

# How to connect, present and create value driven collaboration with Novo Nordisk



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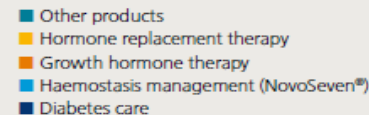
# Agenda

- 1 Novo Nordisk, its innovation sourcing strategy and focus
- 2 How to reach out to Big Pharma – a roadmap
- 3 What is needed to attract the attention of big pharma?
- 4 Do's and don't's in presentations to pharma
- 5 Winning an agreement
- 6 Recommendation and conclusion

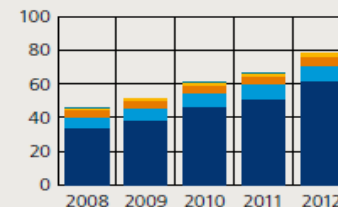
# Novo Nordisk A/S

- A global healthcare company with 90 years of innovation and leadership in diabetes care
  - with leading positions within haemophilia care, growth hormone therapy and hormone replacement therapy
- Sales totalled EUR 10.5 billion in 2012
- Headquartered in Denmark, Novo Nordisk employs approximately 35,000 employees in 75 countries, and markets its products in 180 countries

## Sales by therapy area



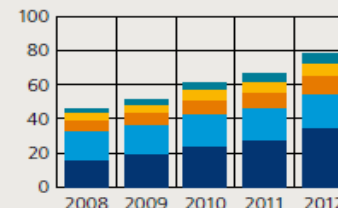
DKK billion



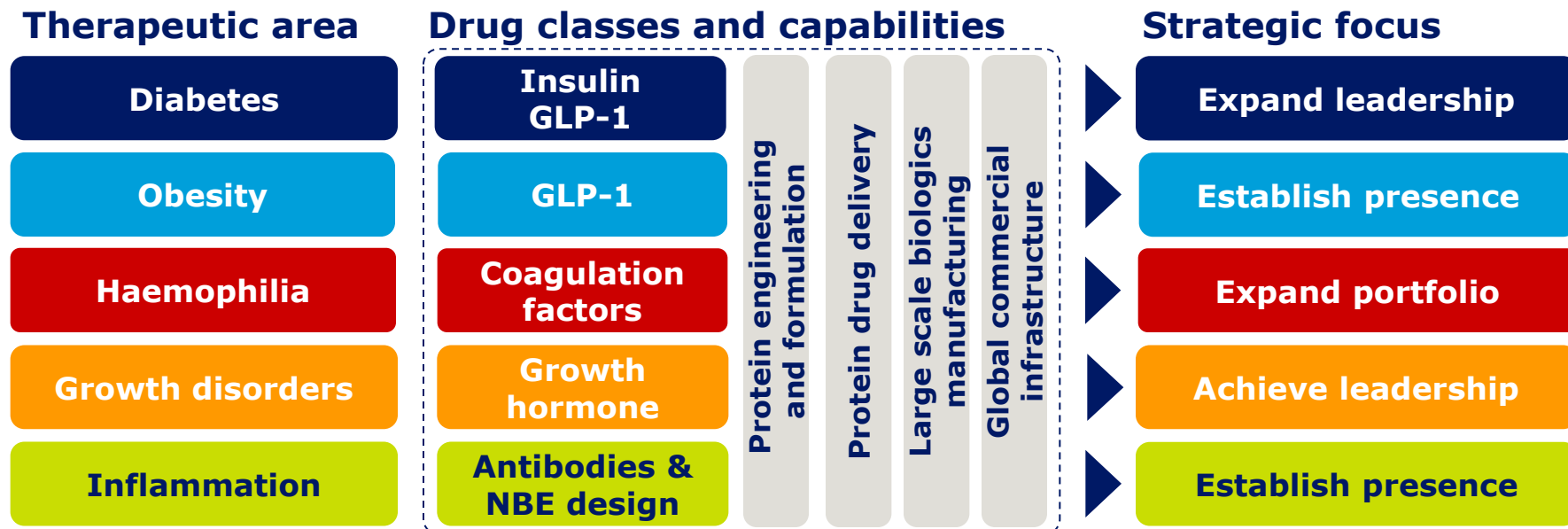
## Sales by geographic region



DKK billion

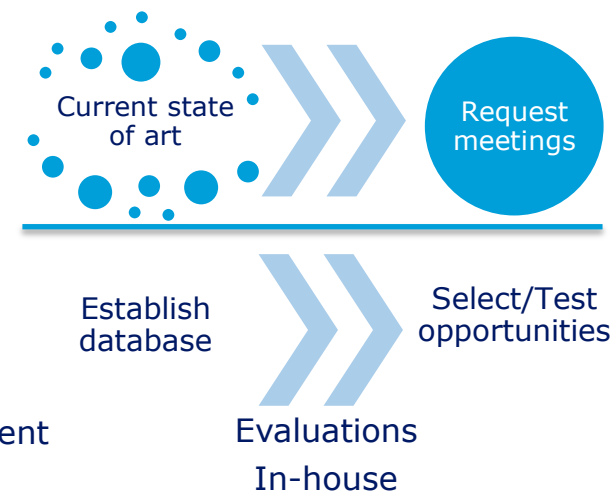


# Novo Nordisk's corporate strategy – proteins designed for chronic diseases – drives R&D



# Innovation sourcing strategy

- **Reach out**
  - Regional visits
    - TTO's, Incubators, Biotech hubs etc.
  - Science meetings
  - Partnering meetings
    - Any source: Pharma, Biotech, Academia (TTO's), VC's and angels
- **Diabetes Research Award program**
  - Novel therapies that improve haemophilia and haemostasis treatment
- **Research Summits**
  - Regional and per invitation
    - Apply for presentation to a board of Novo Nordisk experts
- **PhD, PostDoc and PPP programs**
  - Regional and per invitation
    - Apply for presentation to a board of Novo Nordisk experts



# Innovation sourcing focus

- **Diabetes**

- Novel insulins, GLP-1 peptides and peptidomimetics
- Other novel proteins or peptides affecting any aspect of diabetes

- **Haemophilia**

- Novel therapies that improve haemophilia and haemostasis treatment

- **Inflammation**

- Novel and innovative protein and peptide therapies for rheumatoid arthritis, psoriatic arthritis, systemic lupus and Crohn's disease

