New Faces, Unexpected Places in Partnering:
The Foresight to Lead, The Foundation to Succeed

Conference Program

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Welcome to the 2016 ASAP BioPharma Conference

On behalf of the ASAP Board of Directors, the ASAP BioPharma Conference Planning Committee, and staff, welcome to the 2016 ASAP BioPharma Conference, the world’s pre-eminent 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.

New Faces, Unexpected Places in Partnering: The Foresight to Lead, the Foundation to Succeed is the theme of this year’s conference. Today, the leading edge of partnering practice is a continuously moving target. You may be accustomed to riding some rough waves in long-term relationships, but now you’re surfing a tsunami of partnering activity touching every corner of the enterprise. Thanks to the new faces and unexpected places of biopharma and healthcare partnering, alliance leaders confront brand new challenges—atop your traditional trials—and your alliance teams must do more, more quickly, than ever before. It’s time to up your game.

We invite you to fully participate in this highly interactive experience where the learning comes as much from those assembled as from the many top-flight speakers and discussion leaders. Connect with your peers, partners, and industry executives to learn how others are rising to the challenge—and enhance your performance and value to your organization.

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 capability and achieve the larger 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, or obtain critical expertise or intellectual property.

We would like to extend a gracious thank you to the ASAP BioPharma Conference Planning Committee for its hard work and effort in putting together this stellar program. We would also like to thank our speakers for sharing their expertise and experiences. And, lastly, we would like to thank all of the participants for contributing their insights and knowledge to the discussion.

Sincerely,

Michael Leonetti, CSAP
President & CEO
Association of Strategic Alliance Professionals

Brooke A. Paige, CSAP
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Staff Vice President, Strategic Initiatives, and Chief of Staff
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Xerox Corporation

David Thompson, CA-AM
Chief Alliance Officer
Eli Lilly and Company

Steve Twait, CSAP
VP, Alliance and Integration Management (AIM)
AstraZeneca Pharmaceuticals

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Chief Alliance Officer, Eli Lilly and Company

Steve Twait, CSAP
VP, Alliance and Integration Management, AstraZeneca

Social Media

Stay Connected with ASAP & Your Colleagues Throughout the Year…

- Extend the education and networking value of the 2016 ASAP BioPharma Conference.
- Let your colleagues who were unable to attend know what they are missing.
- Share your experiences and insights from the conference after the last session ends with fellow attendees.

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Don’t miss “Using Design Thinking to Drive Speed, Innovation, and Alignment in Partnering,” a 90-minute interactive workshop led by Jan Twombly, CSAP and Jeff Shuman, CSAP, PhD. on Friday, Sept. 9, 8:30 – 10:00 am.
## Conference Agenda

### Wednesday, September 7

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<th>Time</th>
<th>Session</th>
<th>Speaker</th>
<th>Location</th>
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<tr>
<td>7:00 a.m. – 10:00 a.m.</td>
<td>Workshop Registration</td>
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<td>Carver Foyer</td>
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<tr>
<td>7:00 a.m. – 8:15 a.m.</td>
<td>Workshop Participant Breakfast</td>
<td></td>
<td>Carver Foyer</td>
</tr>
<tr>
<td>8:00 a.m. – 2:30 p.m.</td>
<td>Pre-Conference Workshops  <em>Pre-registration Required</em></td>
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<td></td>
<td>Session 101 – CA-AM Certification Exam Prep Workshop</td>
<td>Lynda McDermott, CA-AM, EquiPro International</td>
<td>Carver 1</td>
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<td></td>
<td>Session 103 – Alliance Management Workshop: Tools and Techniques</td>
<td>Brent Harvey, CA-AM, Eli Lilly and Company; David Thompson, CA-AM, Eli Lilly and Company</td>
<td>Carver 3</td>
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<tr>
<td></td>
<td>Session 104 – How to Resolve Conflict in Your Alliance</td>
<td>Candido Arreche, CA-AM, Xerox Worldwide Alliances</td>
<td>Carver 2</td>
</tr>
<tr>
<td>10:00 a.m. – 6:45 p.m.</td>
<td>Conference Registration</td>
<td></td>
<td>Theatre Foyer</td>
</tr>
<tr>
<td>12:00 p.m. – 3:30 p.m.</td>
<td>Leadership Forum (Invitation Only)</td>
<td></td>
<td>Space 57</td>
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<tr>
<td>12:30 p.m. – 1:30 p.m.</td>
<td>Workshop Participant Lunch</td>
<td></td>
<td>Theatre Foyer</td>
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<tr>
<td>2:30 p.m. – 3:30 p.m.</td>
<td>Session 105 – Next Generation Alliance Management, Lean and Agile</td>
<td>Annick De Swaef, CSAP, Consensa; Lynda McDermott, CA-AM, EquiPro International</td>
<td>Carver 1</td>
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<tr>
<td>3:45 p.m. – 4:15 p.m.</td>
<td>Welcome Meet-up</td>
<td></td>
<td>Theatre Foyer</td>
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<tr>
<td>4:30 p.m. – 5:00 p.m.</td>
<td>Conference Opening</td>
<td>Michael Leonetti, CSAP, The Association of Strategic Alliance Professionals; Brooke A. Paige, CSAP, HealthCore, Inc. (a wholly-owned subsidiary of Anthem, Inc.)</td>
<td>Theatre 1</td>
</tr>
<tr>
<td>5:00 p.m. – 5:45 p.m.</td>
<td>Conference Keynote</td>
<td>Dr. Samuel Nussbaum, EGB Advisors, Inc.</td>
<td>Theatre 1</td>
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<tr>
<td>5:45 p.m. – 6:45 p.m.</td>
<td>Networking Reception</td>
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<td>Theatre Foyer</td>
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### Thursday, September 8

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<th>Time</th>
<th>Session</th>
<th>Speaker</th>
<th>Location</th>
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<tr>
<td>7:00 a.m. – 6:00 p.m.</td>
<td>Conference Registration</td>
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<td>Theatre Foyer</td>
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<tr>
<td>7:15 a.m. – 8:15 a.m.</td>
<td>Networking Breakfast</td>
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<td>Space 57</td>
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<tr>
<td>8:30 a.m. – 9:30 a.m.</td>
<td>Conference Plenary</td>
<td>Stéphane Thiroloix, Mayoly Spindler</td>
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<td></td>
<td>Session 301 – The View from the C-Suite: Partnering and Alliances Today and Tomorrow</td>
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<tr>
<td>9:30 a.m. – 10:10 a.m.</td>
<td>Networking Break</td>
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<td>Carver Foyer</td>
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<tr>
<td>10:10 a.m. – 10:55 a.m.</td>
<td>Session 302 – Maximizing the Power of Alliance Managers on an Alliance: The Joint Alliance Management Team</td>
<td>Stuart Kliman, CA-AM, Vantage Partners</td>
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<td>Session 401 – Termination Strategies: Maximizing Future Value when a Partnership Breaks Down</td>
<td>Chris Godfrey, CA-AM, Merck KGaA, Biopharma; Lars van der Veen, CA-AM, Merck KGaA, Biopharma</td>
<td>Carver 2 &amp; 3</td>
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<td>11:05 a.m. – 11:50 a.m.</td>
<td>Session 202 – A Study in Perspective: High Tech Alliance Management versus Pharmaceutical Alliance Management</td>
<td>David Thompson, CA-AM, Eli Lilly and Company (Moderator); Russ Buchanan, CSAP, Xerox Corporation; Joseph Schramm, BeyondTrust</td>
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### Thursday, September 8

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<tr>
<td>12:00 p.m. – 1:30 p.m.</td>
<td>Networking Lunch</td>
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| 1:30 p.m. – 2:15 p.m. | Session 402 — Applying the Latest Alliance Management Research to Your Partnering Practice | • Michael Leonetti, CSAP, The Association of Strategic Alliance Professionals (Moderator)  
• Stuart Kliman, CA-AM, Vantage Partners  
• Shawn Wilson, DBA, Beaulieu Group | Carver 1 |
|                    | Session 203 — Cross-Industry Partnerships: Managing Alliances between Biopharma and High-Tech Partners | • Prakash Purohit, Raaya Biopharma Consulting (Moderator)  
• Chaitanya K. Dahagam, MD, IBM Watson Health  
• Juliana Leung, PhD, Broad Institute of MIT and Harvard  
• Rachel Sha, MBA, Sanofi | Carver 2 & 3 |
| 2:25 p.m. – 3:10 p.m. | Session 204 — A New Model for Western and Chinese Pharmaceutical Partnering | • Brent Harvey, CA-AM, Eli Lilly and Company  
• Zhihui Qui, WuXi AppTec | Carver 1 |
|                    | Session 403 — Strategic Perspectives on a Partnership’s First 100 Days | • David Burnham, INC Research (Moderator)  
• John Barry, Merck & Co.  
• Chaitanya K. Dahagam, MD, IBM Watson Health  
• Lauren Kaskiel, CA-AM, Spark Therapeutics | Carver 2 & 3 |
| 3:10 p.m. – 3:40 p.m. | Networking Break                                                        |                                                                        | Theatre Foyer |
| 3:45 p.m. – 5:15 p.m. | Session 304 – The ASAP Aquarium                                         | • Jan Twombly, CSAP, The Rhythm of Business (Facilitator)              | Theatre 1 |
| 5:15 p.m. – 6:30 p.m. | Networking Reception                                                    |                                                                        | Emerald Lounge |

