

GMMDC

JOURNAL & MEMBERSHIP DIRECTORY

MEMPHIS, TN



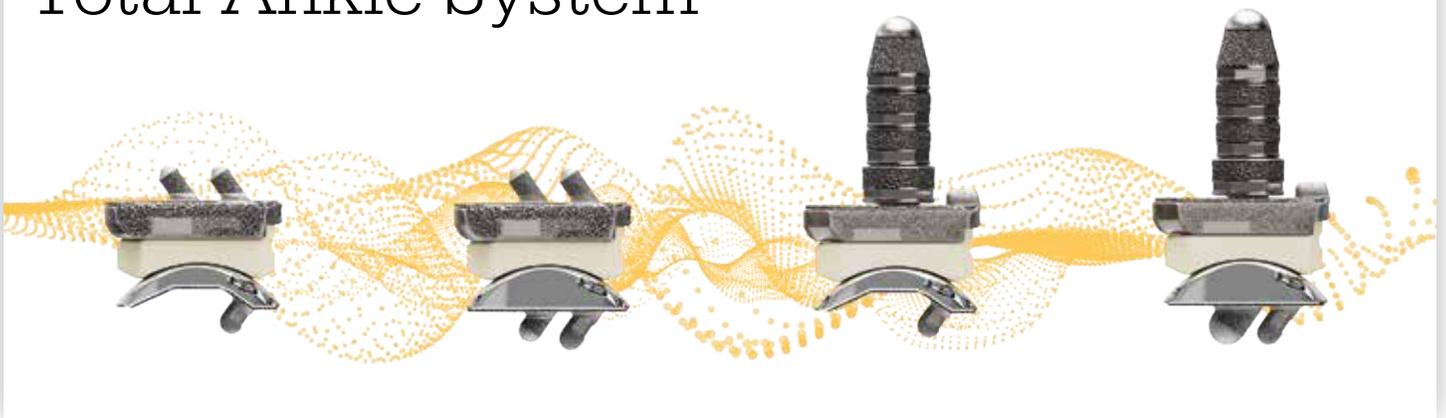
Inside This Issue

**MedTech Moves the World.
Memphis Moves MedTech.**

- ▶ Powering the Future of Medical AI
- ▶ Where Skills Meet Opportunity: Education Pathways for the Mid-South Med-Tech Workforce

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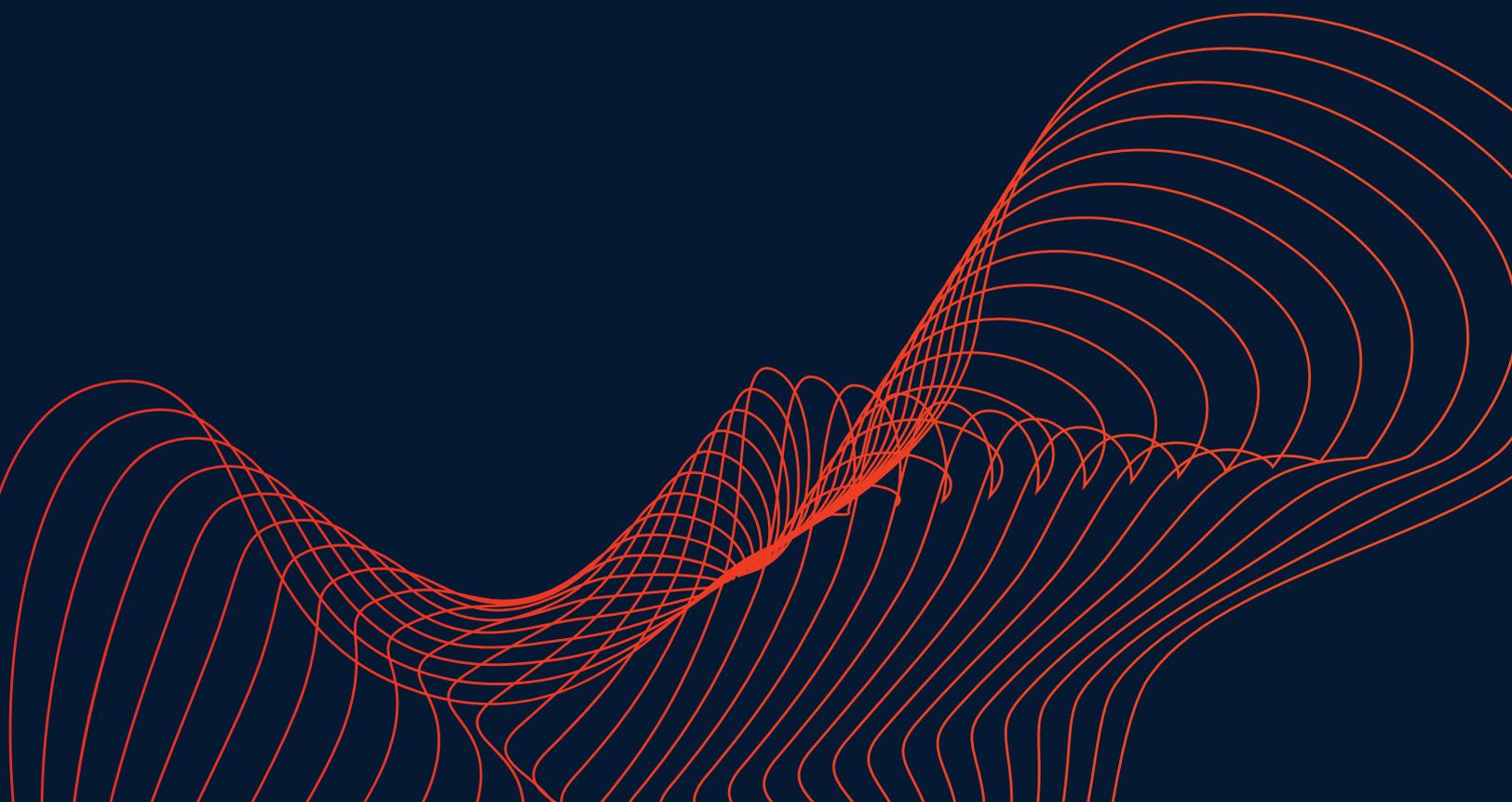


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Welcome to this special edition highlighting the strength and innovation of the Memphis medical device community.

At the Greater Memphis Medical Device Council (GMMDC), our mission is to champion collaboration, workforce development, and growth across our region's biomedical industry. By connecting device manufacturers with key partners — from suppliers to global logistics leaders like FedEx — we help ensure Memphis remains a competitive and thriving hub for medical device innovation.

This journal showcases the companies, partners, and people driving impact locally and worldwide. Together, we are advancing patient care, strengthening our economy, and shaping the future of medical technology.

Thank you for being part of this story.

With gratitude,



Chris Locke, *Executive Director*
Greater Memphis Medical Device Council (GMMDC)



behind the scenes

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Mission & Vision

The Mission of the Greater Memphis Medical Device Council is to create a successful collaboration among member companies to identify shared economic development and workforce needs. This industry led initiative will advocate with state, local and federal entities, economic development agencies and educational institutions to effectively close the workforce gap for all levels of biomedical careers and support sustained industry growth.

The Vision of the Greater Memphis Medical Device Council is to advocate for progressive changes that foster sustained economic growth and support the development of a comprehensive, world-class workforce serving the Memphis area biomedical industry.

Board of Directors



Purpose

The Council is organized to advance the growth and prosperity of the Medical Device Industry of the Memphis MSA. The Council is to speak as one voice on matters that are of general importance to the entire industry. The Council reviews legislation and government policies that may have an adverse impact on the growth and sustainability of the industry. The Council is also responsible for initiating programs that benefit the overall industry through education, innovation and technology and career path curriculums. The Council serves as an economic development engine for the Memphis MSA and the State of Tennessee.



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When an Industry Comes Together: The Journey of the GMMDC

The GMMDC was built on a simple idea: we are stronger when we work together.

The story of the Greater Memphis Medical Device Council begins in 2011, when the Bartlett Area Chamber of Commerce commissioned a study to understand why the region's medical device industry was growing and what might threaten that momentum. The findings were clear. Memphis had a strong cluster of orthopedic and spinal device companies, but the industry lacked the one thing it needed most: a sustainable pipeline of skilled workers. Companies were trying to solve the problem on their own, and the study warned that this fragmented approach was not enough to support long term growth.

That wake up call brought the industry together. Representatives from three OEMs and four major suppliers formed a Task Force that met nearly every

Friday for a year. Their goal was to define shared workforce needs, build a common curriculum, and create a unified approach to training. It was the first time the region's device manufacturers had worked collectively to solve a shared challenge.

By 2014, the group was ready to formalize its work. On July 17, seventeen manufacturers and suppliers gathered at the Bartlett Performing Arts and Conference Center to establish a new nonprofit organization dedicated to strengthening the industry's workforce. Local leaders, including Shelby County Mayor Mark Luttrell and Bartlett Mayor Keith McDonald, attended to show their support.



2011

Industry Study Reveals Critical Workforce Shortage

A BACC commissioned study identifies the lack of a skilled talent pipeline as the number one threat to Memphis' medical device industry.

2012–2013

Task Force Forms and Meets Weekly

Three OEMs and four major suppliers collaborate to define shared workforce needs and build a unified training curriculum.

July 14, 2014

GMMDC Officially Established

Seventeen manufacturers and suppliers formalize the Council at the Bartlett Performing Arts and Conference Center.

NIMS standards are adopted to ensure consistent, nationally recognized training.

2016

High School Pipeline Begins

GMMDC partners with Bartlett City Schools to launch a pilot CNC program at Bartlett High School.



The new Council adopted the National Institute for Metalworking Skills standards to ensure students were trained to nationally recognized benchmarks.

The Greater Memphis Medical Device Council quickly became a model for how an industry can pool its expertise and influence to drive economic growth. Its mission centered on expanding career opportunities and building a world class workforce for the region’s biomedical sector.

As the Council grew, so did its partnerships. With the largest concentration of device companies located in Bartlett, GMMDC worked closely with the city and its new school district to launch a pilot CNC program at Bartlett High School. While TCAT does not offer a program labeled specifically for medical device manufacturing, its technical

programs provide the core skills the industry relies on, including machining, automation, maintenance, and quality fundamentals.

These early collaborations helped establish a regional training framework that supported students moving from high school programs into technical college pathways and, ultimately, into the workforce.

The next chapter of the Council’s history was shaped by forces no one could have predicted. During the global pandemic, the GMMDC paused operations as member companies focused on urgent needs, workforce safety, and supply chain stability. The pause reflected the reality of the moment and the industry’s responsibility to its employees and community.



2016–2022

TCAT–Memphis Partnership Strengthens

GMMDC works with the City of Bartlett and the State to expand technical training capacity.

Haas donates more than \$1M in CNC equipment for the new TCAT Bartlett campus.

