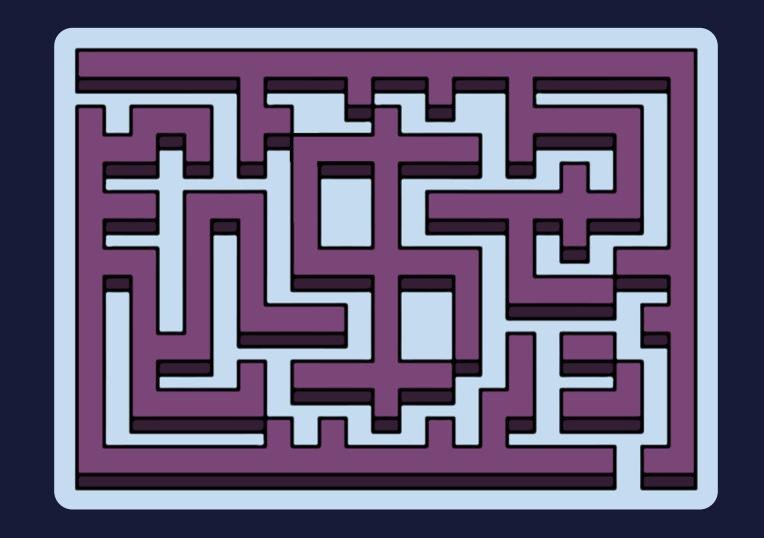
Healthcare Debugged

An Export Growth Engine for health tech scaleups

How Norway can build an export growth system for its emerging health tech sector

October 30th 2024



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Concept outline for developing a health tech growth engine

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Increase healthcare

> export by building on

Norway's strengths

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Growth engine framework

Create a system that empowers CXOs to pursue global growth

Become a leader in health & expand global footprint

Situation as we understand it

Initial situation

- Norway is aiming to significantly boost its healthcare industry's export and development
- These initiatives aim to position Norway as a leader in sectors where the country has competitive advantages:
 - 1. Health innovation
 - 2. Digital health
 - 3. Sustainable pharmaceuticals
- Nordic healthcare companies have significantly higher margins compared to global pears, and are strong in digital and sustainability

Key goals include (non-exhaustive)

Double healthcare export revenues by 2030, to NOK 50bn

Focus on key markets: Europe, North America, and Asia

Public-private cooperation to boost innovation and market reach

Leverage digital health solutions and innovative technologies

Branding and marketing to enhance global awareness

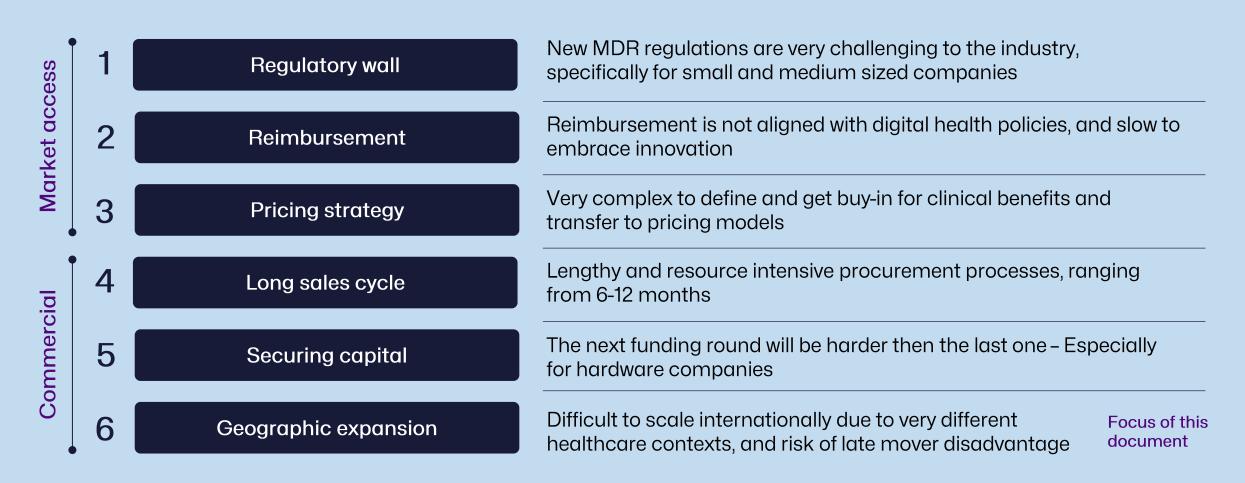
Understand health tech CXOs critical challenges

