



MARVAPHARM

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# INTRODUCING DR. MARTIN VALKS-1

## Professional Background

- ❖ Expertise in strategy as well as operational implementation
- ❖ Marketing, Sales, Business Development and Market Access Manager in Akzo Nobel, Novartis, Coloplast and Tillotts Pharma
- ❖ 16 years of experience in Korea, + 20 years in Europe /North America/ROW
- ❖ Senior executive as well as a consultant in the International Human and Veterinary Pharmaceutical, Biotech and Medical Technology business
- ❖ Responsible for sales excellence in European Medtech company for a 320 million Euro budget, growing 4 % p.a.
- ❖ Sales and Profit responsibility for 43 distribution countries/partners, growing business from 55.3 Mio in 2010 to 165.5 Mio CHF in 2020
- ❖ Managed acquisition and integration of 56 Mio respectively 26 Mio Euro annual sales Product acquisitions of Astra Zeneca and Astellas
- ❖ Founder of Consultancy Marvapharm in December 2021; Various mandates with Swiss & UK Biotech and CMO as well as GE and FR Service providers
- ❖ Doctorate in Veterinary Medicine from the University of Utrecht, and a Bachelor of Science in Marketing from the Netherlands Institute for Marketing

References



Microsoft Edge  
PDF Document

LinkedIn

<https://www.linkedin.com/in/martinvalks/>

Marvapharm

[www.marvapharm.com](http://www.marvapharm.com)



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# INTRODUCING DR. MARTIN VALKS-2

## Education

- ❖ Doctor Veterinary Medicine and Bachelor of Science in Marketing
- ❖ Completed the Novartis Leadership and Marketing Excellence Program at INSEAD, Paris, France and Stanford University, California, USA .
- ❖ Diplomas for Finance and CRM management of Henley University, UK
- ❖ Negotiation skills of Hartley Brewer, UK
- ❖ Project Management of George Washington University, USA;
- ❖ Negotiation and Licensing for Pharma, CEL, Brussels, Belgium
- ❖ IT systems (ERP and Microsoft SharePoint)
- ❖ Speaks and writes fluent English, German and Dutch, good communication in French and Spanish.
- ❖ Prior to his industrial career he was involved in UN Refugee programs and veterinary practice for 2 years.