### Friday, September 9

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<td>Conference Registration &amp; Information Desk</td>
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<td>Theatre Foyer</td>
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<tr>
<td>7:00 a.m. – 8:15 a.m.</td>
<td>Networking Breakfast</td>
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<td>Space 57</td>
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| 8:30 a.m. – 10:00 a.m. | Session 404 — Using Design Thinking to Drive Speed, Innovation, and Alignment in Partnering | • Jeff Shuman, CSAP, PhD, The Rhythm of Business  
• Jan Twombly, CSAP, The Rhythm of Business | Carver 1 |
|                    | Session 305 — Overcoming Challenges and Obstacles in a Strategic Partnership by Using Metrics | • Dennis J. Chapman, Sr., The Chapman Group | Carver 2 & 3 |
| 10:00 a.m. – 10:30 a.m. | Networking Break                                                        |                                                                        | Carver Foyer |
| 10:30 a.m. – 11:15 a.m. | Session 306 — The Executive Search Professional’s Guide to Managing Your Alliance Career | • Brooke A. Paige, CSAP, HealthCore, Inc. (a wholly-owned subsidiary of Anthem, Inc.) (Moderator)  
• Greg E. Flanagan, Emerging Healthcare Partners  
• Eric Rosenson, Ruderfer & Associates, Inc. | Carver 2 & 3 |
|                    | Session 205 — Nurturing Academic-Industry Partnerships                 | • Jeremy Ahouse, CSAP, PhD, Celgene (Moderator)  
• Aida Bendt, CA-AM, MedImmune  
• Amita Joshi, Sanofi Pharmaceuticals  
• Debra Peattie, GlaxoSmithKline | Carver 1 |
| 11:30 a.m. – 12:15 p.m. | Conference Closing & Group Discussion                                  | • Michael Leonetti, CSAP, The Association of Strategic Alliance Professionals | Theatre 1 |
| 12:15 p.m. – 1:15 p.m. | Networking Lunch                                                        |                                                                        | Space 57 |
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- ASAP European Alliance Summit
- ASAP Netcast Webinars
- ASAP Online Communities
- ASAP Chapter Events
- ASAP Alliance Excellence Awards

“…ASAP membership and certification provide us and our partners with a common language and a common set of processes and tools—as well as the ability to learn from the experiences and best practices of other members within and outside of the pharmaceutical industry…”

– Mary Jo Struttmann
Executive Director
Alliance Management
Astellas

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Takeda pursues external innovation at all stages, from early discovery to late-stage development, and with our partners, aspires to deliver ground-breaking new treatments to patients worldwide. We partner with academia and other pharmaceutical and biotech companies to accelerate innovation bringing together the brightest minds and leading technologies in our industry. In every collaboration, we look for creative solutions that allow our partners to build on their strengths and engage openly to share ideas and best practices. We maintain a constant focus on the long-term success of our projects.

Takeda knows how to create win-wins for our partners that produce results, from successful filings and regulatory approvals to product launches. Commercial partners who want to license or co-market their products can profit from our global commercial organization, from our cornerstone markets in US, Japan and Europe, to our fast-growing emerging markets including China, Brazil and Russia.

We have a dedicated Alliance Management team to ensure partnerships are as successful as possible. In 2013 and 2015, Takeda won the Association of Strategic Alliance Professionals Alliance Excellence Award.

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Overview of Sessions

Track 100
Preconference Workshops
(Pre-registration is required)

Session 101
CA-AM Certification Exam Prep Workshop
  Lynda McDermott, CA-AM, Equipro International
  Wed., Sept. 7 | 8:00 a.m. - 2:30 p.m.
  Carver 1

Session 103
Alliance Management Workshop: Tools and Techniques
  Brent Harvey, CA-AM, Eli Lilly and Company
  David Thompson, CA-AM, Eli Lilly and Company
  Wed., Sept. 7 | 8:00 a.m. - 2:30 p.m.
  Carver 3

Session 104
How to Resolve Conflict in Your Alliance
  Candido Arreche, CA-AM, Xerox Worldwide Alliances
  Wed., Sept. 7 | 8:00 a.m. - 2:30 p.m.
  Carver 2

Session 105
Next Generation Alliance Management, Lean and Agile
  Annick De Swaef, CSAP, Consensa
  Lynda McDermott, CA-AM, Equipro International
  Wed., Sept. 7 | 2:30 p.m. - 3:30 p.m.
  Carver 1

Track 200
New Partnership Models

Session 201 Conference Keynote
Healing the U.S. Health Care System: Collaboration is Essential
  Dr. Samuel Nussbaum, EGB Advisors, Inc.
  Wed., Sept. 7 | 5:00 p.m. - 5:45 p.m.
  Theatre 1

Session 202
A Study in Perspective: High Tech Alliance Management versus Pharmaceutical Alliance Management
  David Thompson, CA-AM, Eli Lilly and Company (Moderator)
  Russ Buchanan, CSAP, Xerox Corporation
  Joseph Schramm, BeyondTrust
  Thurs., Sept. 8 | 11:05 a.m. - 11:50 a.m.
  Carver 1

Session 203
Cross-Industry Partnerships: Managing Alliances between Biopharma and High-Tech Partners
  Prakash Purohit, Raaya Biopharma Consulting (Moderator)
  Chaitanya K. Dahagam, MD, IBM Watson Health
  Juliana Leung, PhD, Broad Institute of MIT and Harvard
  Rachel Sha, MBA, Sanofi
  Thurs., Sept. 8 | 1:30 p.m. - 2:15 p.m.
  Carver 2 & 3

Session 204
A New Model for Western and Chinese Pharmaceutical Partnering
  Brent Harvey, CA-AM, Eli Lilly and Company
  Zhihui Qui, WuXi AppTec
  Thurs., Sept. 8 | 2:25 p.m. - 3:10 p.m.
  Carver 1

Session 205
Nurturing Academic-Industry Partnerships
  Jeremy Ahouse, CSAP, PhD, Celgene (Moderator)
  Aida Bendt, CA-AM, MedImmune
  Amita Joshi, Sanofi Pharmaceuticals
  Debra Peattie, GlaxoSmithKline
  Fri., Sept. 9 | 10:30 a.m. - 11:15 a.m.
  Carver 1
Track 300
Strengthening our Partnership Capability

Session 301 Conference Plenary
The View from the C-Suite: Partnering and Alliances Today and Tomorrow
  Stéphane Thiroloix, Mayoly Spindler
  Thurs., Sept. 8 | 8:30 a.m. - 9:30 a.m.
  Theatre 1

Session 302
Maximizing the Power of Alliance Managers on an Alliance: The Joint Alliance Management Team
  Stuart Kliman, CA-AM, Vantage Partners
  Thurs., Sept. 8 | 10:10 a.m. - 10:55 a.m.
  Carver 1

Session 303
  Ben Gomes-Casseres, CSAP, DBA | Brandeis University (Moderator)
  John A. Calvo, Bayer HealthCare
  Karen Denton, CA-AM, Bayer HealthCare
  Claudia Karnbach, Bayer HealthCare
  Thurs., Sept. 8 | 11:05 a.m. - 11:50 a.m.
  Carver 2 & 3

Session 304
The ASAP Aquarium
  Jan Twombly, CSAP, The Rhythm of Business, Inc. (Facilitator)
  Thurs., Sept. 8 | 3:45 p.m. - 5:15 p.m.
  Theatre 1

Session 305
Overcoming Challenges and Obstacles in a Strategic Partnership by Using Metrics
  Dennis J. Chapman, Sr., The Chapman Group
  Fri., Sept. 9 | 8:30 a.m. - 10:00 a.m.
  Carver 2 & 3

Session 306
The Executive Search Professional’s Guide to Managing Your Alliance Career
  Brooke A. Paige, CSAP, HealthCore, Inc. (a wholly-owned subsidiary of Anthem, Inc.) (Moderator)
  Greg E. Flanagan, Emerging Healthcare Partners
  Eric Rosenson, Ruderfer & Associates, Inc.
  Fri., Sept. 9 | 10:30 a.m. - 11:15 a.m.
  Carver 2 & 3

Track 400
Partnership Principles for a Strong Infrastructure

Session 401
Termination Strategies: Maximizing Future Value when a Partnership Breaks Down
  Chris Godfrey, CA-AM, Merck KGaA, Biopharma
  Lars van der Veen, CA-AM, Merck KGaA, Biopharma
  Thurs., Sept. 8 | 10:10 a.m. - 10:55 a.m.
  Carver 2 & 3

Session 402
Applying the Latest Alliance Management Research to Your Partnering Practice
  Michael Leonetti, CSAP, The Association of Strategic Alliance Professionals (Moderator)
  Stuart Kliman, CA-AM, Vantage Partners
  Shawn Wilson, DBA, Beaulieu Group
  Thurs., Sept. 8 | 1:30 p.m - 2:15 p.m.
  Carver 1

Session 403
Strategic Perspectives on a Partnership’s First 100 Days
  David Burnham, INC Research (Moderator)
  John Barry, Merck & Co.
  Chaitanya K. Dahagam, MD, IBM Watson Health
  Lauren Kaskiel, CA-AM, Spark Therapeutics
  Thurs., Sept. 8 | 2:25 p.m. - 3:10 p.m.
  Carver 2 & 3

Session 404
Using Design Thinking to Drive Speed, Innovation, and Alignment in Partnering
  Jeff Shuman, CSAP, PhD, The Rhythm of Business
  Jan Twombly, CSAP, The Rhythm of Business
  Fri., Sept. 9 | 8:30 a.m. - 10:00 a.m.
  Carver 1

Overview of Sessions
Session Descriptions

Pre-Conference Professional Development Workshops

Additional fee is associated with the following workshops, Sessions 101, 103, and 104; they are not included in the Full Conference Pass.

