



## // BIOTECHNOLOGY:

### STRATEGIES FOR INNOVATION AND GROWTH

THE 'BIOTECHNOLOGY CENTURY' IS UPON US.  
NOW IS THE TIME TO REALISE ITS BUSINESS POTENTIAL.

The best business minds from the University of Otago School of Business and Northwestern University Kellogg School of Management bring you Biotechnology: Strategies for Innovation and Growth – a programme that will help you move your biotechnology organisation into the business world.



# A NEW BREED OF SCIENTIST...



## // THE COURSE

The biotechnology industry is at the forefront of New Zealand's future development. Latest figures in New Zealand show biotechnology is on its way to becoming a billion dollar industry – this is the 'biotechnology century'.

It is now more important than ever for innovators in the biotech industry to be fluent in the new technologies and understand how they impact upon traditional business models. Practitioners must understand the connections between all areas of the biotechnology industry – core business functions, cutting-edge technologies, entrepreneurship and marketing.

Biotechnology: Strategies for Innovation and Growth is a specialised course for biotechnology executives aimed at shedding light on commercialisation and its related issues. The programme is taught in three modules throughout the year with each module run over three days at the University of Otago's Dunedin campus.

Biotechnology: Strategies for Innovation and Growth provides an opportunity for professional development with presentations from internationally recognised academics and elite business leaders, and first-hand exposure to best practices world-wide.

### Key areas of focus:

- The “new breed of scientist” – combining business acumen and scientific expertise
- Structure of research and development, marketing and sales
- Protection of intellectual property and improvement of commercialisation success
- Portfolio and resource allocation approaches and valuation
- The business drivers of commercialisation and attaining venture capital
- Creation of business plans and maintenance of business partners
- Criteria to prioritise products and indications
- Business performance and financial analysis
- Mergers and acquisitions – when to use and when to avoid
- Structure of alliances
- Intellectual capital for competitive advantage
- Political and regulatory strategies for growth

### Key benefits

- Gain new knowledge through rigorous action learning
- Internationally recognised presenters from the academic and business sectors
- First-hand exposure to best practice in a wide range of countries
- Flexible module format allows participants to build and consolidate knowledge
- Build personal networks and develop direct links with academics and practitioners globally
- Develop global marketing appreciation

## // WHO SHOULD ATTEND?

Biotechnology: Strategies for Innovation and Growth is designed for practitioners who embrace the dynamic biotechnology environment and aspire to be a “new breed of scientist” – the leaders of the biotechnology industry in New Zealand and throughout the world.

Those who would benefit most include CEOs and senior executives of biotech companies involved in company development and strategic planning; venture capitalists involved in biotech company development; business development executives assessing possible partnerships or acquiring biotechnology companies; consultants entering the biotechnology arena; and equity investors who evaluate biotech companies.

## // FEES

The total fee is \$NZ 12,000 (excl. GST) this includes tuition, materials and meals.

## // THE PROGRAMME

### BIOTECHNOLOGY: Strategies for Innovation and Growth: Module 1

28-30 June 2006

The first module of the programme provides an overview of the biotech industry and introduces business models, practices and strategy. Sessions are held in intensive three hour blocks with two sessions held on each day.

#### DAY ONE

##### OVERVIEW OF THE BIOTECH INDUSTRY (ALICIA LÖFFLER)

Everything and everyone is affected by biotechnology – from food and health to information technology and national security. This session will provide an overview of the scientific and development foundations in the life sciences.

##### STRATEGY THINKING (PHIL OSBORNE)

This session will provide you with an introduction on how to create value and profit in the competitive biotech environment by thinking strategically about the strengths and vulnerabilities of your organisations. This course focuses on how organisations can use structure to effectively execute a sound strategy.

#### DAY TWO

##### INNOVATION MANAGEMENT (SCOTT STERN)

Innovation is one of the fundamental drivers of business and economic competitiveness. Knowing how to manage and control the ideas and technology is critical to achieving commercial success. This session will teach you how to analyse commercial forces in the competitive biotech market and develop strategies that align with these structural market forces.

##### MANAGEMENT STRATEGY: COMMERCIALISING IDEAS (SCOTT STERN)

This session introduces the design of management strategy with particular reference to commercialising innovative ideas and technology and managerial decision making.

#### DAY THREE

##### BUSINESS MODELS (ALICIA LÖFFLER)

There are many ways to run a business but some methods are better than others. This session will examine different business models (or business designs) and explore strategies and implementation techniques best fit for biotech companies.

