



Technology Commercialization Group, LLC



# **Interim Management and Strategic Transactions for International Life Science Companies**

TCG: experienced, connected, proven success

# Proven success and contacts. Not just “talk”.

TCG is a group of highly experienced life science executives, helping clients with their most difficult commercial challenges. At TCG, our “hands on” experience and our global network are our most important credentials. Everyone on our team is a seasoned professional with an average of 25 years of experience in building and operating businesses in the US and international healthcare industry. We have no junior associates – our projects are conducted by our highly experienced team, connected to a worldwide network of experts.

TCG specializes in strategic transactions and interim management. We work exclusively in the life sciences, serving clients in medical device, pharmaceutical, biotech, diagnostic and other health care markets.

Founded in 1998, TCG is headquartered in the Research Triangle Park region of North Carolina in the US, and has offices in Brussels,

Belgium and Heidelberg, Germany. We are much more than consultants – we have led companies and use our collective experience to help your company determine the best way to implement a plan to reach a successful outcome.

## Our Service Offerings

TCG focuses on critical roles in Interim Management and Strategic Transactions.

### ► **Interim Management**

In today's fast moving business environment, with rapid product life cycles and intense merger and acquisition activity, growing organizations often find themselves in need of competent, experienced management for a specific purpose over a relatively short period of time.

TCG can help. We bring our years of management and commercial experience and “lessons learned” to your company's challenges in your home market or overseas. We have led special commercial projects, managed entry into the US market, and have run entire departments and businesses for our clients. Examples of our project expertise can be seen in our case studies at [www.tcgmedtech.com](http://www.tcgmedtech.com).

### ► **Strategic Transactions**

Life science companies are built upon successful strategic relationships and transactions to build and realize value. A company's growth often relies on in-licensing products or technology, identifying distributors in a foreign market, finding a development partner or parting with assets early to raise cash.

## Hands-on: The TCG Approach

We are a team of healthcare professionals who provide interim management and execute transactions for Life Science companies. Our success is based on our operational contacts and experience at large and start-up companies. Over the last 15 years our efficient hands-on approach has helped many companies to achieve or surpass their business goals and expand to new markets.



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**In today's fast moving business environment companies need experienced management for a specific purpose over a relatively short period of time.**

The keys to a successful strategic transaction are identifying realistic objectives, locating the right potential partners, structuring and valuing the deal in a manner that meets the needs of both parties, and then, managing the negotiations to reach a successful outcome.

TCG can help, based on our extensive commercial transaction experience and a large network of global contacts in the life sciences and on Wall Street. We can rapidly identify the right partners and products as well as structure and negotiate a transaction or partnership to meet your business objectives, whether you are a small growth stage company, a mid-sized firm or large multi-national.

### **Our Industry Expertise**

TCG works exclusively in the life sciences. We believe that the US and international markets offer great opportunities for innovative medical devices, pharmaceuticals, biotechnologies, diagnostics, and related products based on our knowledge of dozen of therapeutic segments.

### **Why Interim Management?**

Management stability over time is usually a virtue. But, in today's fast moving business environment, with shorter product life cycles and intense merger and acquisition activity, organizations often find themselves in need of competent, experienced management for a specific purpose over a short period of time. So they say "hello" to a new type of leader – the interim manager. And, a few months later, when the special task is complete, it's easy to say "goodbye".

TCG executives have fulfilled such positions dozens of times. With our objective mindset we are able to work hand-in-hand with the Board and other key stakeholders in providing sound business judgment prior to and during the implementation of any plans. Finally, we are more than willing to "work ourselves out of a job" and are fully prepared to step out of the assignment at the appropriate time.

## Financing New Projects

Successful companies continue to build value for their shareholders by expanding or restructuring operations, developing and launching new products and entering new markets. Therefore, they often seek capital in order to finance this period in their lifecycle. TCG partners have extensive fund-raising experience and contacts, and can provide this service through its affiliation with Daybreak Capital Partners, a New York-based specialty boutique investment-banking firm.



