

# ASC Toolkit

*Ensuring alternate site go-to-market success*

**Ambulatory Surgery Centers** –and other alt-sites– are no longer just “another channel” — they are increasingly a **structural growth lever** and **competitively strategic**.

# BCE ASC toolkit

The ASC Toolkit helps companies understand **procedure migration**, **define where to compete**, **structure profitable deals**, **enable customer growth**, **align the commercial model**, and **outmaneuver competitors**.

## MARKET & STRATEGY



### MIGRATION MODEL

*Where and how fast are procedures shifting to ASCs?*



### PRODUCT PORTFOLIO STRATEGY

*Where should we protect hospital share vs. actively pursue ASC growth?*

## GROWTH & DEALS



### PARTNERSHIP ENABLEMENT

*How do we help ASC customers grow and choose us as their partner?*



### DEAL ENGINE

*How do we structure deals to win ASC business without eroding margins?*

## EXECUTION & COMPETITION



### COMMERCIAL MODEL

*How should our commercial model evolve to pursue alt-site demand?*



### COMPETITIVE PLAYBOOK

*How are competitors pursuing ASCs and where can we differentiate?*



## FOUNDATIONAL INPUTS

- Procedure migration dynamics
- Geographic concentration
- Drivers & trends
- Acute setting considerations (case mix shift, margin pressure)



## WHAT STRATEGIES DOES THIS INFORM?

- Market forecasting
- How does this influence procedural mix in the acute setting?
- Customer engagement & positioning
- Sales resourcing & incentives



## ADJACENCIES

Define potential product adjacencies that expand share of wallet & mind for ASC customers

## VALUE SEGMENT

Characterize portfolio segmentation by site of care to protect high-margin products in the acute setting

*Focus on balancing the ability to effectively serve the ASC customer while protecting core acute segment.*



*ASC customers' needs expand **beyond the clinical** to encompass how to **successfully run a business**. Being a **partner** in this will drive **alignment & opportunity**.*



## DIGITAL

- Define digital GTM requirements, including eCommerce & clinical decision support tools



## BUSINESS PLANNING

- Resources to support business functions, including coding/reimbursement, case throughput, inventory management.



## ORDERING & INVENTORY

- Customer engagement tools to support KPIs & ease of business



## MARKETING

- Consider DTC efforts to build differentiation & patient engagement in an increasingly crowded market



## 1 PRICING

*Pricing tiers*

*Transparency & exposure  
assessment cross-sites of care*

## 2 CONTRACTS

*Customer needs & loyalty drivers*

*Creative contracting bundles by  
ownership structure*

## 3 DEAL ASSESSMENTS

*Go/No-Go deal assessment*

*Deal durability assessment*

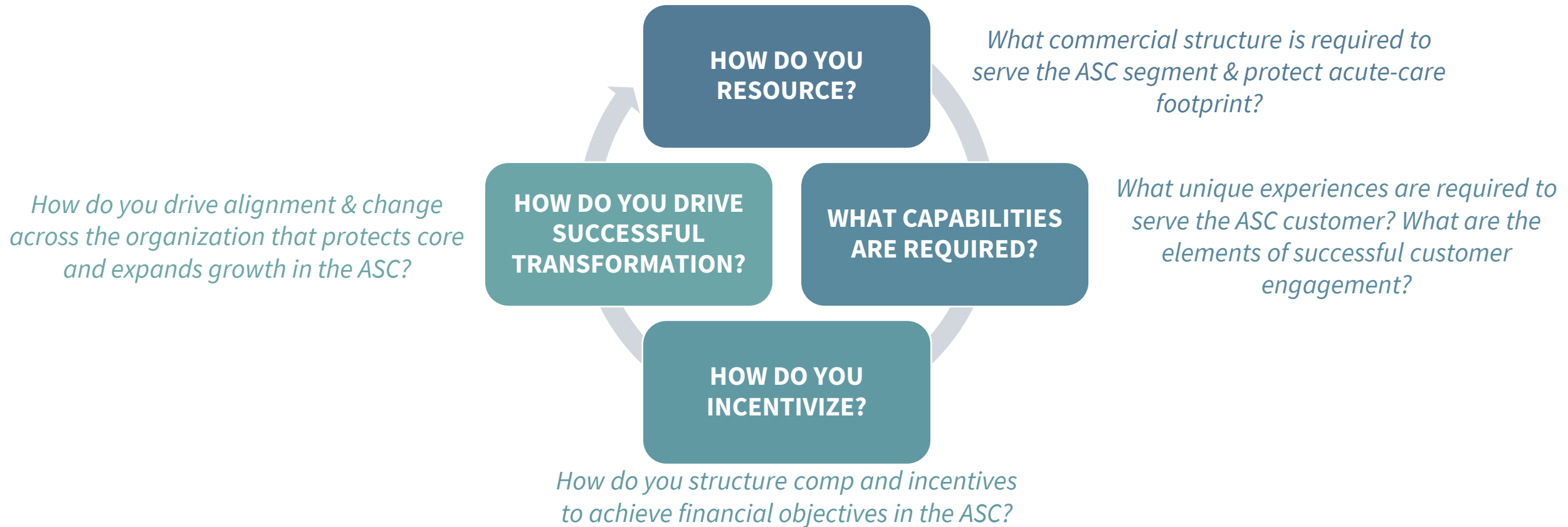
### WHAT WE BUILD:

