

# Program

September 14 – 16, 2020

## Alliance Leadership As a Catalyst for a Better Tomorrow

### **Livestream** Agenda

Sessions taking place during  
the three conference days  
September 14 – 16

### **On-Demand** Agenda

Sessions available on the  
virtual conference site  
beginning September 14

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# Content



This PDF has hotlinks throughout making navigating from page to page as easy as possible. Clicking on the **C** at the bottom left of each page will bring you back to this page.

- 3 ..... Welcome Letter
- 4 ..... BioPharma Program Committee, ASAP Board of Directors,  
ASAP Global Advisory Board of Directors
- 6 ..... Conference Agenda  Livestream Sessions
- 9 ..... Conference Agenda  On-Demand Sessions
- 11 .... Global & Corporate Members
- 12 .... Sponsors
- 13 .... Session Descriptions  Livestream Sessions
- 19 .... Session Descriptions  On-Demand Sessions

# Welcome to the 2020 ASAP BioPharma Conference

On behalf of the ASAP Board of Directors, the ASAP BioPharma Conference Program Committee, and ASAP staff, welcome to the **2020 ASAP BioPharma Conference**, the world's preeminent gathering of the industry's partnering professionals. Each year, the ASAP BioPharma Conference explores the issues that matter most for alliance management and collaboration in life sciences and provides insights, peer-to-peer exchanges, and tangible takeaways to improve our partnering practice.

Although we can't be together in person this year, we hope that our 1:1 meeting capability, Virtual Coffee Cafés, Virtual Hallway Discussions, and ASAP BioPharma Conference Roundtable Discussions will bring back some of that peer-to-peer networking and sharing of insights we've all been missing and make it much more of an interactive experience for everyone. Once again this year we're also offering a streamlined mobile app, Attendify, that makes polling and feedback effortless. You can connect with your peers, partners, and industry executives to learn how others are meeting our many challenges while you enhance your knowledge, performance, and value to your organization.

This year's theme, "Alliance Leadership as a Catalyst for a Better Tomorrow," could not be more timely. As we increasingly see biopharma companies at many levels collaborating with one another, sharing information, and partnering with governments, academic research institutions, the World Health Organization, and other entities to fight COVID-19, it should be obvious that more collaboration is needed, and that the benefits of enlightened alliance leadership are clear.

In this new normal, we've all had to think outside the box—to do some things differently, accelerating some activities and processes while maintaining progress in others—but we continue to adapt, evolve, and grow as we look toward the future of partnering.

As always, the 2020 ASAP BioPharma Conference will bring together the world's leading practitioners and experts on partnering in life sciences to share their perspectives on innovating and adapting in this highly complex and ever-changing ecosystem. Exploring "new frontiers" in partnering, examining the rise of digital health partnerships, and fostering organizational excellence will be among the subjects of our livestream presentations. And to borrow from one of our keynote speakers, given all the challenges we face today, alliance management is needed now more than ever.

In addition to our three days of livestream presentations, we hope you'll also check out our six hours of on-demand content featured as part of the 2020 ASAP BioPharma Conference. These sessions will cover topics including conducting clinical trials in COVID-19 conditions, new drug modality alliances, academia/industry alliances based on platform technologies, and designing your digital alliance management dashboard. And by registering for the conference, you get all the livestream and on-demand content when it's convenient for you—if you miss a livestream, you can watch it later!

The Association of Strategic Alliance Professionals (ASAP) is the only membership organization dedicated solely to advancing the alliance management profession. We are the organization that both the Global 1000 and emerging companies turn to in order to support their alliance and partnering capabilities and achieve the business objectives of their collaborations. We provide a forum for companies and the individuals responsible for executing partnering initiatives to exchange best practices and build a framework for cultivating the skills and toolsets that ensure alliances drive innovation, increase revenue, penetrate new market segments, and obtain critical expertise and intellectual property.

We would like to extend our grateful thanks to the ASAP BioPharma Conference Program Committee for its hard work and effort in putting together this year's stellar program. We also thank our outstanding speakers and panelists for sharing their expertise and experiences. Last but certainly not least, we thank you and all of your fellow participants for contributing your insights and knowledge to the discussion.

ASAP is your community—so we hope you'll take full advantage of all the terrific opportunities to network, learn, and collaborate with your alliance peers and leaders at the 2020 ASAP BioPharma Conference. Welcome, and enjoy!

Sincerely,



**Michael Leonetti, CSAP**

President & CEO  
Association of Strategic  
Alliance Professionals



**Brooke Paige, CSAP**

Chairman  
Association of Strategic  
Alliance Professionals





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Vantage Partners is a consulting and training firm that helps companies align transformational strategies with the power of collaboration. Headquartered in Boston, we serve clients worldwide, across multiple sectors including biopharmaceuticals, healthcare, energy, financial services, high-tech, and manufacturing.

