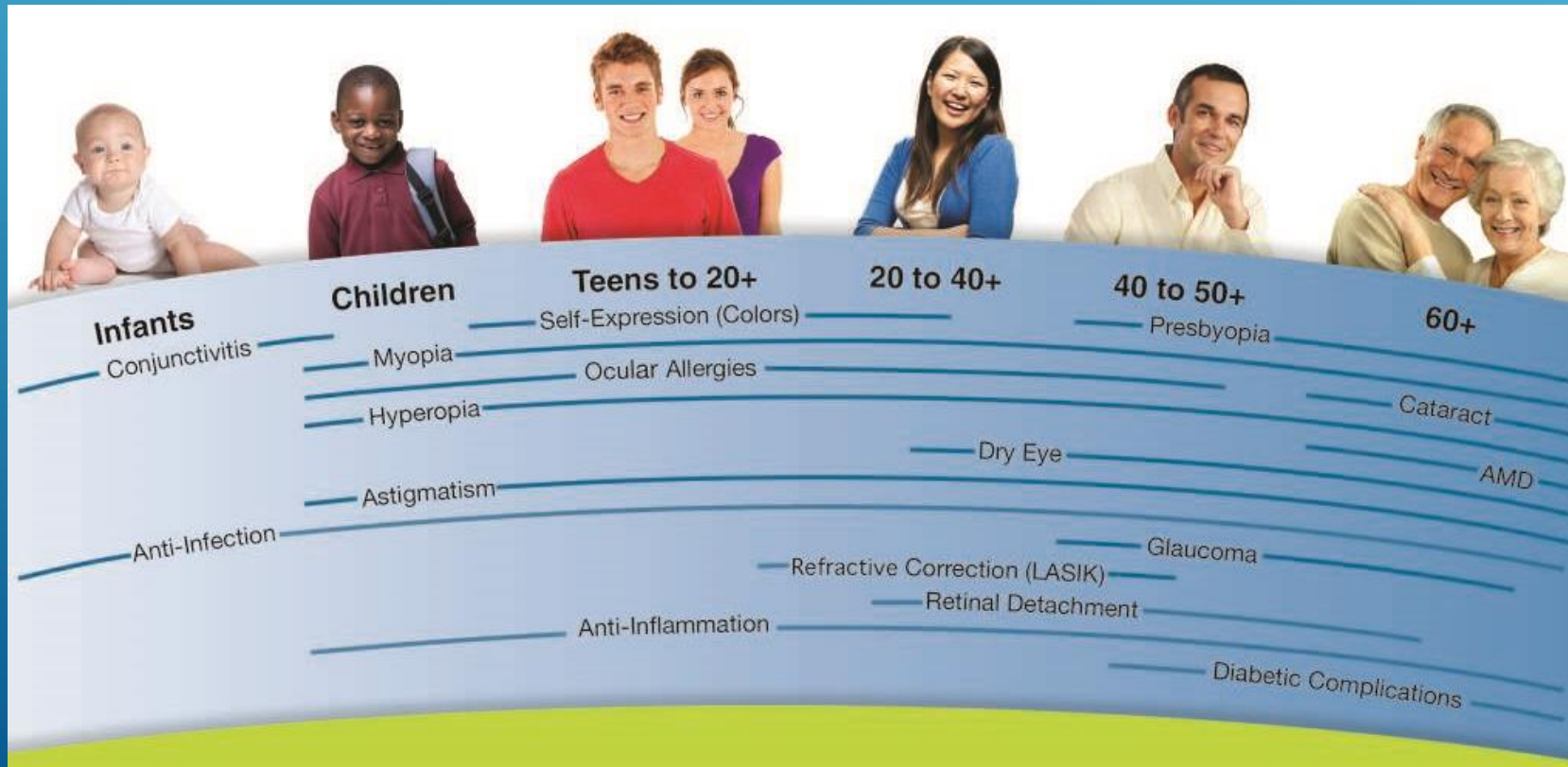


MEDICAL DEVICE R&D

The image features a solid blue background with a gradient from light blue at the top to a darker blue at the bottom. In the lower right quadrant, there are several white, parallel diagonal lines that create a sense of motion and depth, extending from the bottom left towards the top right.