2020–2021

Pandemic Pause

GMMDC temporarily ceases operations as member companies focus on safety, supply chain stability, and urgent operational demands.

January 2022

TCAT Bartlett Campus Opens

The new extension campus begins enrolling students, expanding access to technical training aligned with industry needs.

2022

Board Re Seats and Rebuilds Strategy

Nine board members reconvene to reset the Council’s mission and modernize its structure.

The Journey of the GMMDC

In 2022, the Council began its rebuild. Nine board members reconvened, re seated themselves, and set out to reset the organization's strategy. Their goal was to modernize the Council, strengthen its partnerships, and reestablish a unified voice for the region's device manufacturers.

A year later, in June 2023, the board hired Chris Locke as Executive Director. Under his leadership, the Council stabilized operations, renewed relationships with education and workforce partners, and began expanding its membership base. The response from industry was strong. Membership grew from eleven companies in 2022 to thirty five companies today, reflecting renewed confidence in the Council's direction and the region's MedTech momentum.

Today, the Greater Memphis Medical Device Council represents a diverse alliance of manufacturers, suppliers, and partners who share a common vision: to make the Greater Memphis region the world's leading center for orthopedic and spinal medical device production. The Council continues to champion workforce development, strengthen industry collaboration, and support the next generation of machinists, technicians, inspectors, and specialists who will power the region's economic future.

What began as a response to a workforce crisis has evolved into a long term commitment to regional prosperity. The GMMDC stands today as a testament to what can happen when an industry chooses to work together, invest in its people, and build a stronger future for the community it calls home.



June 2023

Chris Locke Hired as Executive Director

Leadership stabilizes operations, rebuilds partnerships, and re energizes the Council's direction.

2022–Present

Membership Growth and Renewed Momentum

Membership expands from 11 to 35 companies, reflecting strong industry confidence and regional MedTech growth.

Advocacy

Advocacy at GMMDC will create awareness of the medical device industry across many audiences. GMMDC leadership perceives that many business and community leaders in the region do not realize the prominence, economic strength, and growth potential of the cluster. In addition, many young people do not see the career opportunities in the cluster. Finally, advocacy efforts can also complement the Greater Memphis Chamber and the Bartlett Area Chamber's efforts in business attraction to grow the cluster and support existing businesses' needs.

Key focal areas of Advocacy for the GMMDC include creating awareness of industry needs and opportunities for the following needs and audiences:

- Business climate and policy support across state, regional, and local jurisdictions
- Workforce development and talent attraction in-region
- Talent attraction from outside of region

Strategy

GMMDC identified two additional strategic areas required to grow the cluster: Business Attraction & Entrepreneurship Support. In the longer-term, the GMMDC may be ready for a dedicated economic development specialist for Medical Devices that can lead on these two areas. In the nearer-term, partnering formally with the two regional Chambers (and maybe others) presents ample opportunity. Strategic needs to advance the Business Attraction and Entrepreneurship for the GMMDC's interests include the following:

- Design and clarify business attraction efforts. Trade development missions, target markets, national conferences all rank high for business attraction. The Greater Memphis Chamber in particular excels in these areas, and the GMMDC can partner with the Chamber to design Medical Device focused activities.
- Inventory regional entrepreneurial ecosystem and gaps. Identify company spin-offs, R&D strengths, tech transfer, incubator facilities, start-up capital interests and business development services are all required to support start-ups and Medical Device commercial innovations



Programs & Services

Training: Providing opportunities for individuals to obtain valuable training classes and corporate resources while seeking a rewarding and lucrative career in the Medical Device Industry through mentorships and apprenticeships.

Education: Creating specialized training, education curriculum and tuition funding resources for the critical workforce needed to enhance and sustain the Medical Device industry in the Memphis area.



Workforce

Memphis medical device manufacturing is unmistakably constrained by a shortage of skilled labor to serve needs in production and design. The GMMDC is committed to collaborating with member companies and regional workforce development leaders and training institutions to address the challenge.

- Commitment to best-in-class workforce development leadership and expertise. Strong point of contact with regional educational and training systems.
- GMMDC will ensure curriculum decision-makers and college recruiters understand the specific needs of the Medical Device Cluster.

Greater Memphis Medical Device Industry

A Regional Powerhouse for Jobs, Innovation and Economic Growth

Economic Impact Analysis Overview

The Greater Memphis Medical Device Council engaged Younger Associates to conduct a study of the economic impact of the medical device industry cluster on the Shelby County economy. A similar analysis was completed in 2015, allowing for a clear comparison of growth and long-term industry performance. The 2022 findings confirm that the medical device sector remains one of the most significant economic drivers in the region.

KEY RESULTS

GROWTH SINCE 2015

| | |
|-----------------------|---|
| 45 | companies included in the study |
| 7,895 | jobs employed directly by the companies in the study |
| 10,867 | jobs supported indirectly from company operations |
| 18,762 | total jobs supported, representing 3.4% of all jobs in Shelby County |
| \$1.5 billion | billion dollars in total wages paid to direct and indirect jobs annually |
| \$103,568 | dollars average annual wage for direct jobs, which is 39.7% higher than the Shelby County average wage across all sectors |
| \$50 million | Approximately 50 million dollars generated in direct and indirect taxes for Shelby County and local municipalities |
| \$4.06 billion | billion dollars in projected annual economic output |
| 5.5% | of total Memphis GDP generated by the medical device sector |

Increase of 1,939 total jobs

including 1,408 direct jobs and 531 indirect jobs

Increase in wages of \$260 million

Growth in GDP of \$1.4 billion

24.5% increase in GDP

When 2015 GDP of 2.67 billion dollars is indexed to 2022 dollars at 3.26 billion dollars, the sector shows a 24.5% increase in GDP

These results demonstrate a strong, expanding industry that continues to outperform regional averages in wages, job creation and economic output.

Major Employers and Innovators

Memphis is home to several globally recognized medical device manufacturers that anchor the regional cluster and drive innovation in orthopedics, spinal technologies, surgical solutions and advanced manufacturing.

Major Original Equipment Manufacturers

- Smith+Nephew
- Stryker
- MicroPort
- Medtronic
- Grace Medical

These companies support thousands of jobs, partner with local suppliers and contribute significantly to the region's economic strength.

Industry Specialties

A Cluster Built on Precision and Advanced Manufacturing

Core activities within the Memphis medical device cluster include the production and delivery of medical devices with specialty areas in:

- Orthopedics
- Ear Nose and Throat
- Cranial Spinal
- Dental
- Coatings
- Surgical Instrumentation

The broader ecosystem includes distribution, workforce development and a range of services that support and expand the cluster. The GMMDC strategic plan is designed to work with businesses and partner organizations across the region to grow revenues, jobs and wages in the Greater Memphis economy.

Research and Development

Fueling Innovation Across the Biomedical Landscape

Memphis benefits from a strong and expanding research and development environment that supports device innovation, regulatory readiness and commercialization.

Key contributors include:

- University of Memphis Herff College of Engineering
- Tennessee Department of Economic and Community Development
- Life Science Tennessee
- Regional partners supporting pathways from concept to 510K submission

This network strengthens Memphis as a center for biomedical innovation and accelerates the development of next generation medical technologies.

Join the GMMDC Today

The Greater Memphis Medical Device Council invites industry leaders, innovators and partners to join a unified effort that strengthens one of the region's most powerful economic sectors. Membership connects your organization to a collaborative network committed to advancing workforce development, supporting industry growth and elevating the Memphis medical device cluster on a national and global stage.

Why Membership Matters

Membership in the Greater Memphis Medical Device Council positions your organization at the center of regional collaboration, industry advocacy, and strategic workforce development. By joining, you help shape the policies, partnerships and training initiatives that support long term industry success and ensure a strong talent pipeline for the future.

Your Investment

Your investment in the Greater Memphis Medical Device Council supports a proactive, strategic approach to the long-term prosperity of the medical device business community. Membership strengthens the region's ability to attract talent, influence policy, expand training opportunities and maintain Memphis as a premier destination for medical device manufacturing and innovation.



GMMDC.org





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MEMPHIS, TN

**MedTech
Moves the
World.**

**Memphis
Moves
MedTech.**



Memphis has long been a city where ingenuity and craft intersect. Before becoming a global crossroads for medical technology, engineering and problem-solving defined its industry and propelled its growth. That same spirit now powers one of the most critical supply chains in healthcare.

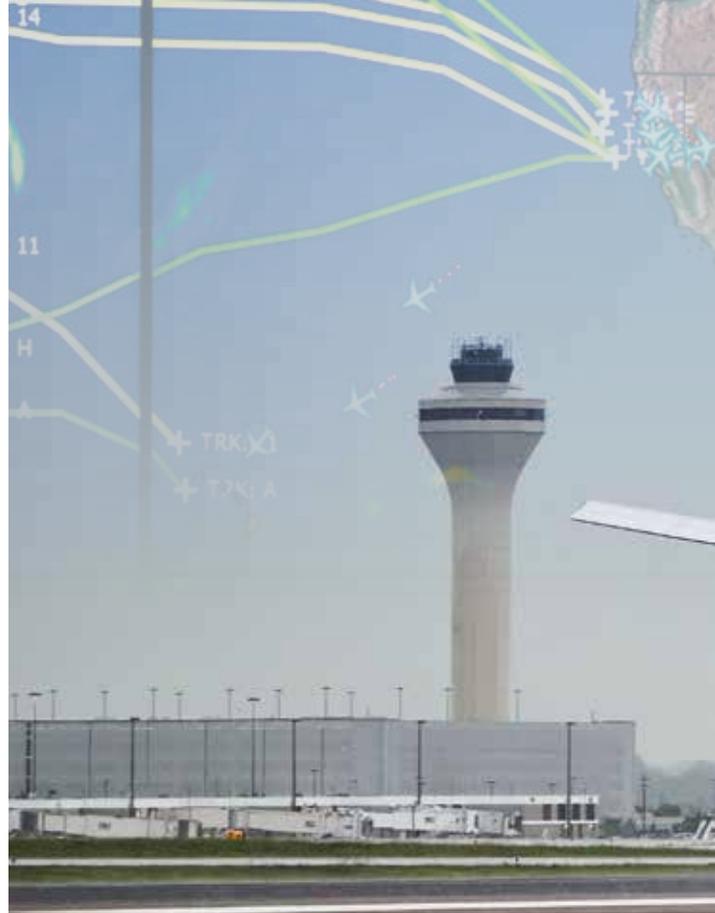
FedEx sits at the center of it all.

A Vision That Changed How Healthcare Moves

Frederick W. Smith founded FedEx in 1971, launching the world's first overnight delivery network, and selecting Memphis as its home. That choice reshaped global commerce, and in healthcare, it changed lives.