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Time	Session	Speaker
9:30 a.m. – 10:00 a.m.	Virtual Coffee Cafés	
11:00 a.m. – 11:20 a.m.	Conference Opening & Welcome Message	<ul style="list-style-type: none"> <li>● Michael Leonetti, CSAP   President &amp; CEO   ASAP</li> </ul>
11:20 a.m. – 11:35 a.m.	Session 201 Fostering Organizational Excellence in Alliance Management: The Upsher-Smith Vision Brought to Life	<ul style="list-style-type: none"> <li>● Rusty Field   President &amp; CEO   Upsher-Smith Laboratories, LLC</li> </ul> 
11:35 a.m. – 12:20 p.m.	Session 201 Follow-up Panel Discussion—Fostering Organizational Excellence in Alliance Management	<p>Panelists:</p> <ul style="list-style-type: none"> <li>● Rusty Field   President &amp; CEO   Upsher-Smith Laboratories, LLC</li> <li>● Blake Boston   Manager, Procurement &amp; Sourcing   Upsher-Smith Laboratories, LLC</li> <li>● Mike McBride, CA-AM   Vice President Partner Relations   Upsher-Smith Laboratories, LLC</li> <li>● Gary Mackinnon, ASQ CQIA, CQPA, CQA, CPGP, and CMQ/OE   Director External Quality   Upsher-Smith Laboratories, LLC</li> <li>● Jarrod Midboe, PMP, CCRC   Director, Clinical Affairs and Vendor/Alliance Management   Upsher-Smith Laboratories, LLC</li> </ul>
12:25 p.m. – 1:10 p.m.	Session 202 The Silver Lining: Reimagine Alliance Management to Focus on What Matters Most Now	<ul style="list-style-type: none"> <li>● Jeff Shuman, CSAP, PhD   Principal   The Rhythm of Business</li> <li>● Jan Twombly, CSAP   President   The Rhythm of Business</li> </ul>
1:15 p.m. – 2:00 p.m.	Session 203 Where's the Spark? How Alliance Leaders can Create Innovation.	<p>Moderator:</p> <ul style="list-style-type: none"> <li>● Christine Carberry, CSAP   Principal   Carberry Consulting</li> </ul> <p>Panelists:</p> <ul style="list-style-type: none"> <li>● Liz Gazda   CEO   Embr Labs</li> <li>● Yaminah Leggett-Wells   Senior Director, Project Management   Viela Bio</li> <li>● Chandra Ramanathan, PhD   Global Head, Pharma R&amp;D Open Innovation   Bayer US</li> </ul>
2:00 p.m. – 2:05 p.m.	Day One Wrap-up	<ul style="list-style-type: none"> <li>● Michael Leonetti, CSAP   President &amp; CEO   ASAP</li> </ul>
2:05 p.m. – 2:35 p.m.	Virtual Hallway Discussions	
2:30 p.m. – 3:45 p.m.	ASAP BioPharma Conference Roundtable Discussions	

Time	Session	Speaker
9:30 a.m. – 10:00 a.m.	Virtual Coffee Cafés	
11:00 a.m. – 11:10 a.m.	Day Two Opening Message	<ul style="list-style-type: none"> <li>● Brooke Paige, CSAP   Board Chairman   ASAP</li> </ul>
11:10 a.m. – 11:55 a.m.	Session 204 Executing the Biggest, Most Complex Oncology Alliance in Recent History—Learnings from the First Eighteen Months Together	<ul style="list-style-type: none"> <li>● Jonathan Bell   Director, Alliance and Integration Management   AstraZeneca</li> <li>● Kenji Shigeta   Vice President, DS-8201 Business Strategy, Global Brand Strategy Unit   Daiichi Sankyo</li> </ul>
12:00 p.m. – 12:45 p.m.	Session 205 Enhancing Partnerships between Life Sciences and Digital Organizations	<ul style="list-style-type: none"> <li>● Stu Kliman, CA-AM   Founding Partner   Vantage Partners</li> <li>● Ben Siddall   Partner   Vantage Partners</li> </ul>
12:50 p.m. – 1:35 p.m.	Session 206 Artificial Intelligence in Clinical Care Delivery and the Opportunities to Accelerate your Development and Commercial Strategy	<ul style="list-style-type: none"> <li>● Derek Danois   Chief Data Officer   GE Healthcare</li> </ul> 
1:35 p.m. – 1:45 p.m.	Day Two Wrap-up	<ul style="list-style-type: none"> <li>● Michael Leonetti, CSAP   President &amp; CEO   ASAP</li> </ul>
1:55 p.m. – 2:25 p.m.	Virtual Hallway Discussions	






