

Sathguru Management Consultants

Life sciences advisory group

Fostering Innovation | Leveraging Opportunities | Driving Growth



Since 1985

Your trusted partner in South Asia

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www.sathguru.com

Hyderabad - Delhi - Dhaka - Boston

Innovation advisory and technology commercialization | Strategy Advisory | Corporate finance and transaction advisory | Regulatory Advisory | Tax and audit | International development | Executive education | Vertical focused ERP solutions

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SATHGURU - OVERVIEW

Sathguru - Overview

History:

- Established in 1985
- Catalyze success by combining strengths in policy, corporate strategy and finance, and innovation advisory
- Stewarded several landmark and pioneering innovations in developing markets

People:

- 100 full-time professionals, 40 support staff
- Blend of business, science and policy (MBAs, PhDs, IP experts et al)
- Complement team strengths by drawing on global network of experts

Locations:

- Principal office located at Hyderabad, India
- Offices in Delhi, Dhaka (Bangladesh) and Boston (USA)
- Global network enhanced through representative offices and associate firms in several countries

Multi-disciplinary engagement:

- Draw on multi-sector engagement – created several hybrid solutions spanning private sector, policy makers, academia and multi-lateral development institutions

Started in 1985 in Hyderabad, Sathguru is one of the oldest home grown consulting firms in India. Our depth of local expertise is well complemented by our global vision and presence, as well as breadth of services offered. Over the last three decades, we have constantly evolved to cater to the needs of our clientele in a highly dynamic ecosystem and the only thing that has remained unchanged is our unwavering focus on client success.

We take pride in our broad array of services that are strung together by the common thread of **innovation**. We blend innovation into **strategy consulting** by steering away from a purely commercial approach to one driven equally by trends in **science and markets**. We develop **innovation roadmaps** for enterprises and optimize portfolios to ensure sustained competitive advantage. We **steer technology access and collaborations**. We are deeply engaged in **advancing your innovations**, be it through co-development opportunities, raising innovation capital, advising on regulatory pathways, out-licensing your innovations, creating joint ventures or steering you through all these activities to success. We equally love opportunities that are **development focused** and are engaged in advancing innovations for public good and managing large collaborative development efforts in Asia and Africa.

We catalyze success and help you have a greater impact.

Our expertise

Industry Expertise

Life sciences :

Agribusiness and food

Animal health

Biopharmaceuticals

Healthcare delivery

Other:

Hospitality and food service

Alternative energy

Manufacturing

Infrastructure

Retail & FMCG

Technology and services

Private equity and venture capital

Inclusive finance, banking and financial services



Service Expertise*

Corporate Strategy

- ▶ Business ideation and conception
- ▶ Market entry and access
- ▶ Growth strategy
- ▶ Diversification and revitalization
- ▶ Competitiveness assessment

Innovation Advisory

- ▶ Research strategy and portfolio optimization
- ▶ Technology commercialization
- ▶ In/out-licensing, co-development, JVs
- ▶ Innovation financing
- ▶ IP strategy and IP valuation
- ▶ Technology scouting
- ▶ Royalty audit and post license support

Executive Education

- ▶ Strategic partner for Cornell's College of Agriculture and Life Sciences and School of Hotel Administration
- ▶ Annual open programs in: Agribusiness, Seed, Food safety, Biosafety, Hospitality management
- ▶ Customized programs and E-learning

Corporate Finance and Transaction Advisory

- ▶ Strategic alliances, M&A, divestitures
- ▶ Fund raising and restructuring
- ▶ Transaction structuring and due diligence
- ▶ IP and asset valuation
- ▶ International tax and audit

Policy and Regulatory Advisory

- ▶ Clinical and product approval regulations
- ▶ Biosafety regulatory approvals
- ▶ FDI and corporate regulations
- ▶ Advisory services to policymakers on: regulatory frameworks, impact assessment, public-private partnerships for translational research