- *Pricing & contracting strategies built in an ecosystem, not a vacuum*
- *Unbiased tools to assess deal attractiveness*
- *Internal alignment, incentive, and rollout plans*



## PROBLEM STATEMENT

Serving the ASC customer efficiently is challenged by: (1) A varied geographic footprint; (2) mixed ownership structure; and (2) unique customer needs.





## ASC POSITIONING

*How are your competitors positioned in the ASC?*



## COMMERCIAL DIFFERENTIATORS

*How does their performance compare against key commercial requirements?*



## FUTURE THREATS

*How will this evolve in the future?*

# What to expect when you engage BCE

#1.

## SENIOR – LED

- Experienced principals, partners, and senior partners lead BCE engagements
- Teams combine a mix of practice and industry expertise with global research coverage

#2.

## RESEARCH DRIVEN

- Teams combine a mix of practice and industry expertise with global research coverage
- BCE leverages a market-facing global research toolkit driven by in-house researchers

#3.

## ACTIONABLE

- Work with client teams to understand context and objectives to frame our recommendations
- BCE wants our deliverables to be used, and not just sitting on the shelf

#4.

## CUSTOMIZED

- Every client need is unique, and we do not force a one-size-fits-all model
- Customized analytical tools and strategic frameworks are used to synthesize and analyze data we collect

#5.

## COLLABORATIVE

- Partnership with clients is key to success
- Flexibility and communication in BCE's approach is fundamental to achieving client goals

# Case study: eCommerce

BCE assessed the opportunity for a digital commerce platform to improve procurement workflows and strengthen engagement with ASC and OBL customers

## Background

A global medical technology manufacturer sought to evaluate how digital ordering could support its interventional medical device portfolio as procedures increasingly shifted to alternative sites of care. Ambulatory surgery centers (ASCs) and office-based labs (OBLs) were becoming more important customers but often relied on manual, rep-driven ordering processes and had limited administrative resources. As case volumes grew, these facilities faced increasing pressure to manage inventory, procurement, and pricing efficiently. The client wanted to understand whether an eCommerce solution could better support ASC and OBL workflows while strengthening its competitive position in the outpatient market.