Time	Session	Speaker
9:00 a.m. – 10:15 a.m.	ASAP BioPharma Conference Roundtable Discussions	
11:00 a.m. – 11:20 a.m.	Day Three Opening	<ul style="list-style-type: none"> <li>● Cindy Warren   Vice President   Janssen Business Development, Neuroscience   Johnson &amp; Johnson Innovation</li> </ul>
11:20 a.m. – 12:05 p.m.	Session 207 The Power of Partnership: Driving Innovation for Patients	<ul style="list-style-type: none"> <li>● Melinda Richter   Global Head of JLABS   Johnson &amp; Johnson Innovation</li> </ul> 
12:10 p.m. – 12:55 p.m.	Session 208 Preparing for the Journey in Digital Health: When Healthcare's Path Forward Leads Through Silicon Valley	<p>Moderator:</p> <ul style="list-style-type: none"> <li>● Brooke Paige, CSAP   Chairman of the Board   ASAP</li> </ul> <p>Panelists:</p> <ul style="list-style-type: none"> <li>● Chris Lento   Head of Healthcare Strategic Partnerships   Noom</li> <li>● Davina Pallone   Vice President, Product   Fruit Street</li> <li>● Knut Sturmhoefel, CA-AM, PhD   Global Head, Alliance Management   Novartis International AG</li> </ul>
1:00 p.m. – 1:45 p.m.	Session 209 Strategic Alliances Within Pharma: Why the World Needs Alliance Management More Than Ever	<ul style="list-style-type: none"> <li>● Edward Cox   Executive Vice President Strategic Alliances &amp; Global Head of Digital Medicine   EVERSANA</li> </ul> 
1:45 p.m. – 1:55 p.m.	Conference Close	<ul style="list-style-type: none"> <li>● Michael Leonetti, CSAP   President &amp; CEO   ASAP</li> </ul>
2:00 p.m. – 2:30 p.m.	Virtual Hallway Discussions	



Session	Speaker
Session 301 Designing your Digital Alliance Management Dashboard	<ul style="list-style-type: none"> <li>● Louis Rinfret   Founder &amp; CEO   allianceboard</li> <li>● Michael Roch   Chief Commercial Officer   allianceboard</li> <li>● Jan Twombly, CSAP   President   The Rhythm of Business</li> </ul>
Session 302 The Evolution Highs and Lows of a Biotech & Pharma Alliance	<ul style="list-style-type: none"> <li>● Sarah Batey, PhD   Vice President, Project &amp; Portfolio Management   F-star Therapeutics Ltd</li> <li>● Margarita Wucherer-Plietker, CA-AM, PhD   Director Alliance Management   Merck KGaA, Darmstadt, Germany</li> </ul>
Session 303 Benefits to Academia and Industry of Diverse Strategic Alliances Based on Platform Technologies	<ul style="list-style-type: none"> <li>● David Andrews, PhD, FRSC   Pre-clinical Director, External R&amp;D and Strategic Alliances   AstraZeneca</li> <li>● Julie Little, CA-AM, RTTP   Strategic Alliance Executive   Cancer Research UK</li> <li>● Kris Tubby, CA-AM, PhD   Strategic Alliance Manager   Cancer Research UK</li> </ul>
Session 304 Strategic Sponsor/Site Relationship-Based Approaches to Conducting Clinical Trials in the Changing Landscape of COVID-19	<ul style="list-style-type: none"> <li>● Dimitri Fillos   Senior Alliance &amp; Partnerships Leader, Clinical Operations   Genentech Research and Early Development</li> <li>● Jessica Piggee, MPH   Senior Alliance and Partnership Leader   Genentech, gRED Early Clinical Development</li> </ul>
Session 305 Making a Positive Impact on New Drug Modality Alliances	<p>Moderator:</p> <ul style="list-style-type: none"> <li>● Mai-Tal Kennedy   Engagement Leader   Vantage Partners</li> </ul> <p>Panelists:</p> <ul style="list-style-type: none"> <li>● Petra Sansom, CA-AM, PhD   Vice President, Alliance Management   Voyager Therapeutics</li> <li>● Vin Sharma   Vice President &amp; Head, Alliance Leadership   Alnylam Pharmaceuticals</li> <li>● Jay Vora   Director of Product Development and Management   Sangamo Therapeutics</li> </ul>
Session 306 Becoming Triathletes - Building a Multi-Disciplined Team to Deliver High-Performing Alliances, M&A and Divestments	<ul style="list-style-type: none"> <li>● Sally Henderson   Principal Coach   BTD Consulting</li> <li>● Carlos Keener   Managing Partner   BTD Consulting</li> <li>● David Olsson   Partner   BTD Consulting</li> <li>● Nick Palmer   Managing Director   BTD Consulting</li> <li>● Steve Twait, CSAP   Vice President, Alliance and Integration Management   AstraZeneca</li> </ul>