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**Because TCG works only in the life science field, we understand the pressures that health care companies face when needing to fill a product pipeline or to find a commercial partner.**

### ► Medical Devices / Diagnostics

In today's changing and global medical markets, health care providers and patients need compelling reasons to buy and use new medical devices. The emergence of digital healthcare technologies and new product categories like device-plus-drug combinations may have an unexpected impact on commercial strategy. Market assessment and development through input from Key Opinion Leaders and specialty conferences are important, particularly in new territories. Reimbursement and health outcome measures are more critical while product training and customer support must be superior. And, quite often, the road to quicker commercialization can involve a product launch in a market with the most favorable regulatory climate.

Companies should craft strategies which take advantage of new commercial opportunities arising from strategic shifts within the global healthcare industry as traditionally separate parts of the sector realign – witness the rise of companion diagnostics and patient monitoring systems.

TCG can help in all these tasks. We have assisted US and European medical device and diagnostic companies as interim managers of key commercial projects and have led licensing, distribution and acquisition transactions to help these companies grow, as noted in our case studies.

### ► Pharmaceuticals / Biotech

Pharmaceutical and biotechnology companies compete in complex and high-risk market-

places. Success often depends on the right strategy and increasingly on the right partnerships. Early-stage and mid-size pharmaceutical and biotech companies, whether developing small molecules, new formulations, biologicals or biosimilars must depend on licensing and partnerships as an effective path to quicker revenue and market success. The most effective strategic partnerships require the input of business development professionals with both commercialization and deal experience, plus a global network of contacts. TCG immediately brings these critical factors to your team without delays in hiring.

In addition to strategic transactions, TCG provides sales, marketing and business development expertise to small and mid-sized pharma/biotech companies in key therapeutic areas to help enhance the performance of current products, or to assess new indications or markets. In these interim roles, TCG consultants have not only created successful strategies, but have implemented them as well.

#### ► **Other Healthcare Markets**

Medical technology and services – especially e-health systems – can impact clinical outcomes, while lowering overall healthcare costs and improving ease-of-use for clinicians and patients. At the same time, changing regulatory and reimbursement requirements in today's global healthcare marketplace may require new approaches for clinical development and increase the need for detailed economic data. This means that companies have to rethink many traditional approaches and make sure

## Executing Transactions

Life sciences companies are built on successful strategic relationships and transactions. The key to a successful transaction is identifying realistic objectives, locating the right partners, structuring a deal that meets the needs of both parties, and managing the negotiations to reach a successful outcome. TCG can help. With our years of experience and large network of international contacts, we can lead and advise:

- ▶ In-licensing and out-licensing
- ▶ Development/commercialization partnerships
- ▶ Mergers and acquisitions
- ▶ Process-driven asset sales

that their products fit the new healthcare provider models.

TCG can help with our network of industry contacts to develop strategies that capitalize on your innovations while meeting the new customer's needs. TCG brings experience across a wide array of life science products to the challenges you are facing today so we can think "outside the box". Whether you are thinking about new ways to monitor patients or connect to new clinical systems, we are able to help you develop strategies and implement them. Plus, we attend the dozen or so key industry meetings each year and interact with leading clinicians to keep up with the latest trends. We summarize our findings and opinions in White Papers downloadable from

[www.tcgmedtech.com](http://www.tcgmedtech.com)

# Examples of TCG experience

## Recent Transactions

### Medical Devices / Diagnostics

- ▶ Raised capital for a pulmonary diagnostic company
- ▶ Advised in \$90 MM sale of UK diagnostic start-up to top 10 pharma company supplier
- ▶ In-licensing of European diagnostic products and technologies

### Pharmaceuticals / Biotech

- ▶ Developed US market entry options for a mid-sized European pharmaceutical company, resulting in strategic partnership
- ▶ Leading licensing/partnering activities for gene therapy company covering over \$100MM in transaction value

### Other Healthcare Markets

- ▶ Identified US partners for early stage European technologies

## Interim Management Projects

### Medical Devices / Diagnostics

- ▶ Led launch of German dental products line
- ▶ Prepared US market entry for a unique wound assessment system
- ▶ Built and managed a US subsidiary for a European point-of-care diagnostic company

### Pharmaceuticals / Biotech

- ▶ Led US market launch efforts for a rare disease therapeutic
- ▶ Chief Business Officer for US-based anti-infective diseases spinout company
- ▶ Interim CEO for a Canadian company with clinical stage oncology portfolio

### Other Healthcare Markets

- ▶ Led US business development for a contract services Organisation (CRO)



**Bridging the Atlantic:** Founded in 1998, TCG serves life science companies from its headquarters in the Research Triangle Park region of North Carolina, USA and offices in Heidelberg, Germany and Brussels, Belgium.