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Session 101
Carver 1

**Wednesday, September 7, 2016 | 8:00 a.m. - 2:30 p.m.**

**CA-AM (Certificate of Achievement - Alliance Management) Certification Exam Prep Workshop**
Facilitator: Lynda McDermott, CA-AM, President, Equipro International
Do you want to validate and strengthen your alliance management expertise? Increase your alliance IQ and plan to attend this workshop as it explores and reinforces key alliance concepts that are covered in the CA-AM exam.
The knowledge exchange in this interactive professional development workshop will be strengthened by robust group discussion and case scenario analyses. The workshop will provide access to models, tools, and proven best practices that can be rapidly applied into your daily activities creating operating efficiencies that aim to improve results.
This course will address the following topics: Alliance Life Cycle Framework, Strategic Rationale and Readiness, Alliance Selection, Alliance Execution, Planning and Organizing Skills, and Management and Leadership Skills.
Each participant will receive The ASAP Handbook of Alliance Management: A Practitioner’s Guide—considered “the bible of partnering practice.” Also included in the workshop fee is the online exam. The CA-AM prep workshop is a requirement for becoming certified.

“CA-AM training and certification provides a common language and a common set of processes and tools.” – Mary Jo Struttmann, CA-AM, Astellas

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Session 103
Carver 3

**Alliance Management Workshop: Tools and Techniques**
Facilitators: Brent Harvey, CA-AM, Director, Alliance Management, Eli Lilly and Company
David Thompson, CA-AM, Chief Alliance Officer, Eli Lilly and Company
Eli Lilly and Company is offering a training course for alliance managers. The course is a distillation of Lilly’s century of business alliance experience led by 3 of the most skilled alliance managers in the field—David S. Thompson, Chief Alliance Officer, Eli Lilly and Company, Brent Harvey, Director, Alliance Management, Eli Lilly and Company. This year Steve Twait, VP, Alliance and Integration Management at AstraZeneca and Harm-Jan Borgeld, Head Alliance Management, Merck KGaA will join the Lilly faculty as guest co facilitators. The course will provide case studies, tools, and techniques used to train alliance managers at Lilly and now with the addition of Harm-Jan and Steve best practices from AZ and Merck KGaA will be included.
Upon completion of this non-industry specific course, students will have working knowledge of alliance management including the start-up, maintenance, and winding down of alliances as well as an understanding of how to get the most value from an alliance.
Students who attend the course will have the opportunity to participate in a pre-session discussion and survey and will receive a set of battle tested alliance management tools and a post-session follow-up with the instructors.

ASAP would like to thank Eli Lilly and Company, AstraZeneca, Merck KGaA and the volunteer instructors for this workshop.
How to Resolve Conflict in Your Alliance

Facilitator: **Candido Arreche**, CA-AM, Global Director of Portfolio & Partner Management, Six Sigma Black Belt, Xerox Worldwide Alliances

Some type of conflict will always occur during your alliance relationship, and is actually a normal part of any relationship. Conflict is created from differences, both large and small. Typically, conflict will occur whenever people within your alliance disagree over their values, interests, motivations, perceptions, ideas, and/or desires.

During this interactive workshop you will find the answers to the following questions:

- What's the best way to address conflict to your advantage?
- How do you handle disagreements?
- When is the best time to address conflict?
- How do you overcome emotions during conflict?
- How does perception affect conflict?
- What are ways to make conflict an opportunity?

This professional development program was built from a collaboration of best practices and alliance training methods at Xerox. You will benefit by experiencing the proven techniques learned over many years and now practiced at Xerox. The workshop is all “hands-on” leveraging real life exercises in order to help you practice and become a better alliance manager, communicator, negotiator, and influencer; hence, overcoming those conflicting situations that can affect your alliance and timeline.

The model is built on 12 key activities that will provide you strong fundamentals for conflict resolution. Emphasis on communication, relationship building and negotiations are core to this program. This course will provide you a workbook, the tools, and exercises you can take back to your job to utilize immediately. This workshop is suitable for all partnership professionals, no matter what industry or level of expertise. Participants will find that they will not only learn from the program facilitator, but from each other.

**Wednesday, September 7, 2016 | 2:30 p.m. - 3:30 p.m.**

Next Generation Alliance Management, Lean and Agile

Facilitators:

- **Annick De Swaef**, CSAP, Managing Partner, Consensa
- **Lynda McDermott**, CA-AM, President, EquiPro International

Digitalization continues to push biopharma companies towards new types of cross-industry partnerships. As this movement continues to develop one might ask: Are my team’s current alliance best practices future proof? Should my alliance team acquire new skills?

Discover how ASAP’s newly launched in-company team training and combination CA-AM Certification Exam Prep helps you introduce additional best practices that strengthen your company’s capabilities to expand its alliance portfolio into new areas of value creation. This workshop is complete with live demonstration of experiential tools such as business games and case studies.
Healing the U.S. Health Care System: Collaboration is Essential

Session 201
5:00 p.m. – 5:45 p.m. | Theatre 1

Keynote Speaker:
Dr. Samuel Nussbaum, Strategic Consultant, EGB Advisors, Inc.

Distinguished health care policy expert Dr. Sam Nussbaum will speak about the urgent need for health care reform in the U.S. and share his view that collaboration is the path to success. No one entity can do it alone. The need for payors, providers, industry, academia and government to come together has never been greater. And with the impending U.S. presidential election and the changes that will ensue, the stakes are even higher.

Dr. Nussbaum, former Executive Vice President, Clinical Health Policy, and Chief Medical Officer for Anthem, has been instrumental in authoring collaborative solutions between Anthem, HealthCore, hospital systems, the FDA and public agencies in pursuit of clinical, quality and cost effective approaches to address the underlying crisis in our health care systems. His insights about the importance of partnership and collaboration in solving system-wide problems come from a solid foundation of practice at the highest of levels.

Do not miss this sizzling presentation on the hottest of topics with policy expert Sam Nussbaum. This one will be talked about long afterwards - be there for first-hand insights and join the conversation.

Dr. Samuel Nussbaum currently serves as a Strategic Consultant to EGB Advisors, Inc., consulting arm for Epstein, Becker & Green, where he advises life science companies, hospitals and health care systems and physician and provider organizations.

From 2000 until 2016, Dr. Samuel Nussbaum served as Executive Vice President, Clinical Health Policy, and Chief Medical Officer for Anthem. In that role, he was the key spokesperson and policy advocate and oversaw clinical strategy and corporate medical and pharmacy policy. Dr. Nussbaum was responsible for HealthCore, Anthem’s clinical outcomes research subsidiary. He helped construct the model that has evolved into the current FDA Safety Sentinel System.

In collaboration with other medical leaders, he helped design and promote patient-centered medical homes and assessed their impact on the quality and cost effectiveness of care. Under his leadership, HealthCore has built partnerships with Federal agencies and academic institutions to advance drug safety, comparative effectiveness and outcomes research.

Dr. Nussbaum currently serves on the Board of Directors of the OASIS Institute, NEHI, BioCrossroads (an Indiana-based public-private collaboration that advances and invests in the life sciences), and America’s Agenda. He is a member of the Scientific Advisory Board of Medidata, a publicly traded clinical technology company serving life sciences clients, and the Healthcare Advisory Board of KPMG. He serves as Chair of the Centers for Education & Research on Therapeutics (CERTs) Steering Committee (a cooperative agreement between AHRQ and the FDA), is a member the HHS Health Care Payment Learning and Action Network (LAN) Guiding Committee, and participates in Institute of Medicine activities, including serving on the Roundtable on Value & Science-Driven Health Care.

Dr. Nussbaum received the 2004 Physician Executive Award of Excellence from the American College of Physician Executives and Modern Physician magazine and has been recognized by Modern Healthcare as one of the “50 Most Influential Physician Executives in Healthcare.”
Vantage Partners: the world leader in helping companies achieve breakthrough business results by transforming the way they negotiate and manage relationships with key business partners.
Conference Plenary
The View from the C-Suite: Partnering and Alliances Today and Tomorrow
Session 301
8:30 a.m. – 9:30 a.m. | Theatre 1
Speaker:
Stéphane Thiroloix, CEO, Mayoly Spindler

Partnering professionals know that alliance-building contributes in significant ways to overall corporate strategy. What may be less apparent, in some organizations, is how the alliance management function is viewed and leveraged to maximum advantage by the company’s senior leadership. In this session we will enjoy a rare opportunity to peek behind the curtain, gaining insight into one CEO’s perspective on new models of partnering, alliance building, and how the AM team can work most productively with the C-suite.

Stéphane Thiroloix is CEO of Mayoly Spindler, a pharmaceutical company in the fields of gastroenterology and dermocosmetics which has a strong international presence and an aggressive growth strategy. He joined Mayoly Spindler in September 2014, after a working for Smith and Nephew as President, European Region. Having held key leadership roles in pharma companies large and small and establishing alliance management practices in these organizations, Stéphane is uniquely qualified to offer valuable insights to ASAP’s partnering professionals about corporate and alliance strategy as well as practical tips for working together.