2021 AISAIP Global Alliance Summit  
March 15-17, 2021

**MARCH 2021**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
	21	22	23	24	25	26
28	29	30	31			

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# THE DEMAND FOR ALLIANCE MANAGEMENT HAS CHANGED

## Are You Ready?

Reimagine alliance management for the next normal

**Let The Rhythm of Business guide the way**

Don't miss our Livestream Presentation  
Session 202 *The Silver Lining: Reimagine Alliance Management to Focus on What Matters Most Now*  
Monday, September 14, 2020, 12:25pm

Check out On-Demand Session 301  
*Designing Your Digital Alliance Management Dashboard*  
Co-presented by Jan Twombly, The Rhythm of Business with Louis Rinfret and Michael Roch of allianceboard

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The Rhythm of Business helps you evolve alliance management to meet the growing demand from stakeholders for high-value services. We work with you to build and execute a collaborative leadership agenda, break down barriers, and drive consistently excellent alliance practice throughout your organization and its partnerships. We can help make the value you deliver visible and measurable by digitizing your practice.

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As companies increasingly rely on alliances and partnerships to drive innovation, growth, and efficiency, we also help clients build and implement alliance organizations and partnership capabilities.

To learn more about Vantage Partners or to access our online library of insights, please visit [www.vantagepartners.com](http://www.vantagepartners.com)

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- **Strengthen** their own ability to do deals and alliances consistently well in future

Established in 2001, BTD has worked with over 100 clients around the world including Amadeus, Coca-Cola, E.On, GlaxoSmithKline, and Unilever. With offices in London and Boston and an international team, BTD helps leaders reduce deal time and cost, increase deal value, raise capability and maintain a high-performing businesses through the process. Our bespoke services and collaborative approach delivers confidence in the final outcome while ensuring they stay in full control of the process.

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- Access to ASAP resources, templates and best practices directly from within allianceboard. Get powerful guidance when managing your strategic alliance portfolio or partner ecosystem through allianceboard.
- Insights from joint ASAP and allianceboard resources—helping alliance practitioners design and manage ever-evolving collaborative business models.

Learn more about our partnership.

## Session 201

### Fostering Organizational Excellence in Alliance Management: The Upsher-Smith Vision Brought to Life

11:20 a.m. – 11:35 a.m.

Speaker:

**Rusty Field** | President & CEO | Upsher-Smith Laboratories, LLC

An organization-wide alliance management initiative takes time and effort to establish and requires the support of c-suite members in order to flourish. With the backing of his executive team, Rusty Field, president and CEO of Upsher-Smith Laboratories, LLC challenged his team to establish a collaboration-enhancing mindset at Upsher-Smith that aims to strengthen the company's global partnerships and to enhance programs that are critical to the company's growth. Improving the success of these partnerships was and continues to be imperative for Upsher-Smith. With Field's organizational vision for alliance management and alignment across the organization, he provides his executive support that allowed the team to establish and grow a company-wide commitment to creating and capitalizing on synergies with key partners.

This hour-long presentation will be led by Field who will offer insights into Upsher-Smith's alliance management initiative and an executive perspective on the values that were critical to earning his executive support and engagement.

Immediately following Field's comments, a panel of Upsher-Smith team members will contribute details about bringing the company's Executive team vision for alliance management excellence to life.

- The cross-functional panel will reveal alliance management perspectives from their drug development, quality, supply chain and commercial teams and will share key initiatives that helped drive an alliance management mindset across the company.
- This diverse group of leaders will discuss their experiences on the company's alliance management journey, including what contributed to their success, what has been challenging, and what lies ahead.

If you are looking to establish an Alliance Management discipline within your bio/pharma organization, this session will help you gain critical insight on how to establish a strategic alliance mindset in your organization.

## Session 201

### Follow-up Panel Discussion—Fostering Organizational Excellence in Alliance Management

11:35 a.m. – 12:20 p.m.

Panelists:

**Rusty Field** | President & CEO | Upsher-Smith Laboratories, LLC

**Blake Boston** | Manager, Procurement & Sourcing | Upsher-Smith Laboratories, LLC

**Mike McBride**, CA-AM | Vice President Partner Relations | Upsher-Smith Laboratories, LLC

**Gary Mackinnon**, ASQ CQIA, CQPA, CQA, CPGP, and CMQ/OE | Director External Quality | Upsher-Smith Laboratories, LLC

**Jarrod Midboe**, PMP, CCRC | Director, Clinical Affairs and Vendor/Alliance Management | Upsher-Smith Laboratories, LLC

## Session 202

### The Silver Lining: Reimagine Alliance Management to Focus on What Matters Most Now

12:25 p.m. – 1:10 p.m.

