BUSINESS CONCEPTS FOR LIFE SCIENTISTS
A FREE ONLINE COURSE IN BUSINESS STRATEGY, FINANCE AND BUSINESS DEVELOPMENT

Business Strategy as a Scientific Skill: Academic-Biopharma Strategic Collaborations

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Strategic Collaborations
Learning Objectives

By the end of class you will be able to:

1. Define what industry seeks to achieve when partnering with an academic lab
2. Describe common industry-academic partnering models
3. Understand how a biopharma company’s “partnering process” works
4. List key best practices for industry-academic collaborations
What makes collaborations strategic?

When it helps meet an organization’s goals through its stated strategy

<table>
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<th>In industry…</th>
<th>Helps deliver drugs to patients typically by enhancing the company’s pipeline and/or capabilities</th>
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<tr>
<td>In academia…</td>
<td>Helps further scientific knowledge and/or impact human health care typically by enabling scientific publications and/or delivering drugs to patients</td>
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We previously discussed...

Value Proposition

Organizational Context

Strategy
An organization’s strategy drives what it seeks in a collaboration.

**Science**
- What disease areas, MoAs, technologies are of interest?

**Relationship**
- How do you prefer to work with the other party?
- How flexible?
- How collaborative?
Elements of strategy that drive biopharma company partnering interests

- **Specialization**: Disease areas or therapeutic modalities (mAbs, peptides, cell therapies, ...)
- **Risk**: High-risk, high reward early breakthrough science or more proven paths
- **Business Model**: All aspects of disease management or only developing drugs
Partnership Models

Many ways to work together

Deal Types

1. Research collaboration or Technology evaluation
2. License or license option
3. Development agreement
4. Commercialization agreement
5. Acquisition option

*Review Business Development lecture section on deal types
Partnership Structure

Structure of partnership should be built on a clear understanding of each partner’s:

- Goals
- Capabilities & Resources
- Constraints
Key Questions for Defining Partnership Structure

• What do we want to achieve and who will do what?
• Who pays for what?
• How is IP handled?
• How are publications handled?
• How are risk and reward shared (based on above)?
Pfizer’s Centers for Therapeutic Innovation

CTI

• Innovative Aspect of Model: Bring Pfizer drug discovery and development resources closer to academic partners

• Focused on antibody or small molecule co-discovery / development projects
Harvard-IPSEN Medical School Research Alliance

• Innovative Aspect of Model: **Streamlined RFP and agreement process to drive faster launch of partnerships**

• Flexible structure to enable partnerships across Ipsen’s areas of scientific interest
Merck-Harvard Blavatnik Biomedical Accelerator

• Innovative Aspect of Model:
  Developed oncology program further than typically possible in academia using accelerator funding and guidance

• “Biotech-like” licensing deal ($20M upfront and tiered royalties) with Merck
Who is involved in the partnering process?

- **Company**
  - Scientists
  - Business & Legal

- **Academic**
  - Scientists
  - Business & Legal
Who is involved in the partnering process?

**Company**
- Scientists
  - Scientific Scouts, Search & Evaluation
  - Internal R&D
  - BD Team
- Business & Legal
  - Transactional Attorneys
  - IP Attorneys

**Academic**
- University Researchers
- PIs
- Postdocs, staff, PhD students
- Tech Transfer Team
- Transactional Attorneys
- IP Attorneys
Path to a Strategic Collaboration

1. Data / Discovery
2. Contact potential industry partner
3. Evaluate strategic fit
4. Discuss science
5. Develop research plan
6. Negotiate deal terms and contract
7. Launch Collaboration

University tech transfer or alliances involved
Deal Approval in Industry

- Approval process varies from company to company

- Ask about key decision points and timelines
Critical factors for a successful collaboration

Alignment on Project Goals

Well Defined Research Plan

Clearly Articulated Alliance Management Plan

Communication
Consequences of not investing in developing clear goals/plans and frequent communication...
Examples of challenges for gathering partner interest

• Unwillingness to discuss high level proposal on a non-confidential basis
• Lack of enthusiasm for collaborative dialog or approach
• Unwillingness to focus
Advanced Topics

• Topics of interest for strategic collaborations:
  - Intellectual Property (IP)
  - Contracts
  - Alliance Management

• Skills needed to be a strategic collaborator:
  - Writing a good research plan
  - Good communication
Strategic Collaborations

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You should now be able to:

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