Discussion topics will include:
• The importance of establishing an AM function and its value to the senior executive team in supporting corporate strategy
• The evolution of the AM role in biopharma as extended ecosystem partners are brought on, including diagnostics, device, academic, tech partners, payers, etc.
• Effective and productive strategies for partnering professionals to support their senior executives, including any differences between small, mid-sized, and large companies
• Measuring alliance success by identifying the metrics and status updates which provide most value to the C-suite
Maximizing the Power of Alliance Managers on an Alliance: The Joint Alliance Management Team

Session 302
10:10 a.m. - 10:55 a.m. | Carver 1

Speaker: Stuart Kliman, CA-AM, Partner, Alliances Practice Leader, Vantage Partners

While organizations strive to create discipline around launching new alliance relationships, most alliance managers do not put themselves through those same paces when they are in a new relationship with their partner alliance management counterpart. A lack of clarity about the value of alliance managers teaming together can rob the alliance of one of its crucial collaboration-enabling mechanisms. The best alliance manager counterparts are not those who simply happen to mesh well or share similar perspectives about how to alliance ought to be managed - it is those who explicitly define and operationalize the relationship with their counterpart as a “Joint Alliance Management Team.”

Stuart Kliman will lead the group in discussion about the Joint Alliance Management Team concept, the challenges for an alliance that occur in its absence, the value a well implemented JAMT can help to create, and what it takes to implement a JAMT to greatest effect.

Session attendees will understand:
- The value of working within a JAMT structure – for the AMs, the alliance itself and each organization
- The context necessary to leverage the collective power of the JAMT
- How-to tips for an effective JAMT

Termination Strategies: Maximizing Future Value when a Partnership Breaks Down

Session 401
10:10 a.m. - 10:55 a.m. | Carver 2 & 3

Speakers: Chris Godfrey, CA-AM, Director, Alliance Management, Merck KGaA, Biopharma
Lars van der Veen, CA-AM, Director, Alliance Management, Merck KGaA, Biopharma

Alliance Management should focus on the entire life-cycle of the alliance. Ensuring a good kick-off, effective governance, and proactively resolving issues to the benefit of both parties are all key AM deliverables. But how much thought goes into the termination strategy ahead of key data? Termination is often an afterthought, not considered in advance scenario planning.

‘Failure’ and ‘termination’ are words not to be taken lightly. Careful attention to the following issues will position alliance professionals to extract maximum future value while maintaining viable relationships: Alignment with senior management; Leveraging relationships; Managing partner expectations.

Session participants will gain:
- A better understanding of the importance of addressing termination scenarios ahead of major inflection points
- Tactics for leveraging the relationship with the partner to secure future value and minimize collateral damage
- Insights into balancing future investments vs divestments to extract value

Session 303
11:05 a.m. - 11:50 a.m. | Carver 2 & 3

Moderator: Ben Gomes-Casseres, CSAP, DBA, Professor and Author, Brandeis University

Panelists: John A. Calvo, Senior Counsel, Bayer HealthCare
Karen Denton, CA-AM, Director, Alliance Management, Bayer HealthCare
Claudia Karnbach, Vice President, Head Business Development & Licensing, SM, Bayer HealthCare

Half of all alliances fail because of poor up-front design. Making a robust alliance requires effective collaboration between bus dev, legal, and alliance management. However this aspect of internal collaboration often receives less attention from alliance managers than the work after the deal is “done.”

In this session attendees will learn best practices from Bayer’s award-winning cross-functional team and then tackle tricky alliance scenarios themselves in an interactive roundtable format. Robust peer-to-peer exchange means that we will learn from each other as well as the Bayer team.

Following the session, participants should be able to:
- Make more robust alliances, quicker
- Resolve differences of perspective among functions in alliance design
- Broaden the role of alliance management in the organization

A Study in Perspective: High Tech Alliance Management versus Pharmaceutical Alliance Management

Session 202
11:05 a.m. - 11:50 a.m. | Carver 1

Moderator: David Thompson, CA-AM, Chief Alliance Officer, Eli Lilly and Company

Panelists: Russ Buchanan, CSAP, Head of Corporate Alliances, Xerox Corporation
Joseph Schramm, VP Strategic Alliances, BeyondTrust

Many biopharma companies have experienced expansion of their ecosystems resulting in new business opportunities. There have been noteworthy incidences of biopharma and tech companies entering into new partnerships with each other – and many more are beginning to move in that direction.

While both groups are well versed in partnership management, there are some fundamental differences in approach and practice including timelines, alliance manager roles, market penetration strategies, and contracting. Especially now, as partnering professionals face the prospect of new cross-industry business alliances, it makes sense to learn from our partnering colleagues “across the aisle” how best to understand each other, speak the same language, and achieve success for all.

In this session two highly accomplished alliance executives in technology companies will present key insights of their partnering practices and generate discussion about ways in which biopharma and high tech alliance professionals might learn from each other.

By attending the session, participants will:
- Learn about high tech partnership strategies and models and how they may differ from biopharma partnership
- Gain insight into different alliance management approaches and practices between biopharma and technology
- Identify strategies to anticipate and overcome challenges when partnering cross-industry
Applying the Latest Alliance Management Research to Your Partnering Practice

Session 402
1:30 p.m. – 2:15 p.m. | Carver 1

Moderator: 
Michael Leonetti, CSAP, President & CEO, The Association of Strategic Alliance Professionals

Panelists: 
Stuart Kliman, CA-AM, Partner, Alliances Practice Leader, Vantage Partners
Shawn Wilson, DBA, Senior Vice President, Beaulieu Group

During this session results will be shared from two recent research studies exploring the current state – trends, challenges, and opportunities – of the alliance management profession. While the study findings provide great insights, an even more important part of the discussion revolves around application of the research into daily professional practice. “So now that we know, what should we do?” Our experienced presenters will address this question and more.

Highlights from ASAP’s 6th State of Alliances Report will be presented, including big picture conclusions that for the first time in any study define financial and economic benefits of well managed alliances, using ASAP’s alliance management principles. Also discussed will be findings specific to the biopharma industry segment. The Vantage Partners Cross-Industry Review of Alliance Management Trends and Challenges will also be explored, with a close look at developing AM capabilities within companies and overcoming execution challenges to maximize the value of alliances.

After participating in the session attendees will be able to:
- Use the data presented in practical ways for improvement of the AM function at their companies
- Utilize metrics proving that well managed alliances, using the ASAP model, provide a superior ROI
- Identify 2-3 priority areas on which to focus in order to bring increased value to their alliances
- Assess any new collaborations with less developed partnering frameworks (i.e. new faces within the biopharma ecosystem), determining how to best position them for success

Cross-Industry Partnerships: Managing Alliances between Biopharma and High-Tech Partners

Session 203
1:30 p.m. – 2:15 p.m. | Carver 2 & 3

Moderator: 
Prakash Purohit, Managing Partner, Raaya Biopharma Consulting

Panelists: 
Chaitanya K. Dahagam, MD, Global Partner Innovation Executive, IBM Watson Health
Juliana Leung, PhD, Director, Strategic Alliances, Broad Institute of MIT and Harvard
Rachel Sha, MBA, Transactions Lead, Business Development & Licensing, Sanofi

Traditionally partnerships have been established between companies developing similar products or services within an industry group to complement each other’s efforts. With the exponential growth of technology based analytical tools, the biopharma industry has been generating enormous amount of genomic and clinical data. This has created a great opportunity for high-tech companies to make inroads into the biopharma industry by developing new technologies and tools to help extract valuable information from this data. As a result big pharma companies have entered into partnerships with high tech companies such as Google, IBM, Qualcomm, and Intel, changing the industry landscape and partnering strategies.

In this session we will address how these alliances are different from traditional alliances, what new tools are needed in order to manage such collaborations, and what new scenarios we can expect going forward.

Session participants will be able to:
- Develop new ways to manage cross-industry alliances
- Manage the new challenges these alliances bring
- Think outside the box to identify new partners and ways of partnering
**A New Model for Western and Chinese Pharmaceutical Partnering**

Session 204  
2:25 p.m. - 3:10 p.m. | Carver 1

**Speakers:**  
**Brent Harvey**, CA-AM, Director of Alliances, Eli Lilly and Company  
**Zhihui Qui**, Director of Commercial Operations, WuXi AppTec

China is one of the largest and fastest growing biopharmaceutical markets. Long-term value can be created through effective strategic partnering, such as the longstanding collaboration between Eli Lilly and Company and WuXi AppTec. This advanced partnership model leverages the regulatory environment in China to bring new drugs to market faster. Alliance Managers from Lilly and WuXi will provide “How To” insights on what makes this collaboration work in a changing paradigm across different cultural and operational perspectives.

Session attendees will gain:  
- Strategies for working collaboratively across cultural and organizational differences  
- Knowledge of partnership success factors specific to Chinese-Western biopharma collaborations  
- Tips for creating and maintaining long-term value through effective strategic partnering

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**Strategic Perspectives on a Partnership’s First 100 Days**

Session 403  
2:25 p.m. - 3:10 p.m. | Carver 2 & 3

**Moderator:**  
**David Burnham**, Senior Vice President Strategic Alliance Management, INC Research

**Panelists:**  
**John Barry**, Head of Portfolio Sourcing and Relationship Management, Merck & Co.  
**Chaitanya K. Dahagam**, MD, Global Partner Innovation Executive, IBM Watson Health  
**Lauren Kaskiel**, CA-AM, Alliance Management Lead, Spark Therapeutics

Conference sessions about the first 100 days of an alliance are not uncommon, often directed at tactical and operational issues. This panel discussion will be different, with a clear focus on partnership strategy from the executive perspective, always keeping in mind the new spectrum of ecosystem partners.

A distinguished roster of panelists will share perspectives from the worlds of big pharma/R&D alliances; small to mid-sized biopharma; and supply chain/clinical partner alliances. Discussion topics will include executive alignment, relationship development, governance, and more.

