

BCE Launch Support Offerings

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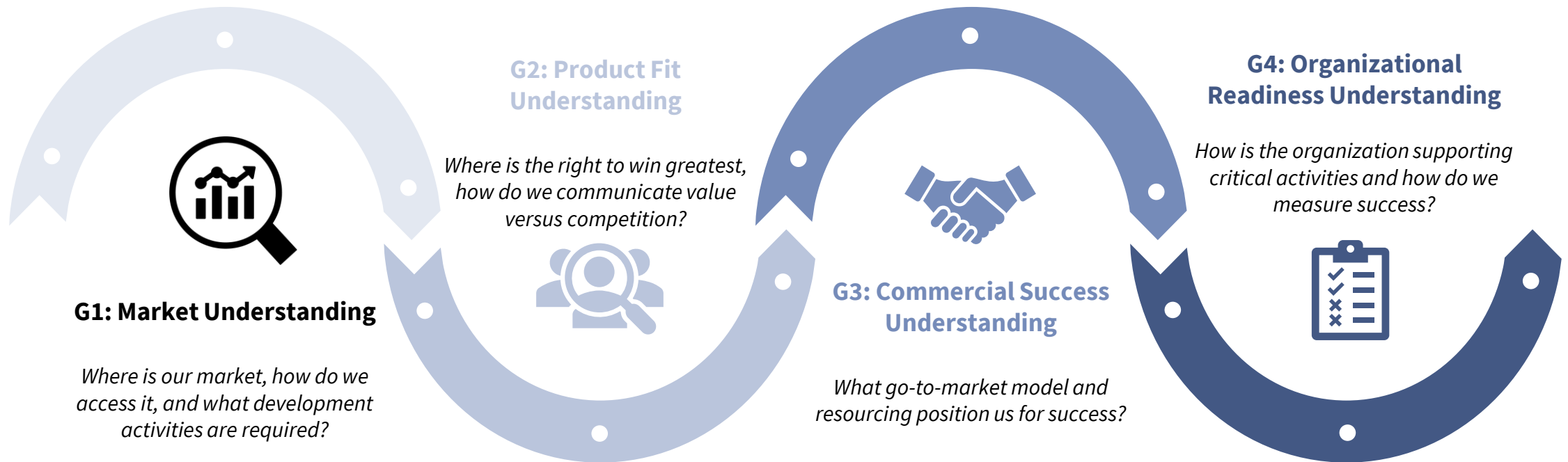
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BCE's Launch Excellence Framework

We couple internal expertise in market insights and growth strategy to guide clients through four key gates to ensure new product launch success



Note: This document is focused on BCE areas of specialization along the launch continuum – a broader overview of pre-launch and launch activities is available in our supporting launch excellence playbook