BACKGROUND

➤ New Technologies in Medical Devices



INNOVATION IS AT THE FOUNDATION OF R&D

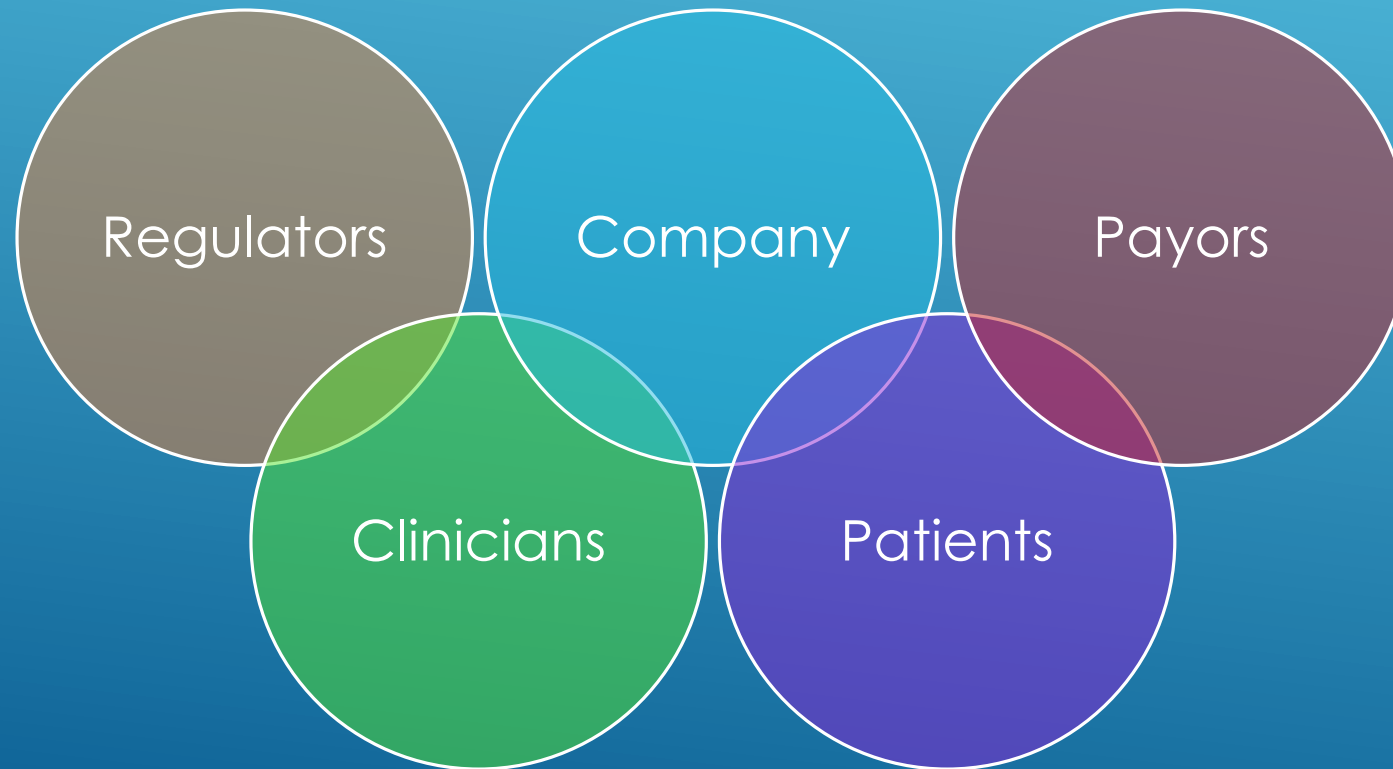
➤ Multiple sources:

- ❑ Scientific Community
- ❑ Intrapreneurship
- ❑ Entrepreneurship



INNOVATION REQUIRES AWARENESS

- Multiple changing environments need to be considered



PRODUCT INNOVATION

- *Disruptive solutions leading to paradigm shifts in surgery*



Analog Surgical
Microscope

EXAMPLE:
DIGITAL VISUALIZATION



Improved
Visualization

Better Ergonomics



3D Digital Visualization

EMERGING TECHNOLOGIES

➤ Robotic Surgery

Minimally invasive
robotic- assisted
surgery.

*Beyond the limits of
the human hand.*



➤ Telemedicine / Telesurgery



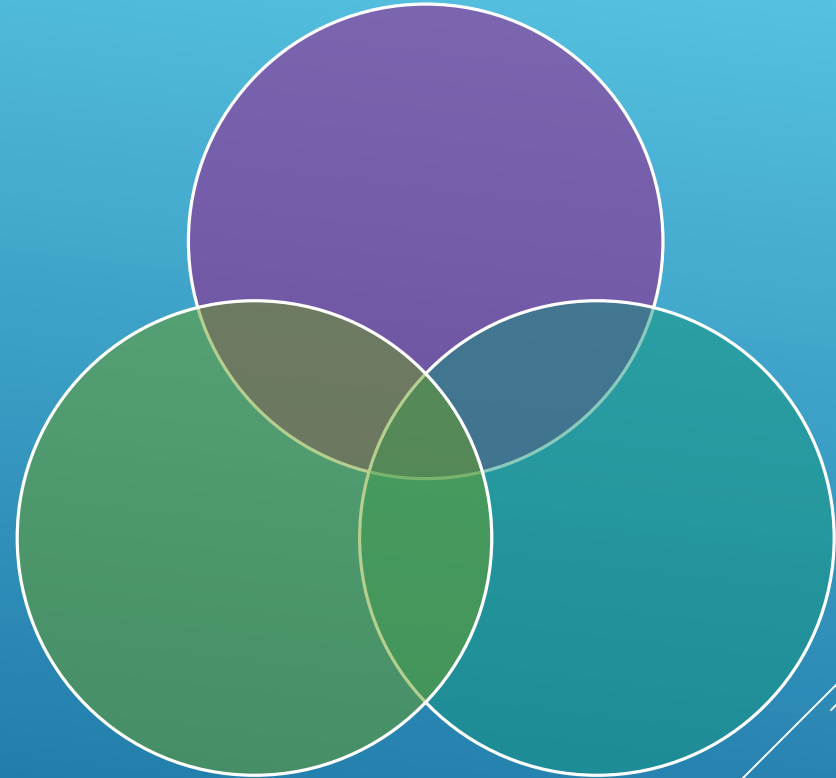
KEY IS TO SELECT THE RIGHT OPPORTUNITIES