Session participants will gain insights into:  
- The strategic value of clear objective-setting and prioritization from the outset  
- Trust-building and discovery among key stakeholders  
- Achieving internal alignment – just as important as external
The ASAP Aquarium
Session 304
3:45 p.m. - 5:15 p.m. | Theatre 1

Facilitator:
Jan Twombly, CSAP, President, The Rhythm of Business
Are you ready for something completely different?
Come listen, learn, and join a critical inquiry into the issues of the day! This is your opportunity to actively engage and contribute to the collective wisdom of the group while exploring the questions that matter most as alliance professionals engage with new faces and in unexpected places.

Similar to the “fishbowl” learning activity in which the line is purposely blurred between participants and listeners in a discussion, the customized ASAP version offers an ever-evolving discussion on hot topics of the day among the best and the brightest in our field.

Less of a panel and more of an expert exchange, biopharma industry thought leaders and senior-level partnering executives will kick off a series of deep discussions as we in the audience gaze into the fishbowl - or ASAP Aquarium - listening and learning while these lively and insightful discussions ensue.

But here’s where things really get interesting. Audience members may “tap in” and join the discussion at designated times. When a new person enters the discussion, someone else leaves and the conversation picks up again - with a new perspective added or shift of the lens.

Discussion topics include:

**Lead, Follow, or Get Out of the Way**
True or False: The alliance management profession in biopharma has the respect, skills, and ability to lead companies into partnering with different types of partners, across industries, and in new models.

**Handle with Care: Managing the C-Suite**
How do you ensure executive leadership (C-Suite) is appropriately involved in an alliance, without giving them a seat at the table, especially when the alliance is between a small, innovative company and big pharma?

**Breadth or Depth – What Does it Take to Succeed?**
Which qualities will be more highly valued in alliance managers as the industry adapts to digitization, outcomes based pricing, and an increasing number and variety of partnerships: broad business and technical skills and experience or deep pharmaceutical industry knowledge and experience?

Discussants (confirmed as of the publication deadline) include:
- Jeremy Ahouse, CSAP, PhD, Executive Director Alliance Management, Celgene
- Harm-Jan Borgeld, PhD, MBA, CSAP, Head Alliance Management, Merck KGaA, Darmstadt, Germany
- David Burnham, Senior Vice President Strategic Alliance Management, INC Research
- Mark Coflin, CSAP, Senior Director Alliance Management Global BD&L, Baxalta US
- Cathy Connelly, CA-AM, Head, Alliance Management, Sanofi Genzyme
- Andy Hull, Vice President, Global Alliances, Takeda Pharmaceuticals
- Katherine Kendrick, CA-AM; Director of Alliance Management, Elanco, Eli Lilly and Company
- Brooke A. Paige, CSAP, Staff Vice President, Strategic Initiatives, and Chief of Staff, HealthCore, Inc. (a wholly-owned subsidiary of Anthem, Inc.)
- Petra Sansom, Sr. Director, Alliance Management, Vertex Pharmaceuticals
- Mary Jo Struttmann, CA-AM; Executive Director, Global Alliance Management, Astellas Pharma
- Michael Sumpter, Head of Alliance Management, Servier Monde
- David Thompson, CA-AM, Chief Alliance Officer, Eli Lilly and Company
- Steve Twait, CSAP, VP, Alliance and Integration Management, AstraZeneca

Additional thought leaders within the ASAP community are expected to join the lively conversations.

You will not want to miss this engaging and thought-provoking session!
Using Design Thinking to Drive Speed, Innovation, and Alignment in Partnering
Session 404
8:30 a.m. - 10:00 a.m. | Carver 1
Speakers:
Jeff Shuman, CSAP, PhD, Principal, The Rhythm of Business
Jan Twombly, CSAP, President, The Rhythm of Business
Aligning the operating processes of partnering companies is a challenge alliance managers face throughout the life of an alliance. It can be a very inefficient undertaking, leading to duplication of effort, delays in getting important efforts underway, sub-optimized compromise, and in some instances, even foster mistrust.
This 90-minute, hands-on workshop introduces biopharma alliance managers to design thinking – a data-driven, user experience centered innovation and complex problem solving methodology – specifically adapted for alliances and partnering practices. It provides participants with proven tools and techniques that can immediately be put to use to align operating processes – or with any complex problem. It is especially useful in unfamiliar settings, such as partnering with multiple partners, non-asset based alliances, and partnering with other sectors who run on much faster clock-speeds than is typically seen in biopharma.
The workshop gives participants tools and techniques to:
• Take a user-centered approach to aligning operating processes between and among partners
• Hone in on the core problem that must be solved to gain alignment
• Identify key assumptions being made in a proposed solution and link to the data required to validate or invalidate those assumptions

Overcoming Challenges and Obstacles in a Strategic Partnership by Using Metrics
Session 305
8:30 a.m. - 10:00 a.m. | Carver 2 & 3
Speaker:
Dennis J. Chapman Sr., President and CEO, The Chapman Group
This workshop will spotlight innovative ways that organizations are utilizing metrics to pre-empt and overcome obstacles leading to more cooperative, collaborative, and co-created team success.
Participants will be asked to share alliance, organizational, and personal challenges and obstacles that the group will tackle together to determine the best and most practical metric based solutions to address these potential roadblocks.
Exercises will include:
• Determining challenges and obstacles
• Desired practices/behavior/processes to overcome the challenge/obstacle and associated metrics to measure progress
• How to calculate and utilize these metrics
• How to best install metrics as another component of the alliance/project
Participants will take with them tangible working examples (metric based action plans) that will enable continuous, and mutual success.
The Executive Search Professional’s Guide to Managing Your Alliance Career

Session 306
10:30 a.m. - 11:15 a.m. | Carver 2 & 3

Moderator:
Brooke A. Paige, CSAP, Staff Vice President, Strategic Initiatives, and Chief of Staff, HealthCore, Inc. (a wholly-owned subsidiary of Anthem, Inc.)

Panelists:
Greg E. Flanagan, President & Founder, Emerging Healthcare Partners
Eric Rosenson, Vice President, Talent Acquisition, Ruderfer & Associates, Inc.

No matter where you fall on the career continuum today - just starting out, considering a change, mid-career, or an AM veteran - it is important to proactively manage your career by being attuned to market shifts, industry trends, and ever-evolving requirements for new and/or refined skill sets.

This panel of distinguished executive search professionals will provide the latest intelligence and practical advice including the key skills and experiences sought by employers today and how to position yourself for career growth. Moderator Brooke Paige brings extensive alliance management experience to the discussion and will guide the panel through topics including:

• An overview of the current job market, opportunities, and trends
• Career paths for alliance managers
• Key transferable skills from the alliance arena

Come prepared to join the conversation with questions and shared experiences. You’ll leave with new insights from the pros to help you manage your career and achieve your professional goals.

Nurturing Academic-Industry Partnerships

Session 205
10:30 a.m. - 11:15 a.m. | Carver 1

Moderator:
Jeremy Ahouse, CSAP, PhD, Executive Director, Business Development & Global Alliances, Celgene

Panelists:
Aida Bendt, CA-AM, Associate Director, Alliance Management, Pipeline Management, MedImmune
Amita Joshi, Alliance and Program Manager, Sanofi Pharmaceuticals
Debra Peattie, Director & Entrepreneur-in-Residence, Alternative Discovery & Development, GlaxoSmithKline

Academics and the biopharma industry have long cooperated in research, discovery and product development. Our session gives you the chance to hear from panelists whose companies focus on innovative approaches to these collaborations. Their tactics differ from project to project even as they share the goal of developing deep industry/academic partnerships.

We will hear about Sanofi’s iAwards program, GlaxoSmithKline’s Discovery Partnerships with Academia program (DPAc), and MedImmune’s academic-industry collaborations.

Session participants will be able to:

• Compare various models for academic-industry partnerships
• Learn how these new partnership models help to fill the R&D pipeline and shorten development timelines
• Contrast what works and what to avoid within these partnership approaches
Jeremy manages research and development alliances across Celgene's portfolio. He joined Celgene after alliance roles with Novartis, ImmunoGen, Vantage and Millennium. He started working in biotech and pharma in 1999 after completing a PhD in cellular immunology and a post-doc in developmental genetics. He has served ASAP as a board member and chair of the committee that prepares the CA-AM certification exams. He has a strong interest in multi-party agreements and in the ways that collaborations enhance scientific creativity.

Candido Arreche, CA-AM
Global Director of Portfolio & Partner Management, Six Sigma Black Belt
Xerox Worldwide Alliances
Session 104
How to Resolve Conflict in Your Alliance

Candido is responsible for the strategic interface between Xerox solutions and services and our global alliance partners. His responsibilities include growing and retaining the relationship with a strategic business partner(s) including the beginning ownership of that partnership. Mr. Arreche has been in the IT field for over 25 years. He has spent the last seven years as a Global Director for Worldwide Alliances responsible for partner on-boarding, portfolio management and MPS training. Prior to Worldwide Alliances, Mr. Arreche has held various assignments including new branch start-ups, solution development and launches. Previous to Xerox, Mr. Arreche owned a successful computer and networking consulting business for over 10 years. Mr. Arreche was also part owner of one of the largest privately held Internet Service Providers in the Orlando, Florida area before going public. As recently as six years ago, Mr. Arreche also consulted a myPAD, the tablet was the predecessor to the iPad. He has a bachelor's degree in Business and Technology and is working on his MBA at Rollins College.

John Barry is the Head of Portfolio Sourcing and Relationship Management for Merck Research Laboratories and currently looks over an external spend in excess of $1B (USD) across a variety of sourcing models. His team is responsible for supplier oversight and governance, demand management and earned value management across Merck’s late stage development portfolio. External relationships under Barry’s leadership include organizations that provide CRO, ARO, Laboratory, IPRS, ePro, Imaging and other functional and category based services. The portfolio of resources required to prosecute Merck’s clinical trial programs exceeds 5500 people with a majority of these staff provided via external partners.