# WHY PARTNER IN EUROPE?

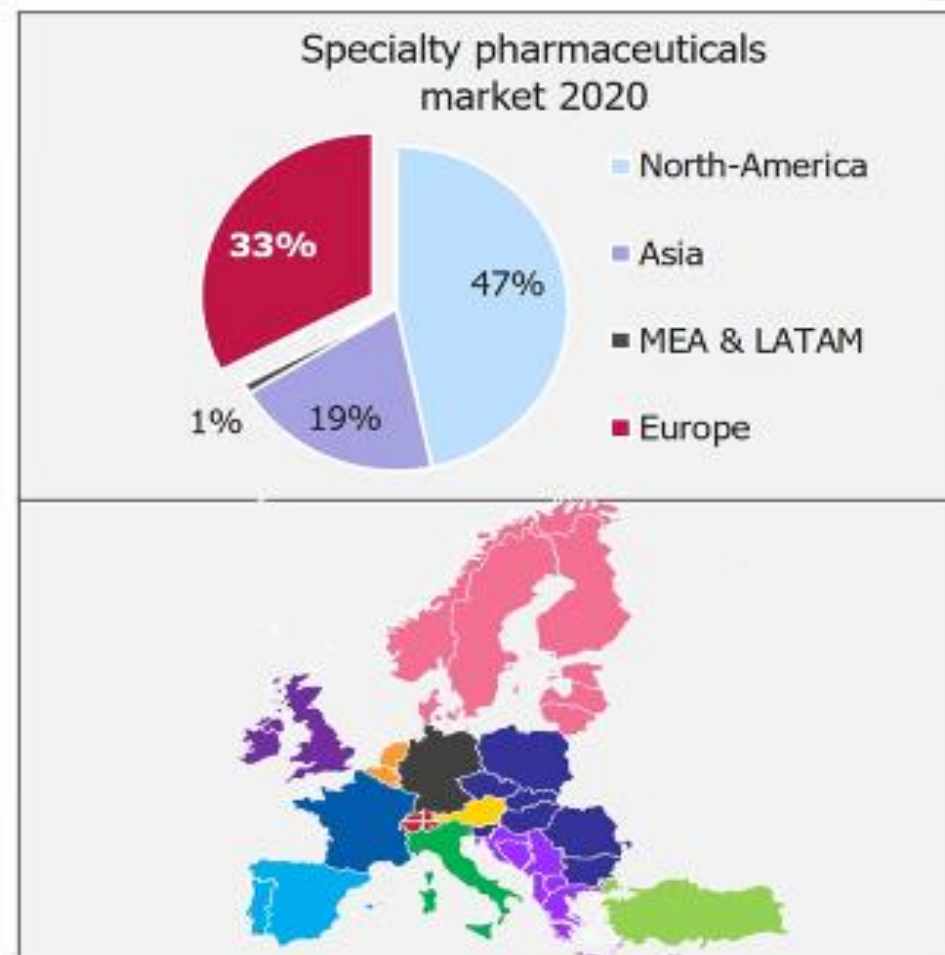
High revenue potential, but complex

**33%** of global specialty pharma sales

- 500+ population
- Excellent healthcare infrastructure

**30+** countries with often unique:

- Languages
- Legal and compliance codes
- Supply chain needs
- **Reimbursement requirements**



## Desk phase

- Business Model
- Partner profiling

- Market research
- Document Development

- Long&short list
- Dataroom

## Exchange phase

- Project Presentation

- Interest Confirmation

- Business Case

## Negotiation phase

- Term Sheet Development

- Term Negotiation

- Agreement negotiation

## Closing Phase

- Signature

- Public Relations announcement

## Alliance management

# BUSINESS PARTNERING PROCESS



# DESK PHASE

## SUCCESSFUL PARTNERING ELEMENTS

What Liscensor should provide	What is BDL of Licensee looking for ?
<ul style="list-style-type: none"><li>• Business Case</li><li>• Pitch Deck</li><li>• Licensing strategy timelines</li></ul>	<ul style="list-style-type: none"><li>• Assets with established POC</li><li>• Unmet need, and how the product is going to meet it.</li><li>• Clear strategy for marketing, sales, and market access</li><li>• IP protection</li><li>• Licence for Europe and or USA/ROW</li></ul>

# EXCHANGE AND NEGOTIATION

## SUCCESSFUL PARTNERING ELEMENTS

What Licensor should provide	What is BDL of Licensee is looking for
<ul style="list-style-type: none"><li>• NC Warm and Cold calling</li><li>• Follow up calls between Licensee BDL and Licensor</li><li>• NDA, Term sheet and Non Binding Offer</li><li>• Due diligence</li><li>• Contract negotiation, transaction and signature</li></ul>	<ul style="list-style-type: none"><li>• Crisp communication, without harassing</li><li>• Quick reply to emails and organization of calls for Q&amp;A</li><li>• Professional legal and commercial templates</li><li>• Data room with rapid and transparent exchange</li><li>• Involvement of C-suite managers, resolution of issues, negotiation roles, and tactics</li></ul>



# CLOSING AND ALLIANCE MANAGEMENT

## SUCCESSFUL PARTNERING ELEMENTS

What Liscensor should provide	What is BDL of Licensee is looking for
<ul style="list-style-type: none"><li>• Signature of board members and CEO</li><li>• Announcement text for PR</li><li>• Alliance Management</li></ul>	<ul style="list-style-type: none"><li>• Signature of board members and CEO</li><li>• Announcement text for PR</li><li>• Ensure contractual obligations are met</li><li>• Frequently organized meetings with Key Stakeholders, minuted and with clear responsibilities for follow up</li><li>• When issues arise; quickly follow up and resolve</li></ul>