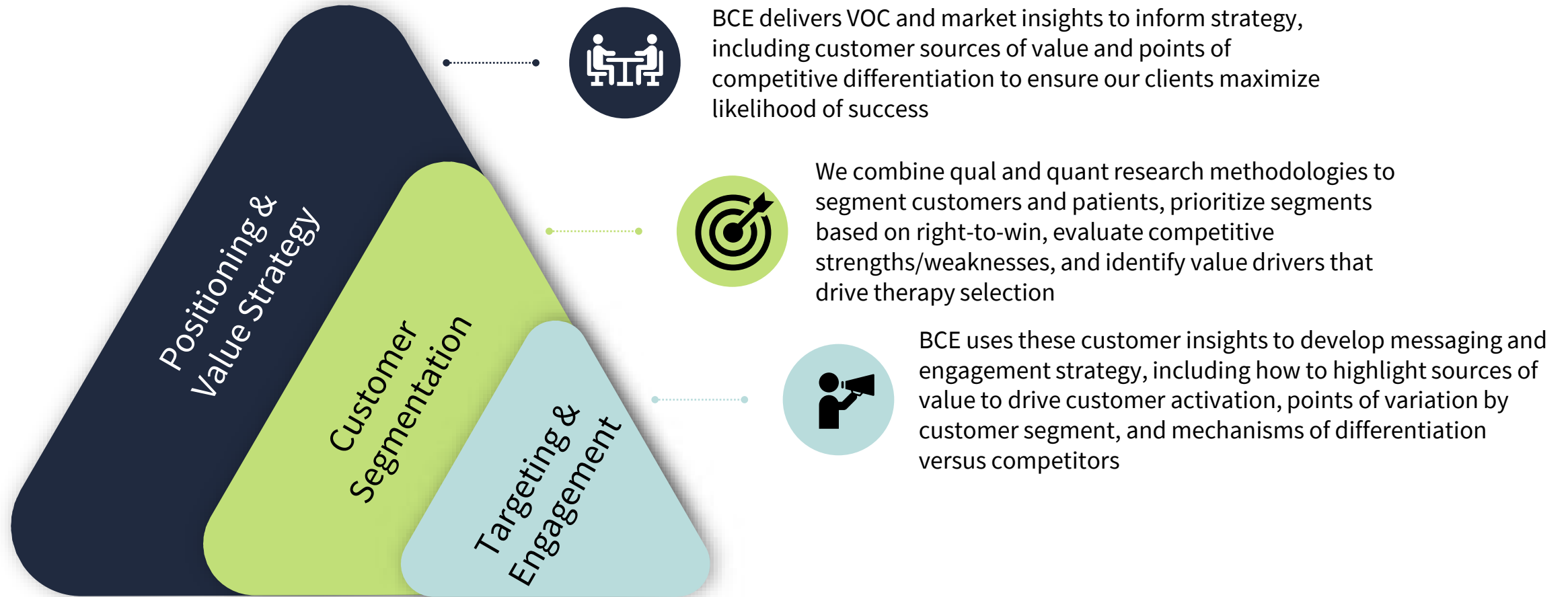
G1 Market: How we support

Through gate 1, BCE insights help our clients understand their target market now and in the future, including total universe of opportunity, key dynamics along the care continuum, and market development requirements