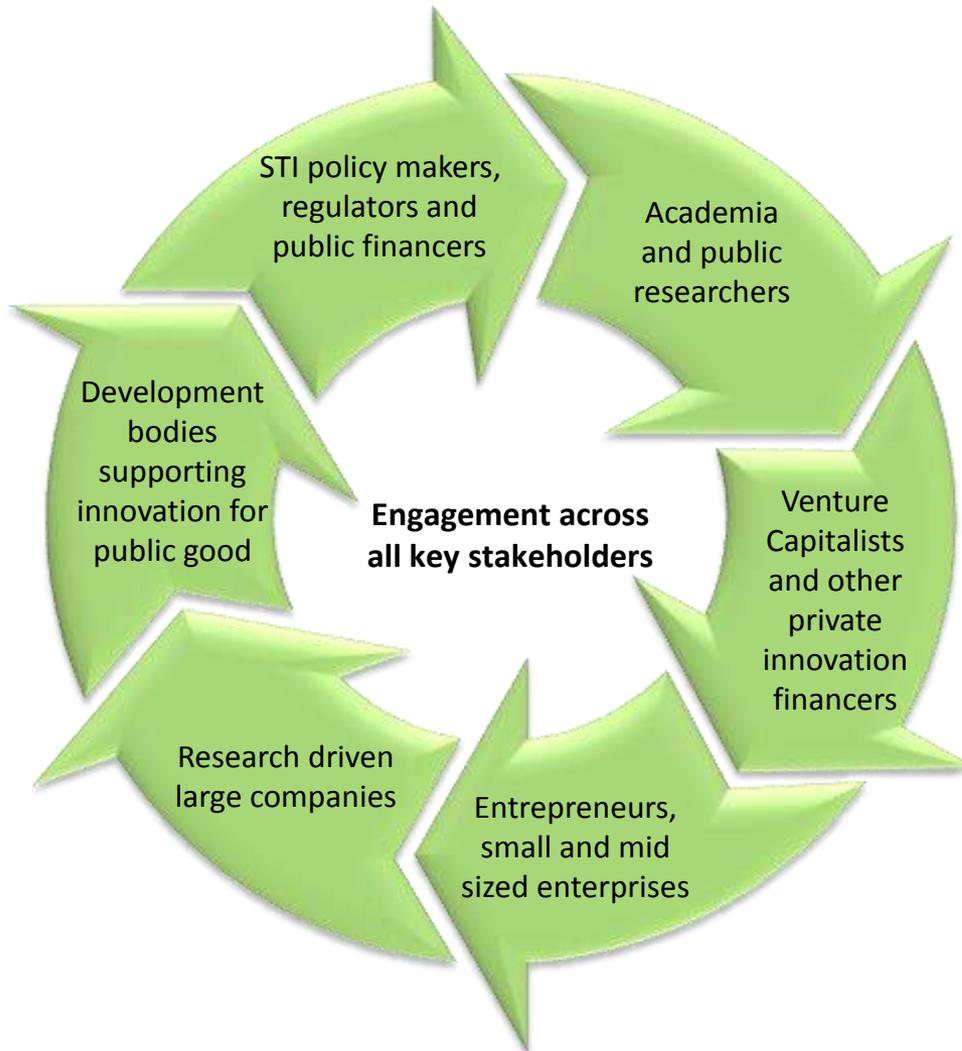
International Development

- ▶ Food security
- ▶ Rural development
- ▶ Public health
- ▶ Education & empowerment

* Does not include Sathguru's Information Technology team that leverages Sathguru's process and industry expertise to develop industry specific and integrated ERP solutions for niche verticals such as microfinance, sugar, textiles and retail. The team also supports Sathguru's efforts to lead change in the last mile through innovation in mobile solutions for education, health and agricultural extension.

