



C.E.L. for pharma  
CENTRE FOR EXECUTIVE LEADERSHIP

# The Pharma Business Development Course

## An Overview Course



Understand the structure of the pharma business development process – Grasp the terminology, challenges, concepts & tools in each step, from analysis and planning... up to closing and following-up a deal – Be prepared for the financial and legal pitfalls.



### Martin Austin

- Martin uniquely combines a wealth of BD experience with entertainment talent.
- A former senior BD executive with Roche and Paul Capital Partners.
- Board member of several start-ups and Founder of TransformRx.
- Author of *Business Development for the Biotechnology and Pharmaceutical Industry* (Gower, 2008) and *Licensing, Selling and Finance in the Pharmaceutical and Healthcare Industries* (Gower, 2012)

## By Attending This Course, You Will

- 1) Grasp the entire process of deal-making within the pharmaceutical and biotech industries, and learn the language, the concepts and tools from a practitioner's point of view.
- 2) Know how to profile the most suitable products for your company's profile, and where to search for the opportunities.
- 3) Grasp the principles of valuation and know what works best for which purpose.
- 4) Get expert advice on negotiation strategy and tools, and on how to best conduct the interactions.
- 5) Learn what makes up a good term sheet and how to assess those from other parties.
- 6) Know how to best manage the contract phase and how to avoid the financial and legal pitfalls that can break a deal.
- 7) Capitalise on Martin Austin's vast experience in concluding and financing successful deals in the pharma and life science biotech industries.

## Why You Should Attend

**The Content:** Unlike other courses that focus on a particular skill or aspect, this programme addresses all key steps in the pharma business development process, equipping you with powerful decision-support tools, expert insight into key success factors and time-saving advice.

**The Expert:** All past participants admired Martin Austin's enormous expertise and experience. His background is rather unique, combining big pharma business development with senior life science capital investment experience.

*The Pharma Business Development Course is the only available public training course delivered by Martin Austin on the topic of business development.*

## Who Should Attend

The Pharma Business Development Course has proven to be a very successful introductory course for two categories of executives:

- Mid to senior level executives in small pharma and biotech companies with limited formal training in business development but whose role increasingly involves business development activities.
- Junior to mid-level managers contributing to the business development process in the headquarters of midsize and big pharma companies (e.g. technology assessment, business intelligence...) who need a better understanding of the complete business development process.

Managers in local marketing organisations with responsibility for business development in national markets will also benefit but they should be aware that the course content is geared towards international licensing and acquisition BD responsibilities.

## Agenda Day 1

### 10:00 Welcome & General Introduction

- Why "Business Development"?
- What does the role entail?
- Scope of this course

### 10:45 Profiling the Opportunities that will be Successful for your Company

- Defining the playing field: external & internal parameters

11:30 Coffee Break

### 11:45 Profiling the Opportunities that will be Successful for your Company (cont'd)

- Defining the playing field: external & internal parameters
- Using the "Numerical SWOT" to quantify and differentiate BD opportunities and gain insight
- Discriminating between opportunities in relationship to your company's capabilities using a "Gap analysis" technique
- Zooming-in on the ideal "Opportunity Anatomy" that should drive the search process

13:15 Lunch

### 14:15 Searching for the Right Candidate(s)

- The process
- The main sources
- The search selection criteria
- Using the "Evaluation Array" to drive go/no go decisions

15:15 Coffee break

### 15:30 Valuing the Opportunity

- Deciding on the assumptions & parameters that should underpin your forecasts: should your forecasts be market based? ...epidemiology based? ...pharmaco-economically based? ...product-lifecycle based? ...
- The pitfalls in forecasting and the power of the "Prophecy" concept
- A review and discussion of merits & fallacies of traditional models: NPV, IRR, Black Scholes, Monte-Carlo Risk Analysis and Genetic Algorithms

17:30 Close

## Group Dinner

## Agenda Day 2

### 08:30 Valuing the Opportunity (cont'd)

- Risk & Return: the keys to valuation
- Pricing & Reimbursement in valuing BD transactions

### 09:00 Deciding on the Best Deal Structure

- Overview and pros & cons of different deal structures: JVs, licensing, M&A, etc.

10:00 Coffee Break

### 10:15 Deciding on the Best Deal Structure (cont'd)

- Discussion and analysis of successful cases as well as failures
- Which model fits your company situation best?

### 11:15 Negotiating the Deal

- Key elements of the "Term Sheet"
- Effective negotiation planning: key success factors in the process

12:15 Lunch

### 13:15 Negotiating the Deal (cont'd)

- The power of the "Anchoring" technique
- Dos & don'ts during negotiation meetings

14:15 Coffee Break

### 14:30 Financial & Legal Success Factors / Considerations

- The final contract: what it should include to avoid problems
- Dispute resolution

### 16:00 Impact of Generics and Biosimilars

17:00 Close

## Learning Methodology

Martin Austin optimally balances theory with short exercises and numerous anecdotes that illustrate the theory.

The strength of this course lies in providing a comprehensive overview of the business development process, illustrated by many examples from Martin's vast experience, as well as the many checklists and decision support techniques & tools that can be used in each step.

*One of the most valuable aspects of attending any C.E.L.forpharma course is not only being able to have your specific questions answered by a leading expert, but also having the opportunity to share experiences and have in-depth discussions with your international peers.*

## How To Register

- 1.) Check our website ([www.celforpharma.com](http://www.celforpharma.com)) for the most recent course dates and fees.
- 2.) Click "Register Here" & fill out the registration form with your personal and company (invoicing) details.

*If applicable please add your company's VAT number. We will include this on your invoice, which is needed for your company to reclaim VAT.*

- 3.) Choose a payment method.
  - a. If you select "Pay by credit card" we will email you a pro forma invoice and secure payment link.
  - b. If you select "Pay by bank transfer" we will email you a pro forma invoice for you to process through your company's payment system.
- 4.) Click [Confirm Registration >](#)

You will receive an automatic confirmation email shortly followed by a personal email with your pro forma invoice and further payment instructions.

## Included in the Registration Fee

- Course Material (Digital & Print Versions)
- Coffee, Tea & Refreshments During the Course
- Lunch During the Course
- A Group Dinner on the First Day
- Certificate of Attendance Signed by the Expert

## Does your team need training? Combine our public courses or organise in-house trainings



Contact Inge Cornelis:

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**call:** +32 (0)2 709 01 43

## Any other questions?



Contact Annelies Swaan:

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*Martin skillfully mixes concepts and examples to teach valuable lessons in business development. His course is interesting, fun, and the sections on profiling and valuing opportunities and structuring the deal were quite helpful.*

### Siemens Healthineers

Tim Durham - Sr. Manager Strategic Business Development  
Germany - April 2018



*The course gives a great overview of business development subjects and some useful, practical tools.*

### Sanofi

Mark MacDonald, Business Development and Programme Manager  
United Kingdom - April 2018



*Since I didn't have any prior experience in BD, this was a great introduction, covering the broad picture BD is. Martin is a good and funny teacher!*

### Disphar International

Sophie Van Tomme, Director Product Development  
The Netherlands - April 2018