Today, FedEx operates the world's largest cargo airline, serving more than 220 countries and territories and moving over 17 million packages each day. Both the scale and integration of FedEx's operations transformed the delivery of medical devices and diagnostics across the healthcare system. A spinal implant manufactured in Cordova can arrive in Tokyo by morning, monitored every step of the way. A diagnostic kit can leave a Memphis lab at midnight and reach a European research center before sunrise.

At the heart of this system is the FedEx Express World Hub. The busiest cargo airport in the United States and a cornerstone of global healthcare logistics, the hub spans 940 acres and is supported by more than 13,000 team members. It features 171 aircraft gates and automated systems capable of sorting nearly half a million packages per hour. Medical devices aren't just manufactured in Memphis; the world comes here to receive them.



Fred Smith, Founder & CEO



A Legacy of Information and Integrity

Smith often said that the information about a package is as important as the package itself. That philosophy endures today.

FedEx embedded digital intelligence into its network, enabling real-time visibility, traceability, and intervention for regulated medical shipments. From advanced tracking to proactive monitoring, the network was designed to protect the patients waiting on the other end. Every aircraft departing Memphis, every shipment monitored in transit, and every device delivered on time reflects a legacy built on accountability and innovation.

“Fred Smith was more than a business leader. He was a visionary who revolutionized the delivery industry... His legacy will be felt for years to come.”

— *FedEx Statement*

MEMPHIS, TN



“FedEx delivers on healthcare’s complex challenges so that great care can happen, whenever, wherever.”

— FedEx Healthcare Team

Memphis became not only a hub for making devices, but the world’s front door for delivering them.

When Every Degree and Every Minute Matter

Modern MedTech depends on absolute control: temperature, timing, and handling are non-negotiable requirements for a safe and secure delivery.

Just steps from the runways, FedEx operates a 20,000-square-foot cold chain facility at the Memphis hub, part of a global network of more than 130 such locations. Teams replenish dry ice, transfer shipments to cold storage, and safeguard products through weekend transitions and complex routing.

In 2024, FedEx expanded those capabilities with the opening of the Memphis Life Science Center. The facility maintains a range of temperatures, from cryogenic conditions to controlled room temperature, and houses kitting, labeling, and pick-pack-ship services, all under the same roof.

Healthcare shipments receive specialized handling the moment they enter the network. Marked with Healthcare ID codes, the packages receive priority routing through the Memphis sort, reducing handling time and accelerating delivery. With direct flights from Memphis to more than 20 countries, global access can be measured not in days, but in hours.



Intelligence Inside the Network

Inside the FedEx World Hub, machine learning, predictive analytics, and robotics continuously monitor the flow of critical shipments. FedEx Surround integrates sensor data, weather forecasting, and network modeling to identify potential disruptions before they occur. SenseAware devices travel with shipments, reporting location and environmental conditions in real time.

These tools are supported by the Medical Service Tower, a team of specialists operating 24/7 to intervene when conditions demand it.

During Operation Warp Speed, this system helped safeguard vaccine distribution at unprecedented scale. More recently, when severe weather diverted 20 aircraft and placed nearly 14,000 healthcare shipments at risk, predictive monitoring enabled recovery and progression of 99.6 percent of those packages within the same day.

Operations may have been threatened. Patients were not.

Powering Innovation at Every Scale

Innovation in Memphis does not belong exclusively to large manufacturers. Startups and emerging companies continually play a vital role in advancing MedTech, and FedEx supports them as they grow.

From packaging optimization and customs tools to sensor-based visibility once reserved for high-volume shippers, FedEx enables companies of every size to move with confidence. Innovation does not have to wait for scale. In Memphis, it moves when it is ready.





Standards That Build Confidence

FedEx's role in healthcare logistics is reinforced by rigorous global standards. The company was the first express transportation provider to achieve a CEIV Pharma ground handling certification at its air hubs. It has maintained ISO 9001 certification for 30 consecutive years and adheres to internationally recognized Good Distribution Practice requirements.

These credentials are more than certifications. They are assurances, earned daily, that MedTech can rely on FedEx when precision is non-negotiable.

The Future of MedTech, Already in Motion

FedEx continues to invest in what comes next. Surround technologies are expanding globally. Carbon-aware routing and sustainability tools are helping customers measure and manage emissions. Automation and robotics increase speed while strengthening chain-of-custody accuracy.

The future of MedTech logistics is faster, cleaner, and more connected – and Memphis is where this future takes shape.





A Global Promise, Kept in Memphis

More than a century ago, Richards Manufacturing Company – now part of Smith+Nephew – produced some of the first modern orthopedic implants in the United States. That moment marked the beginning of Memphis’ MedTech legacy.

Today, more than 50 companies across the region design and build devices spanning orthopedics, biologics, diagnostics, robotics, and AI-enabled technologies. For these innovations to change lives, they must reach patients around the world.

That is why FedEx and Memphis are inseparable in this story.

Here, engineers, researchers, machinists, and pilots share a single mission: to move life-changing ideas with precision and care. Memphis is where those ideas are built. FedEx is how they reach the world – reliably, precisely, and on time.

MedTech Moves the World.

Memphis Moves MedTech.

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Any questions, please contact Howard Revitch

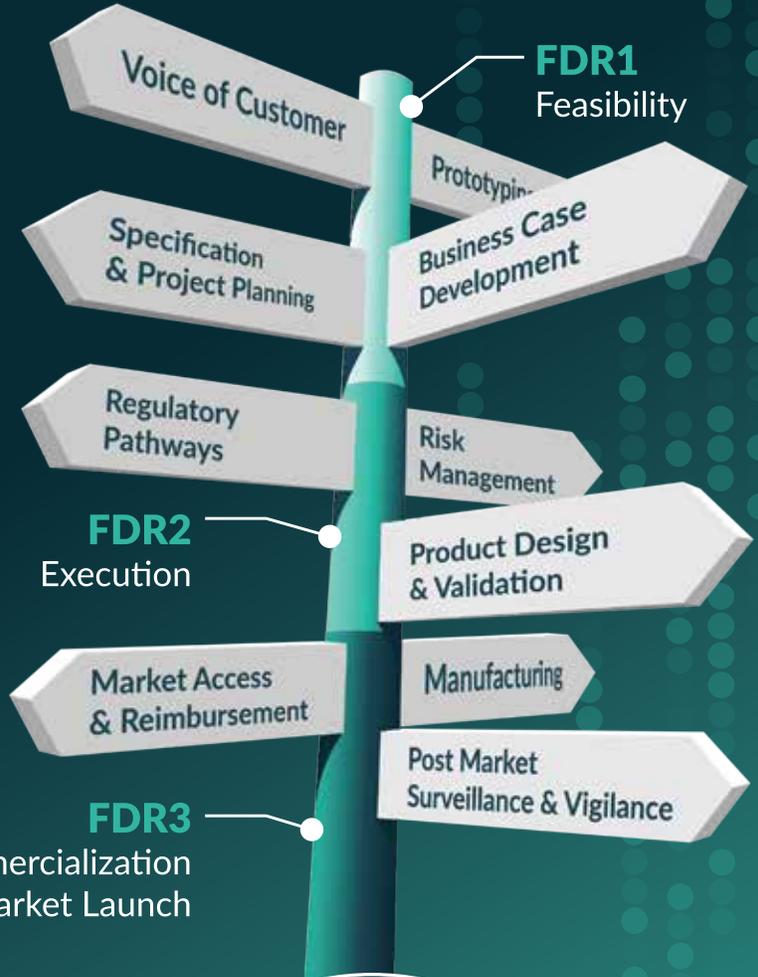
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Tennessee College of Applied Technology Memphis (TCAT Memphis)

A starting point for advanced manufacturing careers

TCAT Memphis serves as one of the region's most important career entryways into the medical device sector, with campuses in downtown Memphis, East Memphis, and Bartlett. Programs such as Mechatronics, Machine Tool Technology, Industrial Maintenance Repair, and Electronics Technology prepare students for roles supporting robotics, CNC machining, automation systems, and the precision processes used throughout device manufacturing.

The new Bartlett campus strengthens this alignment by tailoring Machine Tool Technology training to the needs of orthopedic and implant production. Most programs can be completed in 16 to 20 months, allowing graduates to enter the workforce quickly with industry-ready skills.

TCAT Memphis also supports dual enrollment for students in high schools including Bartlett, Millington, and Collierville, enabling them to earn college credit and begin advanced manufacturing or med-tech careers as early as age 18.

Where Skills Meet Opportunity:

Education Pathways for the Mid-South Med Tech Workforce

The Greater Memphis region is home to one of the nation's most concentrated hubs for medical device manufacturing and innovation. More than 17,000 local professionals contribute to a sector that drives a \$4.1 billion annual economic impact. As advanced manufacturing, robotics, and AI continue transforming the industry, the need for a highly skilled workforce has never been greater.

Community partners, workforce organizations, and local colleges are collaborating to prepare the next generation of med tech talent. From precision machining to engineering design, students now have more pathways than ever to build rewarding careers right here in the Mid South.



Moore Tech

Precision machining and welding for high tolerance devices

Moore Tech’s focus on skill intensive trades supports one of the most essential components of the med tech ecosystem: fabrication of high tolerance implants and instrumentation.

Programs such as Machining Technology and Industrial Electricity & Plant Maintenance provide hands on training with modern CNC systems, robotic welding, and equipment used globally by orthopedic and device manufacturers. With Memphis recognized as one of the nation’s highest concentration centers for orthopedic production, Moore Tech students are well positioned to enter a high demand field.

Moore Tech offers three distinct pathways, providing flexible options for students who enroll full-time through a Diploma or Associate of Applied Technology degree, as well as part-time students pursuing a Certificate. This structure allows both recent graduates and working adults to access industry-aligned training that fits their schedules while meeting the workforce needs of medical device manufacturers.



University of Memphis – Herff College of Engineering

Engineering pathways with new bridge opportunities for technical graduates

The University of Memphis anchors advanced innovation in the region through engineering programs that support robotics integration, device design, biomedical instrumentation, and automation.

A major development for the med tech workforce is the University’s new bridge pathway, which grants credit toward an engineering degree for students who complete two year technical programs at TCAT or Moore Tech. This creates an accessible ladder from entry level technician roles to high skill engineering positions, keeping talent in the Mid-South.

Herff College students gain experience in:

- Device prototyping and product design
- Robotics and manufacturing automation
- Biosensors and instrumentation
- Testing and engineering analysis for regulated environments

Located within the heart of the medical device cluster, the University of Memphis connects students to internships, co ops, and career opportunities that strengthen the local talent pipeline.





Arkansas State University Mid-South

Mechatronics and Machining Talent for High Precision Manufacturing

Located just across the river in West Memphis, ASU Mid-South supports the regional workforce through stackable pathways in Mechatronics and Machining. These include the AAS in General Technology with Mechatronics or Machining concentrations and Certificates of Proficiency in Mechatronics, CNC Operations and Programming, Machinist and Machining Technology.

