

Examples of Assignments

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Upstream Marketing

- The founder/inventor of a medical devices start-up and its prospective angel investors engaged us to investigate and evaluate the market needs, requirements, opportunities and potentials of an innovative technology (and eventual product) for the cardiology market.
- We met with the founder and his team of engineers to complete the first segments of an SWOT analysis, establishing the future product’s applications, features, advantages over existing products, and its claimed clinical and possible other benefits.
- Next we designed a market questionnaire to be used in face-to-face interviews with physicians (KOL’s), providers (hospitals), regulatory authorities, payers (reimbursement agencies and insurance companies) and patients (in case reimbursement would not be obtainable short term).
- We carried out our interviews with a select number of stakeholders in three countries.
- Upon completion, we prepared a user and market analysis with our recommendations.
- Subsequently we assisted our client designing a product prototype, selecting the most influential and reputable clinical trialists, and designing the clinical trial protocols so that the end-points would satisfy three different entities: the medical specialist, and both the regulatory and reimbursement requirements.
- In parallel we assisted R&D and manufacturing with prototype design, based on market needs and wants.
- Following in-house tests, animal and FIM trials, we assisted in establishing proof of concept.
- Using the above outcome and interviews with the company’s management team we developed a detailed SWOT analysis and created the value proposition.
- We concluded the assignment by completing the company’s business plan and an investor presentation.

Downstream Marketing

- A medical devices company that was in process of concluding their next financing round, engaged us to prepare and conduct the launch of their product in Germany, Turkey and the 3 APAC “stepping stones”: Singapore, Hong Kong and Taiwan.
- We received and studied the company’s business plan, clinical results and evidence, technical and user manuals, and available market research data.
- Subsequently we met and interviewed the company’s management team to discuss company objectives, priorities and expectations, the value proposition, the product’s target markets and users, market trends and needs, competitive edge, product positioning, pricing strategies, and specifics of its distribution network.
- We studied the product’s clinical application data, and its technical and user manuals.

- We discussed with management the financial resources needed for the product launch in the targeted countries.
- Based on an approved budget we created a strategic plan, and developed the launch roadmap with timeline and milestones.
- We wrote the content for the company's website, brochures, instruction manuals, and training programs for the company's sales force and clinical application specialists.
- In addition we developed supportive materials (slide presentations, handouts, manuals) for the product's users (physicians, technicians and nurses).
- We assisted the company with demonstrations, road shows, workshops and the first product installations in Germany, Turkey and Singapore.
- Currently we are still retained as advisors and available for specific needs, such as presence at medical conferences and for workshops.

Distribution Network

- For this medical devices manufacturer, we gathered relevant market and competitive intelligence in Germany, France and the Netherlands.
- We identified, profiled and verified potential distributors in these countries.
- We completed a feasibility study whether to establish local subsidiary companies or engage distributors.
- We compiled the requirements regarding regulatory and reimbursement matters, and recommended specialized local consultants to handle these issues.
- Our evaluation report and recommendations further outlined market potentials, market trends, customer needs, market opportunities and threats, and economic analyses.
- We interviewed Key Opinion Leaders and recommended how and which ones to make use of for a rapid and efficient market introduction.
- We concluded the assignment negotiating the distribution terms and conditions with the distributors of choice.
- We were asked to extend the assignment to Singapore and Australia.

Marketing Due Diligence

- An investment group from the Netherlands engaged us to evaluate the managerial, commercial and marketing capabilities of a start-up and its newly developed miniature Doppler device.
- We received the investment group's mandate to communicate their interest in this company and its technology/product.
- We visited the company and presented the investment group's objectives, expectations and investment process.
- After several communications and conference calls, we were charged to perform a marketing due diligence of the company.
- We interviewed and evaluated the management team and key personnel.
- We visited hospitals where the product was under evaluation.
- We appraised the company's staff in the field, observing product demonstrations, training sessions, product installations, and customer relations.
- We studied and evaluated available documents, including the business plan, manuals, clinical publications, and customer testimonials.
- In conclusion, we submitted our findings in an evaluation report with recommendations.

Business Plans & Investor Presentations

- Since 1992 we have written more than 20 business plans.
- Moreover, we have written more than 30 company profiles and slide programs for presentations to angel and venture capital investors, and potential partners or buyers.
- To compose a business plan and create a company presentation, we make use of data already available from the company or we carry out the necessary Upstream Marketing segments

ourselves.