LIFE SCIENCE ADVISORY GROUP

Life science advisory group - Overview



**Biopharma – Devices – Diagnostics – Animal health –
Agricultural Biotechnology**

Sathguru has played a pivotal role in shaping the life sciences innovation ecosystem in the South Asian region and continues to be a trusted advisor across industry stakeholders. Sathguru's contributions include managing technology transfer for India's first recombinant vaccine in 1996, managing (over the last ten years) the region's largest collaborative effort in agricultural biotechnology, creating the industry's first customized executive education platform of international standards in association with Cornell University and shaping and assessing the impact of several policy initiatives that are changing the landscape of the industry.

Our **unique combination of expertise in science and strategy** provides us with a strong leadership position in this innovation led industry. We engage across the ecosystem and partner with all stakeholders from research labs exploring new frontiers to companies delivering results to final consumers through product commercialization. This **breadth of engagement across the ecosystem** provides us with an unparalleled holistic view of the industry and expands possibilities for the value we can create for our clients. Our expertise stretches across the continuum from macro level corporate innovation blueprints to clinical pathways and regulatory advise to large public-private partnerships.

Sathguru truly believes in catalyzing success for our clients and not just advising them.

Talk to us about how we can help you grow and succeed.

Our services - Corporate strategy

Sathguru's corporate strategy group advises clients on strategies for entering emerging markets and growing and revitalizing their presence in a dynamic and evolving ecosystem.

What we offer

- ▶ **Business ideation and conception**
- ▶ **Market entry and access**
- ▶ **Growth strategy**
- ▶ **Diversification and revitalization**
- ▶ **Competitiveness assessment**
- ▶ **Exit strategy**

Why engage us:

- ▶ Close to three decades of experience in the South Asian region.
- ▶ Strongest life sciences practice among home grown Indian firms.
- ▶ Multi-disciplinary engagement (strategy, finance, regulatory, clinical, development) allows us to envision opportunities and challenges in a holistic manner and develop strategies that are operationally effective.
- ▶ Experts at combining science and strategy. If you are an innovation driven entity, you could only rely on an advisor that understands the DNA of your innovation as well as the pulse of the commercial market.
- ▶ Retained by several market leaders to periodically review their emerging market strategies.

Indicative engagements:

Market entry and early stage strategy

Sathguru has provided business conception and comprehensive strategy support for several innovative ventures in India including:

- ▶ A nutraceutical company that was the first Indian company to obtain EPA registration.
- ▶ A biotechnology company that produced India's first recombinant vaccine.
- ▶ India market strategy for US based large pharmaceutical company.
- ▶ India market access strategy for Singapore based startup company in molecular diagnostics.

Growth, revitalization and other advisory services

- ▶ Periodical review of India growth strategy for US based large pharmaceutical company.
- ▶ Annual strategy workshop for senior management of large Indian life science company.
- ▶ Medium term growth strategy for Indian biotechnology company.

Our services - Innovation advisory

Sathguru's innovation advisory group plays a significant role in stewarding technologies to markets as well as in steering competitive advantage through innovation and technology advancement.

What we offer

- ▶ **Portfolio optimization**
- ▶ **Research and technology access strategy**
- ▶ **Technology scouting**
- ▶ **Technology commercialization**
- ▶ **In/out-licensing, co-development, JVs**
- ▶ **Innovation financing**
- ▶ **Translational validation**
- ▶ **IP strategy and IP valuation**
- ▶ **Royalty audit and post license support**

Why engage us:

- ▶ **Deepest technology transfer experience** in South Asian region
- ▶ Experts in **science, strategy, IP and regulations**
- ▶ Engaged in **shaping innovation frameworks** and policies in an evolving ecosystem
- ▶ Our **wide network** of brilliant research partners (across USA, Europe and Asia) and clients - many of whom we have been engaged with for more than a decade
- ▶ **Breadth of engagement** that allows us to be a better catalyst for technology advancement - we have better insights into technology trends, industry priorities, market dynamics, policy directions and funding possibilities.
- ▶ Comprehensive **post-transaction support** through technology use monitoring and royalty audits

Indicative engagements:

Portfolio optimization and research strategy

- ▶ Developed innovation strategy with medium term roadmap and technology development/access pathway for large Indian life science company
- ▶ Portfolio optimization advise for Indian market for global pharmaceutical company