Students in the Mechatronics track build skills in automation diagnostics, PLC fundamentals, electromechanical systems and troubleshooting for integrated production lines. Machining students gain experience in CNC operations, programming and precision metalworking. Together, these programs develop competencies aligned with the high precision and compliance-driven environment of modern medical device manufacturing.



Southwest Tennessee Community College

Robotics, Machining, and Quality Skills for Careers in Regulated Manufacturing

Southwest Tennessee Community College plays a central role in preparing the region’s advanced manufacturing workforce. Through stackable credentials, certificates and associate degree pathways, students can build high-value skills in:

- Mechatronics Technology
- Mechanical Engineering Technology
- Computer Engineering Technology

As a partner of the Advanced Automation and Robotics Center, Southwest offers extensive hands-on training with robotics, CNC systems, automation controls, and metrology tools. Graduates gain the precision, quality, and compliance-driven competencies essential for success in the medical device sector.

Additional Opportunities

A network of workforce and education partners further strengthens the Mid South talent pipeline, including:

- American Job Centers
- Advance Memphis
- Goodwill Excel Center
- ProGeny Place
- High school CTE programs (Arlington, Bartlett, Collierville)
- Northwest Mississippi Community College
- Christian Brothers University
- LeMoyné Owen College
- State of Tennessee workforce initiatives
- MERI Cadaver Lab for clinical training

These organizations provide broad entry points into med-tech career pathways and ensure that training remains accessible across the region.

**Memphis is not only making medical devices.
Memphis is shaping the future of global healthcare.**



The Future of Med-Tech Starts Here

Automation, robotics, artificial intelligence, and next generation manufacturing are accelerating change across the medical device industry. To support this evolution, the region must continue investing in high quality education and workforce training.

The institutions featured here, especially TCAT, Moore Tech, and the University of Memphis, form a seamless talent pathway that begins with technical skills and extends to advanced engineering. This pipeline supports both immediate workforce needs and long-term industry growth.

The Greater Memphis Medical Device Council remains committed to strengthening this ecosystem by connecting education, industry, and government around a shared goal: ensuring that regional opportunity is matched with a well prepared and inclusive workforce.

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MC25-0866 SWTCC is an equal access, equal opportunity organization. Learn more at: <https://www.southwest.tn.edu/trajobs.php>

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Built to Heal: Memphis' Medical Device Industry and Its Global Impact

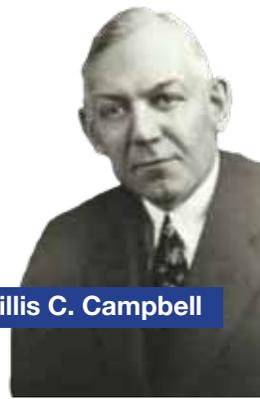
The History of the Medical Device Industry in the Memphis Region



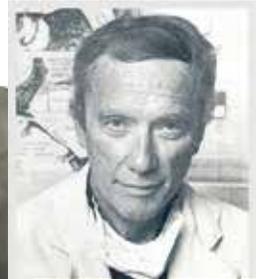
For more than a century, Memphis has quietly shaped how the world repairs bones, restores hearing, and rebuilds mobility. What began as the work of a few determined surgeons and tinkerers has grown into a dense, globally connected cluster of orthopedic, spine, and ENT companies. Today, the region is recognized as a major hub for medical device and life science manufacturing, strengthened by world-class institutions like the University of Tennessee Health Science Center and St. Jude Children's Research Hospital, as well as more than 50 life sciences companies anchored by Memphis' logistics advantage.

Unlike master-planned innovation districts, the Memphis story is more organic. New ideas typically emerged at the intersection of an exacting surgeon, a curious engineer, and a manufacturer willing to experiment. That pattern, people solving very specific clinical problems together, then building companies around the solutions, still defines the ecosystem.

What began as the work of a few determined surgeons and tinkerers has grown into a globally connected medical device hub.



Dr. Willis C. Campbell



Dr. John J. Shea Jr.

Foundations of a Field: Dr. Willis Campbell and Early Orthopedics

The modern era of orthopedic innovation in Memphis can be traced to Dr. Willis C. Campbell, who opened his first clinic in the city in 1909. Trained in Europe and deeply committed to building a regional center of excellence, Campbell went on to organize the Department of Orthopaedic Surgery at the University of Tennessee in Memphis, establish what is widely regarded as the first orthopedic residency program in the United States, and co-found the American Academy of Orthopaedic Surgeons, serving as its first president.



Campbell's influence extended far beyond the Mid-South. He authored Campbell's Operative Orthopaedics, the textbook that became, and remains, a definitive surgical reference for orthopedists worldwide, with Campbell Clinic physicians still editing and publishing subsequent editions today. Under his leadership, Memphis evolved from a regional practice base into a nationally respected destination for orthopedic care, education, and research, setting the stage for a commercial device industry that would grow up around the clinic.

From Garage To Cluster: Richards Manufacturing and Surgeon-Driven Design



The commercial roots of Memphis' device industry run through J. Don (Don) Richards, an early DePuy sales representative who later became closely associated with the emerging orthopedic sector. By the 1930s, Richards was distributing and then manufacturing orthopedic instruments and implants; historical trade literature from the Smithsonian documents Richards Manufacturing Company of Memphis as a producer of microsurgical instruments, fracture equipment, and orthopedic and otologic devices, founded in 1934.

What distinguished Richards was not only its product line, but its proximity to Campbell Clinic surgeons. Physicians brought real clinical problems into the design room, and engineers responded with rapidly iterated splints, braces, and implants. That surgeon-driven development model, tight, informal, and highly practical, became the template for how Memphis companies would innovate for decades. As Richards grew into a national player, it created both a technical knowledge base and a talent pool that would seed future companies across orthopedics, ENT, and spine.

Hearing Restored and Fractures Stabilized: ENT and Orthopedic Breakthroughs

By the mid-20th century, Memphis' influence extended well beyond general orthopedics. In otology, Dr. John J. Shea Jr., a Memphis-born surgeon, changed the course of hearing restoration. In May 1956, Shea performed the first successful reconstructive stapedectomy, replacing a diseased stapes bone in a patient with severe conductive hearing loss. Working with engineer Harry Treace, he developed a Teflon stapes prosthesis that became the basis for modern treatment of otosclerosis and remains foundational in current stapes surgery practice.

Stories from this era have become part of local lore: prototypes shaped from common materials; improvised tools refined into precision implants. While the specifics of each tale vary, the through-line is clear, Memphis surgeons and engineers repeatedly transformed inventive experiments into scalable, regulated devices. At the same time, orthopedic innovators were introducing new fixation systems and implants that helped standardize fracture care and joint reconstruction, reinforcing the city's reputation as a place where practical, high-impact surgical tools originated.



Scaling Up: Corporate Growth, Spine Leadership, and Wright Medical

As demand for implants grew worldwide, Memphis-based firms began to acquire, merge, and reorganize into global brands. Richards, by then a recognized orthopedics manufacturer, was acquired by Smith & Nephew in 1986,

Smith+Nephew

further embedding Memphis into the portfolio of a multinational medical technology company with major operations in the region.



Wright Medical emerged as another anchor. Founded in Memphis and ultimately operating as Wright Medical Group N.V., the company evolved into a global medical device firm focused on extremity and biologic solutions, becoming a recognized leader in surgical technologies for upper and lower extremity reconstruction. Over time, Wright shifted its portfolio away from large joints to concentrate on high-growth segments such as foot, ankle, and biologics, culminating in the sale of its OrthoRecon large-joint business to MicroPort Scientific in 2014.



MicroPort established MicroPort Orthopedics as a global reconstruction business headquartered in Arlington, Tennessee, positioning the Memphis area as home base for an international hip and knee company.



The spine story followed a similar arc of specialization and consolidation. Memphis-based DANEK, a pioneer in spinal instrumentation, merged with Sofamor to form Sofamor Danek, which became a leading developer of spinal and cranial devices, visualization tools, and biomaterials. In 1998, Medtronic announced its acquisition of Sofamor Danek, which was completed in 1999, establishing Medtronic's spine and neurologic business as a global market leader and cementing Memphis as a major center for spine innovation and manufacturing.

Medtronic



Extremities, Spinouts, and a Growing ENT and Foot-and-Ankle Ecosystem

One of the defining features of the Memphis ecosystem is how many new companies trace their lineage back to a handful of original employers. Wright Medical, Richards/Smith & Nephew, and Medtronic Spine, among others, served as training grounds where engineers, product managers, and executives learned how to design, manufacture, and commercialize complex implants. Many later left to launch or lead their own ventures, creating a dense "family tree" of interconnected firms.



“Hardware is only one piece of orthopedics. Biologic science is the future.”

- Ken Birdsong, Odyssey Medical Technologies



Solana Surgical, another Memphis-based extremities company founded in 2008, focused on foot, ankle, and hand products designed to restore motion while relieving pain. Wright Medical acquired Solana in 2014 as part of a broader strategy to accelerate growth in its extremities business, integrating Solana’s portfolio into its global offering.



Grace Medical is a clear example. Founded in the mid-1990s in the Memphis area as a contract manufacturer of titanium ventilation tubes, Grace grew from a family-garage operation into a global ENT leader offering ossicular and stapes prostheses, ventilation tubes, surgical drill systems, and specialized ENT instruments. The company ultimately relocated and expanded in Bartlett, reinforcing the suburb’s position as a key medical device manufacturing node, and in 2025 was acquired by Innovia Medical, further extending its global reach.



The Memphis network also radiates outward into national extremity leaders. Paragon 28, an Englewood, Colorado-based company founded in 2010, was built specifically around foot and ankle surgery; its founder, Albert DaCosta, previously led biologics and extremities sales at Wright Medical before starting the company to focus exclusively on the 28 bones of the foot. Treace Medical Concepts, founded in 2014 by John T. Treace, formerly Senior Vice President of U.S. Sales and Global Marketing at Wright Medical, specializes in foot and ankle surgical devices, most notably for bunion correction.



Spine innovation connected to Memphis extends beyond local headquarters. Intrinsic Therapeutics, originally known as Intrinsic Orthopedics and founded in 2000, develops implants such as the Barricaid device to reduce reherniation risk after lumbar discectomy. While headquartered in Massachusetts, Intrinsic’s leadership includes veterans of Medtronic Spine & Biologics, reflecting yet another thread in the Memphis-influenced spine talent web.



Odyssey Medical followed a parallel path, but with a different clinical entry point. Launched in 1995, the company initially made its mark in ophthalmology with the Parasol punctal occluder, then evolved into a certified ISO 13485 contract manufacturer producing implants and instruments used across ophthalmic, orthopedic, spine, and trauma applications. Today, Odyssey Medical Technologies, headquartered in Bartlett, operates as a precision contract manufacturer serving major OEMs with tightly toleranced implants and instruments for orthopedics and related specialties.