Based on 20+ interviews with Nordic health tech CXOs



Health tech requires highly specialized knowledge

Based on 20+ interviews with Nordic health tech CXOs



Reasons young companies postpone expansion

Challenges related specifically to geographic expansion



market knowledge



- Historically Nordic companies lag behind their global peers in revenue growth and global scale
- Different factors contribute to this, among others a strong local support structure and buying power

Difficulty understanding the opportunity vs costs

- CEOs need real world market knowledge, beyond reports – Ideally primary research (access to KOLs)
- Geographic expansion requires significant investments and should be based on valid data

Run local operations

Lack capacities to run expansion operations

- Most companies find it difficult to commit operational capacities to expansion efforts
- Constitutes a huge challenge for leadership team and demands their fullest attention

Lack of trusted service providers and interim management

- Scarcity of good professional services providers for young growth companies (price related)
- Very difficult to identify high-value and trusted service providers for foreign markets

Create an "export system", not just an impulse

Key objectives

Objectives		Description
a	Build lasting capabilities	 Internal teams to support companies with market research Hire junior staff for primary research and local activities
Ь	Establish an infrastructure	 Create "home ports" consisting of university hospitals and clinics These provide advice, expert networks and testing grounds
C	Leverage AI & digital tools	 Comprehensive knowledge database accessible to all companies Al tools that help companies conduct research on key geographies
d	Validated network of service providers	 Formalize service packages with selected service providers Including CROs, regulatory agencies, strategy consulting, etc.

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Four capabilities to tackle CXO's growth hurdles

How Team Norway could accelerate export

Partnerships



- Clear main access hurdles: Regulatory and reimbursement
- Tools and support system for clinical strategy verification
- 2 Ecosystems
- Accelerate commercial activities through ecosystems
- Access to hospitals, insurers, regulators, industry, distribution, etc.

Enablers



- Local support by professionals and (lower-cost) junior team
- Support business development and identify talent



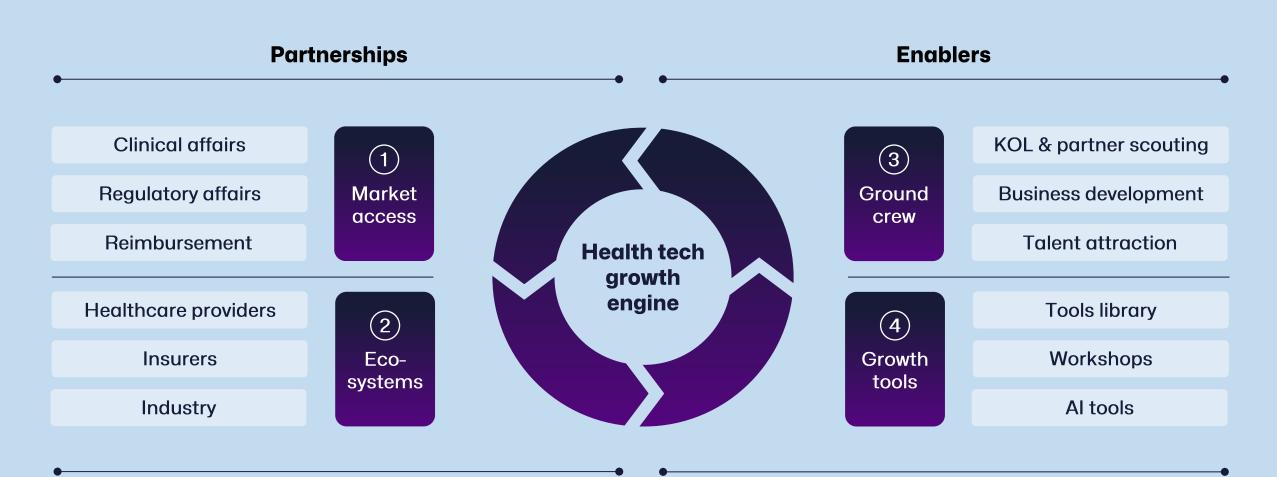
- Upgrade sales & marketing capabilities for reach and impact
- Provide AI tools, workshops, knowledge databases, etc.