# VALUATION

- Valuation sets the price for the assets.
  - Crystal ball; what is the potential and risk in the future, are perceived differently
- What costs and revenue do we get?
  - You get 11 different answers from 11 different companies.
- Supply and demand, what is the price someone is willing to pay?
  - Fair range
  - Business case is the starting point

# WHAT CAN YOU DO TO INCREASE THE VALUE?

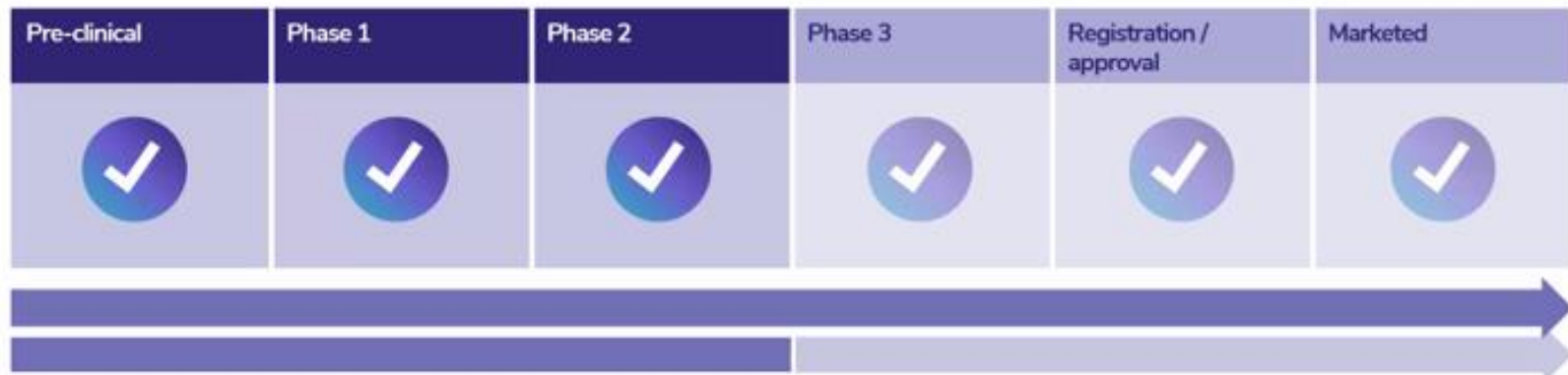
- Increase the potential;
  - indications, bigger share, additional market
- Decrease the risk;
  - bringing your asset to the next phase
- Out licence a product or technology;
  - Revenue stream; decrease risks that partner perceive and mitigating these
- Benchmark; e.g. peak sales no one has reached;
  - Should be explained with the assumptions, backed up with government and industry benchmarks

# PHASES OF DEVELOPMENT AND INFLEXION POINTS

MULTIPLIERS BASED ON COST AND RISK ASSESSMENT; FOR EXAMPLE ONCOLOGY PRODUCT

## Growing the pipeline through “string of pearls” strategy

- Leveraging our development, regulatory & commercial partnering skills
- **Licensing** of wide range of targets with **multiple mechanisms of action**
  - Option within scope: Co-development
- Market products in **niche cancer indications** in selected geographies