CrossRoads Extremity Systems brings the story back home. Founded in 2014 and headquartered in Memphis, CrossRoads designs procedure-specific systems for complex foot and ankle problems, including staple compression plates and minimally invasive bunion solutions. In 2022, DePuy Synthes, part of Johnson & Johnson’s medical devices group, acquired CrossRoads, underscoring the strategic value of Memphis-born extremity platforms to global orthopedic players.



In extremities once again, In2Bones illustrates how leadership experience from legacy Memphis firms fueled new ventures and later acquisitions. Headquartered in Memphis, In2Bones developed implants and single-use instrumentation for upper and lower extremity surgery and was led by CEO Alan Taylor alongside co-founder Eric Fourcault. In 2022, CONMED announced a definitive agreement to acquire In2Bones for up to \$255 million in cash and earn-outs, positioning the platform as a strategic extension of CONMED’s orthopedic portfolio.

Memphis exports leadership to the global orthopedic market.

The “Wright Mafia” and a Culture of Serial Leadership

Within the industry, the 1999 to 2009 period at Wright Medical is often remembered as a formative decade, one that produced a disproportionate number of future founders, CEOs, and commercial leaders in orthopedics and extremities. Alumni of this era went on to play pivotal roles at companies like Paragon 28 and Treace Medical Concepts, among others, carrying forward a product philosophy centered on extremity-focused design, surgeon collaboration, and specialization in lower-volume but higher-complexity procedures.

Informally, many insiders refer to this network as the “Wright mafia”, not in a pejorative sense, but as shorthand for a tight cohort of leaders who cut their teeth together in Memphis and then spread across the industry. Their collective impact is visible in the billions of dollars in enterprise value created through IPOs, acquisitions, and global product lines that can ultimately be traced back to Memphis training grounds.



Aldo Denti
J&J Orthopedics



Aaron Smith
Artelon



Alan Taylor
Solana Surgical / In2Bones



John Treace
Treace Medical



Cary Hagan
Intrinsic Therapeutics



Vernon Hartdegen
CrossRoads Extremity Systems



Albert DaCosta
Paragon 28



Frank Bono
Paragon 28



Ted Davis
MicroPort



Jim Rogers
Medical Sales College

Glen Coleman
Sonoma Orthopedics /
CrossRoads Extremity
Systems

A Platform For What Comes Next: Biologics, Robotics, and Surgical Automation

Orthopedics and spine are entering a new phase in which traditional implants are increasingly paired with biologics, regenerative therapies, and data-rich digital tools. Global companies anchored or influenced by Memphis experience, whether in spine navigation, biologic grafts, or extremity reconstruction, are investing heavily in technologies that blur the boundaries between hardware, biology, and software.

Robotic-assisted and computer-guided surgery are shifting how procedures are planned and executed, while AI-supported workflows promise to optimize implant selection, alignment, and outcomes. Early demonstrations of semi-autonomous tasks in orthopedic surgery, combined with navigation and intraoperative imaging, point toward an environment where Memphis-linked companies are as involved in algorithms and analytics as they are in plates and screws. The region's deep bench in mechanical design, precision manufacturing, and surgeon collaboration positions it well for this next wave of hybrid device-digital solutions.



Every major advancement here started with someone trying to solve a real surgical challenge.

Why Memphis Endures as a Global Leader

Memphis remains a durable medical device hub because several ingredients keep aligning in the same place:

Clinical Excellence

A century after Dr. Campbell opened his clinic, the city still hosts leading orthopedic and ENT surgeons, clinical researchers, and teaching programs that attract ambitious trainees and industry collaborators.

Global Logistics

Memphis' role as a major freight and logistics center lowers friction for shipping implants, instruments, and single-use kits worldwide, which is especially critical for time-sensitive surgical supply chains.

Manufacturing Skill

From early Richards instruments to modern titanium, PEEK, and nitinol implants, the region has built a highly specialized workforce skilled in tight-tolerance machining, cleanroom assembly, and regulated quality systems.

Interconnected Companies

Spinouts and talent flow among firms like Wright Medical, Smith & Nephew, Medtronic Spine, Grace Medical, Odyssey Medical, CrossRoads, In2Bones, and others create a feedback loop where expertise rarely leaves the region entirely, it just reconfigures into new ventures.

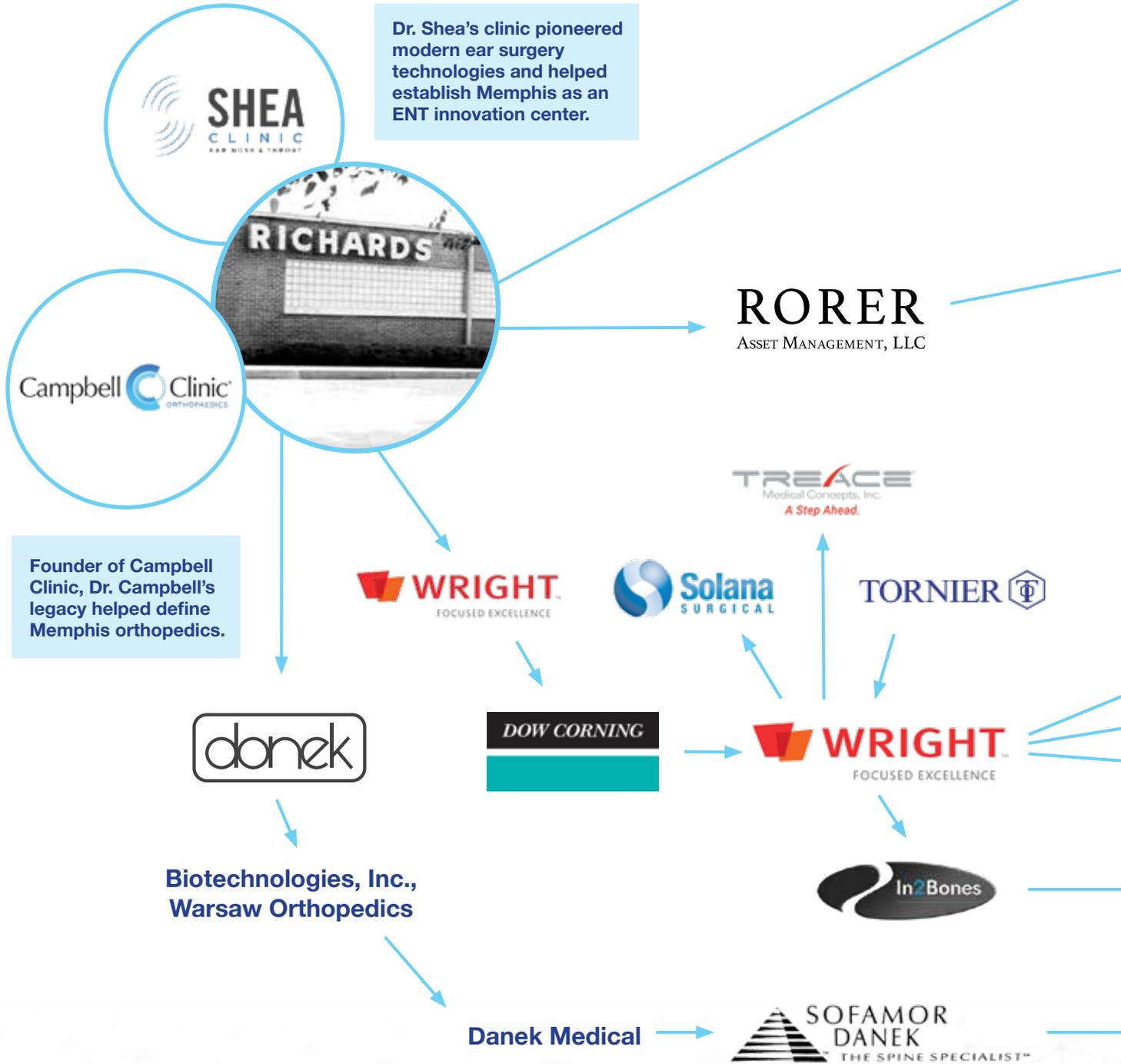
Innovation in Memphis has never been the story of a single flagship company or a single decade of breakthroughs. It is the story of people, surgeons, engineers, machinists, product managers, entrepreneurs, who repeatedly saw a clinical problem, built something to fix it, and then taught the next generation to do the same.

The next chapter will likely feature more biologics, more robotics, and more software, but it will be powered by the same underlying pattern that has defined Memphis for over a century: rigor at the operating table, ingenuity in the shop, and a stubborn belief that the best ideas are worth building close to home.



Tracing the Roots of Memphis' Medical Device Industry

Memphis has long been a cornerstone of the medical device industry, with many of today's leading companies tracing their roots back to a single origin: Richards. Founded in the early 20th century, Richards helped establish the region as a hub for orthopedic innovation, talent, and entrepreneurship. Over decades, that original foundation gave rise—directly and indirectly—to a network of companies, leaders, and technologies that continue to shape healthcare worldwide. This family tree highlights how a shared beginning in Memphis sparked generations of growth, spin-outs, and global impact.



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Accelerating Medical Device Innovation in Memphis and Beyond

For more than a decade, ZeroTo510, Epicenter Memphis' flagship MedTech accelerator, has played a pivotal role in transforming early-stage medical device ideas into market-ready innovations. Launched in 2012, ZeroTo510 has become one of the country's longest-running medical device accelerators, helping startups navigate one of the most complex pathways in healthcare: commercialization and regulatory clearance.

With global leaders and top medical research institutions, Memphis holds rare medical expertise. ZeroTo510 leverages this ecosystem to empower and accelerate new medical-device entrepreneurs locally.





“GMMDC brings industry insight, workforce expertise, and a deep commitment to innovation, all of which help our founders build better products, navigate real operational challenges, and ultimately succeed here in Memphis.”

- Olaf Schulz, a leader within the ZeroTo510 program

At its core, ZeroTo510 is designed to guide founders from concept or prototype through the rigorous demands of the medical device industry, including FDA 510(k) preparation, quality systems, reimbursement strategy, and intellectual property development.

Each year, a highly selective cohort of four to six companies participates in an intensive 90-day, mentor-driven program that blends structured curriculum with hands-on industry expertise.

What sets ZeroTo510 apart is its deep integration with Memphis’ medical device ecosystem, a strength long championed by the Greater Memphis Medical Device Council (GMMDC). Memphis is home to a dense concentration of global medical device manufacturers, logistics leaders, and life-science institutions, creating an environment where startups can learn directly from experienced operators

and engineers who understand the realities of regulated manufacturing at scale.

“The Greater Memphis Medical Device Council has been an exceptional partner to ZeroTo510,” said Olaf Schulz, a leader within the program. “Their leadership in strengthening our region’s medical device ecosystem directly enhances our ability to accelerate early-stage MedTech companies. GMMDC brings industry insight, workforce expertise, and a deep commitment to innovation, all of which help our founders build better products, navigate real operational challenges, and ultimately succeed here in Memphis.”