##### STRATEGIC ANALYSIS WORKSHOP (PHIL OSBORNE)

This interactive session will consider business strategy fundamentals. Participants will be given the opportunity to identify and critically evaluate the various approaches and apply them to the business challenges facing their organisation.

### BIOTECHNOLOGY: Strategies for Innovation and Growth: Module 2

6-8 September 2006

The second module of the programme builds on business strategy with particular focus on financial analysis, technology valuation, mergers and acquisitions and venture capital.

#### DAY ONE

##### FINANCIAL LITERACY (GARRY HEATON)

Many biotechnologists leave the financial side of their business to their accountants or business managers. But for practitioners looking to advance their company it pays to have a working knowledge of financial accounting. This session will provide an overview of the financial accounting fundamentals including financial statements, valuation of financial assets, capital budgeting, corporate financing and risk analysis.

##### FOCUS AND PORTFOLIO EVALUATION (LISA MCINTYRE)

Technology and innovation are the driving forces in the biotechnology industry. This session will focus on teaching portfolio valuation - which involves understanding the basics of valuation on a product-by-product basis, necessary for everything from M&A analysis to bus development / licensing analysis.

##### VALUATION: PRODUCT PRIORITISATION CARDIGENE CASE (LISA MCINTYRE)

In this session Lisa will discuss the CardiGene case which is a very good example for product prioritization.

#### DAY TWO

##### CREATING VALUE THROUGH BUSINESS DEVELOPMENT (LISA MCINTYRE)

A key success factor in the biotechnology industry is business development. This session will focus on the key questions of when and how to best out-license technologies (if at all) and at what terms.

##### CREATING VALUE THROUGH MERGERS AND ACQUISITIONS (LISA MCINTYRE)

This session follows on from Day One, assessing strategic due diligence involved in mergers and acquisitions, key management areas of focus, joint venturing and transaction support.

##### BASIC VENTURE CAPITAL FORMULA (JON LASCH)

In the biotechnology industry acquiring venture capital is the lifeline to seeing a product or innovation developed. This session explores the concepts and practice of creating a new business in the biotechnology sector.

#### DAY THREE

##### VENTURE WORKSHOP (JON LASCH)

Building on Day Two's Venture Capital sessions, presenter Jon Lasch takes participants through a case analysis of a company's venture capital bid exploring early stage evaluation, the process of acquiring venture capital, and exit strategies.

### BIOTECHNOLOGY: Strategies for Innovation and Growth: Module 3

6-8 November 2006

The third and final module of the programme explores intellectual property and patenting of innovation.

#### DAY ONE

##### INTELLECTUAL PROPERTY PRIMER (SARAH-JANE WEIR)

The backbone of the biotechnology industry is intellectual property associated with innovative ideas and products. This session introduces the legal issues associated with intellectual property in the biotechnology industry and explains the process of protecting your IP.

##### INTELLECTUAL PROPERTY PORTFOLIO (CLINTON FRANCIS)

In the biotechnology industry, intellectual property is arguably a company's greatest asset. This session explores the creation of an intellectual property portfolio, its management and tactical use for competitive advantage with use of case studies.

#### DAY TWO

##### LIFECYCLE OF AN INNOVATION (CLINTON FRANCIS)

This session reviews the "lifecycle" approach to the management of an intellectual asset including the creation of the intellectual asset, the codification in the form of intellectual property, valuation of intellectual assets, and the protection and leveraging of assets.

##### BEST PRACTICES (CLINTON FRANCIS)

Building on earlier sessions, presenters James Conley and Clinton Francis explore the best practices associated with intellectual property management and commercialisation of assets.

##### PATENT MANAGEMENT AND FIRM PERFORMANCE (CLINTON FRANCIS)

This session explores the process of patent to brands with respect to firm performance highlighting patent management, innovation security and competitive advantage.

#### DAY THREE

##### OVERVIEW OF LEARNINGS (DAVID BUISSON)

The final session of the Biotechnology: Strategies for Innovation and Growth programme will recap the core learnings from the three modules and allow practitioners time for reflection, evaluation and development.

## // THE BUSINESS LEADERS – PROGRAMME PRESENTERS

### Professor Alicia Löffler

BS (MINNESOTA), MS, PHD (MASSACHUSETTS)

Alicia is the Director of the Kellogg Center for Biotechnology at Northwestern University's Kellogg School of Management. She specialises in the evolution of biotechnology, licensing and technology assessment. Alicia has served on several governing and advisory boards of US biotechnology organisations. She was recently named one of the 'Tech 100 stars' by Crain's Chicago Business and received the "Women in Black" award by computer business news magazine i-street.