# The Team

TCG is a group of highly experienced executives, helping clients overcome commercial challenges. Each of the TCG team has operating business background in both small and large medical, pharma or biotech companies. With our offices in the Research Triangle Park, NC, in Brussels, Belgium and in Heidelberg, Germany, we can provide a global network of contacts.

Everyone on the TCG team is an experienced professional averaging 25+ years experience in building life science businesses. Our consultants are all former senior executives of global healthcare corporations, with significant experience in mid-size and start-up companies as well. When needed, we bring in the expertise of a network of trusted international contacts built over the years.

We are much more than advisors. We bring many years of hands-on experience with “lessons learned” that junior analysts, generalist consultants and investment bankers simply do not have.



## Oliver Boucher

Oliver has 20 years experience in pharma, biotech, and diagnostics in North America and Europe. Based in Brussels, Belgium, he has a global network for business building, partnering and value realisation.



## Dennis Burns

Dennis has 30 years of management, and market development and launch expertise at J&J, Closure Medical, Ortho Biotech and start-ups, including several CEC firms entering the US.



## Mike Garrett

Mike has over 25 years of senior-level business development, licensing, legal and finance experience at Aventis, BTG, Pharmavent and ICI. He has played key roles in over 25 transactions.



## Reinhard Merz

Based in our German office, Reinhard has 20 years of experience in medical research, healthcare marketing and in e-business for Fortune 500, mid-sized and startup firms.



## Kathy Meserve

Kathy has 25 years of business development, project and portfolio management and technical experience at Genentech, GSK, and several small and start-up life science-based companies.



## Jan Turek

Jan has 30 years of global experience in general management, product and market development with pharma and biotech companies, including CEO of Biolex and key roles at Bayer in Germany and the US.



## Charlie Turner

Charlie has 25 years of business development, licensing, strategic partnering, and strategic planning & analysis experience at Lilly, Glaxo, Novartis, and several small and start-up biopharma companies.



## Kenneth West

Ken's background includes 25 years of market development and operations experience in medical devices, specialty materials, veterinary and information technology.



## James Woodward

Jim has been CEO and CFO in early-stage regenerative medicine, cardiovascular and healthcare service companies with expertise in financial direction, partnering and M&A.



## Share Experience

On its website, TCG offers a number of recent White Papers that offer valuable market and industry insights which will help you succeed in the constantly changing US and European life sciences industries.

Free download at

[www.tcgmedtech.com](http://www.tcgmedtech.com)



### Pivot to Succeed

Success is often about letting go of preconceived ideas not supported in the marketplace



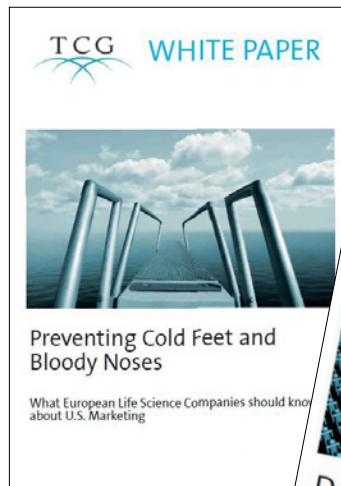
### Rising Above the Tide – A Partnering Primer

Proven strategies for finding a licensing or co-development partner



### Hello/Goodbye Management

Say "hello" to the new type of leader – the interim manager



### Preventing Cold Feet and Bloody Noses

What European Life Science Companies should know about U.S. Marketing



### Don't stay outside!

How overseas medical device and pharmaceutical companies can successfully cross the US border

## Contact us

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Technology Commercialization Group (TCG) is a life sciences consulting firm with offices in the US and Europe

[Download Brochure \(PDF\)](#)