In addition to mentorship and curriculum, ZeroTo510 companies receive seed investment upon

acceptance and become eligible for follow-on funding. In return, participants commit to establishing a Memphis presence for at least 12 months, helping ensure that innovation, talent, and economic impact remain rooted in the region.

The result is a virtuous cycle. Startups gain real-world exposure to medical device manufacturing, regulatory rigor, and operational excellence, while Memphis continues to grow its reputation as a national hub for medical device innovation. For GMMDC members, ZeroTo510 serves as both a talent pipeline and a proving ground for the next generation of medical technology.





Rapta Inc. presenting solutions addressing quality-control challenges in manufacturing.

Solving MedTech’s Operational Challenges: Inside the Inaugural Medical Device Operations Challenge

While innovation often focuses on breakthrough devices, some of the most impactful advancements happen behind the scenes in operations, logistics, and manufacturing workflows. Recognizing this opportunity, ZeroTo510, with support from GMMDC and the Alchemist Accelerator’s Memphis hub, launched the Medical Device Operations Challenge (MDOC) in 2025.

MDOC was created to tackle real-world operational pain points faced by medical device manufacturers, from inventory tracking and inspection workflows to kit assembly, field inventory management, and

continuous improvement processes. Rather than theoretical exercises, the challenge begins with industry. Local medical device companies identify real problems drawn from daily operations.

Startups are then invited to propose solutions and receive mentorship from experienced advisors and manufacturers throughout the process. Finalists pitch their concepts, with winning teams earning prize funding and potential equity investment to help bring their solutions to market.

The inaugural MDOC highlighted the growing role of AI and robotics in medical device operations. The winning company, Rapta Inc., presented an AI-powered computer vision solution designed to address inspection and quality-control challenges, areas where precision, documentation, and traceability are critical.

Rather than theoretical exercises, the challenge begins with industry.

Local medical device companies identify real problems drawn from daily operations.



ZERO_T510

The ZeroTo510 Accelerator is a nationally recognized program helping early stage founders accelerate toward commercialization

If you have a novel medical device or medical technology idea that you think could make an impact, ZeroTo510 may be the opportunity you have been looking for. Since 2012, ZeroTo510 has helped technologists, researchers, healthcare and medical device professionals navigate the highly regulated healthcare industry and matriculate their business from concept to commercialization.

The intensive three-month curriculum pairs entrepreneurs with leading experts and mentors to help them de-risk their venture and offers up to \$50,000 of initial investment.

- Alumni companies have raised over \$104M to date
- 30% success rate of companies active for 2+ years
- 53 companies formed






These use cases align closely with the realities of regulated manufacturing. AI-driven inspection, robotics-assisted workflows, and data-backed inventory management systems can help manufacturers meet stringent quality standards while improving efficiency and consistency. Challenges such as receiving and inspection, inventory tracking, continuous improvement, and field inventory management are especially well suited to emerging technologies that combine sensors, automation, and advanced analytics.

At the same time, MDOC recognizes the unique hurdles of deploying AI and robotics in medical settings, including regulatory validation, safety requirements, system integration, and workforce training. By grounding innovation in real operational environments, the program helps ensure that solutions are not only technologically impressive, but also practical, compliant, and scalable.

More broadly, MDOC reflects a growing truth within the medical device industry: operational excellence is no longer a back-office concern. It is a strategic differentiator. By convening startups, manufacturers, and industry experts, the challenge reinforces Memphis' role as a living laboratory for MedTech innovation.



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Reimagining Partnerships to Enhance Lives

How Memphis Is Poised to Lead the Next Wave in Life Science Innovation



The convergence of artificial intelligence and life sciences is no longer abstract strategy work for the Greater Memphis region, it's becoming physical infrastructure, jobs, and products on the ground. With Elon Musk's xAI building out its Colossus supercomputing campus in the Memphis area and Google investing billions in a new cloud and AI data center just across the river in West Memphis, the region is gaining the kind of compute backbone that typically anchors national tech hubs. For Memphis-based life science and medical device companies already leading in orthopaedics, spine, robotics, and advanced manufacturing, this isn't just good news, it's a structural advantage.

The New AI Backbone of the Memphis Medtech Corridor

xAI has identified the Memphis area as the home for its Colossus supercomputing complex, a cluster of data centers designed to train and run large-scale AI models at unprecedented scale. The company has already built one AI data center in Memphis and is constructing a second "Colossus 2" nearby, with a third facility, an 800,000+ square-foot building in Southaven, Mississippi, now being converted into an additional data center tied into the same campus. xAI executives and state leaders say the combined footprint is reported to support roughly 2 gigawatts of AI compute, positioning Colossus as one of the world's largest AI training installations with hundreds of thousands of GPUs dedicated to advanced model development.

On the Arkansas side of the river, Google has committed a \$4 billion investment through 2027 to build its first Arkansas data center, a cloud and AI campus on roughly 1,000-1,100 acres in West Memphis, about 15 minutes from the Tennessee state line. The project is framed as one of the largest economic investments in Arkansas history and will bring hundreds of operations roles and thousands of construction jobs to the region, while expanding Google's global cloud and AI infrastructure footprint in the Mid-South. Together, these hyperscale projects anchor a Memphis-West Memphis-Southaven corridor that combines global logistics strength with world-class AI compute.



A Medical Device Cluster Ready to Use the Compute

This level of infrastructure is landing in a market that already punches far above its weight in MedTech. The Greater Memphis region hosts more than 40-50 life science and medical device companies, including major global manufacturers such as Medtronic, Smith+Nephew, Stryker (via Wright), MicroPort, and Olympus, alongside world-class research institutions like St. Jude Children’s Research Hospital and the University of Tennessee Health Science Center. Memphis is home to an estimated \$2.7 billion medical device industry and one of the highest concentrations of orthopaedic device firms in the country, with exports supporting customers across the U.S. and around the world.

The Greater Memphis Medical Device Council (GMMDC) serves as the industry’s collective voice, advocating for workforce, economic development, and policy changes that keep the region competitive. Its mission is to build successful collaboration among biomedical companies, close skills gaps at every level, and support sustained



growth in Memphis’s medical device sector. Against that backdrop, the arrival of hyperscale AI compute is not a starting point; it is an accelerant for a mature cluster already manufacturing, assembling, and validating complex devices every day



Why Local and Regional Compute Matters for Medtech

At the heart of most modern medical AI, whether for robotics, navigation, imaging, or manufacturing optimization, is the ability to train, test, and deploy models at scale. Hyperscale campuses like xAI's Colossus are being built specifically to support massive model training workloads, with tightly connected data centers that operate as a unified AI supercomputing environment. By situating this capacity in the Memphis region, xAI is reducing the physical distance between world-class compute and the companies building robotics, implants, and digital tools here, enabling faster experimentation and iteration for AI-driven applications.

Google's new West Memphis campus adds another layer of capability, expanding the company's cloud and AI infrastructure in the Mid-South and reinforcing the region's access to high-performance, low-latency cloud services. While Memphis companies can already tap Google Cloud from other regions, having a large-scale data center within minutes of major manufacturing and hospital campuses improves the potential for responsive hybrid architectures, especially where devices at the edge must synchronize with models or analytics in the cloud.

For device manufacturers, this combination translates into practical benefits: shorter AI development cycles, the ability to work with larger and more complex datasets, and more flexibility to architect edge-cloud systems that meet the stringent reliability and responsiveness requirements of surgical robotics, navigation, and imaging.

A Clinical Ecosystem Built for Real-World AI

Memphis is not just a manufacturing hub; it is a place where real patients generate real data every day. St. Jude Children's Research Hospital anchors global research in pediatric catastrophic diseases from its Memphis campus, combining state-of-the-art labs and clinical units dedicated to advancing cures and prevention strategies. Le Bonheur Children's Hospital, a 255-bed tertiary care hospital and Level 1 Regional Pediatric Trauma Center, brings nationally ranked pediatric specialties and deep expertise in complex care to the region. Regional One Health, one of the oldest hospitals in the area, serves as a major trauma, burn, neonatal intensive care, and high-risk obstetrics center for West Tennessee, East Arkansas, and North Mississippi.

These systems, alongside Methodist Le Bonheur and Baptist Memorial Health Care, collectively generate high-quality, diverse clinical data across pediatrics, trauma, oncology, orthopaedics, neurology, and more. As AI in healthcare shifts toward privacy-preserving methods like federated learning, where models are trained across distributed data sources without moving raw patient data, having both dense clinical activity and regional compute capacity positions Memphis to be a strong testbed for collaborative, HIPAA-compliant model development and validation. Local and regional data centers can make it easier for hospitals and manufacturers to work within clearly defined network, governance, and jurisdictional boundaries while still accessing powerful AI infrastructure.

Smith+Nephew

Robotics, Real-Time Data, And Surgical Intelligence

Smith+Nephew's Memphis Orthopaedics headquarters combines cutting-edge research and development with advanced medical device manufacturing, producing a comprehensive portfolio of hip and knee implants, trauma and extremities solutions for fracture stabilization and deformity correction, shoulder reconstruction implants, and surgical instrumentation.

Beyond Memphis, Smith+Nephew's Robotics Center of Excellence in Pittsburgh supports the company's flagship handheld robotics platform, the CORI™ Surgical System. CORI is a handheld robotic solution built on a

robust legacy in handheld robotics and supported by a digital surgery ecosystem spanning advanced pre-operative planning, accurate operative execution, and connected post-operative data management. This robotics ecosystem is designed to amplify surgical expertise and has demonstrated improvements in accuracy and patient outcomes in joint arthroplasty.

The platform supports real-time planning personalized to the patient, intraoperative gap assessments, and precise bone preparation for partial, total, and revision knee arthroplasty. CORI's range of indications continues to expand, including computer-guided hip arthroplasty and robotic shoulder replacement.

Both the Memphis Orthopaedics headquarters and the Robotics Center of Excellence play key roles in showcasing Smith+Nephew's



capabilities through comprehensive surgeon education programs. Hands-on labs replicate the operating room experience and demonstrate the newest surgical techniques and technological advancements, supporting stronger outcomes in operating rooms worldwide.

stryker

Trauma and Extremities Manufacturing with Enterprise-Wide Robotic Innovation



Stryker's presence in the Greater Memphis area is anchored by its Trauma and Extremities manufacturing operations, including major facilities in Arlington and the surrounding region that specialize in foot, ankle, and lower-extremity products. These sites produce plates, screws, and fixation systems used globally to treat fractures and other traumatic injuries, and they represent a critical component of Stryker's orthopaedics supply chain. Manufacturing in this segment increasingly relies on advanced design, simulation, and quality systems to support precision, consistency, and scale.