Technology commercialization, Licensing, Co-development and Joint ventures

- ▶ Engaged by US Ivy League and Land Grant universities to identify potential licensees and collaborators in India
- ▶ Identification of Indian licensee for US based cancer diagnostic company
- ▶ Identification of Indian co-development partner and licensee for diabetic retinopathy solution by US company, fund raising for clinical work by Indian partner

Translational validation, innovation financing

- ▶ Raising capital in India and managing translational research, field validation and for vaccine carrier developed by US research institute

Technology scouting

- ▶ Scouting of mandated assets for Indian company
- ▶ Periodical scanning of in-licensing opportunities in India on behalf of global company

Our services – Corporate finance and transaction advisory

Sathguru's corporate finance and transaction advisory group leads transactions to drive market entry and growth and facilitates successful outcomes through transaction support services such as negotiation and valuation.

What we offer

- ▶ Strategic alliances, M&A, divestitures
- ▶ Fund raising and restructuring
- ▶ Transaction structuring, negotiation and due diligence
- ▶ IP and asset valuation
- ▶ International tax and audit
- ▶ Royalty audit and post license support

Why engage us:

- ▶ One of the few advisors in the South Asian region with both science and corporate finance capability – we value your IP better we understand it better
- ▶ More than ten years of experience in valuing IP and structuring technology licensing transactions in the South Asian region.
- ▶ Strong local expertise and deep knowledge of industry benchmarks – better outcomes in transaction structuring and negotiations
- ▶ Raised capital for more than 50 clients over the last two and a half decades
- ▶ One of the few advisory firms in India with expertise in royalty audit and technology use monitoring
- ▶ Member of DFK International, a top 10 international association of independent accounting firms and business advisers

Indicative engagements:

IP and asset valuation

- ▶ IP valuation on behalf of Indian company licensing technology from US company
- ▶ Valuation of Indian company on behalf of global investor

Fund raising

- ▶ Raising initial capital for Indian vaccine company
- ▶ Raising Government grant funding for US based company's Indian operations
- ▶ Raising venture capital for Indian company started by international entrepreneur
- ▶ Identifying investment opportunities for venture capital firm

Other

- ▶ International taxation advisory for Indo-US joint venture
- ▶ Management of IP auction for Indo-Swiss collaborative initiative
- ▶ Identifying joint venture partner for Indian bioceramics company
- ▶ Royalty audits on behalf of global licensees
- ▶ Negotiating licensing transaction on behalf of US universities and companies

Our services – Policy and regulatory advisory

Sathguru's policy and regulatory advisory group advises policy makers on science and technology frameworks and regulations and advises enterprises on regulatory pathways and compliance.

What we offer

- ▶ **Clinical regulations and approval pathway**
- ▶ **Product approval and registration requirements**
- ▶ **Biosafety regulatory approvals**
- ▶ **FDI and other corporate regulations**
- ▶ **Advisory services to policymakers on: regulatory frameworks, impact assessment, public-private partnerships for translational research**

Why engage us:

- ▶ Stewarded several innovation through the regulatory pathway; Expertise in regulatory advisory in the region for more than two decades and spans across product categories
- ▶ Trusted advisor to several policymakers in India such as Department of Biotechnology and Food Safety and Standards Authority; Firm leadership on several advisory committees of the Government.
- ▶ Collaborate with global bodies such as World Bank and analyze impact of current policy frameworks
- ▶ Strong expertise in corporate and economic regulations including foreign direct investments, foreign exchange regulations, Companies Act et al; Member of DFK International, a top 10 international association of independent accounting firms and business advisers

Indicative engagements (to companies)

Clinical and other product regulations

- ▶ Advisory to Indian company developing recombinant vaccine
- ▶ Comprehensive support to diagnostic company entering India including regulatory implications
- ▶ Regulatory advise on new Food Safety Act for global enzyme company operating in India

FDI and other corporate regulations

- ▶ FDI and other regulatory advisory to US company investing in Indian company
- ▶ International tax advisory for Indian company licensing from US entity for the former's operations in India and several South Asian countries

Indicative engagements (other)

- ▶ Advise Department of Biotechnology in India on innovation funding platforms and other innovation frameworks
- ▶ Advise Food Safety and Standards Authority of India on Regulations and Food Safety Standards for mitigation of food-borne diseases in India
- ▶ Co-assessed with World Bank, impact of new innovation frameworks in India; Firm Leadership has been an invited trainer in the World Bank Institute on biotech policies for inclusive innovation.