John brings an alliance management orientation to Merck’s supplier partnerships to ensure consistent and reliable delivery within and across the supplier portfolio. He comes to Merck with over twenty years of supplier side experience working for two of the top 5 global CROs. Throughout his career at these CROs he was responsible for or was an executive leader in a variety of functions including Alliance Management, Business Development, Clinical Operations, Contracts, Proposals and Legal. Notably, he was responsible for creating and leading a new profit center focused on functional service model provision for Quintiles and grew that division to over 1100 professionals in under 14 months. His is well versed in a variety of contract structures including value based contracting and has significant experience negotiating innovative commercial and capital models.

Barry has a B.S. from Cornell University and an MBA from the University of North Carolina at Chapel Hill.

Aida Bendt, CA-AM
Associate Director; Alliance Management, Pipeline Management MedImmune
Session 205
Nurturing Academic-Industry Partnerships

Aida is leading the Alliance Management Group within Pipeline Management at MedImmune and is responsible for the biologics R&D portfolio of strategic alliances. MedImmune is the biologics research and development arm of AstraZeneca, a global, innovation-driven biopharmaceutical business that focuses on the discovery, development and commercialization of small molecule and biologic prescription medicines. Aida has 20 years of experience in the biopharmaceutical industry including Project & Portfolio Management, Program Management, Laboratory Compliance, and Alliance Management. During her 9 years at MedImmune Aida has managed a variety of drug development projects across Oncology, Respiratory, Inflammation, Autoimmunity, and other therapeutic areas. At MedImmune Aida has managed external collaborations for early Research, Clinical Development, and broad strategic Partnerships with Academic Institutions. She is co-leading the DC/Mid Atlantic Chapter of ASAP, and CA-AM certified.

Harm-Jan Borgeld, CSAP, PhD, MBA
Head Alliance Management
Merck KGaA, Darmstadt, Germany
Session 103
Alliance Management Workshop: Tools and Techniques

Harm-Jan is leading the alliance management department of Merck KGaA, Darmstadt, Germany that is responsible for the Commercial, Development and Research Alliances. Before heading the alliance management department at Merck KGaA, Darmstadt, Germany, he was leading a team that worked on developing a novel immunotherapy to treat cancer. He started his work at Merck Serono in the licensing and business development department.

Harm-Jan was previously leading the business development activities of the Japanese firm, Kyorin Pharmaceuticals, in Europe. He received his MBA from the Rotterdam School of Management, the Netherlands / Haas Business School, US, and completed his Ph.D. studies at the Medical Faculty of the University of Nagoya, Japan. He graduated from the Wageningen University, the Netherlands.
Russ Buchanan, CSAP  
Head of Corporate Alliances  
Xerox Corporation  
Session 202  
A Study in Perspective: High Tech Alliance Management versus Pharmaceutical Alliance Management

As Head of Corporate Alliances for Xerox Corporation, Russ Buchanan develops strategic partnerships with some of the world’s best-known IT services and product companies. He and his team have extensive experience in creating collaborative solutions for improving business processes designed around delivering measurable results for clients.

Buchanan has more than 30 years of experience in information technology, general business and consulting with clients. He spent five years with Xerox Connect as General Manager of the Eastern U.S. before joining Xerox Global Services in 2003, where he served as a vice president charged with managing the national Office Document Assessment, Document Engineering and Document Management practices. In 2005 he was asked to create and lead the global alliance function for Xerox Corporation.

Before joining Xerox, Buchanan served as vice president and general manager for the eastern United States region of XLConect, a publicly traded systems integration company that was acquired by Xerox in 1998. From 1981 until 1987, Buchanan worked with International Business Machines Corporation (IBM), where he served as an internal consultant and also worked in sales and sales management.

Buchanan has been very involved with the Association of Strategic Alliance Professionals. He was the Chairman from 2010 to 2014 and now serves on the Executive Board.

Buchanan received a bachelor’s degree with Highest Honors from the Georgia Institute of Technology.

John A. Calvo  
Senior Counsel  
Bayer HealthCare  
Session 303  

John A. Calvo is Senior Counsel in Bayer HealthCare’s Law & Patents Department and supports Bayer’s global Specialty Medicine business which includes the Hematology, Neurology, Oncology and Ophthalmology franchises. He is a member of the Specialty Medicine Leadership Team. John works closely with Bayer’s Global Business Development and Licensing function on major transactions and with Alliance Management supporting them as ongoing strategic alliances. Prior to joining Bayer in 2002, John was an associate with two major US law firms where he represented pharmaceutical, biotech and technology companies in a variety of transactions. John earned his undergraduate degree in economics (1991) and his law degree (1995) from New York University.

Dennis J. Chapman, Sr.  
President and CEO  
The Chapman Group  
Session 305  
Overcoming Challenges and Obstacles in a Strategic Partnership by Using Metrics

Dennis brings 25+ years of executive level experience in sales, marketing, and business management. He speaks regularly on sales and account management processes and best practices to major corporations across the globe. His innovative methods and practices for sales, strategic account management, calculating an economic value proposition and measuring customer feedback have been published for many years. He is a dynamic, enthusiastic speaker whose ideas and vision consistently inspire and motivate his audiences.

Dennis is a graduate of the University of Massachusetts School of Business and is a long-standing member of the Board of Directors for SAMA (Strategic Account Management Association). He has served as a panelist for the John’s Hopkins School of Business MBA program and as a guest speaker at the School of Marketing, Loyola University, Baltimore, Maryland.

Fun Fact: Dennis claims to have played a significant role in enabling Julius Erving (NBA basketball player) to be nominated for and enter the Basketball Hall of Fame. Ask him about it – he is not shy!

Chaitanya K. Dahagam, MD  
Global Partner Innovation Executive  
IBM Watson Health  
Session 203  
Cross-Industry Partnerships: Managing Alliances between Biopharma and High-Tech Partners

Session 403  
Strategic Perspectives on a Partnership’s First 100 Days

Dr. Chaitanya Dahagam leads the IBM Watson Health Ecosystem as a Global Partner Innovation Executive. In this role, he helps organizations understand how cognitive computing and IBM Watson can be utilized to build solutions for health-related use cases. He currently works out of the Washington, D.C. metro area.

Dr. Dahagam received his general surgery training in San Antonio, TX from 2006 until 2011. From 2011 to 2015, Dr. Dahagam worked as a health IT-focused management consultant with The Advisory Board Company based in Washington, D.C. During this time, Dr. Dahagam led successful healthcare-related consulting engagements focused on clinical operations and workflows, EHR/health IT implementation and utilization, and healthcare revenue cycle solutions for multiple health systems, clinical integration networks, and other healthcare organizations.

Dr. Dahagam received his medical degree from the University of Alabama School of Medicine, his Master’s degree from the University of Texas Health Science Center at San Antonio, and his undergraduate degree in computer science from Birmingham-Southern College.
Karen Denton, CA-AM  
Director, Alliance Management  
Bayer HealthCare  
Session 303  

Karen Denton is based in Whippany, New Jersey and is responsible for a number of Bayer’s global strategic alliances including Onyx, Orion, Oncomed, and Immunogen. Karen has been in the pharma industry over 25 years. Originally from U.K., she has held positions in sales, sales management, and global marketing. Karen joined Bayer in 2001 as a Director for Global Marketing before joining the business development team in 2007.

Karen has a BSc in Biology and a Masters in Marketing.

Annick De Swaef, CSAP  
Managing Partner  
Consensa  
Session 105  
Next Generation Alliance Management, Lean and Agile  
Annick De Swaef, president of the ASAP Benelux chapter, is managing partner of Consensa Consulting; a Belgian based consulting firm specialized in strategic alliances and partnerships. As a civil engineer in construction, Annick has worked in different managerial roles both within public and private organizations. She is passionate about the people and mechanics behind successful public-private partnerships and advanced collaborative business models.

Greg E. Flanagan  
President & Founder  
Emerging Healthcare Partners  
Session 306  
The Executive Search Professional’s Guide to Managing Your Alliance Career

Greg founded EHP in March, 2004 after leading a Commercial Recruiting desk at another search firm focused in the pharma/biotech space. With over 20 years of executive search experience specializing in the commercial areas of pharma/biotech, Greg has a vast and deep network of commercial executives at all levels of management. His network, work ethic, and professional approach to the search process have brought top talent to his clients for years. Additionally, his enthusiastic and positive demeanor allows his clients to maintain a strong and positive perception in the marketplace. Greg continues to engage in all facets of the recruiting cycle including sourcing.
Chris Godfrey, CA-AM  
Director, Alliance Management  
Merck KGaA, Biopharma  
Session 401  
Termination Strategies: Maximizing Future Value when a Partnership Breaks Down

Chris has over 30 years of experience in the pharmaceutical industry. He began his career as a Medical Representative, spent time in Marketing and Sales Management positions before moving into Market Research. His UK experience was with GlaxoWellcome and Smithkline Beecham and in 2001 he moved to Novartis in Switzerland.

In 2005 Chris joined Merck in Germany and was Head of Global Business Intelligence before joining Alliance Management in 2010. Chris is responsible for a range of Development Alliances across Oncology and Neurodegenerative diseases with products in PII and PIII development. He is also responsible for Commercial Alliances in Fertility.

Brent Harvey, CA-AM  
Director, Alliance Management  
Eli Lilly and Company  
Session 103  
Alliance Management Workshop: Tools and Techniques

A New Model for Western and Chinese Pharmaceutical Partnering

Brent leads teams focused on maximizing the value of partnered assets at each stage of the development and commercialization cycle.

