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Pharmaceutical Strategy Series Presents

Bridging the Business Development/ Alliance Management Interface

Emerging Strategies and Models in New Product Development

November 7-8, 2007 • Hyatt Regency Philadelphia Hotel at Penn's Landing • Philadelphia, PA

The Model for Development of New Pharmaceutical Products is changing rapidly and Your Company's Strategy must respond, whether you are a large pharmaceutical company, or an emerging biotech company. Alternative sourcing programs are emerging. Alliances are becoming more and more central to new product development as alliance centric external development programs emerge. Movement towards better integration of business development and alliance management functions and integration of alliances and acquisition, are also transforming how companies are finding, evaluating, structuring and negotiating deals and working with their external partners. Be part of this Premier Event!

Come Hear Leading Alliance Practitioners and Thought Leaders on Key Issues in Best Practice Presentations, Case Studies, and Panel and Round Table Discussions Address Topics Including:

- Building an Effective Alliance Management Capability – Creating an Alliance Center of Excellence in Your Company
- Innovative Product Development and Sourcing Programs
- New Partnering Models
- New Models in Corporate/University Collaboration
- The Evolving Model of Product Development and Alliances
- Selecting the Right Partner
- Alliance Negotiations Best Practices
- Corporate Venturing/Alliance Management Links
- Outsourcing and Smartsourcing
- Best Practices and Alternative Models for Managing the BD/AM Interface
- Managing the BD and AM functions in Biotech companies
- Corporate Investment and Licensing and Alliances

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Special opportunity to attend
Bio-Pharma Alliance Summit
November 5-6, 2007



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WHO SHOULD ATTEND:

Biotech Firms

- Business Development, CEO, CFO
- Alliance Management
- Senior Executives
- Strategic Planning

Big Pharma

- External Technology Sourcing Managers/Execs
- Corporate Venture Investing Managers/Execs.
- Business Development Managers/Execs
- Alliance Management
- Senior Executives
- Strategic Planning
- Commercialization Alliance Managers/Execs.
- Corporate Venture Investment Program Managers
- Venture Capitalists

WEDNESDAY, NOVEMBER 7

DAY ONE

7:30 am Registration and Mornign Coffee

8:30 Introduction and Welcoming Remarks

8:45 **Leveraging the Power of a Strong Alliance - GlaxoSmithKline's Center of Excellence for Drug Discovery**

Robert DiCiccio, Vice President of Alliance and Project Management

Mark Strobeck, Vice President, Drug Discovery Transactions, GlaxoSmithKline

This session will cover the following topics:

- Meeting the Challenges of Drug Discovery and Development in today's Environment
- GSK's Center of Excellence for Drug Discovery : Novel Philosophy - Novel Model
- Selecting the Right Partner
- Building and Managing a Strong Alliance

9:30 **The Business Development - Alliance Management Interface at Lilly**

Mark Barbato, Vice President, Alliance Management, Eli Lilly and Company

Mark Miller, Director, Business Development, Eli Lilly and Company

Lilly's framework for sourcing innovation is represented by its 'find it-get it-create value' model. This model for working with partners pairs up its business development and alliance management functions early on in the process and brings them together when situational needs arise. Case examples will be covered in this discussion.

10:15 **Networking Coffee Break with Intro-Net-One-to-One Meetings**

10:45 **Alliances as a Strategic Function - A Bold New Vision for Alliances at Abbott**

Richard Marshak, General Manager, Alliance Management, Abbott Laboratories

Abbott's Pharma Products Division has been charting a new course for its Alliance Management function, putting in place a strong team, a powerful set of tools, and a senior team aligned around the value of

being a great partner. We examine how Abbott has expanded the role for its Alliance function, integrated its responsibilities closely with its Business Development functions, and examine what tools have been put in place to provide more transparency, improve coordination internally and with partners, and present a more complete picture of our portfolio of relationships to senior management.

