

Highlights *Q3, 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.

GYN Surgical Robot

Measured market penetration and growth potential for a novel robotic surgery technology used in endoscopic surgery; included qualitative primary research with gynecologists and administrators at multiple sites of care followed by a comprehensive quantitative survey; identified segments of early adopters, barriers to growth and the potential impact of addressing multiple indications; effort supported plan to accelerate growth strategy as well as financing activities.

Gene and Cell Therapy Bioprocessing

Developed a long-term growth strategy for a leading supplier of custom GMP reagents, media and buffers to serve the unique needs of cell and gene therapy manufacturing; inputs from executives in upstream and downstream process development and manufacturing at leading cell and gene therapy companies, along with extensive industry and technical analysis, informed the identification and prioritization of strategic options for product development in cell and gene therapy bioprocessing.

Academic Medical Center Research

Assisted a large Academic Medical Center with creating infrastructure and programs that diminish disparities in healthcare research; included extensive analysis regarding present efforts in both the scientific community and in corporations; captured and highlighted those unique elements that drove success across programs; created plan for infrastructure investments to solve for patient access and education issues, permit recruitment of diverse patient populations, execute on clinical trials in proximate areas of diverse populations and leverage virtual trial tools to increase retention and enable participation without having to be absent from work; integrated the equitable representation in healthcare research with several existing programs on diversity, equity and inclusion to maximize the potential benefits.

Cloud-Based Document Management

Conducted technical due diligence of a solution provider investment target; FSI conducted detailed research of the document management solution for this secure, cloud-based offering; included input directly from customers and potential customers; evaluated the solution architecture, development team, processes needed to scale up economically, and overall financial performance potential.

Distribution of Surgical Products

Investigated both the provider and manufacturer trends and criteria for using medical-surgical distributors for Physician Preference Items (PPIs); prioritized products of current and future interest as well as key service factors that are minimum requirements to compete successfully.

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Infectious Disease Therapeutics

Developed a growth strategy involving an infectious disease therapeutic area for a cell therapy company originally focused on oncology applications; conducted extensive scientific literature review and market research to screen and prioritize addressable diseases with high unmet needs; conducted in-depth primary research with clinical and immunology Key Opinion Leaders in highest priority indications to guide client's development plan; FSI collaborated with client and facilitated several strategic working sessions to guide the decisions and to develop consensus around prioritized indications and the actions necessary to be successful therein.

Specialty CRO

Conducted market diligence relative to investment in a CRO specialized in pain management, with a focus on post-operative pain and recovery; efforts included in-depth interviews with senior managers of clinical development at pharmaceutical companies to assess market expectations, views on competition and target's performance.

Operating Room Integration

Developed technology and vendor landscapes highlighting participants and noting leading hospitals and their views on integrated OR benefits; performed an assessment of market needs, trends and vendors with multiple surgical specialties leveraging administrators in a variety of roles; conducted a workshop to review findings, set a vision for competing; collaborated with the client on next steps for an action plan and set a quarterly progress update to ensure success.

Healthcare Research

Improved key metrics on research, discovery and translation for a large Academic Medical Center; created collaboration infrastructure and processes to improve scientific discovery and to increase funding from government, private and industry sources; included rationalizing internal investment on broad research areas to focus on areas of unique competitive advantage; included learning from industry best practices in establishing pilot grants to support early development of novel discovery in key research areas.

AMC Physician Organization

Improved organizational alignment and effectiveness to create value for a large Academic Medical Center's Physicians' Organization and senior leadership team; worked cooperatively across the organization to identify and prioritize critical process and cultural changes; established and aligned 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; included gathering external best practices from admired institutions to inform direction and hone final approach.

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Pharma Contract Research Services

Facilitated competitive strategy workshop with leading pharmaceutical contract research services provider; compiled market insights from internal sources and interviews as well as secondary research; facilitated discussions with senior management to prioritize key targets, to define a growth strategy for each target and to track performance against those goals.

Pediatric Clinical Nutrition Analytics

Explored revenue expansion opportunities for provider of clinical nutrition analytics solutions; completed secondary research to size market and quantify potential ROI; performed primary research to identify target therapeutic areas, market needs, and potential competitive benefits of this solution.

Lung Cancer Treatment

Performed a needs assessment with key stakeholders regarding lung cancer treatment; FSI researched current opinions on technologies and services, as well as operational and clinical practices; worked to understand trends from screening to diagnosis to treatment; FSI developed a set of strategic recommendations regarding growth initiatives and a detailed growth action plan.

FLETCHER SPAGHT, INC.

FSI PRACTICE GROUPS

Healthcare	Digital health, devices, healthcare information technology/services, diagnostics, therapeutics, services, <i>etc.</i>
High Technology	Internet, security, software, electronic commerce, communications, networking, hardware, services, <i>etc.</i>
Corporate Growth	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).

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