Speakers:

**Jeffrey C. Shuman**, CSAP, PhD | Principal | The Rhythm of Business

**Jan Twombly**, CSAP | President | The Rhythm of Business

There is no going back. The status quo is no more. Everything that has been done in the past can—and in many instances must—be rethought. Resiliency, agility, and creativity are essential, as both alliance managers and teams pivot with dizzying speed to what matters most now. Recent research shows that nearly 70% of respondents report this focus, eliminating low-value activities.

COVID-19 and Work from Home (WFH) has created a new burden on alliance professionals. You must be more intentional, work harder to be in the right meetings, pay more attention to the mental and physical state of your team, your governance members. Add to this all the new types of service, data, and digital partnerships both before- and with-COVID and it is clear the time has come to reimagine how alliance management practices are implemented and the capability is organized and resourced to meet growing, changing demand.

This session introduces practical actions for reimagining the collaboration between alliance managers and their internal stakeholders, especially governance team members, and the resulting partner experience. We toss aside the status quo to:

- Redefine how alliance managers are assigned to alliances
- Collaborate with stakeholders to align on the services that create value for them and that mitigate the panoply of value-eroding risks that are now present
- Create the transparency of information flows and communication required in our together-but-apart world



# Livestream Session Descriptions

Monday, September 14, 2020

## Session 203

### Where's the Spark? How Alliance Leaders Can Create Innovation.

1:15 p.m. – 2:00 p.m.

Moderator:

**Christine A. Carberry**, CSAP | Principal | Carberry Consulting

Panelists:

**Elizabeth Gazda** | CEO | Embr Labs

**Yaminah Leggett-Wells**, MS, MBA, PMP | Senior Director, Alliance Management | Viela Bio, Inc

**Chandra Ramanathan**, PhD | Global Head, Pharma R&D Open Innovation | Bayer US

When new alliances are announced, they often promise to create innovations that could not be created by either company alone. Are alliance leaders creating an innovative culture within their company, and within their alliances to ensure the potential for new ideas is fostered, or do they default to managing the alliance within the narrow confines of the contract?

Beyond individual alliances, are alliance leaders creating innovation within the alliance management profession? Are they looking for opportunities across the alliance portfolio to unlock further innovation?

What are the measures of alliance innovation, and how do we know that open innovation is working? Does innovation mean different things to different companies and organizations?

The need for innovation is clear, more now than ever, so this diverse and experienced panel will share their insights on how to address these questions. The panel will draw on both big pharma, and start-up company experience to give different perspectives on how alliance leaders can be innovation drivers.

This interactive panel session will provide insights on:

- Creating a culture of innovation within a company and within alliances
- Measures of innovation and the value it creates
- Innovation within the alliance management profession



## Session 204

### Executing the Biggest, Most Complex Oncology Alliance in Recent History—Learnings from the First Eighteen Months Together

11:10 a.m. – 11:55 a.m.

Speakers:

**Jonathan Bell** | Director, Alliance and Integration Management | AstraZeneca

**Kenji Shigeta** | Vice President, DS-8201 Business Strategy, Global Brand Strategy Unit | Daiichi Sankyo

In March 2019 Daiichi Sankyo and AstraZeneca announced a \$6.9Bn global alliance to co-develop and co-commercialize DS-8201. Eighteen months, a US launch, a global pandemic, three breakthrough designations, and several additional filings later Kenji Shigeta and Jon Bell, the lead alliance managers reflect on the challenges of implementing the alliance.

During their presentation, Kenji and Jon will:

- Cover the rationale for the deal
- Review the cultural and practical issues that they have had to overcome so far
- Provide useful insights for Alliance Managers embarking on their own similar alliances

## Session 205

### Enhancing Partnerships between Life Sciences and Digital Organizations

12:00 p.m. – 12:45 p.m.

Speakers:

**Stuart Kliman, CA-AM** | Founder Partner | Vantage Partners

**Ben Siddall** | Partner | Vantage Partners

BioPharma companies are continuing to establish and grow partnerships across industries to develop and harness new digital technologies in new ways. As a result of this, organizations are facing questions about how to select new types of partners, optimally design and implement operating models—both to support individual partnerships and the broader relationship portfolio. And, in order to enable these novel models, alliance management groups must interact with new stakeholders and build new skills, with implications on how best to recruit, manage, and train teams.

In this session, Vantage will share insights on how to enhance the digital partner selection process and how alliance management organizations are transforming to effectively manage digital partnerships and the impact on talent management, as well as share a case study to illustrate best practices.

Participants will leave the session with an understanding of:

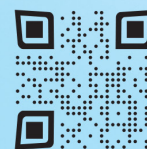
- The unique demands placed on alliance management organizations by digital partnerships
- Effective approaches to selecting the right partners
- Best practice operating models, including unique capabilities and relationship infrastructure necessary, to support these partnerships
- How to adjust and refine talent management to best enable success

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# Livestream Session Descriptions Wednesday, September 16, 2020

## Session 206

### Artificial Intelligence in Clinical Care Delivery and the Opportunities to Accelerate your Development and Commercial Strategy

12:50 p.m. – 1:35 p.m.