11:25 **The Business Development / Alliance Management Interface at Boehringer-Ingelheim Pharmaceuticals**

Mike Leonetti, Chairman, Board of Directors, ASAP, Executive Director, Healthcare Partnerships, Boehringer-Ingelheim Pharmaceuticals, Inc.

We examine the Business Development / Alliance Management functions for Commercialization as well as Development Partnerships, and how that work with each other at Boehringer-Ingelheim. We discuss joint evaluation of alliance partners; Responsibilities and Roles; and Hand-offs and Coordination.

12:05 pm **Networking Lunch** (Sponsorship Available)

1:05 **Session Break**

PLENARY SESSION

1:35 **The Bus Dev/Alliance Management Interface ... Making a Difference During Negotiations to Enhance the Value of Partnerships**

Ratnakar Mitra, Vice President, Alliance Management, Schering Plough

We examine how roles and functions are coordinated at Schering Plough, including:

- Bridging between Negotiating Teams and Alliance Management Teams...continuity, taking partnerships seriously
- Understanding/guiding 'win-win' objectives/approaches/ease of implementation of the agreement
- Governance - Role/ Structure/ appointments..." Right " People/ Behavioral skills
- Integrating multiple-functions/teams to improve internal alignment that will lead to better external collaboration
- Well managed partnerships to generate greater value for the alliance

2:20 **NovaQuest - The Building of an Alliance Management/Business Development Practice Within a Managed Partnership Entity**

Jack Pearson, Global Vice President, Alliance Management,

David Lilley, Executive Vice President, Global Business

Development, NovaQuest (Partnering Group of Quintiles Transnational)

• As our NovaQuest brand strengthens its market presence, we will examine how the NovaQuest/Quintiles managed partnership approach, which is primarily comprised of investment-based service partnerships, has established an innovative model in how Alliance Management and Business Development join to produce premium outcomes for each partner. As a dual presentation, we will describe:

- communication timelines
- roles and responsibilities
- hand-off procedures
- ongoing dialogue

3:00 The AM / BD Interface in a Large Pharma / Small Biotech Alliance: Working to Align and Maximize Project Efficiency

Kimberly Brue, Director, Alliance Management, sanofi pasteur
Martin Nicholson, Director, Business Development, Intercell

This presentation will be a case study on how to manage the relationship of an alliance between a large pharma and a biotech company. Included in the presentation will be a discussion on the following:

- What are the differences in Alliance Management functions between large pharma and biotech
- Introduction of Alliance Management into an existing pharma/biotech alliance
- Discussion of different activities, tools, etc., that can be utilized to facilitate integration of AM function, and ongoing AM role

3:40 Networking Refreshment Break with Intro-Net-One-to-One Meetings

4:10 The Evolution of the Lexicon Pharmaceuticals/ Bristol-Myers Squibb Alliance - The Business Development/Alliance Management Interface from the Biotech Perspective

Kathleen Holt, Ph.D., Senior Director Alliance and Project Management, Lexicon Pharmaceuticals

Teresa Faria, Senior Alliance Manager, Bristol-Myers Squibb

We examine how the Business Development and Alliance Management functions work together within Lexicon Pharmaceuticals and work with those functions within Lexicon's partners in the context of Lexicon's long term alliance with Bristol-Myers Squibb in the development of Neuroscience applications for Lexicon's proprietary gene knockout technology. The evolution of the Lexicon/BMS relationship is addressed from initial simple "Fee for Service" contracts to the broad Co-Development Alliance for new small molecule drugs for Neuroscience applications that exists today. Lessons learned are examined, in areas of structuring Alliance Programs in biotech companies; Alignment with partners for successful co-development and governance and relationship management issues.

5:00 Negotiation and Implementation: "Connecting the BD Process and Alliance Success"

Stuart Kliman, Head of Life Sciences Practice and Partner, Vantage Partners, LLC

As we all know, one key characteristic of an alliance contract is "incompleteness" - the idea that no contract can anticipate every contingency and, indeed, one of the attractions of an alliance structure is that it has in it the flexibility to grow and change, reacting to circumstances, over time. In addition, the consummation of the alliance contract is not the moment of value creation - rather it is through the process of the partners' working together - the alliance implementation- that value is created. Thus, what ought to be considered in the negotiation phase such that the implementation phase is set up for success? This talk will cover:

- What does it mean to negotiate with an "implementation frame of mind"?
- What are the costs of not doing so?
- How does one build the organizationally capability to do so?

