

Highlights *Q4, 2021*

We are pleased to share Fletcher Spaght's Highlights, summarizing examples of recent achievements. We appreciate your continued interest and support.

Innovation Banking

Leveraged FSI's extensive VC/PE and Operating Company contacts to outline the minimum requirements for a bank to compete successfully in serving investment firms, investment funds, their portfolio companies and growth stage public companies; completed extensive secondary research to identify a potential niche; completed in-depth prospect and customer interviews to hone the hypothesis, to highlight current product and service offerings and to gain the industry perspective of brand value regarding competitors in key segments

Neuropathic Pain Analgesic

Developed a revenue forecast model for a clinical-stage novel topical analgesic for multiple pain indications including neuropathies; model assumptions were informed by in-depth interviews with pain management experts and a quantitative survey of PCPs to articulate the product's value proposition, use cases, serviceable addressable market, and predicted insurance coverage based on analogous products

MedTech Acquisition Target Search

Analyzed extensive landscape of growth opportunities for a mid-sized company seeing both strategic and revenue growth opportunities; landscape used criteria developed with the company's management and board to find adjacent technologies, capabilities and solutions that could work for M&A

Digital Health - AI-Enabled Cancer Detection

Led enterprise sales opportunity with growth stage AI diagnostic company; managed prospect interaction and organized internal efforts to drive a purchase decision; created sales strategy at the prospect level with new pitch materials that reflected impactful messaging uncovered by FSI's primary research, identifying participants in the sales process which included key opinion leaders, scripted participants, facilitated a mock sales meeting practice session and attended the prospect C-suite meeting; efforts at the prospect level have been extrapolated to inform overall revamping of commercial organization and a successful enterprise sales strategy that is garnering revenue gains

Pharma Commercialization Services

Performed market due diligence for private equity investment in provider of commercialization services to biopharma companies; efforts included in-depth interviews with pharma executives, both customers and non-customers, to understand vendor selection, potential opportunities for expansion, market view of competitive positioning, potential for price increases, and the strength of the current book of business

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Clinical Research Organization

Created sales strategy and prioritized key prospects for an industry leading clinical research organization with a goal of significantly and creatively increasing revenue; analyzed pharmaceutical industry trends overall across several tiers of pharmaceutical and biopharmaceutical companies; aligned pain points and unique value the clinical research organization could offer; led several workshops with executives, sales leaders and customer success leaders to assure learning across the client organization; efforts have launched several new profitable customers for our client

Senior Living Brand Positioning

Created unique and differentiated brand positioning for a \$1.2B entity and two recently merged brands that both achieve high industry recognition; led in-depth interviews to inform a broad market survey with decision makers in senior living; analysis included a MaxDiff analysis which clearly highlighted brand positioning that would increase sales; presented results and brand positioning recommendations to the executive team, operations team, customer management team and marketing teams; the senior living entity immediately adjusted their marketing and successfully executed the unique and differentiated brand positioning

Senior Living Post-Merger Integration

Optimized organization configuration for a post-merger integration that included financial implications, increasing customer retention and improving talent career development paths; developed a leave-behind tool for client to leverage moving forward; created a framework to prioritize the importance of maintaining a certain type of customer relationship then built a detailed model to enable solving for geographic proximity through several iterations; reviewed with leadership and incorporated updates on a customer-by-customer basis; created a phased implementation plan and identified key stakeholders to drive organizational redesign

Neurosurgical Instruments

Developed model of US procedure volumes for a provider of neurosurgical instruments; the model forms the basis for expanded analysis of the same procedures worldwide; identified relevant procedure codes in collaboration with our client, analyzed US-wide inpatient data to model procedure volumes, and developed procedure groupings to understand overlapping procedures within the inpatient population (*i.e.*, a single operation might involve several procedures that are of interest, but represent a single opportunity for use of their tools)

In-Office ENT Procedure Solutions

Performed ENT device due diligence investigating receptivity, unmet need, competitive products, workflow and ideal patient target; led workshop to discuss implications of findings for targets and the market so the client could have a clearer vision of how the market dynamics will develop in the next few years and the growth opportunities if it chose to enter the market

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Durable Medical Equipment

Performed due diligence on behalf of strategic acquiror relative to potential acquisition of manufacturer of a broad portfolio of complementary DME/HME products; efforts included in-depth interviews with industry experts, detailed analysis of competitive landscape, and detailed review of target's performance by product segment relative to the overall market

Academic Medical Center

Led Task Force efforts to improve Translational Research collaboration through the official launch of a research collaboration platform that forges new connections throughout the Academic Medical Center and enables increased industry funding; designed organizational structure, leadership approach, and full launch plan including communications plan; initial launch deemed successful by two key metrics: large internal membership between researchers and physicians, and interest in industry collaboration agreements

Digital Health

Assisted with development of go-to-market strategy for Digital Health company enabling healthcare providers to access a complete set of patient records (including from other providers' EMRs); interviewed physician practices to understand needs, potential use cases and benefits from each, economics, decision-making criteria and processes, and current solutions

Mitral Regurgitation

Outlined the path of care and barriers for interventional treatments for patients with secondary mitral regurgitation based on in-depth primary research with all physicians involved – general cardiologists, HF specialists, echocardiographers and interventional cardiologists; made recommendations regarding initiatives to increase referral and procedure volume; sized the patient population indicated for the procedure based on extensive review of the literature and in-depth interviews with published experts in epidemiology of mitral valve disease

Engineering/Software for Utilities Services

Provided strategic assistance to engineering, software, and project management services provider targeting electric utility and communications customers as they considered a potential sale of the company; analyzed financials to provide a better understanding of customer mix, services mix, and drivers of profitability; developed a forecast of sales and profitability; and collaborated to create a pitch deck for the company

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
- Partnering & Funding Strategy

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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