



Positioning for Success in an Evolving Ophthalmology Market

Industry Dynamic

The traditional business models in Eye Care are changing. New drug delivery platforms are helping ophthalmologists deliver more effective localized treatments, improve patient compliance, and lengthen intervals between patient visits. Surgeons are moving procedures from the OR to the office as technologies become less invasive. And consumers are demanding more options for premium services they are willing to pay cash for.

For the companies bringing these innovations to market, success will be determined by the ability to identify and capitalize on these changes.

- How do we identify new business models and disease categories that fit within our strategy?
- Which technologies are most attractive given our current size, scale, and capabilities?
- How does our commercial model need to adapt to capitalize on the changing environment?

Kaiser Associates is a leading strategy consulting firm in the Ophthalmology therapeutic area. Our clients include market leaders in pharmaceutical, surgical, and consumer Eye Care and mid-stage venture-backed start-ups. We work with these clients to conduct commercial due diligence, develop portfolio plans, launch new products, and manage revenue and profit.

How Kaiser Can Help

Kaiser Associates has a proven track record of assisting Eye Care companies to capitalize on the opportunities brought by change. Our team brings a unique balance of commercial and clinical expertise in all major ophthalmic disease areas (AMD, glaucoma, cataracts, ocular surface diseases, and presbyopia). We specialize in fact-based strategy—identifying unknowns, collecting external data and insights, creating quantitative models, and making informed strategic choices. We do this all with our proven approach, tailored for each company's goals, whether they include commercialization, acquisition, licensing or fundraising.

Case Studies in Brief

	The Challenge	Our Solution	The Results
Leader in Eye Care	Large Eye Care portfolio facing pipeline gap and seeking new sources of growth	Kaiser developed a framework for identifying, screening, and prioritizing opportunities in 32 Ophthalmology market segments	Made three investments ranging from \$25M to \$500M in new disease areas
Global Ophthalmology Company	Large pharmaceutical company evaluating commercial value of a novel drug delivery candidate	Kaiser tested product profile with KOLs and ophthalmologists, developed likely reimbursement scenarios, and created forecast	Development candidate added to portfolio; now viewed as a high probability \$350M opportunity
Surgical Equipment Company	Large surgical equipment company seeking to capture opportunity in femtosecond cataract surgery	Kaiser conducted market research, developed forecasts, and business case to be presented at the Board of Directors	Established joint venture and ultimately acquired technology partner

Founded in 1981, Kaiser Associates is an international strategy consulting firm that serves as a key advisor to the world's leading companies. We provide our clients with the unique insight to drive critical decision making and solve their most pressing problems.