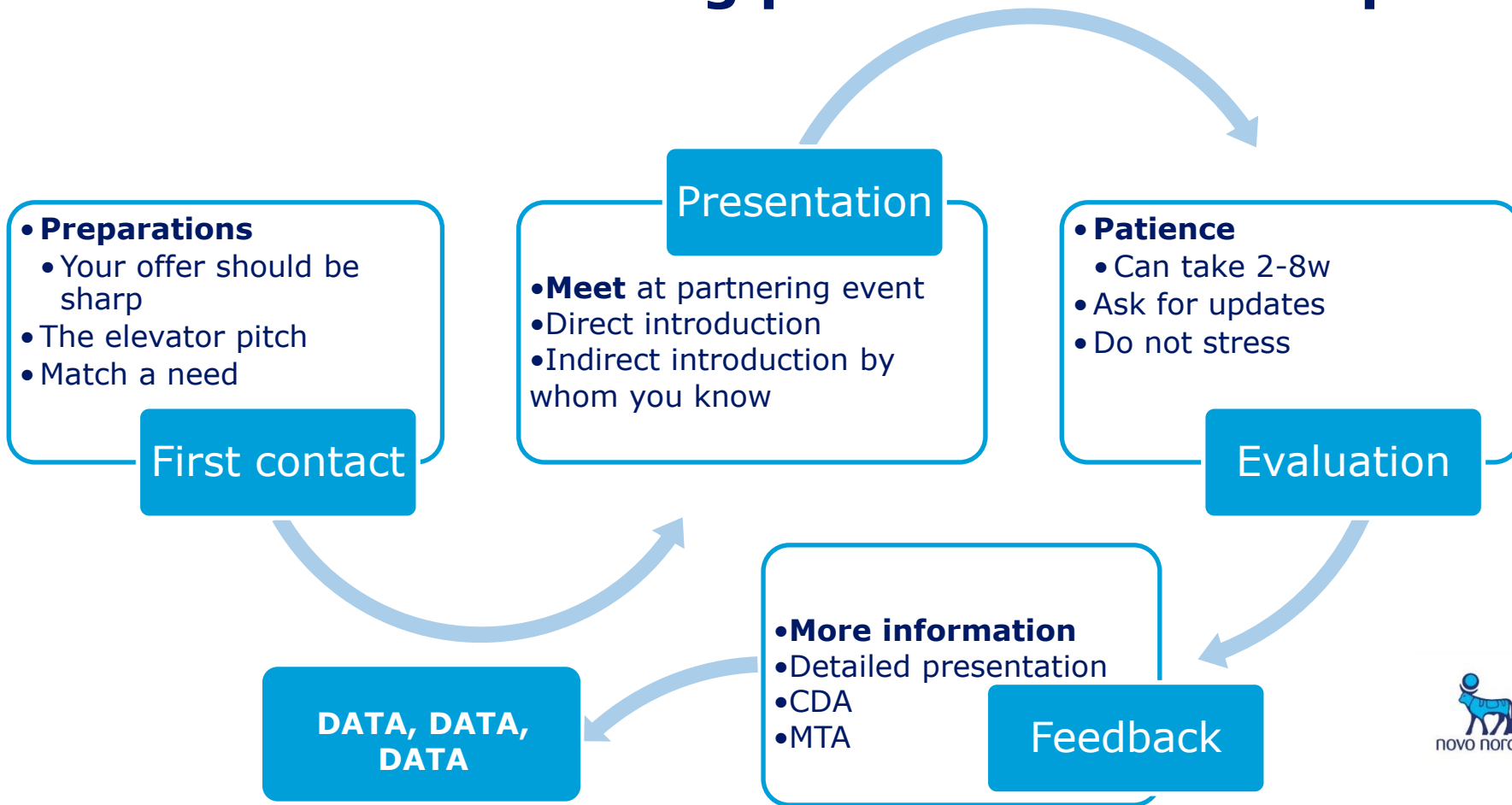
- **Technology**

- Technologies for expressing, modifying or producing proteins and peptides
- Formulation and drug delivery technologies for proteins and peptides for diabetes, haemostasis and autoimmunity

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# How to reach out to big pharma – a roadmap





# Reaching out to big pharma

- Innovation sourcing organization – scouts – seekers
  - Generalists most often with strong R&D background
  - Can be specialised to a region or a therapy area (or both)
- If approaching a scout directly via mail make sure to contact the one relevant for you!
- Reach out at partnering events
  - JP Morgan, Biotech Showcase, BIO, BioPharm America, BioEurope, BioPartnering Future Europe, BioFit etc. etc.



Upcoming events	Event Date
Biotechnology East Miami, FL	April 1-4, 2013
BIO International Conference Chicago	April 22-25, 2013
IFMA Annual Meeting New York, NY	May 28-30, 2013

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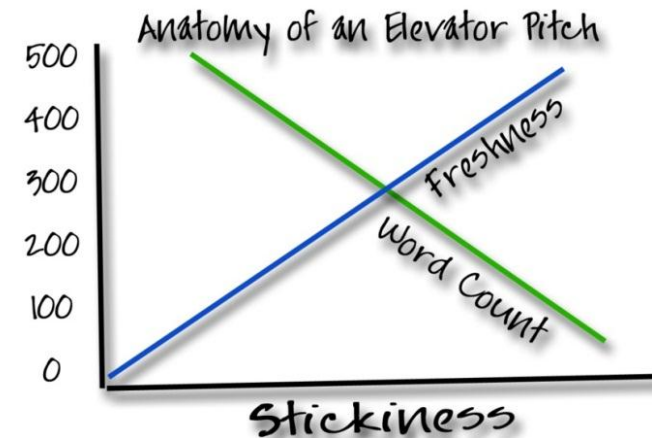
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# What is needed to attract the attention of big pharma?

- Depends on what you seek and what you offer - the business model!
  - Seeking
    - Advice
    - Research support (compound)
    - Research collaboration
    - Feasibility Study (w/wo option w/wo terms negotiated)
    - Research and development license
    - Equity investment (size, board observer, board seat)
  - Offer (will depend on maturity of the technology and company)
    - Attractive IPR
    - Compound/Model/Technology (under MTA)
    - Key results incl. non-clinical tox package

# What is needed to catch the attention of big pharma?

- IPR
- Scientific merit
  - Publish
    - Reproduce
  - Most big pharma are data driven
- Pitch
  - Study and tune the pitch to match each pharma's "seek" list
  - Tell what the technology uniquely can address/solve – relevant for the pharma



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# What is needed to maintain the attention of big pharma?