# DEAL STRUCTURES AND MILESTONES

## Deal structure in different development stages

Upfront: USD 45m

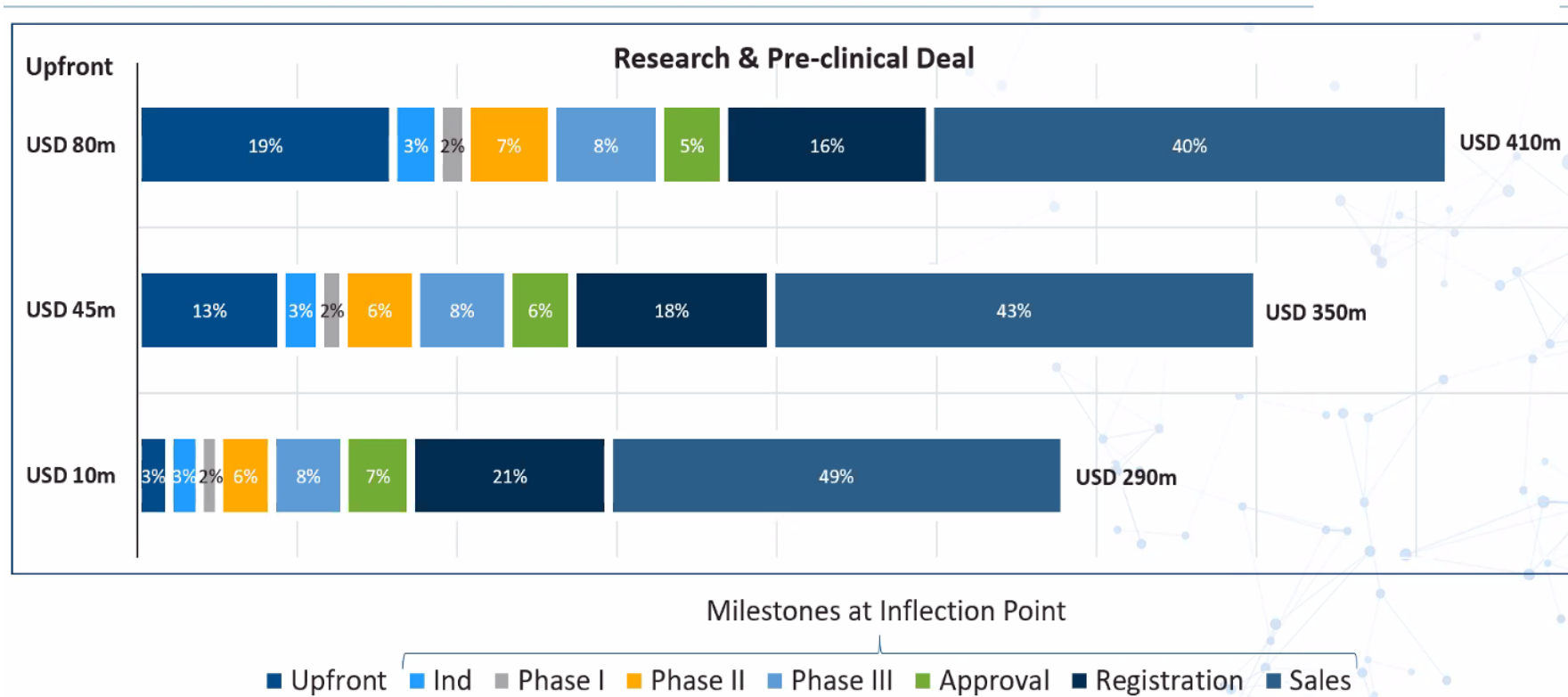


Milestones at Inflection Point

■ Upfront ■ Phase I ■ Phase II ■ Phase III ■ Approval ■ Registration ■ Sales

# DEAL STRUCTURES AND MILESTONES

## Deal structure for different upfront sizes

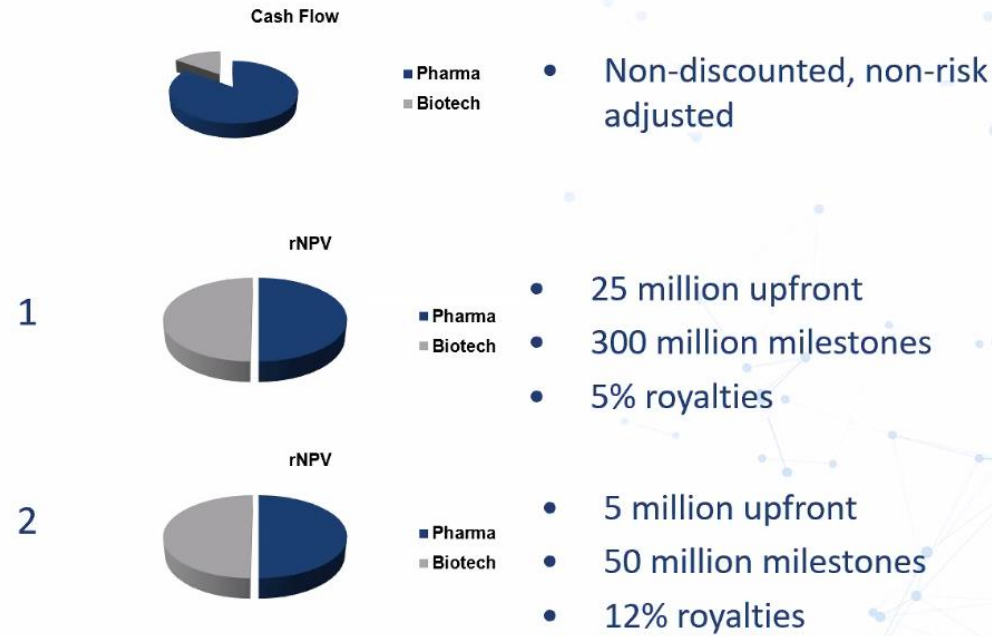


# TIMING OF PAYMENTS

## Timing of payments



- Two very different deal structures can look identical



# IN-LICENSING PROCESS

## MILESTONES, DECISION MAKING AND NEGOTIATION

In-licensing is a structured process



- Strong **focus on clinical data and unmet medical need** during Primary and Secondary evaluation
- Comprehensive due diligence by multi-functional team during Final evaluation
- Business case modelling and **negotiations started early to ensure deal is feasible** before investing in due diligence