Our services – International development

Sathguru's international development group conceptualizes and manages collaborative efforts to address global issues in healthcare, agriculture and education.

What we offer

Collaborative global efforts and public-private partnerships for:

- ▶ Public health
- ▶ Food security and nutrition
- ▶ Rural development

Commercializing technologies for public good:

- ▶ Translational research
- ▶ Innovation capital
- ▶ Licensing for sustainable benefit

Why engage with us:

- ▶ Experience of working with multi-lateral bodies and donors such as USAID, ADB, World Bank, Gates Foundation, DFID, Wellcome Trust et al. Conceptualized and managed global public-private partnerships and collaborations that have spanned ten years and generated significant impact and marketable products.
- ▶ Transferred several technologies for public good and structured transactions with dual approach to leverage commercial partner and address public need; Featured in World Bank Paper on Biotechnology innovation for inclusive growth and twice in AUTM Better World Report
- ▶ Experience in managing large translational research projects and leveraging collaborations to optimize costs and enhance benefits
- ▶ Active commercial technology management engagement offers insights on current technology trends, development opportunities

Indicative engagements

Collaborative projects

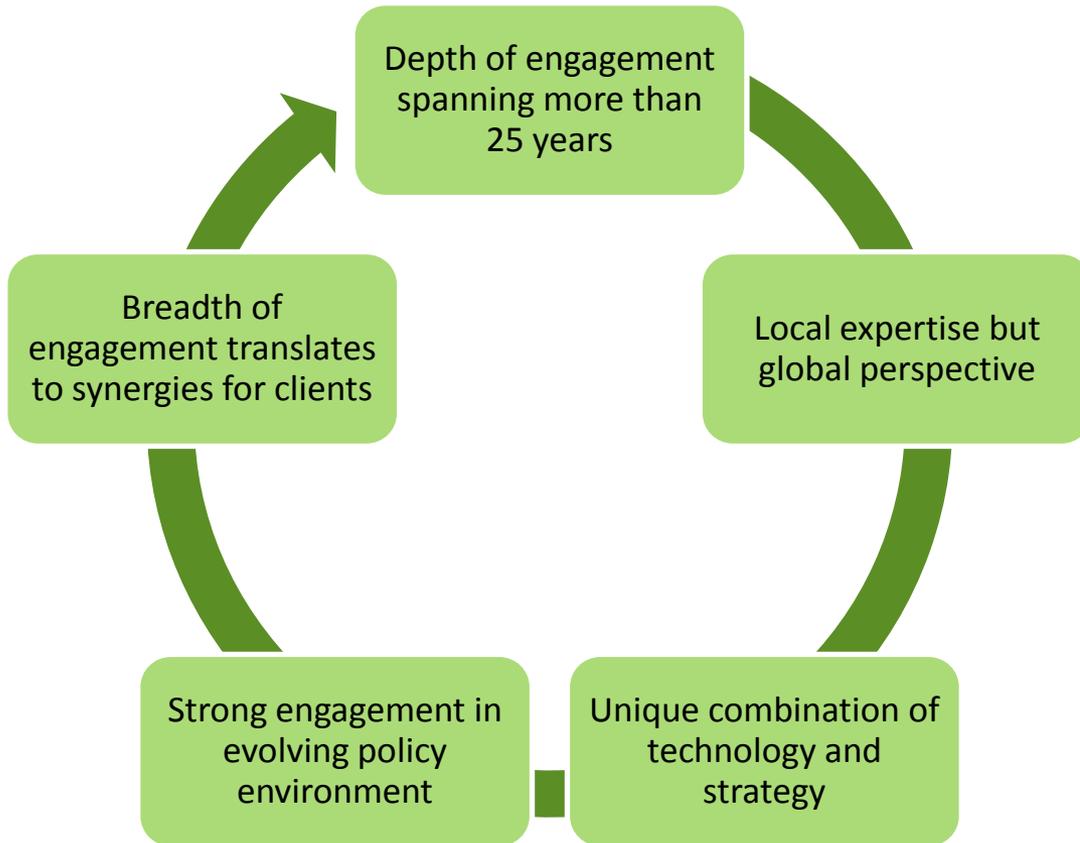
- ▶ Indo-US vaccine program
- ▶ Crop nutrition enhancement through consortium funded by World Bank, Cornell University, Department of Biotechnology, India and Government of Thailand through ADB funding, etc.
- ▶ ABSPII – agricultural biotechnology collaborative project funded by USAID
- ▶ HortCRSP- Horticulture for nutrition enhancement in Bangladesh
- ▶ BGRI Durable Rust Resistance in Wheat projects – funded by Gates Foundation