➤ *Find the Intersection*

- ❑ *Need*
- ❑ *Financials*
- ❑ *Technology*

➤ *Select the right Partnership*

- ❑ *Focused on reducing key risks*
- ❑ *Efficient at execution*



TYPES OF PARTNERSHIPS

Window Strategy

Uses partnerships as a window onto new technologies by providing access to their progress in real time
Best when there is a high level of uncertainty – allows to explore multiple paths and possible alternatives
Enables de-risking new technologies without over-investing, staying agile in a fast-changing marketplace

Options Strategy

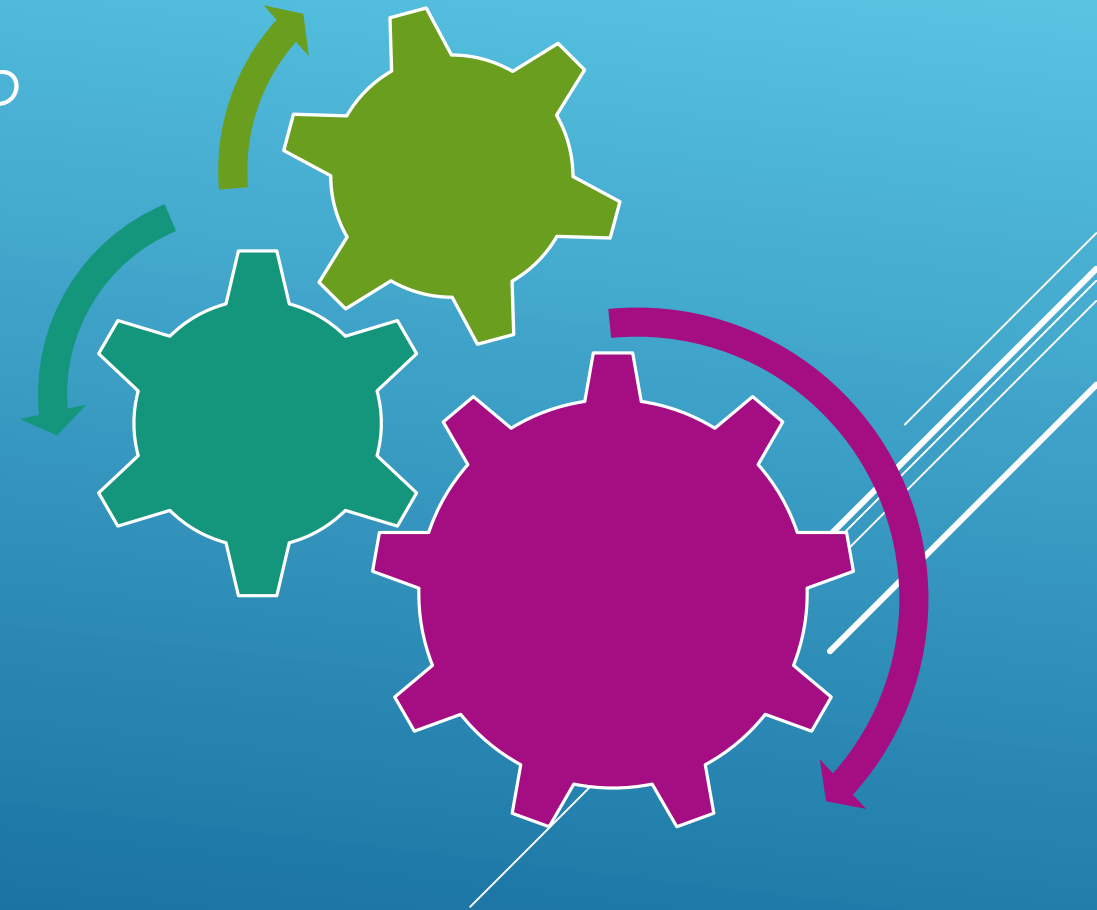
Used to create real strategic options by creating a combination a people, processes and assets
Best when there is a moderate amount of uncertainty about which option(s) will ultimately succeed
Allows to make a few calculated bets without prematurely committing to just one solution, with options to expand funding in the winning technology.

Positioning Strategy

To partner with another firm with complementary capabilities to create best-in-class technologies
Best when there is a low level of uncertainty – allows to achieve scale- or scope-based advantages
Formed when corporate players want to fill portfolio gaps, optimize market segmentation, or acquire a new customer base.

CREATING SUCCESSFUL ALLIANCES

- *Developing the right working relationship*
- *Creating progress metrics*
- *Embracing differences*
- *Enabling collaborative behavior*
- *Managing expectations*



THANK YOU