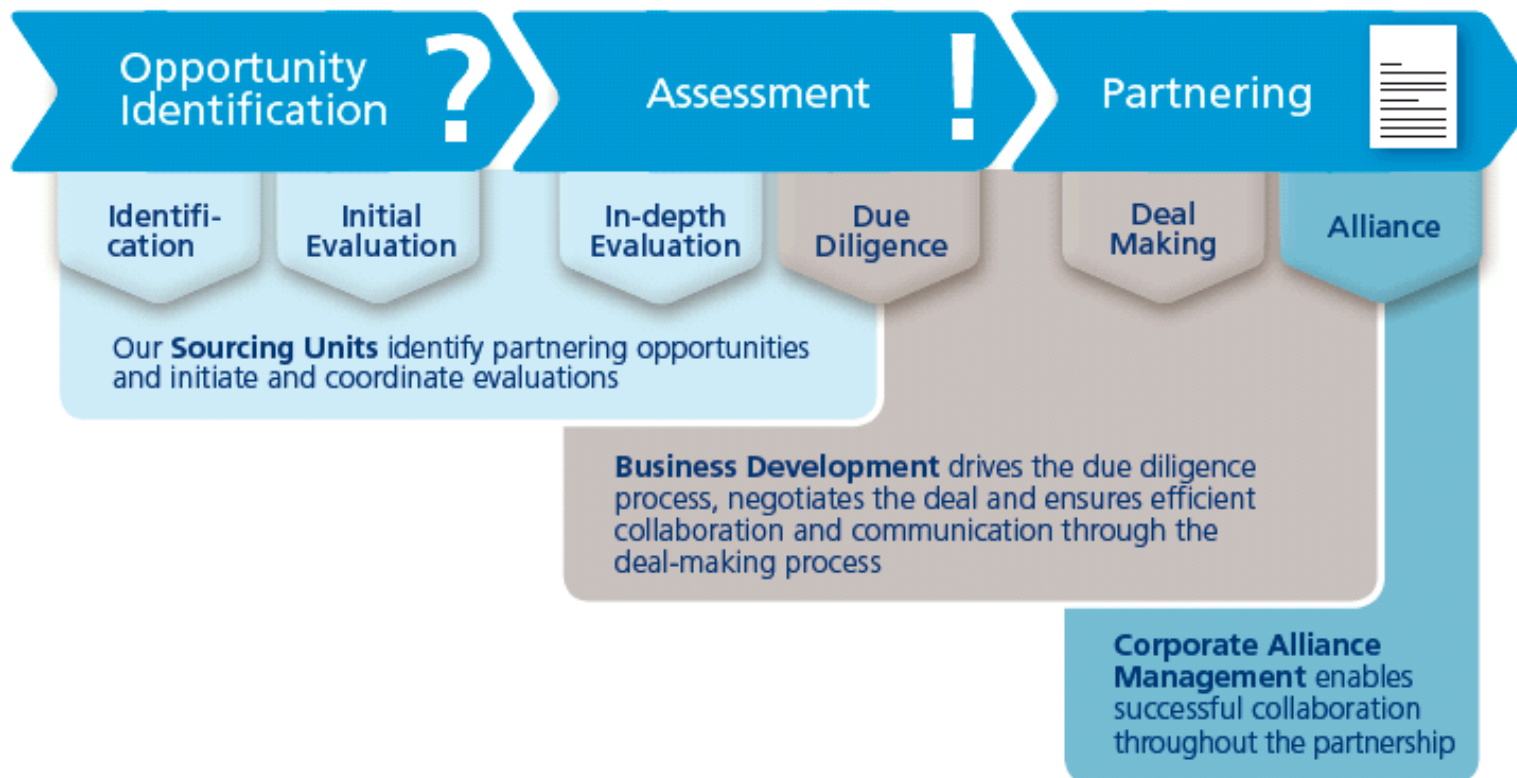
- Do not present data on the therapy field if core to the big pharma/not novel
- Do not overestimate the technology
  - Be realistic – no one is surprised if it does not work as long as you did not promise
- Do study company details well
  - Core areas, strategy, pipeline, partnerships etc.
- Do have realistic deal expectations
  - The challenge is to dance with transparent expectations remaining reasonable throughout
- Do deliver on time



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# Winning and agreement – the way we partner





# Winning an agreement

- CDA
  - Field of confidential disclosure
- Material Transfer, Feasibility Study etc
  - Reasonable cost structure
  - If including an option to license – global rights
- License and development agreement
  - Do have realistic deal expectations
    - The challenge is to dance with transparent expectations remaining reasonable throughout
  - Study partners deal history
    - Including Big pharma peers
    - Likely to benchmark to previous deals
  - In the text leave room for changes!



Establishing trust

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# Conclusion

- First communication
  - Establish a pitch
  - Prefer face-to-face meeting
  - Pitch the right person for the opportunity
- Data
  - Reach out to the potential partners and ask what they seek see and in what models
  - Present truly reproducible and representative data
- It is all about people and how to establish a lasting trust
  - Deliver on time
  - Importance of the entrepreneur



# Acknowledgements

Colleagues at Novo Nordisk  
and all small and large partners we have collaborated with

