

# Biotechnology Portfolio Roadmap



**Innovative medical device company plans its next generation portfolio**

## Background and Objectives

A leader in non-invasive therapies in the ENT space sought to accelerate organizational growth by expanding to new markets outside of its core focus areas. The company had experienced consistent double digit growth since the introduction of its flagship product in the space, and sought to build on this success by broadening its portfolio to better serve its existing customer base. While the company had considered a wide variety of new opportunities to pursue via both organic and inorganic investment, the core leadership team could not agree on how to prioritize these opportunities, and feared potential dilution of the commercial team’s focus on the existing portfolio.

Given the existing hypotheses and preferences that the executive sponsors brought to the engagement, BCE planned to engage leadership team early on in the project to solicit input for the comparison framework and create buy-in for the first step in the process. Consistent feedback and input helped shape outcomes and recommendations, but this initial work ensured BCE and the client team were starting from the same point.

## Approach

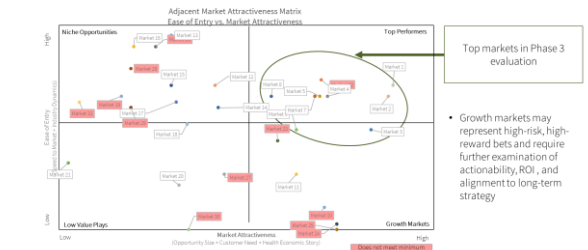
In parallel to this process, BCE began consolidating existing client data on markets evaluated to date. This formed the starting point for our broader comparison, and helped to inform which combination of internal strengths and external needs the client team felt best aligned with their existing position in the market. We supplemented this starting point with an ideation exercise which led to ~40 total adjacent opportunities to evaluate through primary research, and prioritize through our market comparison framework. We compared opportunities in terms of external market attractiveness (i.e., the combination of market size, level of need, and strength of health economic narrative) and ease of entry for novel solutions (i.e., speed to market and competitive dynamics within the space).

After vetting conclusions and modeling outputs with the client executive team, BCE built a comprehensive roadmap and portfolio recommendations around top markets, including buy vs. build for required capabilities and early stage acquisition support (i.e., target identification and profiling).

This included contingency scenarios in the event that organic programs fail or bids for top targets prove unsuccessful.

We also consolidated market feedback on organic product concepts, including preferences for mechanism of action, to help inform next steps for near term products in the organic pipeline.

A comparison of attractiveness and ease of entry showed where Client should prioritize market expansion activities



Overview of Top Opportunity Areas				
Market	Top MOAs (associated products/treatment)	TRP (\$M)	Organic Opportunities	Inorganic Opportunities
Market 1	- Reduce inflammation (rx by delivery)	\$4,400M	PLANNED SOL TUJON, Solution 2	Redacted Target, Redacted Target
	- Abate redacted anatomy (redacted mechanism)	\$1,000M		Redacted Target
	- Simulate redacted anatomy (redacted mechanism)	\$1,000M		Redacted Target
	- Tissue remodeling (redacted mechanism)	\$1,000M		Redacted Target
Market 2	- Reduce inflammation (y delivery)	\$1,500M	Solution 3, PLANNED SOL TUJON	Redacted Target
	- Widen redacted anatomy (redacted mechanism)	\$700M	Solution 1	Redacted Target
	- Improve redacted clearance (redacted mechanism)	\$800M	Not Planned	Redacted Target
	- Inhibit redacted pathways (redacted mechanism)	\$1,800M		Redacted Target, Redacted Target
Market 3	- Reduce size of redacted anatomy (redacted mechanism)	\$500M	Solution 1, PLANNED SOL TUJON	Redacted Target, Redacted Target
	- Inhibit redacted anatomy (redacted mechanism)	\$1,800M		Redacted Target, Redacted Target
	- Remove redacted anatomy (redacted mechanism)	N/A		Redacted Target
	- Shrink redacted anatomy (redacted mechanism)	\$75M	Not Planned	
Market 4	- Reduce size of redacted anatomy (redacted mechanism)	\$700M		Redacted Target
	- Reduce size of redacted anatomy (redacted mechanism)	\$700M		Redacted Target
Market 5	- Reduce size of redacted anatomy (redacted mechanism)	\$700M		Redacted Target
	- Redacted anatomy structural support (redacted mechanism)	N/A	Not Planned	

(Long Term-Aspirational)    Not Actionable

## Recommendations