5:40 End of Day One

THURSDAY, NOVEMBER 8

Day Two

9:00 am Insourcing - Outsourcing - Smartsourcing -How BASF Created Breakthrough Value through an External Risk-Reward Alliance Model with Contract Research Organisations (CROs)

Mike Nevin, Managing Director, Alliance Best Practice Ltd. Author, The Strategic Alliance Handbook- A Field Guide to Strategic Business-to-Business Collaboration

Paul Leonard, Alliance Director, BASF, Agricultural Products Division

The presentation will examine the value of using a collaborative full risk / reward model with external contract research organisations. The presentation is structured in two parts;

We will describe the background to the External Risk-Reward Alliance Model approach; why it was necessary; and why the more traditional models of customer supplier were inadequate. Issues covered will include;

Part 1 presented by Paul Leonard:

- How to negotiate with CROs
- What to look for in alliance sympathetic partners
- What role does commercial value play in driving performance
- The BASF Pilot / Co-Pilot model approach
- The role of quality in developing breakthrough solutions
- The trials and tribulations of developing an alliance unit 'from scratch' with no support
- The risk / reward model developed over 5 years

Part 2 presented by Mike Nevin

will focus on an assessment of these relationships after 5 years, including:

- What has made the BASF model successful
- What did the CROs think of the model
- What have been the technical, cultural and operational problems of implementing the model
- What lessons can other CROs learn to be able to position themselves more appropriately for this type of work?
- What were the critical factors that led to success?
- How are the more advanced CROs using the lessons learned to develop extra business outside of BASF?

9:40 Aligning Business Development, Alliance Management, Corporate Venture Investment and Project Management to Ensure Effective Alliances

Varavani Dwarki, DVM, Ph.D., Vice President, Alliance Management, Global Business Development, Wyeth Pharmaceuticals

In order to accomplish the win-win goal during negotiating and implementing Alliances, it is important that the various functions including Business Development, Project Management and Alliance Management have seamless interfaces. This presentation will describe how the Business Development organization within Wyeth, which includes Global Licensing groups, Acquisitions and Investments and Alliance Management, interfaces with the Finance, Strategy and Project Management groups during negotiations. This framework provides the opportunity to ensure that partner's asset is valued fairly and decisions are taken in a timely fashion.

Panel Discussion

11:10 Bridging the Business Development/Alliance Management GAP and Beyond: GOVERNANCE AND PERFORMANCE - A Panel Discussion

Moderator: Susan Dorfman, Senior Consultant, Skila

Panelists:

Kathleen Holt, Ph.D., Senior Director Alliance and Project Management, Lexicon Pharmaceuticals

Kimberly Brue, Director, Alliance Management, Sanofi Pasteur

Ratnakar Mitra, Vice President, Alliance Management and Licensing, Schering Plough

Mike Leonetti, Chairman, Board of Directors, ASAP, Executive Director, Healthcare Partnerships, Boehringer-Ingelheim Pharmaceuticals, Inc.

For Business Development and Alliance Management Teams to effectively work together, both must be equipped to quickly view, assess, manage and communicate key performance indicators and milestones that enable, through mutual governance and performance management, effective outcomes specific to opportunities and potential assets.

Both teams must institute a joint process to set and manage target performance goals based on opportunity as well as terms, conditions and timelines set forth in proposed and existing contracts and/or addendums. Additionally, they must enable third-party alliances, upon contract agreement, to seamlessly participate and fully engage in shared communication and performance management activities as appropriate. At that point, the new alliance team must be able to jointly “shadow and govern” key performance indicators, with special attention paid to the development and commercialization targets, goals and timelines that ensure their joint asset is moving forward while also enabling them to make unified, effective, timely and smart decisions when things don’t go as planned. Join this Discussion for a perspective on how cross-functional teams are working together in managing the process of defining, shadowing, governing, viewing, assessing, managing and communicating the performance of opportunities and shared assets – even after becoming fully functional alliances.