### Mr Phil Osborne

BBUS (TASMANIA), MCOM (OTAGO)

Phil is a Marketing Lecturer in the University of Otago's School of Business and delivers Competitive Strategy modules for the School of Business Executive Education programme. He has extensive experience in the hospitality and tourism industries both as a manager, business owner and consultant.

### Associate Professor Scott Stern

BA (NEW YORK), PHD (STANFORD)

Scott is Associate Professor of Management and Strategy at Northwestern University's Kellogg School of Management and Faculty Research Fellow of the National Bureau of Economic Research. He is also a co-organiser of the Innovation Policy and the Economy Programme at the National Bureau of Economic Research and an Associate Editor of Management Science. Scott's research focus is on how innovation - the production and distribution of "ideas" - differs from more traditional economic goods, and the implications of these differences for both business and public policy.

### Mr Garry Heaton

BCOM (CANTERBURY), PGDIPED (MASSEY), MCOM (OTAGO), CA

Garry is a Senior Lecturer in Accounting at the University of Otago's School of Business and teaches financial accounting and reporting to undergraduate and MBA students. Prior to joining the University of Otago, he had careers as a chartered accountant in practice, a corporate accountant in the pulp and paper industry and did substantial teaching in both the secondary school and polytechnic sectors. His research includes studies into the quality of accountability of credit unions; an evaluation of the new "fair value" reporting requirements for companies in New Zealand and investigations into both successful and failed New Zealand companies for a forthcoming book.

### Dr Lisa McIntyre

BSc (SYDNEY), PHD (CAMBRIDGE)

Lisa is the Sydney Director of global business services company LEK where she leads the company's Asia-Pacific biopharmaceutical practice. With over nine years experience in LEK's Boston office, she has worked with 70 different life sciences organizations across a wide range of projects. She has been at the forefront of advising biotechnology clients worldwide and is an experienced presenter in international public forums on biotechnology. Prior to joining LEK Lisa worked as a financial analyst with Macquarie Bank. She is a director of the Garvan Institute of Medical Research, Biotech Capital Ltd and Atcor Technologies.

### Dr Jon Lasch

BS (TEXAS), PHD (TEXAS)

Jon is the Managing Director of US venture investment and development company Convergent Ventures and CEO of electronics company ORFID Corporation. He has more than 20 years of experience in science and technology development and evaluation in the fields of biomedical instruments and systems, biotechnology, chemistry and materials science. He has founded and held senior management and board positions in numerous technology-based start-ups, including several Caltech spin-outs.

### Ms Sarah-Jane Weir

LLB (CANTERBURY), MINTPROPLAW (MELBOURNE)

Sarah-Jane is a partner in the New Zealand law firm Anderson Lloyd Caudwell, 2004's recipient of the Large Law Firm of the Year award. She specialises in Intellectual Property, Information Technology and Corporate Compliance and is a contributing author to Butterworths Electronic Business and Technology Law text. Sarah-Jane is a member of both the New Zealand Law Society's Electronic Commerce Sub-committee and Privacy Working Party, and works for a number of commercial organisations in the protection and commercialisation of intellectual property.

### Professor Clinton Francis

LLB, LLM (VICTORIA), SJD (VIRGINIA)

Clinton is an adjunct Professor at Northwestern University's School of Law and Kellogg School of Management. He teaches and researches in the areas of Intellectual Property, E-Commerce, Commercial Law and Bankruptcy. Professor Francis specialises in computer-assisted instruction and has developed several business simulation software packages. Most recently he formed a business venture for partnering law firms with Northwestern University for the production and delivery of online legal instruction for corporations and professionals.

### Emeritus Professor David H. Buisson

MSc, PHD (AUCK), SM (MIT), FNZIC, FNZIFST

Professor Buisson is a former Pro Vice Chancellor (Commerce) University of Otago and Dean of the School of Business. He has held positions as Professor and Head of the Department of Marketing and Dean of the School of Consumer and Applied Sciences at the University of Otago. Currently he is a Director of Business in the Community, Director of the New Zealand Business Education Roundtable, is Past President of the New Zealand Institute of Food Science and Technology, and is a past member of the Executive Board of European Academy of Marketing. His research interests include food marketing, the target marketing of food products to various world markets, new product development management practices in different cultures and the interaction in business at the marketing/research and development interface.