



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

The Pharma Licensing Negotiation Course



Learn and practice in role plays the whole armamentarium of winning strategies, tools, dos & don'ts, tricks & tips in each step of the pharma licensing negotiation process: planning – internal negotiations – making the first contact – term sheet assumptions – face-to-face meetings – resolving issues – contract closure.



Dr. Roger Cox

- 30 years of licensing experience encompassing both big and small pharma/biotech companies.
- Currently Senior Consultant with Plexus Ventures, a leading global Pharma Business Development firm.
- Formerly with J&J's Global Pharma BD Group where he negotiated over 50 commercial licence agreements.
- Former Chairman of the European Pharmaceutical Licensing Council and Member of the Editorial Board of the Business Development & Licensing Journal for the Pharmaceutical Licensing Groups.

By Attending This Course, You Will



- 1) Have the tools and skills to conclude the best financial deal when negotiating a licence agreement in the Pharma and Biotech sectors.
- 2) Know what you need to prepare and check before a negotiation.
- 3) Use the appropriate negotiation styles in a variety of negotiation positions.
- 4) Learn the communication techniques to effectively manage expectations, listen analytically, persuade and build consensus.
- 5) Be able to negotiate financials and to bargain for advantage using proven techniques for building value and win-win outcomes.
- 6) Know how to negotiate term sheets and contracts to successfully close the deal.
- 7) Apply the theory in role-play negotiation scenarios.
- 8) Benefit from Roger's wealth of experience which cuts through all relevant industry sectors: big Pharma, small Pharma, Biotech and investors.

Why You Should Attend

The Content: Unlike other negotiation courses, this course is specifically tailored to negotiating commercial licensing deals for pharmaceuticals and related products in the Pharma and Biotech sectors.

The Expert: Roger Cox is an industry veteran and highly regarded in pharma's BD&L community. Roger's profile is unique - his 30 years of licensing experience encompasses both big and small pharma/biotech companies as well as government organisations.

The Pharma Licensing Negotiation Course is the only available public training course delivered by Roger Cox on the topic of licensing negotiation.

Who Should Attend

This practical Pharma/Biotech negotiation course is designed for:

- Business development and licensing executives wishing to improve their negotiation skills.
- All other executives working in the Pharma/Biotech sector who are involved in the negotiation process for the licensing or acquisition of pharmaceutical and other healthcare products.

Agenda Day 1

10:00 Welcome

10:30 Introduction - Negotiation Skills

- The 7 master-level negotiation skills for Pharma and Biotech and how to develop them
- Networking, opportunity identification, deal initiation and managing deal flow

11:30 Coffee Break

11:45 Preparing to Negotiate

- Check lists, term sheets and value drivers
- Financial models and net present value (NPV)
- Risk adjusted NPV allocation and decision tree analysis
- Headline Deal Value
- Influence of goal setting on negotiation outcome
- Better negotiation

13:00 Lunch

13:45 Advantages and Pitfalls of Different Negotiation Tools

- The traded concession
- The give-away paradox
- Bundling the not-so-good
- Using deal breakers & challenging them
- Expanding choice to get a good result
- Using timing & time to your advantage

14:15 Role Play 1 – Preparing to Negotiate

- Role play exercise: involving the Licensing Director of a pharmaceutical company seeking to license a drug delivery technology for a new chemical entity from a smaller biotech company
- Discussion and learnings

15:00 Negotiation Styles, Presentation Skills and Developing Leverage

- Negotiating styles – responses and risks styles
- Presentation skills and body-language
- Leadership and using your team
- Developing negotiation leverage
- Bargaining and bluffing

15:45 Coffee Break

16:00 Face-to-Face Negotiations

- Delivering the message: how – who – when
- Managing difficult items and bad news
- Anchoring and managing expectations
- Dealing from strength and dealing from weakness
- Trading and bargaining

16:30 Role Play 2 – Term Sheet Assumptions

- Bargaining term sheets - preparation, content and negotiation
- Internal team meeting to agree and input assumptions for spreadsheet and NPV share calculations

18:00 End of Day 1

Group Dinner

Agenda Day 2

08:30 Licences, Royalties and Milestones

- Licences and freedom to operate
- Value sharing, benchmarking and other royalty calculation methods
- Licence fees and milestones
- Option payments
- Unexpected consequences

10:00 Coffee Break

10:30 Role Play 3 – Royalty Negotiations

- Role play exercise: meeting to decide strategy and terms to resolve potential infringement of a third party's Intellectual Property Rights

11:15 Structured Negotiation

- Bringing it all together – Rules for a stepwise approach using negotiation tools and financial models to negotiate agreements based on reasonable shared values

11:30 Role Play 4 – Term Sheet Negotiation

- Role-play exercise: involving two teams negotiating a term sheet covering a licence and manufacturing agreement between a biotech company with a new chemical entity in clinical development and a biopharmaceutical company seeking world-wide rights

13:00 Lunch (continuing group discussion)

13:45 Term Sheet Presentations, Feedback & Learnings

- Analysis of term sheet negotiations
- Where was the value captured?
- Identification of value drivers which could have improved outcome
- Learnings for future negotiations

14:30 Critical Success Factors in Contract Negotiation

- Defining performance and value protection
- Determining appropriate sanctions
- Meaning and Interpretation
- Closure
- Cross-cultural negotiations and considerations

15:15 Coffee break

15:30 Course Learnings and Conclusions

16:00 Closing

Learning Methodology

Successfully developing negotiating skills requires practice in real negotiations. Four interactive negotiation sessions are included in the programme as examples of the type of negotiation situation that can arise in Pharma/Biotech licensing. The exercises include opening contacts and negotiations with third parties, working with colleagues, working with 'your opposite number' to solve joint problems and team negotiations with third parties on detailed term sheets. The outcome of the negotiation exercises will be quantified so that participants can benchmark progress in their own personal development as a negotiator.

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) 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?



Contact Inge Cornelis:

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Any other questions?



Contact Annelies Swaan:

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call: +32 (0)2 709 01 42



Dr. Roger Cox is clearly a visionary! He leads the course in such a way that we literally found ourselves in workshops that were like "real life" licensing negotiations! We could not get enough of the simulations and we also had a chance to work on a very detailed NPV spreadsheet before the commercial negotiations, which got us deep down to the core of it like a finance professional. I feel so lucky that I had the chance to have Dr Cox's course and to meet with such professional attendees.

DEVA Holding A.Ş

Zeynep Gümüsyazıcı Bayramoğlu, Business Development Manager

Turkey - April 2018



Relevant content that was directly applicable to a business negotiation I am currently working on in the "real world". Appreciated the dynamic and experienced colleagues and instructor and especially the small-class, interactive format. Ready for the next course!

Gilead Sciences

Jennifer Watt, Sr. Director Alliance Management

USA - April 2018



C.E.L.forpharma provides access to great knowledge through industry experts. My experience is positive both for the content received and the overall organization but most valuable for the exchange with the speaker and the participants who dig in great experience and contribution.

Haselmeier

Frédéric Gabriel, Chief Strategy Officer

Switzerland - November 2017