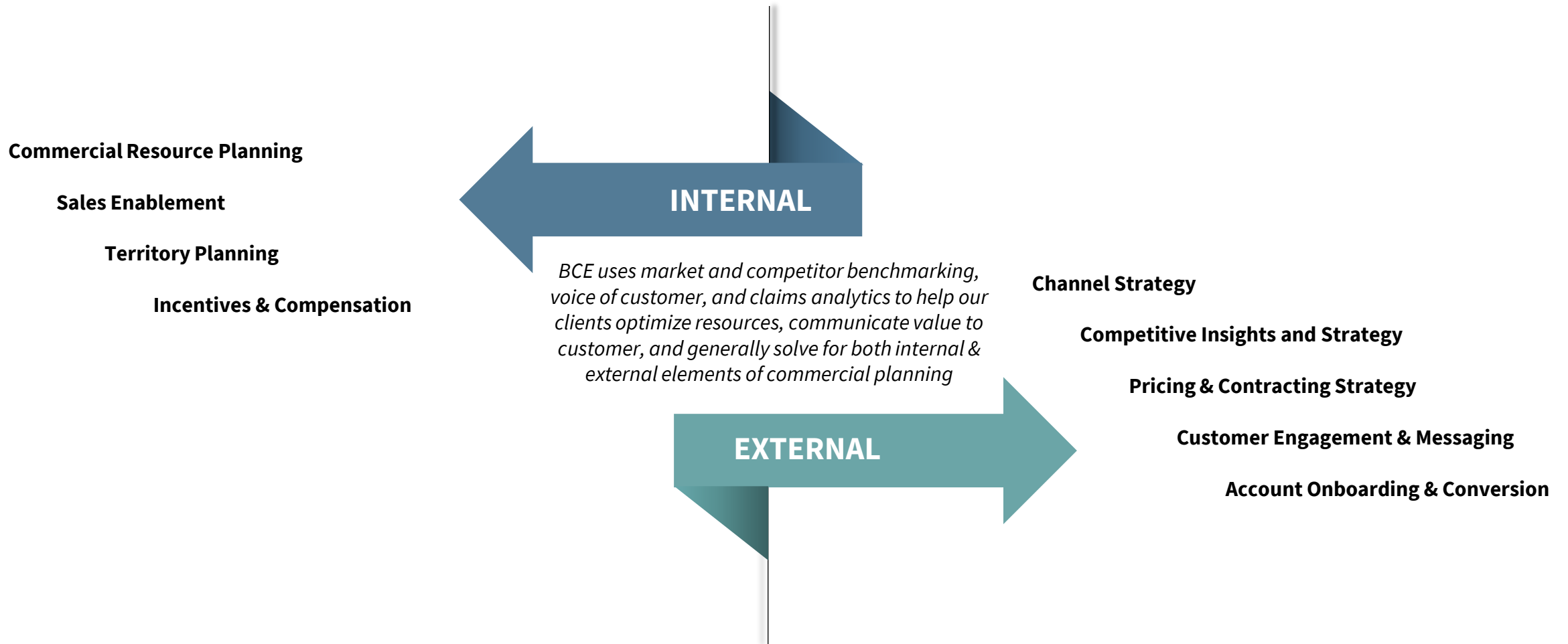
G2 Product Fit: How we support

BCE goes deeper into target market in gate 2 to understand right to win and sources of value across relevant customer segments, informing overall value strategy, product positioning, and customer targeting & engagement



G3 Commercial Success: How we support

BCE offers both internal and external market insights to evaluate potential GTM models and determine how our clients can maximize commercial resources in support of launch



G4 Organizational Readiness: How we support

BCE provides flexible support for operational planning and implementation in gate 4 to ensure organizational alignment in advance of product launch – each of these solutions is tailored to the specific needs of our client



- BCE leverages multiple research modalities (e.g., qual, quant, claims analytics) to support scenario & adoption curve modeling in support of the budgeting process
- Our launch planning framework serves to align functional resources, define launch milestones, and coordinate processes to ensure success in execution
- We help define success metrics for key launch activities, reporting processes, and competitive response protocols for commercial teams

BCE healthcare & life sciences team

BCE's healthcare and life sciences sector leaders are integral to our project delivery process – we drive engagement scoping, research and 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, PRINCIPAL

Walt Shepard is a principal at BCE Consulting and is deputy of the firm's Healthcare & Consumer Division. Walt the firm's quantitative research and insights team. Walt applies expertise in customer and consumer research to support healthcare clients better understand the needs and 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.



KRISHAN RELE, PRINCIPAL

Krishan Rele is a Principal at BCE Consulting based in London, UK. He has helped large and small businesses with commercial and market-entry strategy development, channel strategy, customer engagement, product planning, pricing and portfolio strategy, competitive intelligence, market assessment and analysis, and partnership/acquisition assessment via due diligence. His work spans industry sectors, including biotech, medical device, pharmaceuticals, animal health, and health IT

Krishan holds an MBA from the Yale School of Management and a BA from Colby College.



LIZZIE SCHAEPPI, 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.



JAIME BATISTA, PRINCIPAL

Jaime Batista is a principal with BCE Consulting based in the greater Boston area. He co-leads BCE's Pharma practice area, as well as the firm's Payer & Healthcare Services practice area. He has fifteen years of combined industry and consulting-side experience across strategy, sales and operations, and corporate development. Before joining BCE, Jaime worked in Kaiser Permanente's market strategy team where he supported strategic initiatives across the health plan, health system, and physician group. In addition to his healthcare and life sciences experience, Jaime supports social sector clients with key strategic and operational issues, including philanthropic/impact strategy design, execution, and implementation, development and earned income strategy. His work has covered a wide range of mission areas, including sustainability, environmental stewardship, agriculture, community development, and corporate social responsibility.