Speaker:

**Derek Danois** | Chief Data Officer | GE Healthcare

Artificial Intelligence (“AI”) has become widely accepted as a viable and necessary tool to support clinicians in their daily efforts to deliver patient care. There is an increasing appetite for applications to do more, such as predict whether a patient will show up for an appointment, assess the risk of incurring a bone fracture, or analyze radiology images to detect unique signs of a rare disease at the earliest stage. As a result, the expectations of AIs are on the rise.

Wide-scale adoption of AI is no longer impeded by the soundness of the data science or limits of computing technology. Instead, concerns surrounding effective and consistent delivery, justification for the financial investment, and the uncertainty of future reimbursement are the challenges that create obstacles for hospitals across the globe from benefiting from this technology.

A similar story unfolded years ago, with the introduction of “apps” for smartphone devices. What started with a novel icon that allowed a user to draw a moustache on a photograph or calculate the driving distance between Point A and B, evolved into online banking and retail shopping. What made this model an overnight sensation? The partnerships between all constituents of the ecosystem because smartphones wirelessly connected to the internet. Being connected to the data content made the apps desirable.

Healthcare’s constituents share a similar ecosystem and are perfectly positioned to become the next “App” story. Partnerships between providers, medtech, and pharma are the key to improving the utilization and impact of AI in the clinical care setting. Imagine connecting medtech and pharma to

drive the development and delivery of AI content to those providers uniquely positioned to share the data needed to develop and train AI applications.

These ecosystem partnerships must be built on trust and collaboration in order to fulfill the expectations of all participants. If executed in this spirit, this healthcare AI ecosystem will:

- Enhance drug discovery
- Boost the development of new device technologies
- Accelerate the time to market

This is just the beginning of uncovering the true value of AI in healthcare.

## Session 207

### The Power of Partnership: Driving Innovation for Patients

11:20 a.m. – 12:05 p.m.

Speaker:

**Melinda Richter** | Global Head of JLABS | Johnson & Johnson Innovation

Melinda Richter is the champion for entrepreneurs and startups, who drive potential breakthrough ideas and approaches to combat the public health threats and unmet medical needs of today, and those imagined and unimagined of tomorrow. She founded JLABS, the global incubator network of Johnson & Johnson Innovation, to connect budding startups in the life sciences to the critical resources, mentorship and community to support their success.

As a “founder of founders,” Melinda aims to make the critical connections needed to unlock the collective potential of the global innovation community. She will share her personal experiences and insights on how partnering drives innovation for patients and can accelerate the development of solutions to address some of the most critical health challenges of our time.

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# Livestream Session Descriptions Wednesday, September 16, 2020

## Session 208

### Preparing for the Journey in Digital Health: When Healthcare's Path Forward Leads Straight Through Silicon Valley

12:10 p.m. – 12:55 p.m.

Moderator:

**Brooke Paige** | CSAP, Former Vice President Alliance Management | Pear Therapeutics

Panelists:

**Chris Lento** | Head of Healthcare Strategic Partnerships | Noom

**Davina Pallone** | Vice President, Product | Neurotrack

**Knut Sturmhoefel**, CA-AM, PhD | Global Head Alliance Management | Novartis International AG

Digital health has been all over the news in recent weeks. There have been announcements from Novo Nordisk and Noom, Abbott and Omada, Astellas and WellDoc, Orexo and GAIA, Ironwood and Pear Therapeutics, and many others. We have heard about Amazon deepening its footprint in healthcare, and Google's collaborations with Stanford Medicine, Cleveland Clinic and Mayo Clinic, as well as numerous other collaboration-based programs through Google's Verily and Google Fit.

In this executive panel, hear from industry leaders about lessons learned from implementing digital health alliances in their organizations:

- What falls under the umbrella term of digital health, and where do digital therapeutics fit in? What are the features of this new industry?
- How do tech and biopharma companies contribute to these deals, and who is managing the collaborative relationships? Where and how should they be managed to encourage optimal outcomes for the collaborators?
- How do the alliances differ from traditional "same industry" alliances?
- What advice does the panel have for alliance managers who are asked to run alliances for technology they may not personally understand or with which their companies have limited experience?
- What is the future of digital health? What are the contributing factors which influence the path forward on digital health?
- How can alliance managers best prepare for these collaborations?

## Session 209

### Strategic Alliances within Pharma: Why the World Needs Alliance Management More than Ever

1:00 p.m. – 1:45 p.m.

