Pathways to a Successful “Scale-Up” from a Medtech / Lifescience Manufacturing Perspective

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Summary & Experience
Mark Bonifacio Bio

▪ 30+ years in medical device manufacturing across many therapeutic disciplines in USA, Mexico, EU and China

▪ NIH RADx Steering Panel – COVID19 Rapid acceleration of IVD Point of Care (POC) diagnostic testing in USA

▪ Co-founded APEC, a medical device injection molder / contract manufacturer in Baldwin Park, CA; sold in 2007 (now Freudenberg Medical)

▪ Early pioneer in medical LIM/LSR molding and tooling at APEC (late 90’s)

▪ Frequent speaker and contributor for leading medical device and plastics events and publications

▪ Founder of Bonifacio Consulting Services (BCS) where he leverages global network throughout the medical device manufacturing landscape

▪ Board Member and Advisor to investors and operators (OEMs and CMs) in the medical manufacturing markets

▪ BS in Plastics Engineering form U Mass Lowell
What We Do

- Manufacturing Consulting
- M&A Strategy & Due Diligence
- Post Transaction Integration
- Executive Recruitment

What We Deliver

- Deep relationships with OEM’s and CM’s
- Inside Information on Med Device Industry
- Value Creating Acquisition Advisory, Buy & Sell side
- Strategic Partnerships

Analysis, strategy and above all—execution!
MEDICAL MANUFACTURING FACILITY/OPERATIONS ASSESSMENTS
- Exceptional background in plastics manufacturing including molding & tooling
- Supply Chain and Vendor Analysis
- Competitive/Industry Standard Benchmarking

PROJECT IMPLEMENTATION AND EXECUTION
- Operational and Engineering Project Management
- Implementation at all levels on any project
- Integration of Acquisitions, Reshoring, Offshoring (LCC)

M&A ADVISORY & STRATEGY
- Buy-side, Deal Flow, Acquisition Strategy, Due Diligence
- Strategic Planning

MARKET ANALYSIS & PERSPECTIVES
- CM-OEM Manufacturing Landscape
- Segmentation, CM margins, capability requirements, competitor analysis

EXECUTIVE RECRUITMENT
- CxO & VPs; Sales, Engineering, Program Management, Quality
Scaling 101 – People First

• THE PEOPLE

• The TWO A’s – ATTITUDE - APTITUDE
• CULTURE CULTURE…..and of course,
• Execution
• Never underestimate TRUST
• Leadership by example “by walking around / talking”
• Partnerships – at all levels - Employees, Suppliers, Advisors
• CHANGE, CHANGE, CHANGE is the only CONSTANT
Scaling 101 – The Journey

• THE BUS

• People get on and off the Bus – IT’S OK
• FOUNDATIONS are KEY, Repairs sometimes needed, Preventative maintenance encouraged
• Groom to Grow, Delegate – ENCOURAGE FAILURE…………ONCE
• KNOW YOUR ROOTS – BUT KNOW WHERE YOU are GOING

• CHANGE, CHANGE, CHANGE is the only CONSTANT
Scaling 101 – The Result / Exit

• THE FINAL STOP

• PLAN for the EXIT ! Priority 1, 2, 3. (Minimum one year)
  • Assuming a stable, growing business.
  • Timing Matters, Know your sectors inflection points, competition
• Value Drivers are KEY – EBITDA, Management team, Pipeline, CAPEX
• BE REALISTIC, DO your Homework
• That's why they call them EXPERTS
• NEVER STOP LEARNING, TRUST EQUALS VELOCITY, MISTAKES WILL HAPPEN, ADMIT MISTAKES, HAVE FUN

Mark Bonifacio, BCS, LLC
www.bonifacioconsulting.com
mark@bonifacioconsulting.com