When done
by companies
themselves,
this requires
high resource
investments
&
often results
in costly trial and
error processes

Building a health tech growth engine



Growth engine architecture



Guide companies through a complex maze



Partnerships

Partnerships

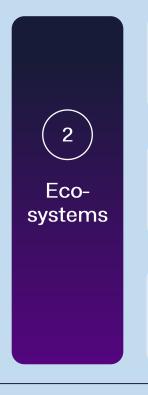


Clinical affairs

Regulatory

affairs

- Formalize service packages with selected CROs
- Ensure excellence in planning and conducting studies
- Formalize service packages with regulatory advisors
- Ensure efficient pathway to regulatory clearance
- Reimburse -ment
- Formalize service packages with reimbursement specialists
- Understand payer pathways, incl. probability and effort



Healthcare providers

Insurers

Industry

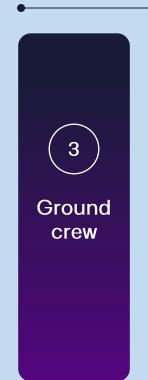
- "Home ports": Establish partnerships with clinics
- Select clinics based on key segments and type of services
- Formalize partnership agreements with insurers
- Innovation teams work with our companies on strategy
- Access to distributors and retailers in healthcare
- Access to health tech players (SMEs and large MedTech)

Equip companies with go-to-market power



Enablers

Enablers



KOL & partner scouting

Business

develop-

ment

• Local teams conduct early business development activities

interview and onboard experts

Teams comprised of working

students, junior employees

 Teams of industry experts and junior support teams

Local junior teams identify,

Talent attraction

- Scouting for talent in target geographies talent
- Support attracting international talent and expats