12:20 pm End of Conference

Take Advantage of One-to-One Meetings Using CHI’s Intro-Net

CHI’s Intro-Net offers you the opportunity to set up meetings throughout the two days with selected attendees before, during and after this conference, allowing you to connect to the key people that you want to meet. This online system was designed with your privacy in mind and is only available to registered session attendees of this event.



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Discounted Room Rate: \$189 s/d
Discounted Room Rate Cutoff Date: October 8, 2007

To reserve your hotel room, please call the hotel directly to make your room reservation. Identify yourself as a Cambridge Healthtech Institute conference attendee to receive the reduced room rate. Reservations made after the cut-off date or after the group room block has been filled (whichever comes first) will be accepted on a space-and-rate-availability basis. Rooms are limited, so please book early.

Flight Discounts:

Discounts fares are available on United, United Express, United code share flights (UA*) operated by US Airways, and US Airways Express. You can receive up to a 15% discount off if you or your travel agent call United's toll-free number 1-800-521-4041 and refer to the Meeting ID Number 579YS.

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- Impact their purchasing and collaboration decisions, and help your company achieve your sales and business development objectives.

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Arnie Wolfson, Manager of Business Development
Tel: 781-972-5431 • Email: awolfson@healthtech.com



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November 7-8, 2007 • Hyatt Regency Philadelphia Hotel at Penn's Landing • Philadelphia, PA

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YES! Register me for Bridging the Business Development/Alliance Management Interface

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BACK-TO-BACK CONFERENCES:

Includes Access to Bio-Pharma Alliance Summit (November 5-6) AND Bridging the Business Development/Alliance Management Interface (November 7-8)

Advanced Registration Deadline until September 28, 2007

Registrations after September 28, 2007 and onsite

	Non ASAP Member	ASAP Full Member 15% Discount
<input type="checkbox"/>	\$2995	\$2545
<input type="checkbox"/>	\$3295	\$2795

INDIVIDUAL CONFERENCE

Advanced Registration Deadline until September 28, 2007

Registrations after September 28, 2007 and onsite

<input type="checkbox"/>	\$1895	\$1595
<input type="checkbox"/>	\$2095	\$1795

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I am already an ASAP Full Member

Yes, Sign me up for ASAP Full Membership. I want to SAVE 15% off cost of the conference(s) \$695

I cannot attend but would like to purchase the Bridging the Business Development/Alliance Management Interface conference CD for \$250 (plus shipping). Massachusetts delivery will include 5% sales tax.

Please send information on exhibiting and opportunities to present workshops.

PAYMENT INFORMATION

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Invoice me, but reserve my space with credit card information listed below.

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ADDITIONAL REGISTRATION DETAILS

Each registration includes all conference sessions, posters and exhibits, food functions, and a copy of the conference CD.

GROUP DISCOUNTS

Special rates are available for multiple attendees from the same organization. Contact David Cunningham at 781-972-5472 to discuss your options and take advantage of the savings.



HANDICAPPED EQUAL ACCESS

In accordance with the ADA, Cambridge Healthtech Institute is pleased to arrange special accommodations for attendees with special needs. All requests for such assistance must be submitted in writing to CHI at least 30 days prior to the start of the meeting.

Substitution/Cancellation Policy

In the event that you need to cancel a registration, you may:

- Transfer your registration to a colleague within your organization
- Credit your registration to another Cambridge Healthtech Institute program
- Request a refund minus a \$100 processing fee per conference
- Request a refund minus the cost (\$250) of ordering a copy of the CD

NOTE: Cancellations will only be accepted up to two weeks prior to the conference.

Program and speakers are subject to change.

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