Speaker:

**Edward Cox** | Executive Vice President Strategic Alliances & Global Head of Digital Medicine | EVERSANA

Strategic alliances, led by organizations like the Association of Strategic Alliance Professionals, is about maintaining strong relationships between pharmaceutical companies when you sign partnerships. The solutions to solve the COVID-19 global crisis are within life science, which is why strategic alliances within pharmaceuticals are being called upon.

Strategic alliances have never been more critical right now because...

- The nature of pharmaceutical products. The more complex products require more relational trust, whereas less complex products require less relational trust
- COVID-19 has fundamentally disrupted our ability to work. Instead of people pursuing new relationships, they are strengthening relationships they already have
- The industry of healthcare is being called upon to solve the issue of COVID-19





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# ► On-Demand Session Descriptions

All conference session recordings are available September 14 – November 13.

## Session 301 Designing Your Digital Alliance Management Dashboard

Speakers:

**Jan Twombly**, CSAP | President | The Rhythm of Business

**Louis Rinfret** | Founder and CEO | allianceboard

**Michael Roch** | Chief Commercial Officer | allianceboard

The COVID-19 pandemic is causing biopharma companies to rethink how work is done. This provides an opportunity for alliance managers to change the status quo of manual reporting, lack of transparency, poor visibility, different versions of the truth, and an inability to see the interrelation of risks and opportunities within the alliance portfolio. New cloud-based software makes it possible.

Having the ability to present a single version of the truth and provide relevant views of alliance activities and outcomes is essential to keep teams aligned and focused on the work that matters most, enable swift decision making, manage risks and deliver the intended value of strategic alliances.

Alliance management functions have long needed a system of record to support these objectives yet have been relying on manual approaches to reporting and analytics. Digitizing alliance management workflows and reporting are now mission critical.

In this session, we:

- Highlight the limitations of current approaches to dashboards, analytics, and reporting
- Explore the different dimensions and levels of analysis an alliance management dashboard should show to satisfy the many stakeholder groups an alliance management function is serving
- Using a live demonstration, explain what a state-of-the-art digital alliance management dashboard looks like
- Take you through the main steps of creating a digital dashboard that provides the visibility and transparency into biopharma alliances that is required to generate alignment and support from stakeholders
- Share with you some simple tips to get started building your digital dashboard

## Session 302 The Evolution Highs and Lows of a Biotech & Pharma Alliance

Speakers:

**Sarah Batey**, PhD | Vice President, Project and Portfolio Management | F-star Therapeutics

**Dr. Margarita Wucherer-Plietker**, CA-AM, PhD | Director, Alliance Management | Merck KGaA, Darmstadt, Germany

Alliance managers from Merck KGaA, Darmstadt, Germany and F-star Therapeutics, Cambridge, UK and US will share their experiences of a long-standing alliance between biotech and pharma in the field of immuno-oncology. The alliance started 10 years ago with a small research collaboration around the platform developed by F-star that evolved into delivery of a clinical project.

The trust built through strong collaboration and best practices in alliance management has contributed significantly to the success of this long-standing collaboration. Based on reliable delivery of targets and transparent communication, the team was equipped to fulfill the differing strategic goals of both parties. The strong relationship facilitated the navigation of multiple challenges such as success within a competitive field and differing dynamics in a biotech and big pharma with respect to governance structures. Specifically, managing expectations in regard to decision making through transparent communication of processes.

The key success factors for establishing such a longstanding collaboration are high profile research goals and enthusiastic teams who collaborate closely and apply best practices in alliance management such as:

- Building trust: reliable delivery of targets and transparent communication
- Having a sustainable relationship with clear goals: aligned work plans linked to decision points and clear deliverables
- Generating value for both parties: financial value and pipeline assets



# ▶ On-Demand Session Descriptions

All conference session recordings are available September 14 – November 13.

## Session 303

### Benefits to Academia and Industry of Diverse Strategic Alliances Based on Platform Technologies

Speakers:

**David Andrews**, PhD, FRSC | Pre-clinical Director, External R&D and Strategic Alliances | AstraZeneca

**Julie Little**, CA-AM, RTTP | Strategic Alliance Executive | Cancer Research UK

**Kristina Tubby**, CA-AM, PhD | Strategic Alliance Manager | Cancer Research UK

Cancer Research UK has established two strategic alliances with AstraZeneca both involving platform technologies. CRUK AstraZeneca Antibody Alliance Laboratory focuses on developing diagnostic and therapeutic antibodies using AstraZeneca's world class antibody drug discovery capability, and Functional Genomics Centre using state of the art CRISPR technology to support target identification and validation.

The presentation and discussion will focus on benefits of both alliances particularly the value proposition supporting the academic ecosystem to help translate novel science, and ability to take on higher risk projects that pharma would not traditionally consider.

Panelists will share how the models came about and how they operate in standalone laboratories with strong matrix management involving CRUK employees and lab heads seconded from AstraZeneca.