Market & Competitive Intelligence I

- One of the distributors of a medical devices manufacturer showed declining sales.
- We visited the country, and gathered up-to-date market and competitive data.
- We investigated the performance and reputation of the distributor; interviews were held with current and past client-users. *Note: decreased sales can be caused by many factors, such as organizational or financial problems, possible conflicts with other products marketed by the distributor, unexpected competition, regulatory, reimbursement or economic problems, etc.*
- Based on our investigations, we submitted our recommendations for possible solutions, which in this case included a modification of certain distribution terms & conditions, another pricing structure, a different positioning strategy, minor product improvements to facilitate health insurance reimbursement, an intensified marketing support, and further sales and medical training of the distributor.
- We also investigated the feasibility of establishing a local subsidiary company.

Market & Competitive Intelligence II

- We were engaged by a major pharmaceuticals manufacturer to investigate the market status of current drugs and future compounds that were in competition with a newly approved drug the company was preparing for launch.
- The assignment was meant to confirm and/or modify their own market investigation based on our findings, a so-called 2nd opinion.
- We interviewed KOL's and investigators in 3 European countries on location, as well as during 2 medical conferences in the USA and Singapore.
- During these conferences we also researched the company's competitors at the concurrent exhibitions.
- We presented our findings to the company's management, R&D and marketing departments.
- We assisted with the completion of the company's strategic marketing plan and were guest speakers during the company's marketing & sales training conference.

Merger & Acquisition

- A manufacturer of medical consumables was interested to partner or merge with a company specialized in non-invasive diagnostic equipment.
- We identified and profiled candidate companies, gathered competitive intelligence, and investigated the candidate companies' market performance, reputation and integrity.
- Our reports and recommendations were focused on operations and market related.
- Two other consulting organizations handled financial & tax issues.
- When our client decided to establish a joint venture, we assisted on an interim basis with the business development & marketing aspects of the new corporation.

Change from Distributor to Local Subsidiary

- In France sales of a diagnostics manufacturer had grown beyond expectations.
- After several brainstorming sessions with the company's management team, we concluded that the time was ripe to switch from using a local distributor to establishing an own local presence.
- Such a switchover demands a tactful and cautious course of action.
- First we obtained up-to-date market and competitive intelligence, and investigated the reputation of the current distributor.
- Based on this fact-finding, we concluded a feasibility study and discussed this with management.
- We then visited the distributor with a mandate to explore all avenues regarding a partial future collaboration with the distributor, like maintaining storage, logistics and distribution, setting up a co-marketing arrangement, sharing facilities, taking over specialized staff or sales people, etc.

- We investigated what kind of local presence would best serve our client's needs, whether a representative office with limited responsibilities or a fully independent subsidiary company.
- We obtained detailed information about incorporation, licenses, import regulations, regulatory requirements, government controls, taxation, legislation, financing & banking, real estate issues, the labor market, and costing aspects.
- After presentation of our report and recommendations, we continued to assist our client in establishing the new operational structure.

Technology Scouting

- We were engaged by a Swiss venture capital group to identify and evaluate start-up medical devices companies in Israel that had technologies or products already beyond the Proof of Concept stage.
- We met with our client to determine their investment criteria, the specific medical disciplines they were focusing on, their expectations and end-points.
- We approached Israel's academic institutions and their respective technology transfer divisions, life sciences incubators, government and private export institutions, patent attorneys and companies directly.
- We then selected potential candidate companies based on our client's parameters and these companies' aspirations.
- After several meetings and negotiations, two candidate companies were selected.
- We then performed marketing due diligence for our client.

Search for a Potential Buyer, Licensee or Strategic Partner

- A start-up company, based in an incubator, was looking for a potential buyer, licensee or strategic partner for its remote controlled brain surgery device.
- Within the set parameters, limitations and restrictions, we researched all companies specialized in imaging and brain surgery, as well as academic institutions, research laboratories, government investment agencies, and venture capital groups to find a match and interest.
- We operated under our name, guaranteeing the anonymity of our client, and made the first presentations.
- Having received serious interest from several parties, we then organized a "road show" with presentations and demonstrations.
- We assisted our client with the conclusive negotiations.