ValueConnected
Company presentation and case examples

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#1 Company in Europe for implementing the Value of medical technologies
### Some of our clients

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Sales meet Market Access

Every month thousands of medical products are launched on the market, yet only a fraction will meet sales expectations

Our job is to justify the price and use of medical technologies through value

We have offices in The Hague (main office), Berlin and Sao Paulo
36 associates in 30 countries

Europe
- Austria
- Belgium
- Bulgaria
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Hungary
- Italy
- Norway
- Poland
- Portugal
- Romania
- Russia
- Spain
- Sweden
- Switzerland
- The Netherlands
- United Kingdom

Americas
- Brazil
- Chile
- Colombia
- Mexico
- United States

Other locations
- Japan
- Saudi Arabia
- South Africa
- Turkey
- United Arab Emirates
Not consultants, we are implementers

Mission
- Increase patient and health care provider access to the best medical technologies by helping companies demonstrating the value of their products & services

Vision
- Become the company of choice to demonstrate the value of medical technologies to the different healthcare stakeholders

Strategy
- Be the company of choice in Europe/Latin America in 2020 and the US in 2021
- Establish a best in class organization to achieve our vision & mission
Ernesto M. Nogueira
CEO and Founder

- 23 years of experience leading healthcare strategies to drive access and expansion for new products, developing value propositions for both public and private stakeholders and assessing global market opportunities for healthcare companies.
- Worked for both government agencies and global healthcare companies in roles ranging from strategic marketing and new product development to health economics and reimbursement.
- Strong expertise in consolidating clinical and economic outcomes into commercial tools that are simple to use and significantly support sales or marketing teams approaching Payers.
- Led several Market Access projects across the US, Europe, Latin America and Middle East; Ernesto is the Managing Director of ValueConnected.
- Holds an MBA from the University of Texas at Austin, US and a Bachelor’s degree in Business Administration from Fundação Armando Álvares Penteado (FAAP), in São Paulo, Brazil.
• 10 years of extensive experience with both pre and post-launch activities and a strong focus on health technology assessment and market assessment
• Managed several international projects with ValueConnected for Western and Eastern Europe
• Ben has led numerous value dossier projects triggering health technology assessments in several European countries, his professional experience includes health economics as well in particular modeling for HTA processes and pricing considerations
• Specialized in Germany, Switzerland and Austria with an extensive network of contacts with doctors, reimbursement authorities and purchasing departments within the region
• Graduated in Mathematics at the Albert-Ludwigs-Universität Freiburg im Breisgau in 2009; fluent in German and English
Market assessment

- Companies must understand both the risks and the benefits of each market and respond to the relevant decision-makers accordingly.
- ValueConnected addresses four key questions in this approach:
  - What are the best initial markets for the product?
  - Who will pay for it?
  - What is necessary to convince decision-makers?
  - What results are expected in the short- and medium-term?

Do you know where and how to initiate your commercial efforts?
Case study: Demonstrating the right benefits

• In response to doctor complaints, a medical device company developed a product that could significantly reduce surgical complications and accelerate procedure time.

• The company needed to identify the best markets in terms of sales potential and contacted ValueConnected to assess international countries across Europe and North America.

• ValueConnected developed an approach based on extensive market interaction with the goal of demonstrating the clinical and economic benefits of the product. Soon, it became clear the markets would value differently the product benefits.

• The project included several market interviews, an in-depth analysis of available reimbursement and funding mechanisms among other aspects to prioritize the opportunities across each of the target markets.

• The results provided a clear roadmap of the best short and mid-term opportunities for product sales, including a detailed strategy on how to obtain reimbursement in each of the selected markets.
Value dossiers

- Products’ features and characteristics are not always sufficient to convince those concerned with cost and budget
- Sales teams require fast and practical tools to communicate value effectively
- Initially, value dossiers were created to support technical submissions, such as reimbursement applications
- Nowadays, commercial teams must respond to economic decision-makers and they rely on value dossiers to guide their claims
Case study: Uncovering market access factors

• A medical device company was uncertain about the benefits of its innovative technology to Intensive Care Units. They contacted ValueConnected, who interviewed medical experts and hospital managers to validate the product value.

• The goal was to uncover the strongest needs of the market, and it became clear during the first weeks that hospitals would not know how to identify and capture the benefits of the product.

• ValueConnected then started to develop a Value Dossier to identify the specific product benefits for the hospital’s ICU. There were several market interviews performed to understand and validate ICU’s business models and performance metrics.

• The results were consolidated together with the product’s clinical and economic benefits into a Value Dossier that reflected the product’s outcomes in line with the potential clients’ needs.

• Now the company have a clear and strong value message with a strategy that highlights the benefits of the product for key stakeholders.
Rapid management

• The traditional marketing approach of describing product features is no longer sufficient to drive results

• Companies cannot afford to wait months to bring in the right skills to demonstrate value
  – Even when they find someone, how can they ensure that they will have the professional experience to support commercial teams?

• Rapid execution is the allocation of a senior professional with strong commercial and market access experience to a client
Case study: Applying Market Access to Sales

• Behind every medical product there is a complex mechanism of payments and incentives that have a significant and direct impact on how the market will use the technology. However, **most medical companies only focus on communicating product features and not value.**

• A large medical company **needed to prepare sales teams to address the concerns of physicians and non-clinical stakeholders related to its products**, and requested the engagement of ValueConnected to apply Market Access capabilities into the commercial approach.