At the enterprise level, Stryker is also widely recognized for its Mako SmartRobotics platform, which supports robotic-assisted joint replacement procedures through CT-based preoperative planning and real-time intraoperative guidance. Stryker acquired Mako Surgical in 2013, integrating robotic

technology primarily for hip and knee replacement workflows. The Mako robotic system and its associated software are developed and manufactured at dedicated Stryker facilities outside the Memphis region.

For Memphis, the relevance lies in how these capabilities connect across the company rather than where the robotics hardware itself is built. The region's trauma and extremities manufacturing operations supply implants and instruments that are part of Stryker's broader orthopaedic portfolio, while local clinical adoption of robotic-assisted joint replacement provides real-world insight into evolving surgical techniques. Together, these elements reflect how data, clinical feedback, and precision manufacturing inform Stryker's ongoing investment in advanced orthopaedic technologies, even when development and production occur across different geographies.

Memphis-Area Leaders in AI and Advanced Technology



Advanced Coatings, Additive Manufacturing, and Automated Processes

Lincotek's expanded Bartlett facility reflects the company's commitment to next-generation orthopaedic manufacturing. The site now features advanced robotic coating lines, automated surface-preparation systems, and high-volume additive manufacturing technologies that rely heavily on

precision data, process modeling, and predictive performance analysis. Moreover, an automated and robot driven final cleaning and packaging line for a fully vertical integration of the supply chain of medical devices.

Though not always labeled explicitly as AI, many of Lincotek's process-optimization tools incorporate automation and machine-learning principles to reduce waste during production. Their cross-industry expertise, from aerospace to energy, enables Lincotek to bring world-class engineering practices into orthopaedics, making their Bartlett operations a critical link in the development of AI-enabled implants and advanced medical devices



Medtronic

Spine robotics, navigation, and a flagship Memphis facility

Medtronic's growing Memphis presence, including its one million square foot manufacturing and distribution expansion, positions the region at the center of some of the most advanced AI driven spine technologies in the world. Medtronic is increasingly differentiating itself through the AiBLE™ Ecosystem, a unified digital and AI platform designed

to deliver truly patient specific surgical care. AiBLE™ is a connected, AI driven smart ecosystem that unifies planning, imaging, navigation, robotics, custom implants, and data analytics into one seamless workflow. By integrating data across the entire surgical journey before, during, and beyond surgery, it enables predictive planning, precise intraoperative execution, and continuous outcome improvement.

At the forefront of this work is AI based surgical planning, particularly through the UNiD™ Adaptive Spine Intelligence (ASI) platform. Leveraging machine learning algorithms and thousands of curated surgical outcomes, UNiD generates predictive, patient specific alignment strategies. AI assists engineers and

surgeons in designing custom UNiD rods that match each patient's alignment targets, helping reduce variability and improve consistency across complex spinal deformity cases. Memphis is central to this ecosystem, designing and manufacturing the implants and system components that seamlessly integrate into this AI enabled surgical workflow.

Medtronic is also advancing AI inside the operating room by incorporating AI driven algorithms across its major capital platforms, including the Stealth Station™ Navigation System, the O arm™ Imaging platform, and the Mazor X Stealth Edition™ Robotic Platform. These platforms increasingly rely on AI enhanced software to support automated landmark recognition, intelligent image interpretation, and more efficient intraoperative workflows.

Beyond the clinical environment, Medtronic is leveraging machine learning within its supply chain and operations, including predictive analytics for logistics, intelligent automation in its future Memphis distribution hub, and AI assisted quality and control systems across manufacturing lines. This blend of smart operations and AI enabled spine care reinforces Memphis as a strategic anchor for Medtronic's global innovation footprint.



Economic and Ecosystem Impacts: From Cluster to Med-AI Hub

The Greater Memphis Chamber's recent Healthcare & Life Science Industry Report highlights the region's healthcare and life science sector as a \$10.4 billion contributor to gross regional product, employing nearly 89,000 people and anchored by both globally recognized hospitals and a robust medical device manufacturing base. Separate analyses from EDGE and GMMDC note that Memphis/Shelby County's medical device industry generates billions in economic impact, with more than 40-50 medical device firms operating in the area and an export profile that reaches markets worldwide.

The arrival of world-scale AI infrastructure is likely to amplify these existing strengths. Hyperscale data centers often act as magnets for AI-centered startups, specialized software and analytics firms, and new academic and training programs targeting data science, machine learning, and digital health. In Memphis, those new entrants would plug into an ecosystem that already includes orthopaedic robotics, high-volume spine manufacturing, additive and coating specialists, and top-tier clinical research and care. For GMMDC member companies that already use robotics, automation, simulation, or data-driven design, the opportunity is to layer AI more deeply into everything from R&D and process control to supply chain and post-market surveillance.

Memphis as a Med-AI Epicenter

Put together, the picture is compelling: a region with a dense concentration of orthopaedic and spine manufacturers; world-known clinical and research institutions; an industry-led council focused on workforce and growth; and now, some of the largest AI and cloud infrastructure investments being made anywhere in the country. The combination of compute power, manufacturing depth, clinical diversity, and logistics advantage is rare.

As xAI scales Colossus toward multi-gigawatt capacity and Google builds out its West Memphis data center campus, Memphis-based innovators will have an increasingly powerful platform on which to build the next generation of intelligent medical technologies. For GMMDC members, the opportunity is not abstract. It is the chance to design smarter implants, more capable robots, more efficient factories, and more responsive supply chains, grounded in the reality of the devices, people, and patients already here.



Why Local and Regional Compute Gives Memphis a Med-AI Edge

Low-latency AI for surgery and imaging:

Shorter physical distance between data centers and end users generally reduces network latency and improves responsiveness, an important factor for real-time robotic guidance, intraoperative imaging, and interactive planning tools. As regional AI and cloud infrastructure comes online in West Memphis and across the Memphis-area Colossus campus, MedTech manufacturers and hospitals here can architect systems that take advantage of those latency gains where they matter most.

Hybrid edge-cloud systems for intelligent devices:

Intelligent devices increasingly run inference at the edge, inside robots, implants, or imaging systems, while relying on the cloud for heavier model training, updates, and large-scale analytics. Regional data centers make it easier to design and test hybrid architectures where sensitive calculations remain close to the point of care, and model refreshes or fleet analytics can be pushed and pulled from nearby cloud zones rather than remote regions.

Stronger privacy through localized AI and federated learning:

While privacy-preserving AI techniques like federated learning do not require geographic proximity, having hyperscale compute capacity and major healthcare systems in the same region simplifies collaboration, governance, and connectivity. Memphis-area hospitals such as St. Jude, Le Bonheur, and Regional One generate rich clinical datasets, and local or regional cloud infrastructure can support experiments in HIPAA-compliant model training that keep sensitive data within tightly controlled network and jurisdictional boundaries. This creates a promising environment for companies and health systems to jointly advance AI without compromising patient trust.



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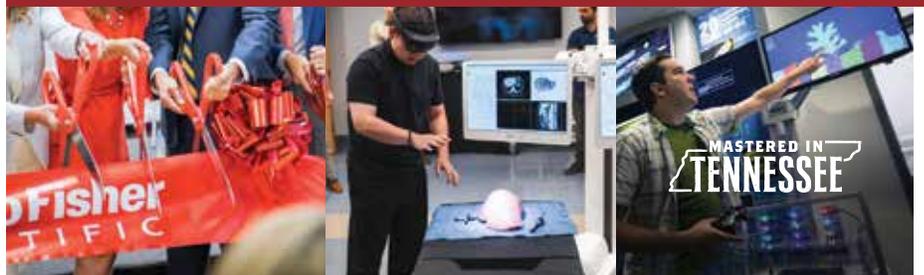


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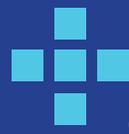
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GMMDC.org

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Agilix Solutions
3150 Carrier Street
Memphis, TN 38116

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ARCH Medical Solutions
7580 Bartlett Corporate Drive
Bartlett, TN 38133

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  ARCH Medical Solutions provides precision manufacturing expertise, advanced technologies, and scalable capacity for high-precision medical devices. With integrated operations across U.S. facilities, we deliver orthopedic, spinal, and surgical robotics components, implants, and instruments. Our decades of experience ensure tight tolerances in metals and plastics, plus ready-to-order products for rapid availability.



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Arkansas State University Mid-South
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 ASU Mid-South in West Memphis strengthens the regional workforce through stackable Mechatronics and Machining pathways, offering an AAS in General Technology with focused concentrations and Certificates of Proficiency in Mechatronics, CNC Operations and Programming, Machinist, and Machining Technology—equipping students with versatile, industry-relevant skills for high-demand technical careers.



Bartlett Area Chamber of Commerce
2969 Elmore Park Road
Bartlett, TN 38134

901-372-9457
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 The BACC is committed to advancing the long-term prosperity of Bartlett and Northeast Shelby County by sustaining and growing its business community. The BACC is Northeast Shelby County's largest business membership organization.



Behind The Scenes
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^ Our event planning supports everything from small meetings to large-scale corporate experiences for internal teams and external audiences. We manage every detail with precision—strategy, logistics, branding, and engagement—so your organization shines. From focused meetings to client-facing activations, we create seamless moments that strengthen culture, elevate reputation, and drive meaningful business results.



Bioventus
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919-474-6700
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^ ♦ Bioventus develops and/or markets clinically proven and cost-effective orthobiologic solutions for bone healing, bone graft and osteoarthritis.



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Memphis, TN 38119
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Butler Snow partners with pharmaceutical and health-care companies to provide strategic, practical legal solutions. From compliance and regulatory guidance to transactional and litigation services, our attorneys offer sector-specific solutions and strategic counsel to help clients address challenges, advance initiatives and achieve measurable results.



DePuy Synthes
jnmedtech.com/en-US/companies/depu-synthes

^ At DePuy Synthes, our mission is to keep people moving through innovations in orthopaedic surgery, support and education for providers, and a dedication to improving diversity, inclusivity, and equality throughout the healthcare system. With new advancements in orthopaedic devices, medical technology, and digital surgery across the continuum of care, we are proud to provide surgeons with solutions as diverse as their patients.



Elos Medtech
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Memphis, TN 38134
901-323-6699
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^ ♦ State of the art equipment, capabilities, and processes set Elos Medtech apart, but the more important difference is our people. At every level, we are experts in our field, who thrive on new challenges, who will always look for ways to add value, and who collaborate seamlessly with each other and with our customers.



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^ ♦ EMS offers a full service platform from initial prototype design, through production manufacturing, followed by continual product servicing throughout the life of the instrument.



EpiCenter Memphis - Zero to 510
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Memphis, TN 38103
901-866-1400
zeroto510.com

^ Epicenter exists to ensure founders of innovative businesses have what they need to develop, launch and grow their venture in the Delta region. To that end, Epicenter's nationally ranked ZeroTo510 program supports founders with early-stage medical devices and medical technologies to accelerate toward commercialization.

