

## *Highlights* *Q2, 2020*

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

### **COVID-19**

Conducted a series of in-depth surveys with Health System executives (CEOs, CFOs, COOs, CMOs, CIOs, Infection Prevention and ASC Administrators) covering a wide range of issues related to the COVID-19 pandemic; areas addressed included impact on elective procedures by clinical area and outlook for procedure recovery, use of telehealth in comparison with the pre-pandemic environment and expectations as to future use post-pandemic, the impact of COVID-19 on medical equipment purchasing and on HCIT spending; the survey provided broad strategic insights, *e.g.* how medtech can regain access to the operating room, how telehealth companies can transition their products to become the ongoing protocol post-pandemic; selected findings from the surveys are available on FSI's website.

### **Surgical Robotics**

Identified the current and potential market of surgical robots; examined market penetration to date; evaluated the growth potential for a novel robotic surgery technology focused on endoscopic applications; conducted interviews with urologists and administrators at multiple sites of care including inpatient and ASC-focused practice locations; complemented research by a quantitative survey addressing key issues; analysis of research findings identified and characterized the market segment likely to be early adopters as well as the segments likely to see highest market penetration over time; highlighted barriers to growth, and the potential impact and the opportunity of addressing multiple indications; supported growth strategy and financing activities.

### **Telehealth**

Assessed the telehealth investment opportunity for an investor following the exponential telehealth growth driven by COVID-19; leveraged insights from the FSI COVID-19 Health System Survey complemented by limited one-on-one interviews and comprehensive secondary research to assess likely steady state market size over five years; identified key gaps in present offerings and potential competitive threats based on investment and acquisition; created growth strategy to drive short-term sales success and long-term market leadership.

### **Outsourced Engineering Services**

Assisted in the development of materials for use in fundraising for a provider of outsourced R&D and engineering services; conducted extensive secondary market research to assess market size and potential overall for key segments; gathered inputs for the development of a robust market model allowing for the analysis of various growth scenarios; highlighted key market drivers and challenges to substantially increase adoption; provided details by segment to hone sales messaging to increase the potential for sales success.

## *Highlights* *Q2, 2020*

### **Organizational Effectiveness**

Improved organizational alignment and effectiveness to create value for a large Academic Medical Center's Physicians' Organization and Senior Leadership team; working cooperatively with the organization, FSI identified and prioritized critical changes; established and aligned organization's goals; defined roles and responsibilities strategically across departments; created an agile infrastructure allowing the organization to adapt effectively to environmental change while continuing to support the AMC's growth; gathered external best practices from admired institutions to inform direction and hone final approach.

### **Surgical Dressings**

Developed the go-to-market strategy for a company commercializing a low cost, patient-friendly negative pressure wound dressing for post-surgical use; findings prioritized sales and marketing focus and informed messaging by surgical specialty, and by procedure within that specialty; findings also included an assessment of price elasticity within the target range; strategy was developed through analysis of in-depth market interviews with a geographically disparate mix of surgeons covering multiple specialties and with practices ranging from large academic institutions to small community hospitals; an actionable market segmentation was critical to driving the strategy; key factors included practice and patient characteristics associated with surgeon receptivity, procedure volume, the current risk for surgical site infection and potential risk reduction with use of these dressings, and fit of the device with the application; the primary market research was supplemented by an in-depth review of the literature; findings included recommendations regarding commercially valuable clinical research.

### **Robotic Omni-channel Fulfillment**

Developed a pricing strategy for an AI robotics company that develops fulfillment automation serving the needs of companies world-wide; evaluated multiple segments of the warehouse automation market including retail, parcel, e-commerce, grocery, convenience, and 3PL; conducted in-depth market interviews with current customers, potential customers and industry experts to understand market needs, competitive landscape, perceptions of the companies serving this market, pricing models, price sensitivity and receptivity to alternative pricing structures.

### **Outsourced Services for Biopharma**

Developed a market landscape of outsourced biopharma services across both clinical and post-approval phases for a Private Equity fund seeking to identify areas for potential investment; follow-on effort with focus on the identification and prioritization of potential target companies and assessment of platform expansion strategies.

## *Highlights* *Q2, 2020*

### **Regulatory Consulting**

Performed due diligence regarding a potential Private Equity investment in a specialty consulting firm serving the pharmaceutical, medical device and diagnostics industries; gauged likelihood that the target company would meet its forecast in the current economic environment; analyzed market forces to develop key components of growth strategy post investment.

### **Research Prioritization**

Developed a strategy and process for more effectively investing in research from bench to translational development phases; facilitated multiple workshops aimed at prioritizing options and creating an approach for executing difficult, yet necessary rationalization of research efforts.

# FLETCHER SPAGHT, INC.

## FSI PRACTICE GROUPS

<b>Healthcare</b>	Digital health, devices, healthcare information technology/services, diagnostics, therapeutics, services, <i>etc.</i>
<b>High Technology</b>	Internet, security, software, electronic commerce, communications, networking, hardware, services, <i>etc.</i>
<b>Corporate Growth</b>	Mature business transformation, growth to mid-cap, growth options, profit improvement and acquisition support

## FSI SERVICE OFFERINGS

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

## 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).

## FSI LEADERSHIP



**John Fletcher**  
Managing Partner  
[rjf@fletcherspaght.com](mailto:rjf@fletcherspaght.com)



**Renard Charity**  
Senior Vice President  
[rc@fletcherspaght.com](mailto:rc@fletcherspaght.com)



**Lisa Granick**  
Senior Vice President  
[lgranick@fletcherspaght.com](mailto:lgranick@fletcherspaght.com)



**Barbara Guidi Kohler**  
Senior Vice President  
[bgk@fletcherspaght.com](mailto:bgk@fletcherspaght.com)



**Peter Low**  
Senior Vice President  
[peterlow@fletcherspaght.com](mailto:peterlow@fletcherspaght.com)



**Bill Sigona**  
Vice President  
[sigona@fletcherspaght.com](mailto:sigona@fletcherspaght.com)