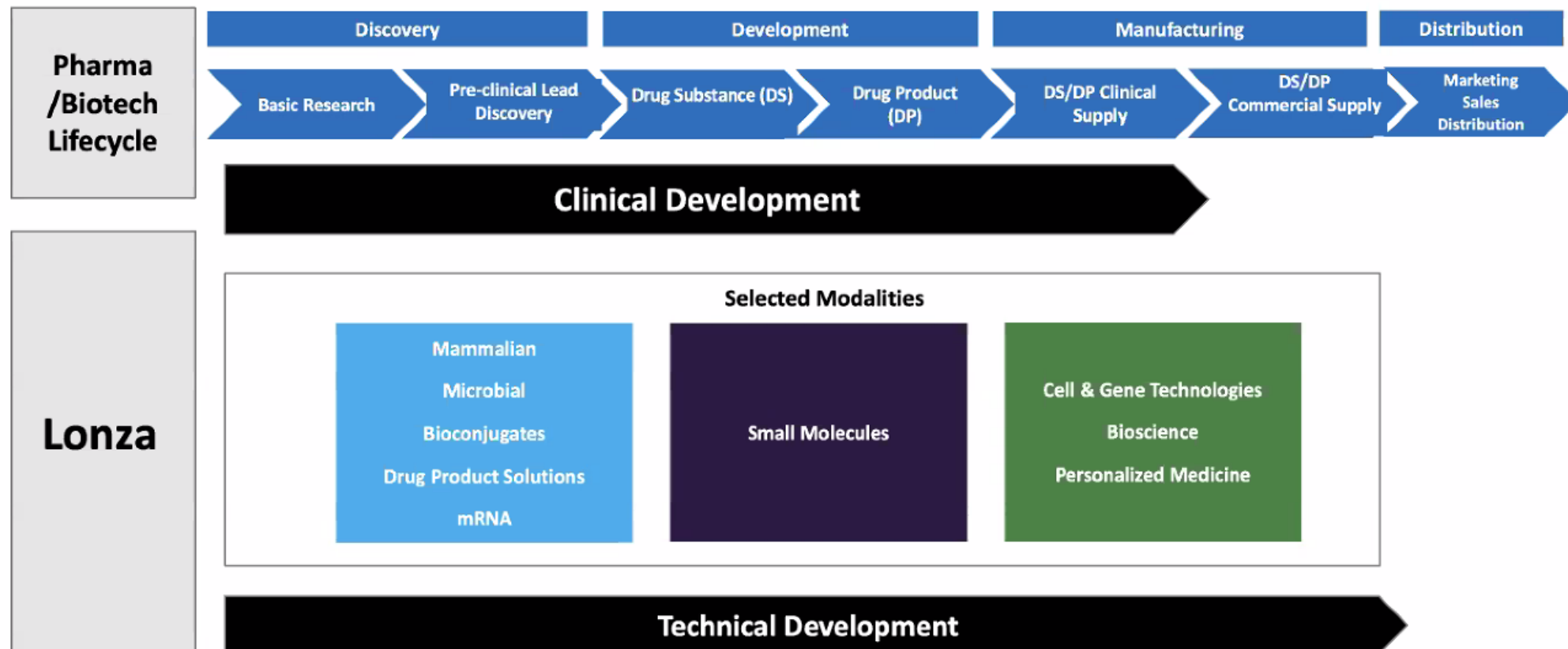


# TECH TRANSFER PARTNER ; EXAMPLE CDMO LONZA

TOP TIER CDMO

Active at every lifestage

Integrated solutions from pre-clinical through to commercialization



# BIG PHARMA PARTNER; EXAMPLE NOVARTIS/BOEHRINGER INGELHEIM (BI)

Strategy	Tactics
<ol style="list-style-type: none"><li>1. Do Homework</li><li>2. Engage with BD</li><li>3. Know how the BD organization works.</li><li>4. Map out whom to influence in BD</li><li>5. Big Pharma Organisation; is BD ticking boxes and R&amp;D driving the process or vice versa?</li><li>6. Timing and budget</li></ol>	<ol style="list-style-type: none"><li>1. Find the top 20 candidates and persistently call/mail the ones that are interested in your technology.</li><li>2. Novartis, BI; shoot to all 12 bd people, you can't read through the profiles. BI has scouted for each organ system.</li><li>3. All make decisions very differently. BD associates carry a lot of weight; which senior associates listen to you? In others, juniors make decisions themselves. Sometimes informal, influence based, and sometimes very formal.</li><li>4. Who is empowered? VP of BD or the junior manager? Map out during Key Account Management meetings. Need to know people that have been there and help you navigate the organization.</li><li>5. E.g. BI; who is doing what, junior and senior scientist, Alliance management; seeing the development, taking action, having the challenging conversations,</li><li>6. Ballpark; take twice the time twice the budget, also within the own organization.</li></ol>