Brent has played an integral role in some of the largest development and commercial alliances at Lilly, including worldwide partnerships with BMS, Merck KGaA, Daiichi-Sankyo, and Innoven Biologics. He is also the alliance manager on collaborations with venture capitalists, AtraZeneca, GSK, Merck, Sanofi, and WuXi.

Brent has an engineering degree from Purdue and an MBA from Indiana University. He also has a CA-AM and is a certified management accountant (CMA).

Amita Joshi  
Alliance and Program Manager  
Sanofi Pharmaceuticals  
Session 205  
Nurturing Academic-Industry Partnerships

Amita Joshi is alliance and program manager for the Sanofi Innovation Awards Program where she oversees the management and funding of partnerships in preclinical research projects with seven academic universities within the US. Amita received her PhD in molecular biology from the Tata Institute of Fundamental Research in Mumbai, India and did her post-doctoral research at Harvard Medical School in the laboratory of Dr. Kevin Struhl studying epigenetic mechanisms and chromatin remodeling in yeast and mammalian systems.

After her post-doctoral studies, Amita took on the role of licensing professional at the Partners Innovation technology commercialization office where she was engaged in evaluation of preclinical research from the Brigham and Women's Hospital and the patenting and commercialization of the same. Amita has 8+ years of experience in evaluating new inventions, negotiating and licensing complex sponsored research and license agreements, start-up formation and management.

Claudia Karnbach  
Vice President, Head Business Development & Licensing, SM  
Bayer HealthCare  
Session 303  

Claudia Karnbach is a seasoned pharmaceutical executive with more than 15 years' experience in business development and licensing. Over the last 6 years Claudia is leading a team of business development professionals. In this role she oversees partnering activities for Bayer Pharmaceuticals in Specialty Medicine. Her team is actively looking for partnering opportunities in Oncology, Ophthalmology and Hematology/Hemophilia.

Prior to joining Bayer, Claudia held different positions of increasing responsibility in Medicine and Research in Germany and the US. Claudia is a trained dermatologist, specialized in dermatological Oncology with a PhD in Immunology and an MBA from Duke.
Lauren Kaskiel, CA-AM
Alliance Management Lead
Spark Therapeutics
Session 403
Strategic Perspectives on a Partnership’s First 100 Days
Lauren Kaskiel leads Alliance Management for Spark Therapeutics, a biotech company developing one-time, life-altering gene therapy treatments. Lauren is responsible for managing alliances for in and out-licensed programs and also leads new product planning assessments for Spark’s early programs. Prior to joining Spark, Lauren was with GlaxoSmithKline for 14 years, starting her career in R&D after completing her B.S. in Biotechnology from Penn State University. After completing an M.B.A. from Drexel University in 2007, Lauren supported Oncology business operations before becoming an Alliance Director within Worldwide Business Development, managing a portfolio of GSK’s alliances with biotech, diagnostic and venture partners.

Stuart Kliman, CA-AM
Partner, Alliances Practice Leader
Vantage Partners
Session 302
Maximizing the Power of Alliance Managers on an Alliance: The Joint Alliance Management Team
Session 402
Applying the Latest Alliance Management Research to Your Partnering Practice
Stuart Kliman is a founding partner of Vantage Partners LLC, and heads up Vantage’s Alliance Practice Area. As such, he has worked to help clients build and implement the processes, tools, skills and structures necessary to more effectively manage key alliance relationships. In addition to the alliance space, Mr. Kliman has also worked extensively with organizations looking to engage in more value maximizing and integrated ways with key suppliers and customers.

Mr. Kliman is a regular speaker and writer on issues of alliance and key supplier relationship management.

Michael Leonetti, CSAP
President & CEO
The Association of Strategic Alliance Professionals
Session 402
Applying the Latest Alliance Management Research to Your Partnering Practice
Mike is an accomplished Executive with 30 plus years of successful leadership in Pharma and his current venture within Association Management. His experience is focused within a variety of assignments in Strategic Alliances, Commercial and Sales Management as well as numerous Business Development roles.

In previous positions at Boehringer Ingelheim, Mike held VP positions in Managed Markets, Trade relations, State and Federal Government Affairs and Sales Management. Mike also led the US Business Development and Alliance Management team where he developed highly successful Pharma alliances resulting in multi-billion dollar partnerships with key partners such as Abbott Labs, Eli Lilly, Pfizer, Astellas, inVintiv Health as well as other key pharmaceutical partners.

Mike was named to the “Pharma Voice, 100 most inspiring people in Health Care” as well receiving the Outstanding Alliance Professional award from the ASAP where Mike served as chairman of the board from 2006 - 2010 and was also chair of the Bio pharmaceutical Council within ASAP.

Juliana Leung, PhD
Director, Strategic Alliances
Broad Institute of MIT and Harvard
Session 203
Cross-Industry Partnerships: Managing Alliances between Biopharma and High-Tech Partners
Juliana Leung is the Director of Strategic Alliances for the Broad Institute of MIT and Harvard. She works with Broad researchers to build strategic alliances with industry, as well as match Broad intellectual property assets with commercial partners who are eager to bring products to market to benefit the research community and patient care.

Before joining the Broad in 2012, Juliana was senior business strategy and licensing manager at Partners Healthcare. As part of the team at MGH, she managed the business development and commercialization of intellectual property assets in the areas of diabetes, endocrinology, pathology, and tissue engineering.

Juliana received her bachelor’s degree in biology from MIT and her Ph.D. in cellular, molecular and biophysical studies from Columbia University in New York.

Lynda McDermott, CA-AM
President
Equipro International
Session 101
CA-AM Certification Exam Prep Workshop
Session 105
Next Generation Alliance Management, Lean and Agile
Lynda McDermott is President of EquiPro International, Ltd., an international management consulting firm which specializes in leadership, team and business development for Fortune 500 and medium-size companies and professional services firms. She is also an alliance management consultant for organizations in strategic partnerships and joint ventures. Her experience involves over 30 years of line management, and internal and external consulting.

McDermott began her career as a line manager, and then an internal consultant with Ohio Bell Telephone Company and AT&T. She began her external consulting career with Ernst & Whinney and later served as a Director for the national Human Resources and Organizational Consulting Practice for KMG Main Hurdman.

Over the last 25 years her firm has provided consulting services in strategic planning and business development, alliance management, leadership and team development and executive coaching, 360° assessment, change management and organization effectiveness in a wide variety of industries. Her client list includes such companies as PricewaterhouseCoopers, Pfizer, Procter & Gamble, Hearst Magazines, Biogen Idec, Raymond James, Mercedes Benz, Sanofi Pharmaceuticals, Florida Gulf Coast University, Eckerd College, Ernst & Young, and Patterson Belknap.

McDermott is currently the Chair of the Tampa Women President’s Organization and on the Board of Directors of the Healthcare Businesswomen’s Association. She has served on the National Board of Directors of the American Society for Training and Development and has been their Torch Award winner. Her firm has received two ASTD “Excellence in Practice” Citations for their ground-breaking work with global teams in over twenty-five countries and for their innovative “Build Our Business” program with PricewaterhouseCoopers.
Brooke Paige leads HealthCore’s Marketing, Communications, Alliance Management, Innovation and Strategy functions, and also serves as Chief of Staff.

Having worked in the biopharmaceutical industry for over 20 years, Brooke has worked with numerous commercial, development, research and academic alliances, and has been a frequent speaker on trends in the alliance space. Brooke served as a contributing author for both the CA-AM (Certificate of Achievement in Alliance Management) and CSAP (Certified Strategic Alliance Professional) credentialing exams, as has been an active member of ASAP since 2003.

Brooke earned an MSc in General Management from the Sloan Program at London Business School, and is a high honors graduate of Mount Holyoke College. She wrote her graduate thesis on “The Optimal Management of a Pharmaceutical Alliance.”

Brooke also spent several years living and working outside the US, largely in the United Kingdom, Germany, Japan and France. Outside of work, Brooke is a “compete to complete” marathoner, and is a member of the Seven Continents Club—having completed marathons on all seven continents as of April 2011, as well as the World Majors in 2015.

Brooke A. Paige, CSAP
Staff Vice President, Strategic Initiatives, and Chief of Staff
HealthCore, Inc. (a wholly-owned subsidiary of Anthem, Inc.)
Session 306
The Executive Search Professional’s Guide to Managing Your Alliance Career

Prakash Purohit, PhD
Managing Partner
Raaya Biopharma Consulting
Session 203
Cross-Industry Partnerships: Managing Alliances between Biopharma and High-Tech Partners

Prakash Purohit is currently Managing Partner, Raaya Biopharma Consulting. Prakash has over 15 years of experience in the biopharma industry both in diagnostics and pharmaceuticals discovery and development. Most recently, Prakash was Director, Scientific Affairs at Ipsen a specialty pharmaceutical company where he was responsible for scientific affairs in US/NA region. Prakash was responsible for identifying strategic partnership opportunities, negotiate and establish collaboration and manage the alliances in pre-clinical drug discovery and development. Prior joining Ipsen in 2006, Prakash was a scientific leader developing molecular assays at Millipore and biomeriux. Prakash holds a PhD in Biology and an MBA in Management. Prakash is an active member of ASAP-NE and has moderated a number of panel discussions in the past, including a recent webinar through ASAP.

