

Highlights *Q4, 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.

Novel Biologics Platform Technology

Assisted client's developing a novel platform technology utilizing quantum cascade laser microscopy for protein characterization with their strategic plan and business model; developed a compelling investor presentation; FSI conducted outreach to potential investors resulting in multiple in-person meetings and term sheets; culminated with the closing of a \$5M equity investment and research collaboration with a leading strategic player.

Laparoscopic Surgery

Conducted a broad analysis including multiple products used in laparoscopic surgery to understand the growth of the overall market across pricing tiers; growth was modeled by product and pricing tiers in countries in central Europe, Africa, and the Middle East; spoke with leaders in laparoscopic surgery within the target areas; provided insights by country and product as to the drivers for growth which supported the creation of a detailed growth action plan.

Operating Room Integration in the EU

Developed technology and vendor landscapes; highlighted participants and noted leading hospitals and their views on integrated OR benefits; assessed market needs, trends, and vendors in 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.

AMC Physicians' Organization

Researched strategic alternatives for a large academic medical center to optimize the performance and integration of billing and electronic health record (EHR) systems to ensure faster timing of revenues achieved at lower fully-loaded operational cost.

Downstream Bioprocessing for COVID-19

Created a demand forecast that will be updated quarterly for a chromatography resin used to manufacture specific vaccines and biologic therapeutics in clinical development for COVID-19; analysis was based on extensive patent and literature research conducted by the FSI team; produced product sales forecast; informed client's decision regarding expansion of manufacturing capacity.

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Home and Community Based Medicaid Services

Developed a growth strategy for a private equity owned provider of services to support people with intellectual and/or developmental disabilities (I/DD); included a prioritization of states for commercial Medicaid home services to inform a broader US expansion strategy and in-depth market opportunity assessments for home-based Medicaid services in selected states; identified potential provider acquisition targets for the client.

Virtual Clinical Trials

Assisted investor by analyzing the virtual clinical trial market; researched pharmaceutical company needs; studied the sector's view of the gaps in the current virtual trial offerings; sized the market and created a market model of the sector; developed alternative growth scenarios with range of potential returns to benefit the client.

Women's Health

Performed a due diligence on a novel technology for treating fibroids; FSI researched the US and European markets including extensive one-on-one interviews to define clinician interest and potential adoption across community and academic settings; probed on features that impacted adoption versus those features that were of interest but did not influence the purchase decision.

Downstream Bioprocessing

Created a detailed analysis of the biopharma chromatography resin market to understand which types of resins are used in each purification step; conducted extensive outreach within the biopharma sector to understand selection of resin type and how the space may evolve as newer classes of biologics with different purification challenges than traditional monoclonal antibodies gain share.

Investment Fund Operating Plan

Developed a business and operating plan for a proposed internal investment fund at a leading academic medical center; the fund is aimed at supporting promising pre-clinical therapeutics, accelerating medical research and commercial application of inventions and technologies developed within the health system; worked with the internal team to define strategy and vision for the fund; engaged others within the organization to solicit comments and feedback; reviewed and incorporated findings from similar hospital / academic investment funds; plan was instrumental in securing approval and financing for the fund.

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Teledentistry

Assisted dental services provider with building a business case and launching teledental screening services for pediatric Medicaid patients; interviewed state dental directors and insurers to understand needs and market potential for services; researched state level data on teledental regulations and reimbursement; prioritized states for market entry; assisted in researching and selecting a technology platform; interfaced with technology provider for onboarding and customization.

Pharma Medical Communications

Assisted with expansion strategy in medical communications services for pharmaceutical companies; performed primary research to understand customer needs and buying behavior; developed services landscape; profiled selected providers to highlight business models and services.

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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