Other innovation advancement for public good

- ▶ Field validation and translational research for efficient vaccine cooler for last mile vaccine movement, primary applicant for funding from Wellcome Trust
- ▶ Public good licenses from global research institutes and companies to public bodies for dissemination of affordable public health and agriculture technologies

THE SATHGURU DIFFERENCE

The Sathguru difference



Sathguru is uniquely positioned to be your trusted advisor for advancing innovation and leveraging market opportunities in the South Asian region.

Our leadership in the region is built on the foundation of experience. Our multi-dimensional capability and broad engagement allow us to create more value for you.

Engage with us – we advance innovation, we develop strategies, we steward efforts and drive impact both for commercial growth and public good.

We catalyze success for you.

PROFILES OF KEY PERSONNEL

Key Personnel

Vijayaraghavan Kannan

Chairman and CEO

Kannan Vijayaraghavan (Vijay), the chairman of Sathguru Management Consultants, founded the firm in 1985 to integrate proficiencies in science and management to help create and nurture innovative enterprises, by adopting next generation technologies for product development and providing strategic ideas in reaching markets and delivery systems for different segments. He takes special interest in exploring the potential of applying technological innovations in life sciences, to address the problems of resource-constrained communities. His able guidance has helped constitute some path breaking global consortiums in public health, agriculture, food and environment. For over 25 years, he has advised several national governments of both advanced and emerging economies to shape their science and technology commercialization policies; technology development and dissemination strategies; enterprise nurturing policies and intellectual assets protection policies.

He is a renowned technology manager with an experience of over 25 years. His multiple majors and fellowship in finance, corporate strategy and technology management, has helped structure governance and leadership models for global consortiums, corporate enterprises and non-profit organizations. For two decades he has led several collaborative partnerships in research, technology transfer and regional capacity building with Cornell University for the Asian region. He is a visiting faculty at world renowned institutions and believes in sharing his experiences with practicing managers and academics.

He is a member of the International Advisory Committee of AUTM and Honorary President of the Society for Technology Management (STEM), the Indian association of technology management professionals. He is also a member of the Institute of Management Consultants of India and on the boards of several companies.

Key Personnel

Ragunathan Kannan

Director and Practice Lead – Transaction Advisory and Corporate Finance

Ragu leads Sathguru's corporate finance and transaction advisory practice. As a management consultant and corporate finance expert, Ragu brings 28 years of experience spanning industries Sathguru engages in. Ragu is a member of the Institute of Chartered Accountants of India and the Institute of Management Consultants of India. Ragu also teaches valuation and transaction structuring in Cornell-in-India and Sathguru executive education programs for senior management.