# WHAT MARVAPHARM DOES

## Business Development

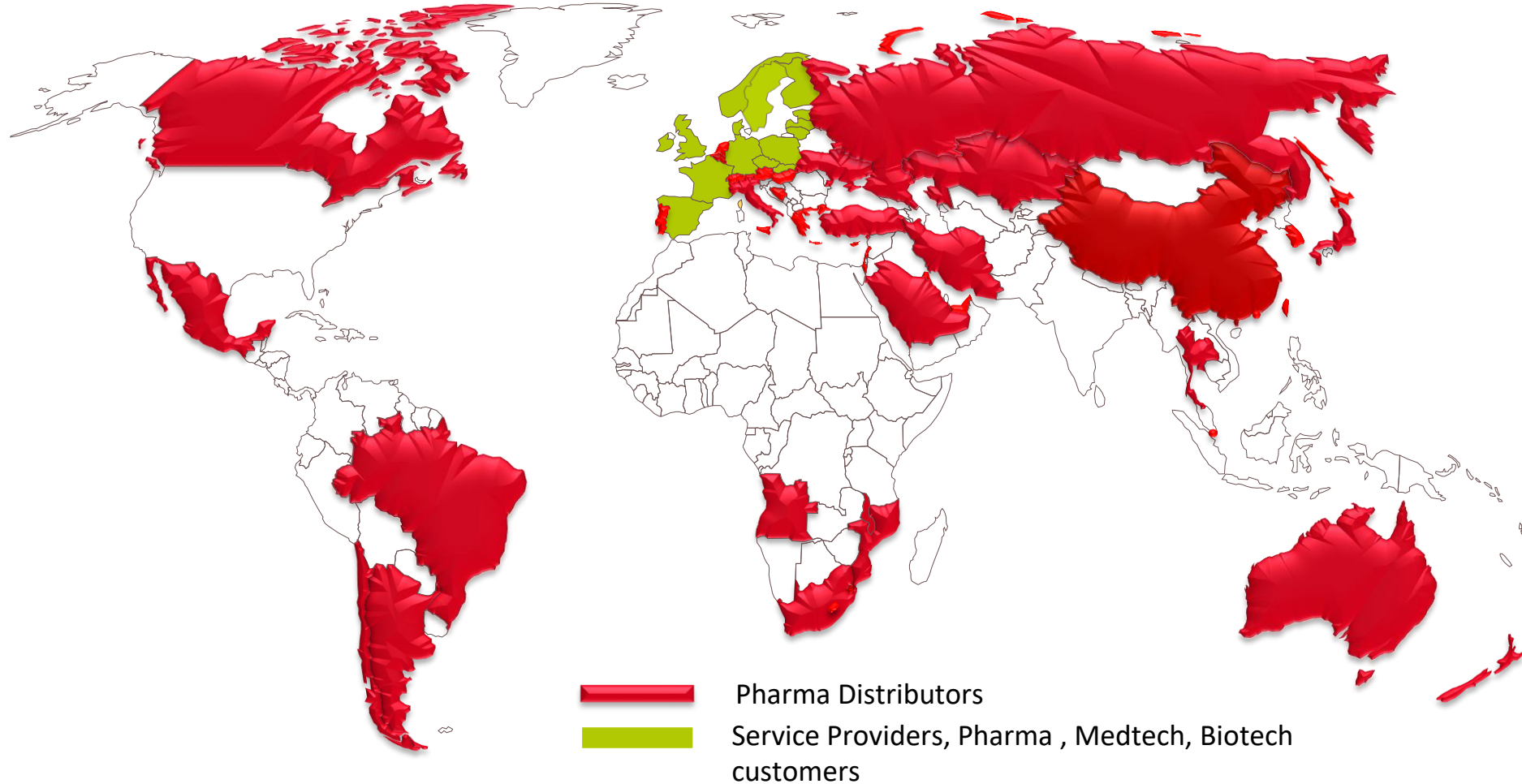
- Commercial consultant for Licensing in and out, Export, Contract Negotiations, Transactions, Closure



# GLOBAL COVERAGE

International University, Pharma, Biotech and Distributor network

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# HOW TO PARTNER IN EUROPE?

ALTERNATIVES;

\*OWN BDL, VISITING BIO MEETINGS

\* AND/ OR USING AN AGENT TO INCREASE THE SPEED AND QUALITY OF INTERACTION

What to look for in an ideal partner	What Marvapharm can offer
Available infrastructure and relationships	Partnerships in 16 countries, with established distributor network, totalling access in 28 countries
In-depth knowledge of disease areas and pharma development needs	Launched products in Gastro Enterology, Anti-infective, Vaccine, NSAID, Endocrinology . Executed acquisitions, deals and partnerships with Akzo Nobel, Novartis, Coloplast, Tillotts Pharma, Zeria Pharmaceutical, realizing double digit growth
Value your asset as its own	Make every product essential
Collaborative, nimble	Open to different deal structures; from out-licensing to joint commercialisation
Open and responsive	Flat structure allows for efficient information sharing and quick decision making

# HOW MARVAPHARM CAN SUPPORT YOU

## Your benefits

1. Licensing out/in; ; scouting, M&A and integrations, negotiation, contracting , distribution & partnerships, budgeting, business cases, pitches, alliance management,
  2. Commercial support; fundraising, R&D portfolio market valuation, lead prioritization, brand management, portfolio management, market access, and launches
  3. Market research; real-world hospital data, literature research
- ❖ Geography; Location Basel Switzerland.
  - ❖ Interaction; remote, kick off and regular follow up

# INTERESTED TO KNOW MORE ?

Contact us !

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