Tools library

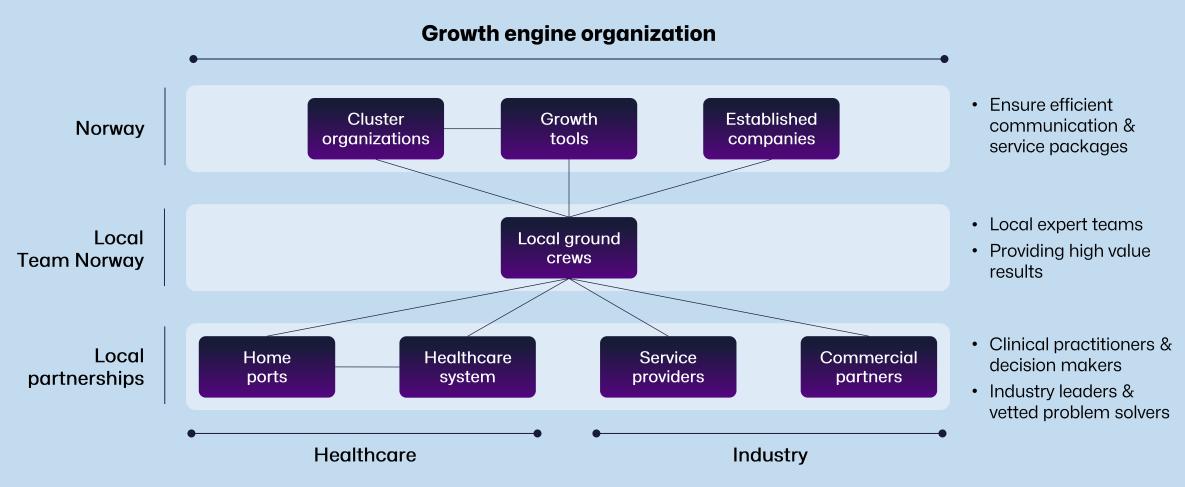
Workshops

Al tools

- Compile all insights, reports, etc. and upload in an online tool
- Ensure confidentiality, in case documents are company specific
- Conduct strategy workshop based on define focus segments
- Provide insights on market, etc. and forge strategic next steps
- Oslo Al company Brua.IO will create LLM tools
- Use content from tools library and workshops as data base

Ground crews are central for building the engine

Target organizational structure



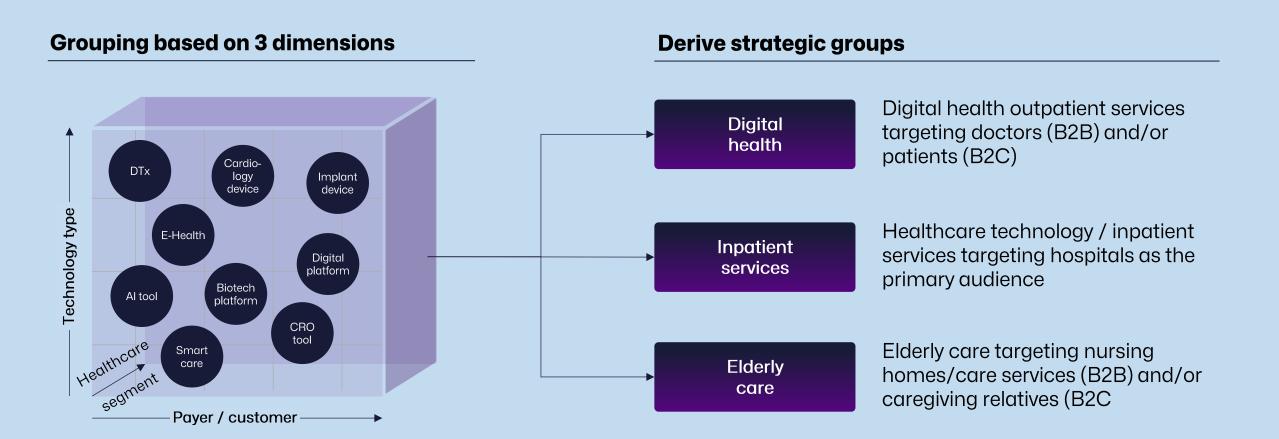
Start by setting the foundation for the engine

Implementing the growth engine

2026 2025 2027 The growth engine **Full rollout of** can be implemented growth engine in several stages Expand segments and Implement engine Stage project types gate "light" version • Negotiation service packages with providers Setup Identify candidates for Stage • Expand ecosystem long-term partnering gate partnerships through new foundation initiatives and projects Contractual partner **Partnerships** framework with providers During pilot projects, we will Screen for KOL/experts and KOLs / experts recruit KOLs/experts and sign first service agreements with Recruit experts and opinion Hire local teams service providers leaders for workshops (project basis or temporary) • Hire local junior staff on Continuously expand project/permanent basis Enablers strategy tools platform During pilots we will create I • Junior team on temp. basis Continuously expand tools / reports and recruit • Expand Al tools / "bot" strategy tools platform Launch tools platform with local junior teams (out of features and library first "Al bot" prototype Develop Al tools / "bot" temporary project teams)

Prioritize groups for defining shared capabilities

Define groups based on operational level and customers/payers



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Don't be a stranger! Write us:



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