## Objectives

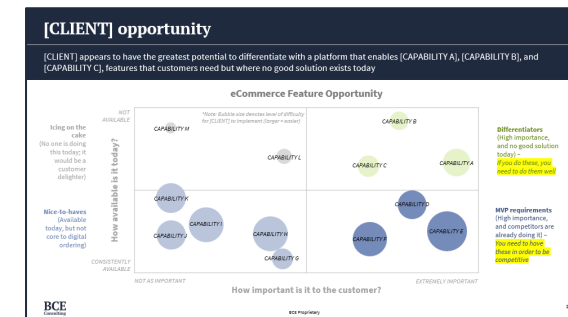
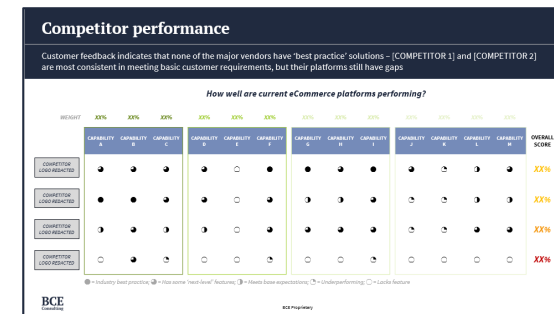
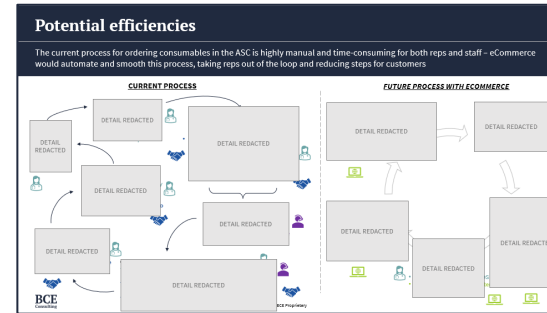
BCE set out to assess the opportunity for an eCommerce offering within the client's interventional device portfolio by evaluating purchasing workflows in ASC and OBL settings, identifying unmet needs, and benchmarking competitor digital commerce capabilities.

## Approach

BCE applied a structured market assessment combining site-of-care segmentation, customer workflow mapping, and competitive benchmarking. The team analyzed procurement and inventory processes within ASCs and OBLs and mapped customer requirements against potential platform capabilities to identify features that would improve outpatient provider workflows.

## Outputs

BCE delivered a strategic assessment of how digital commerce could improve procurement workflows for ASC and OBL customers. The work identified key platform capabilities required to streamline ordering, inventory visibility, and pricing transparency in outpatient settings, and outlined strategic considerations for developing a differentiated, customer-centric digital commerce offering.



# Our team

BCE's healthcare and life sciences sector leaders are integral to our project delivery process – We drive engagement scoping, work plan development, synthesis and analysis, and strategy development



**RICHARD CRUMB, MANAGING PARTNER** 

Richard Crumb is a co-founder and senior partner of BCE Consulting based in Menlo Park, CA. He has more than 19 years of experience supporting clients on a range of growth and operational programs. In over 700 projects, he has helped clients develop corporate and business unit strategy, evaluate adjacent markets and whitespaces, evolve business and commercial models, and supported in a variety of transaction-related activities. Richard is responsible for leading BCE's Healthcare & Consumer division and serves as BCE's managing partner. He holds an MBA from the University of Michigan Ross School of Business and a BA from Middlebury College.



**WALT SHEPARD, PARTNER** 

Walt Shepard is a partner at BCE Consulting and is deputy of the firm's Healthcare & Consumer Division. Additionally, Walt leads some of the firm's Private Equity client relationships. For nine years Walt has worked across a variety of industries developing growth strategies by helping companies better understand the needs of their customers and whitespace opportunities in the markets they serve. Most recently, Walt led a group of teams responsible for all corporate research and customer strategy at L.L.Bean, an IR 500 Top-35 retailer. In this position Walt was responsible for developing and maintaining L.L.Bean's omnichannel voice-of-customer program, leveraging customer feedback to improve the customer experience across channels and to drive continuous improvement in the product development process. Additionally, Walt led the development of L.L.Bean's overall customer strategy and was responsible for developing brand and customer insights to guide customer acquisition efforts.



**LIZZIE SCHAEPPPI, PRINCIPAL** 

Lizzie Schaeppi is a principal in BCE Consulting's Healthcare and Consumer division based in the Twin Cities. Prior to joining BCE, Lizzie spent time in marketing (upstream & downstream) and strategy roles at Medtronic and Boston Scientific with a focus primarily in the Cardiovascular space, including peripheral vascular, cardiac rhythm, structural heart, and LAAC. Most recently, she led competitive, clinical, and implant marketing for the WATCHMAN division at Boston Scientific. She has extensive experience in product commercialization, value-based healthcare, market development, and pricing strategy. In addition, she brings five years of management consulting experience, working with clients across several industry verticals. Lizzie holds an MBA from the Tuck School of Business at Dartmouth and a BA from Middlebury College.



**ELEANOR HARLAN, MANAGER** 

Eleanor Harlan is a London-based manager assigned to BCE's Healthcare and Consumer division. In this role, she supports business development, engagement management, insights generation, and thought leadership. Ellie graduated from Colby College with a bachelor's degree in Government and a concentration in Middle Eastern politics.



