and biopharmaceutical companies including partnering and investment flow, trial starts by year and phase, market share of leading CROs, growth of biologics, growth of the late phase business with specific focus on successful leveraging of Real World Evidence.

#### **Drug Discovery Platform**

Developed strategic growth plan to transform a life science tools company with "off-the-shelf" in vitro disease models into a development partner of choice for the pharmaceutical industry by prioritizing custom disease model solutions that are most compelling for drug discovery efficiency and de-risking; FSI worked with client management to identify core capabilities and unique technology differentiators and conducted in-depth primary research.

---

### HEALTHCARE PRACTICE (cont'd)

#### **Generic Pharmaceuticals**

Assessed changing customer needs and competitive positioning for a pharmaceutical player to identify levers for optimizing its go to market strategy, including a comprehensive market survey and detailed interviews with competitors and industry experts that yielded insights into market dynamics that directly informed the go to market and product development strategies.

#### **Imaging Core Lab**

Performed market diligence on provider of central reading services for Private Equity investor; efforts included interviews with senior clinical operations managers in customer and non-customer pharmaceutical companies to understand the basis of competition and relative performance of the target, as well as modeling of market size in oncology drug development.

#### **Visual Prosthesis**

Estimated patient population in targeted indications based on review of published studies regarding application for FDA Humanitarian Use Device designation.

#### **Enzyme Replacement Therapy**

Assessed the unmet need and market opportunity for an improved treatment for congenital sucrose-isomaltose deficiency (CSID), a rare genetic disorder that affects a person's ability to digest certain sugars; analysis included potential pricing, penetration into the existing market of treated patients and potential for market expansion driven by the new therapy's improved formulation characteristics and efficacy profile.

#### **Pancreatic Cancer**

Assisted a clinical-stage company to determine the addressable patient population and adoption dynamics for a Trans-Arterial Micro-Perfusion of gemcitabine for treatment of locally advanced pancreatic cancer; this project directly supported client's Series B fundraising.

---

---

---

## ***HEALTHCARE PRACTICE (cont'd)***

---

### **Alternative Therapy Provider**

Created growth strategy action plan for an alternative therapy provider seeking US reimbursement and greater adoption by the provider community; effort included detailed analysis of competition, provider interviews to garner minimum viable product for provider adoption, and payer interviews to outline true evidence of effectiveness needed to gain reimbursement; outlined Clinical Trial RFP and key details needed to launch and execute an impactful clinical trial.

### **5-year Strategic Plan for AMC**

Drove strategic planning process including research, innovation and education for a large Academic Medical Center; assessed the internal baseline capabilities, redesigned approach and service levels for the innovation center, and created research clusters; created supporting development strategy; tied strategic plan goals to department objectives.

## ***CORPORATE GROWTH PRACTICE***

---

### **Innovation Group**

Assisted an internal innovation/venture capital initiative within a large organization in reviewing their specific investments, analyzing overall performance against projections and benchmarks, and validating their valuation approach; findings were integrated into compensation guidelines and incentives for the innovation team as well as contributing support for additional internal funding.

### **Learning / Training Service Provider**

Outlined growth initiative for a long-term, successful learning / training service provider to expand into new markets and new clinical roles; included detailed 1:1 interviews with key potential clients and a thorough market survey to outline gaps in present training programs and potential price points.

## ***FSI PRACTICE GROUPS***

---

**High Technology:** Internet, software, electronic commerce, communications, networking, hardware, services, *etc.*

**Healthcare:** Healthcare informatics, devices, healthcare information technology/services, diagnostics, therapeutics, services, *etc.*

**Corporate Growth:** Mature business transformation, growth options, profit improvement and acquisition support.

## ***FSI STAFF***

---

The professionals of FSI have expertise in both strategy consulting and the industries on which we focus. To facilitate our international assignments, members of our staff are fluent in the major European languages and Chinese (Mandarin).

## ***THE FSI SERVICE OFFERING***

---

- Strategy Consulting
- Growth Initiatives
- Market Research
- Competitive Intelligence/Analysis
- Investment Due Diligence
- Technology Commercialization
- Corporate Partnering

## ***FOR FURTHER INFORMATION***

---

John Fletcher, Peary Spaght or Linda Tufts

Fletcher Spaght, Inc.  
500 Boylston Street  
Boston, MA 02116-3761

(617) 247-6700

<http://www.fletcherspaght.com>

# Focus

## *Highlights Q4, 2019*

---

**FLETCHER SPAGHT, INC.**