• **ValueConnected organized and deployed a complete training program for sales teams to review strategic Market Access aspects, including the detailed assessment of 5 European markets.**

• By applying reimbursement aspects to a commercialization approach, teams learned how to approach and engage with doctors, hospitals managers and other stakeholders.

• The project lead to the company positioning as **strategic partner** and identified the specific **next steps** to drive the business in each of the markets.
Value apps

- Most medical products bring substantial value to the market, yet lack the tools to demonstrate their benefits
- The challenge lies in how to demonstrate and commercialize both the technical and clinical features of a product
- Value Apps quantify the clinical and economic benefits of medical technologies through a decision-maker’s perspective

Can you demonstrate the value of your products in a matter of minutes?
Case study: Preparing teams to communicate Value

• A large global medical company received two positive appraisals from a major European Health Technology Assessment (HTA) for its new technology. Despite the proven clinical benefits, local purchasers only focused on the product price and did not understand the value of the innovation.

• Commercial teams could not successfully translate clinical evidence and HTA recommendations into a compelling message for purchasers and other economic decision-makers. The company then decided to request the help from ValueConnected to create a value-based approach.

• ValueConnected initiated the project with extensive interviews with purchasers and clinicians, uncovering problems that could be directly addressed with the use of the new technology.

• Once the major market needs were identified, ValueConnected trained commercial teams on how to approach purchasers and use a novel interactive tool to guide the value-based approach.

• The results were immediate: in a few months sales increased significantly and since then the company has deployed two other similar projects with ValueConnected.
A few testimonials from clients

**Amit Kukreja**, VP Global Reimbursement & Market Access at Second Sight

- “ValueConnected was extremely thorough and methodically narrowed down and pinpointed salient issues that helped us generate key insights into making relevant decisions for the market.”
- “Without ValueConnected’s unique market insights and hands-on approach, it would have taken us much longer to understand the nuances of our target markets and make advantageous business decisions.”


**Tania Sherry**, European Market Development Manager (PillCam Colon Capsule) at Medtronic

- “I consider ValueConnected a key industry partner, their understanding of the various complex healthcare markets, their attention to detail and their turn-around time on projects are unique in the industry.”
- “Together with ValueConnected we are going to have to find new ways to address the physician, the patient, as well as the hospital managers and hospital business and local government leaders.”

A few testimonials from clients

**Jeff Stonadge**, Director of Strategic Reimbursement at Bioventus

• “The experience working with (ValueConnected) has been very good. The communication is clear and consequently leaves us with a feeling of clarity around roles, responsibilities and tasks.”

• “Additionally, ValueConnected has a large network and can almost always put you in touch with the right person very quickly.”

[Link](http://valueconnected.com/A-conversation-with-Jeff-Stonadge.html)

**Dr. Laura Figulla**, Co-Founder, CEO and Managing Director of coramaze technologies

• “The report results have informed us which EU country provides the highest reimbursement for our device, and specifies what achieves higher reimbursement. (...) ValueConnected is now part of our trusted network of service providers.”

• “(...) we have referred ValueConnected, because they understand our device and know how to effectively communicate with us.”

[Link](http://valueconnected.com/A-conversation-with-Laura-Figulla.html)
A few testimonials from clients

Bertrand Hughes, CEO and Delegate of Board at compliant concept AG

• “We also did some research with one of ValueConnected’s project managers and discovered in 80% of the cases, hospitals do have costs and the hospital controllers simply do not realize them.”
• “Previously, our salesforce would have said there is pushback from the hospital controllers, but now they can push back on the controllers as to how the hospital will in fact save on their costs.”


Dr. Flutura Hasa, Health Economics Lead at 3M

• “Value Connected really understands the landscape that we face today and the dynamic healthcare environment, so for 3M this is a win-win partnership.”
• “Value Connected advised us to engage our customers and key stakeholders in value-based discussions (...) As a result, our teams have been empowered to start new ventures and to engage with hospitals.”

Link: http://valueconnected.com/181003_InterviewFluturaHasa.html
A few testimonials from clients

Nadia Bracken Björkquist, Director Market Access Europe

• “They have lived up to our expectations and beyond. ValueConnected have been very reliable and consistently delivered both in terms of time and quality.”
• “They haven’t been afraid of challenging our assumptions. Sometimes you get a little bit blind and have an assumption in the team that suddenly becomes the truth.”
• “(...)they always help, which is great as you never quite know at the outset what you will need.”

Link: [http://valueconnected.com/191008_InterviewNadiaBrackenBjorkquist.html](http://valueconnected.com/191008_InterviewNadiaBrackenBjorkquist.html)

Dr. Mariana Borges Dias, General Coordination of Home Care (CGAD) at the Brazilian Ministry of Health

• “The experience was extremely positive for all involved. It was an initiative that required determination, patience, and a lot of alignment.”
• “Without the experience of ValueConnected in the Value dossier preparation, we would not have been able to obtain the CONITEC Health Technology Assessment approval.”

Link: [http://valueconnected.com/180731_InterviewSUSMarianaBorges.html](http://valueconnected.com/180731_InterviewSUSMarianaBorges.html)