Take-aways will include:

- The cultural differences between charity, academia, and industry
- The importance of strong governance to enable delivery ultimately for cancer patient benefit

## Session 304

### Strategic Sponsor/Site Relationship-Based Approaches to Conducting Clinical Trials in the Changing Landscape of COVID-19

Speakers:

**Dimitri Fillos** | Senior Alliance & Partnerships Leader, Clinical Operations | Genentech Research and Early Development

**Jessica Piggee** | Senior Alliance and Partnership Leader | Genentech, gRED Early Clinical Development

Conducting clinical trials in the age of COVID-19 has become more challenging than ever and it is evident that innovative and adaptive approaches to Sponsor/site alliance strategies are key to maintaining business continuity in the changing landscape. But how are those strategies developed? What are the key drivers that motivate Sponsors and sites to build alliances? And how can alliances be leveraged to build pivot strategies in response to portfolio changes or other unexpected events like COVID-19?

In this virtual on-demand discussion with roundtable interactive Q&A on Roche/Genentech's framework for developing strategic clinical site alliance models, participants will gain insight and understanding into:

- Different paths for developing strategic relationships to support oncology and non-oncology therapeutic areas
- Short and long-term values realized to both site and Sponsor
- Methods for goal setting and incentivization
- Examples of alliance governance structures
- Overall impact of alliances on portfolio strategies
- Individual site-focused relationships versus network-level relationships, pros and cons to both approaches in age of COVID-19
- Collaborative innovations enabled through alliances
- Alliance success stories related to COVID-19 responses





# ► On-Demand Session Descriptions

All conference session recordings are available September 14 – November 13.

## Session 305

### Making a Positive Impact on New Drug Modality Alliances

Moderator:

**Mai-Tal Kennedy** | Engagement Leader | Vantage Partners

Panelists:

**Petra Sansom**, CA-AM, PhD | Vice President Alliance Management | Voyager Therapeutics

**Vin Sharma** | Vice President & Head, Alliance Leadership | Alnylam Pharmaceuticals

**Jay Vora**, PhD, MBA | Head of Alliance Management | Sangamo Therapeutics

As alliance managers we are both increasingly working for and partnering with companies that are leaders in new drug modalities. This can result in misaligned expectations or cross-purposes conversations as traditional small molecule models for working together confront the different development and manufacturing processes entailed in gene therapy, RNAi, and gene editing. Additionally, the increased pressure of “first to market” in curative therapies can create tense environments, where it is difficult to create the space for effective communication.

As well as sharing a little bit of the science behind gene therapy, RNAi, and gene editing, our panelists will discuss their experiences supporting alliances in these newer drug modalities. Key questions that will be addressed include:

- What are the unique challenges of supporting an alliance where up-skilling your partner in a new modality is a core element of deal value?
- When launching an alliance between companies with differing levels of experience with the new modality, what are the top three topics to address during the launch in order to set-up the partnership for success?
- As the alliance manager, what are the critical steps to take with internal stakeholders in order to prepare them for working with counterparts that have different drug development backgrounds and experiences?

## Session 306

### Becoming Triathletes - Building a Multi-Disciplined Team to Deliver High-Performing Alliances, M&A and Divestments

Speakers:

**Sally Henderson** | Principal Coach | BTD Consulting

**Carlos Keener** | Managing Partner | BTD Consulting

**David Olsson** | Partner | BTD Consulting

**Nick Palmer** | Managing Director | BTD Consulting

**Steve Twait** | Vice President, Alliance and Integration Management | AstraZeneca Pharmaceuticals

Delivering a robust inorganic growth strategy is critical for companies to thrive in the competitive landscape of the biopharma industry. However, we often observe firms to have two separate and unaligned teams—the M&A and alliances teams that deliver the same set of strategic objectives, but too often get in each other's way. We believe building a multi-disciplined team that manages both alliances and M&A integrations can help drive the best result of your inorganic business growth.

In this 45-minute session, participants will:

- Understand the importance and benefit of building a multi-disciplined team for alliances, M&A integrations and divestments
- Learn what operational set-up is required to achieve a best in class alliances and M&A integrations team, such as process, metrics, and technology
- Gain practical knowledge on what leadership behaviors that will enable and sustain this multi-disciplined team
- Discover the talent profile that will assist you to deliver both high-performing alliances and M&A integrations
- Explore the common challenges and constraints when building a multi-disciplined team



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*ASAP continues to do a great job of shaping and promoting alliance management as an essential corporate function in today's world; there is enormous value to be gained as a member. As a practitioner of collaboration in a variety of perhaps non-traditional alliance functions myself, I've found so many key elements of partnering and collaboration management for synergistic outcomes were perfectly encapsulated by ASAP's offerings.*

—Kevin Little, CSAP  
Senior Partnership Director  
Novo Nordisk

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