**CALEB KERN, MANAGER** 

Caleb Kern is a manager within BCE's Healthcare and Consumer division, supporting business development, project delivery, and thought leadership. Prior to this role, he served as BCE's Chief of Staff. Caleb received his BA from Colby College.



**RACHEL LEWIS, MANAGER** 

Rachel Lewis is a manager based out of BCE's London office. In this role, she supports business development, engagement management, insights generation, and thought leadership across MedTech engagements. Rachel graduated from the University of Bristol with a bachelor's degree in Psychology.

# Our advisors

We have a deep bench of senior advisors with decades of experience in the markets we serve, and we draw from these experts based on the needs of each client and engagement



## COLIN HILL

Colin Hill is a Senior Advisor in BCE's Healthcare and Consumer division. He has over 30 years global leadership experience in the medical device space across R&D, operations and commercial roles including leading the IVD OEM & Contracting manufacturing business and operations for Thermo Fisher Scientific. Colin's other experience includes significant executive leadership roles with Siemens Healthineers, J&J, Mars Veterinary, BioMérieux, and currently at LGC.



## GISELLE BONET

Giselle Bonet is a global healthcare executive and strategic advisor with over 25 years of experience in medical devices and diagnostics. She is Founder of M2 Blue, advising Fortune 500 companies and startups on innovation strategy, commercialization, marketing capability building, and M&A readiness. Previously, she held senior strategy and innovation roles at Johnson & Johnson and Becton Dickinson, advancing category leadership and market growth. Her expertise includes early-stage innovation and women's health. Giselle has lived and worked across multiple continents and is fluent in four languages. She holds an MBA from MIT Sloan and completed the Stanford Biodesign Executive Program.



## KEVIN BLALOCK

Kevin is a senior advisor to BCE's Healthcare, Life Sciences, and MedTech clients and Founder of Health Tech Development Advisors, supporting early- to mid-sized companies in commercialization, scaling, and M&A. Previously, he led Medtronic's ENT growth businesses, delivering sustained 25%+ annual growth, and held leadership roles across multiple therapeutic areas. At Intersect ENT, he led corporate development, completed the company's first acquisition, and spearheaded its \$1.2B sale to Medtronic. Since then, he has raised capital and advised numerous healthcare technology ventures. Earlier in his career, he led large-scale manufacturing operations overseeing 200+ team members and \$5.5B in annual product output.



## SAURIN SHAH

Saurin Shah advises medical device companies across cardiac diagnostics and related care pathways. He spent 13 years at Medtronic in senior leadership roles within the Cardiac Rhythm and Heart Failure business. As Sr. Director of Medtronic Monitoring, Inc., he led a strategic acquisition and integration, establishing global monitoring centers and customer support infrastructure. Previously, he drove international commercialization of ambulatory cardiac diagnostics solutions. In R&D leadership roles, his team secured FDA approval for the world's first MRI-conditional pacemaker and advanced wireless systems for ICDs, CRT-Ds, and home monitoring platforms. Earlier, he held executive leadership roles at Imation and 3M in R&D and operations.



## DAVID P. RYAN

Dave is a senior advisor to BCE's Health and Technology clients and Founder of Spectovita, helping tech-enabled health and life sciences companies build scalable, category-defining platforms. He also serves as a senior advisor to the American Telemedicine Association. Previously, he led Intel's global Health & Life Sciences business unit, delivering double-digit growth, sponsoring strategic equity investments, and spinning out two remote healthcare ventures. He led Intel's health industry response during the pandemic and is recognized for purpose-driven, servant leadership. Earlier, Dave spent 20 years at Intel and IBM leading the development and launch of new computing platforms.



## PRICE ST. HILAIRE

Price St. Hilaire is a senior medical technology executive with more than two decades of experience leading innovation and commercialization of medical devices. He has held leadership roles across general management, global marketing, sales leadership, and commercial strategy, where he built high-performing teams and delivering sustained growth in competitive healthcare markets. Price has led global organizations spanning sales, marketing, clinical education, and product management, guiding successful commercialization of new technologies. He holds an MBA from Emory University and a BS in Nursing from the University of Florida.