Zhihui Qui
Director of Commercial Operations
WuXi AppTec
Session 204
A New Model for Western and Chinese Pharmaceutical Partnering

Zhihui Qui is the Director of Strategic Transactions at Commercial Operations, WuXi AppTec. She is responsible for coordinating the development of strategic relationships with key corporate customers, including Lilly and Johnson and Johnson. Her primary responsibility is business development and licensing, working on JV, partnership, license and collaboration deals.

Zhihui Qui earned bachelor degree in Biochemical Engineering from Beijing University of Chemical Engineering and Ph.D. in Industrial and Physical Pharmacy from Purdue University. Her previous experience includes drug product development, project management, CRO management in Schering Plough Research Institute and Novartis Pharmaceutical Corporation.

Eric Rosenson
Vice President, Talent Acquisition
Ruderfer & Associates, Inc.
Session 306
The Executive Search Professional’s Guide to Managing Your Alliance Career

Eric has been an Executive Recruiter since 2005 with Ruderfer & Associates, Inc., a 46 years old, boutique, executive search firm specializing in bio-pharmaceuticals and CPG/OTCs. With a 25-year career in those industries before joining Ruderfer, Eric has been able to assist clients ranging from start-ups to some of the largest companies in the world. The roles have covered virtually all functional areas including a number of Alliance Management opportunities.

A graduate of The Johns Hopkins University, Eric earned his MBA from Cornell University’s Johnson School of Management.

He spends his free time as a Director of his local youth lacrosse league.
Rachel Sha
Transactions Lead, Business Development & Licensing
Sanofi
Session 203
Cross-Industry Partnerships: Managing Alliances between Biopharma and High-Tech Partners

Rachel Sha is the Transactions Lead for Business Development & Licensing Senior at Sanofi. She leads a team of business development professionals in driving transactions from diligence to closing across therapeutic areas including digital health. Additionally, she is the alliance manager for the Sanofi Verily Life Sciences collaboration in Diabetes. She joined Genzyme in 2005 and has held roles of increasing responsibility in Business Development, Corporate Development, and Global Marketing & Strategy for Genzyme and Sanofi. Rachel holds a BS from Massachusetts Institute of Technology in Chemistry and an MBA from Harvard Business School.

Jeffrey C. Shuman CSAP, PhD, Principal,
The Rhythm of Business and Professor of Management, Bentley University is an educator and trusted advisor to executives who are building, leading, and managing alliances and partner networks. His mix of operational, consulting, research and classroom experiences allow him to blend the theoretical with the practical, providing useful, easily implementable and repeatable advice.

At The Rhythm of Business he partners with global companies in multiple industries to advance their alliance and collaboration management capability. Consulting engagements focus on driving results through enabling all functions of the business to work effectively with their partners throughout the lifecycle. He works with senior executive teams to shape partnering strategy, enable operational and organization readiness, and implement overarching governance. Partnering professionals benefit from his ability to quickly diagnose underperforming alliances, and accelerate the path to profitability. Customized education and training bring alliance and collaboration skills to all who interact with partners.

Jeff has been a member of ASAP since 2002. Currently part of ASAP’s Strategy Team, he is actively involved on the teams that have developed the Certificate of Achievement – Alliance Management (CA-AM) certification and the CSAP certification and contributed to the Handbook of Alliance Management. He frequently presents at ASAP and other organization’s conferences and events. Together with business partner Jan Twombly, he has a rich history of developing and publishing strategic and practical thinking that advances the art and science of partnering and alliance management.

Stéphane Thiroloix
CEO
Mayoly Spindler
Session 301
The View from the C-Suite: Partnering and Alliances Today and Tomorrow

Stéphane Thiroloix joined MAYOLY SPINDLER as Chief Executive Officer in September 2014. MAYOLY SPINDLER is an independent, French and international pharmaceutical company focused on gastro-enterology and dermo-cosmetics.

Stephane graduated from the HEC business school in Paris and spent eleven years at Roussel Uclaf (since then consolidated into Sanofi), in various Mkg & Sales and General Management positions in South Africa, Mexico, Australia and France.

In 1998 he joined SmithKline Beecham (GSK) as VP Operations in France, then European VP Business Development and Marketing Alliances. From 2002 to 2007, Stephane was VP French Operations for Bristol-Myers Squibb in France and then European VP and GM France.

In 2007, he joined the Executive Committee of Ipsen, a France-based global biopharmaceutical company, as Executive VP Corporate Development, with responsibility for Business Development and Legal Affairs, Pre-clinical and Clinical Development, Regulatory Affairs.

From 2011 to 2014, Stéphane Thiroloix was President Europe, Canada, Japan and Australia for the Advanced Surgical Devices division of the global medical devices company Smith & Nephew.
Steve recently joined AZ from Lilly's Alliance Development, to continue to shape AstraZeneca's alliance and integration strategy and capabilities in line with more diverse and varied externalisation deals.

### David Thompson, CA-AM
Chief Alliance Officer
Eli Lilly and Company

**Session 202**

**A Study in Perspective: High Tech Alliance Management versus Pharmaceutical Alliance Management**

As the leader of Lilly's alliance management group, David is responsible for establishing and maintaining all major development, commercial, and manufacturing partnerships. He also oversees the integration of companies brought into Lilly via mergers and acquisitions. David has played a key role in many major alliances at Lilly, working with Boehringer Ingelheim (duloxetine in 2002 and diabetes in 2011), Amylin, and Daiichi Sankyo. His involvement begins during the due diligence process and continues throughout each alliance’s lifecycle.

Prior to his role as chief alliance officer, David held leadership positions in sales, marketing, market research, pricing, new product planning, business development, and corporate strategy. In the field of alliance management, David is recognized for his pioneering use of decision sciences and as an expert in managing alliance conflict. He also has developed a suite of innovative training materials for executives whose role includes the management and implementation of strategic partnerships. David regularly publishes articles on the subject of alliance management with many of these articles being translated into Japanese and Chinese.

David is frequently called upon to speak on the topic of alliance management, and he enjoys contributing to the profession through his work on the board of directors for the Association of Strategic Alliance Professionals.

A graduate of the University of Arizona, David earned degrees in chemistry and Spanish literature as well as an MBA at the Eller School of Business.

### Jan Twombly, CSAP
President
The Rhythm of Business

**Session 304**

**The ASAP Aquarium**

**Using Design Thinking to Drive Speed, Innovation, and Alignment in Partnering**

Janice M. Twombly, CSAP is President of The Rhythm of Business, Inc., providing thought leadership; expert partnering and strategic alliance management consulting, and related education to global companies, not-for-profit organizations and government agencies since 1999.

Twombly guides organizations through the earliest stages of developing their partnering strategies, governance, and capability. Working with the executive suite, she helps companies reach higher levels of alliance success by integrating partnering into all aspects of the business. She has worked with many life sciences and information technology companies, including Abbott, Astellas, AT&T, Bayer, Becton Dickinson, Biogen, Boehringer Ingelheim, EMC, IBM, ImmunoGen, Intel, Novartis, Sanofi, Shire, and Xerox.

A leader in the Association of Strategic Alliance Professionals (ASAP) for more than 15 years, Twombly serves on its Executive and Management Committee of the Board of Directors. She is editorial advisor to ASAP Media, publishers of Strategic Alliance Magazine and contributed to the Handbook of Alliance Management. She frequently presents at ASAP and other organization’s conferences and events. Together with business partner Jeffrey Shuman, she has a rich history of developing and publishing strategic and practical thinking that advances the art and science of partnering and alliance management.

### Steve Twain, CSAP
VP, Alliance and Integration Management
AstraZeneca

**Session 103**

**Alliance Management Workshop: Tools and Techniques**

Steve has responsibility to continue to shape AstraZeneca's alliance and integration strategy and capabilities in line with more diverse and varied externalisation deals.

Steve recently joined AZ from Lilly’s Alliance Management and M&A Integration group with responsibility for acquisition integration as well as alliance management for development, commercial and manufacturing alliances. Steve was a founding member of Lilly’s Office of Alliance Management and over 14 years played an integral role in worldwide partnerships with BMS, Bi and Daiichi Sankyo. Steve’s experience also includes the post-acquisition integration of ImClone Systems, Alnara Pharmaceuticals, and Avid Radiopharmaceuticals.

Steve holds an MBA, Marketing from Indiana University - Kelley School of Business and a BSEE, Electrical Engineering from Valparaiso University.

### Lars van der Veen, CA-AM
Director, Alliance Management
Merck KGaA, Biopharma

**Session 401**

**Termination Strategies: Maximizing Future Value when a Partnership Breaks Down**

Lars has over 15 years experience of working in the pharmaceutical industry. He joined Alliance Management at Merck in 2012 where he is responsible for various international alliances with academia, bio-tech, and large pharma. His alliances range from early research to marketed products in multiple therapeutically areas.

Lars started his career at Solvay Pharmaceuticals and Organon as combinatorial and medicinal chemist. In 2005 he moved to Boehringer-Ingehelm in Vienna to lead a research project in oncology. He received his PhD (cum laude) in homogenous catalysis from the University of Amsterdam after graduating in chemistry from the Free University of Amsterdam.

### Shawn Wilson, DBA
Senior Vice President
Beaulieu Group

**Session 402**

**Applying the Latest Alliance Management Research to Your Partnering Practice**

Dr. Shawn Wilson is Senior Vice President, Beaulieu Group, where he has responsibility for the company's western sales, marketing, partnership, and supply chain operations. In addition, Shawn is an active publishing researcher and consultant. His primary areas of research are strategic alliances, marketing strategies, and statistical methodologies.

Shawn has 15 years of experience in the floor covering industry, including manufacturing and big-box retail. His cross-functional background in the industry spans marketing, sales, product management, brand management, finance, merchandising, and operations.
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