Venu Gopal Chintada

Vice President (US)

Venu is a Vice President in Sathguru's Boston office and is the primary US interface for Sathguru's international clients in agribusiness and food industries. Venu brings about 13 years of experience in the corporate and non-profit sectors driving growth and incubating new opportunities. Venu is a graduate from Osmania University, is a member of the Institute of Chartered Accountants of India and holds an MBA from the University of Michigan.

Pushpa Vijayaraghavan

Vice President (US)

Pushpa is a Vice President at the Boston office of Sathguru and is focused on catalyzing success in the South Asian region for international clients. Pushpa's prior experience of eight years includes advisory roles in PwC and E&Y and Technology Transfer at the University of Michigan. Pushpa has a bachelors degree from Osmania University (India), an MBA from the Ross School of Business, University of Michigan (USA) and is a member of the Institute of Chartered Accountants of India.

Michael Sweeney

Associate Vice President (US)

Michael manages international healthcare projects from Sathguru's US office. Michael's prior experience of about 17 years includes various international commercial/business developments roles in the life sciences industry. Michael has had significant emerging market experience with Genzyme and Shire. Michael is a graduate of Northeastern University, Boston.

Key Personnel

Akshat Medakker

General Manager – Technology Management Advisory Services

Akshat manages the agriculture innovation advisory practice and has been extensively involved in in-licensing of technology from leading global research bodies, advising companies on their IP and research strategy as well as managing development focused large global technology transfer consortiums. Akshat has 13 years of experience in India, Australia and USA subsequent to his graduation from the University of Sidney in molecular sciences.

Suresh Damodaran

General Manager – Life Science Advisory Group

Suresh leads several corporate advisory engagements as well as development projects in Sathguru's life sciences and education practice. Suresh's prior experiences include six years of veterinary surgery and preventive medicine. Suresh has an undergraduate and graduate degree in veterinary and animal sciences from Tamil Nadu Veterinary and Animal Sciences University and a Post-Graduate Program in Agri-Business Management from the Indian Institute of Management, Ahmedabad.

Prabir Mishra

General Manager – Financial Services Advisory Group

Prabir Mishra is General Manager for the Financial Services Advisory Group of Sathguru. In his career spanning over 15 years, he has been associated with multinational banks, private equity, infrastructure and software industries. Before joining Sathguru he was associated with Hewlett Packard, where he was responsible for credit rating and risk profiling, contract negotiations and financial evaluations, He has successfully negotiated and delivered contracts with clients like Kraft Foods, P&G , Unilever, H J Heinz, Kellogg , Pepsi, ABN AMRO, etc.

Mousumi Mondal

General Manager – Technology Management Advisory Services

Mousumi Mondal is the primary healthcare team lead for innovation advancement and policy initiatives. Mousumi is engaged in policy advisory in healthcare innovation as well as advisory to large and small companies on their research and innovation strategies. Mousumi's prior experience includes post doctoral research in cell biology at the Weill Cornell Medical College. Mousumi is a PhD in biochemistry from Saha Institute of Nuclear Physics, Calcutta.

Ashok Jha

General Manager – Life Science Advisory Group

Ashok is engaged in shaping strategic interventions for food industry and agri business enterprises dealing in fruits and vegetables processing and export, ready to eat and ready to serve segment (fruits, vegetables), food retailing, merchandising and the like. Ashok has developed comprehensive plan for the National Agriculture Innovation Project, a \$250 million initiative of ICAR with support from World Bank. Ashok is a graduate in Agriculture with Post Graduate in Management from Indian Institute of Management, Ahmedabad.

Kadalmani Krishnan

Consultant – Technology Management Advisory Services

Kadalmani is a consultant in the healthcare practice of Sathguru and primarily focuses on innovation advancement and policy initiatives in the sector. His prior experiences include research at Harvard Medical School as well as product development and project management at mid sized biotech companies. Kadalmani is a PhD in biochemistry from University of Cambridge and a masters in biotechnology from Bangalore University.

CONNECT WITH US



Connect with us

Biopharma, devices, diagnostics, healthcare delivery

Pushpa Vijayaraghavan

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Agriculture, animal health, international development

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