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Epstein, Becker & Green
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 Hemant Gupta, attorney at Epstein Becker & Green, has 18 years of experience protecting intellectual property for medical device, healthcare, and life science companies. He holds a Biomedical Engineering degree from the University of Pennsylvania and a law degree from the University of Memphis. Mabelle Shields is a strategic advisor with 25 years in compliance, ethics, privacy, and reimbursement, with an M.S.J. focused on health law from Seton Hall University.



First South Financial Credit Union
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Bartlett, TN 38134
901-380-7400
firstsouth.com

 Founded in 1957 to serve Naval personnel in Millington, First South Financial has grown into one of the nation's strongest and safest credit unions. With branches across Tennessee and Mississippi and advanced digital banking, we deliver exceptional, personalized service—proving that at First South Financial, you're not just banking—you're Banking With Friends.



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Lincotek Medical
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TN Italy

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▲◆ Lincotek Medical is a global solution provider, offering full-service orthopedic medical device development and manufacturing for spine, reconstruction, sports medicine & trauma, and extremities markets. With an intense focus on innovation and speed to market, Lincotek Medical partners with OEM customers to deliver products that enhance standard care for patients.



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▲ MB&A is a contract technical talent, recruiting, and consulting services provider for medical device manufacturers. We provide quality, operations, and engineering support to help our clients grow and succeed. With over 60 years of manufacturing industry experience spanning two generations, we are uniquely equipped to help our clients through any time of crisis or growth. Our team of industry veterans are passionate about helping medical device manufacturers achieve their goals.



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▲◆ Medtronic strives to contribute to human welfare by application of biomedical engineering in the research, design, manufacture, and sale of instruments or appliances that alleviate pain, restore health, and extend life.



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901-726-1977
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▲◆ Established in 1939 in the heart of Memphis, Moore Tech is an independent, non-profit, technical college offering hands-on training in skilled trades areas such as welding, air conditioning and heating repair, machining, and industrial maintenance. The college emphasizes job readiness and local industry partnerships, preparing students for high-demand careers.

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901-373-0200
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Orthopedic Design & Technology

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The ODT Forum returns to Memphis as a high-level networking and educational event. The Forum showcases the region's growing appeal for orthopedic technology development while addressing some of the most significant issues facing today's orthopedic manufacturers. For additional information, please visit www.odtforum.com or contact Howard Revitch at hrevitch@rodmanmedia.com.



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901-554-6150
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⚡️ PBC Biomed is an Irish company accelerating medical innovation through the development and commercialization of medical devices, biologics, and pharmaceuticals. With offices in Shannon, Ireland; Memphis, Tennessee; and Chamonix, France, we guide clients from concept to market with a strong focus on European and U.S. markets.



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901-355-1741
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Signature Orthopedics
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Bartlett TN 38133

844-762-9221
signatureortho.com.au

⚡️ Signature Orthopaedics takes great pride in developing innovative medical devices that improve the lives of patients and surgeon performance alike. Whether it's Signature™ instruments or production Class III device supply, we have the experience, knowledge and resources to provide you with the solutions you need, at a quality beyond expectation.



Smith & Nephew
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901-399-6526
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⚡️ Smith & Nephew specialize in advanced wound management, orthopedic reconstruction, sports medicine and trauma and extremities.



Southwest Tennessee Community College
5983 Macon Cove
Memphis, TN 38134

901-333-5000
southwest.tn.edu

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Tennessee College of Applied Technology, Memphis
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901-543-6100
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University of Memphis-Department of Biomedical Engineering
330 Engineering Technology Bldg.
Memphis, TN 38152

901-678-2670
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  The Graduate Certificate in Regulatory Affairs in Medical Devices at the University of Memphis equips professionals with essential knowledge in FDA regulations, quality systems, and compliance. Designed for career advancement, the program offers flexible, industry-focused coursework preparing students for leadership roles in the evolving field of medical device regulation.



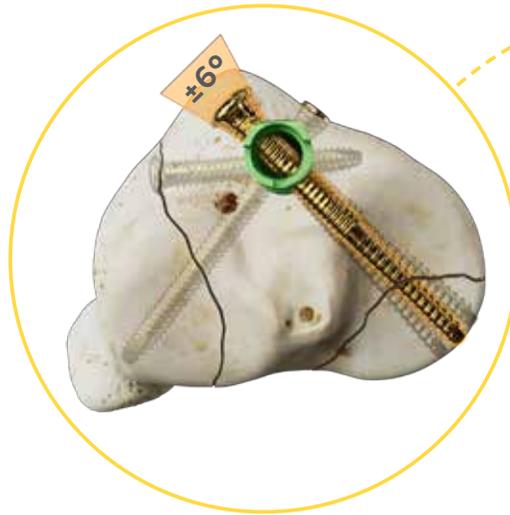
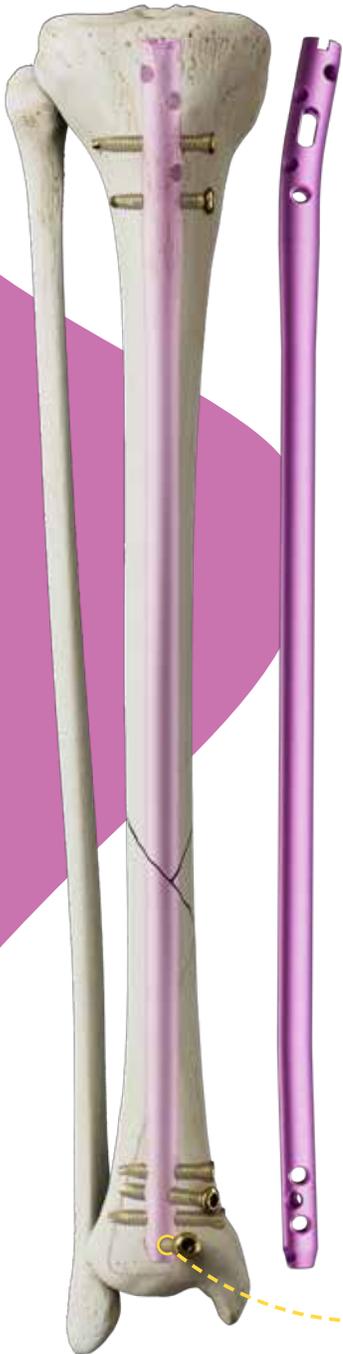
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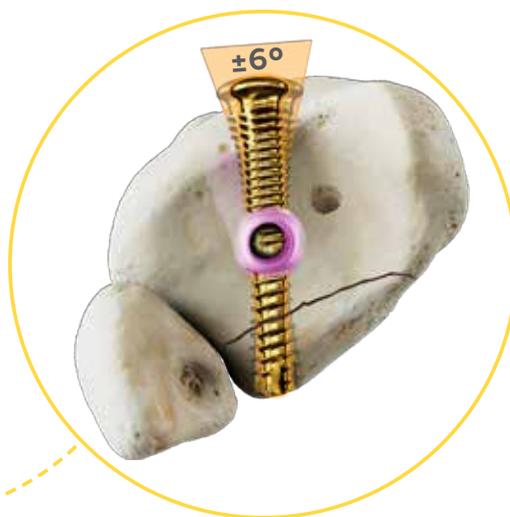
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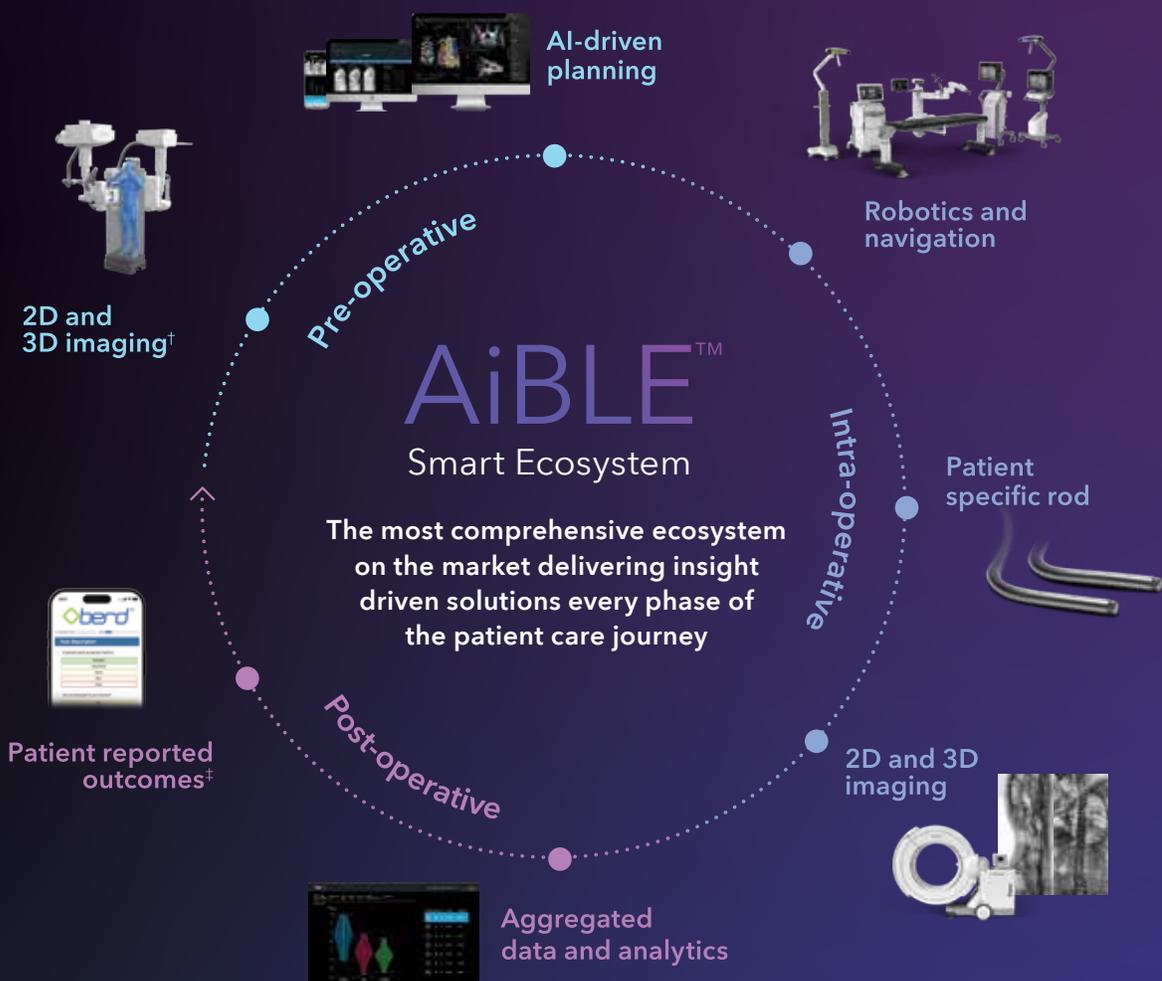
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