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COMPETENCIES IN
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international top experts



Carlos Velez

Business Development & Licensing Course For Pharma & Biotech

An Overview Course

“ I enjoyed this dynamic and comprehensive introduction to BD&L for Pharma and Biotech. I strongly recommend this course for anyone who is looking for an overview of the in- and out-licensing process.”

Hervé Poulet, Strategic Partnerships Senior Director - **Boehringer Ingelheim**
(France)



Business Development & Licensing Course For Pharma & Biotech

An Overview Course

LEARN

- > The role of the BD&L function and partnering models for corporate growth.
- > Key success factors and tips for the planning and execution of the out-licensing process.
- > Key success factors and tips for the planning and execution of the in-licensing process.
- > What you need to know about patents and intellectual property.
- > Overview of forecasting and valuation tools, methods and approaches.
- > Introduction to term sheets, negotiation, closing the deal and managing the alliance.



The Expert
Carlos Velez

- Dr Carlos Velez is Founder and Managing Partner of Lacerta Bio, an international consultancy specialising in both in- and out-licensing of prescription and non-prescription product candidates and commercial products, across multiple therapeutic areas and markets.
- Prior to that, Carlos built a 10+ years career in senior Business Development roles at Penwest Pharmaceuticals, Lantic Therapeutics Forest Labs, and Genecor (now Danisco).
- Carlos has trained and consulted life science executives around the world on in- and out-licensing.

Dates & Locations

13-14 March 2025 (Brussels)
8-9 May 2025 (live online)

5-6 June 2025 (live online)
25-26 September 2025 (Brussels)

Visit www.celforpharma.com for registration fees and updates.

What Participants Say About This Course

“For pharmaceutical executives who don't work directly in BD&L, this is probably the best course to learn the basics and much more in this field.”

Daiichi Sankyo

Dan Ionescu
VP, Head of Value
and Access Specialty
Medicines EU
Germany (September 2023)

“Valuable course for BD&L professionals and people who want to understand this perspective of the industry.”

Alkaloid

Viktorija Pavlovikj
Out Licensing Specialist
North Macedonia
(September 2023)

“The “Business Development & Licensing Course For Pharma & Biotech” has been an excellent opportunity for me to benchmark my technical skills with other relevant professionals, to get new insights on the topic and, at a glance, to improve the way I do my job and the value I can bring to the company.”

Molteni Farma

Rodolfo Perriccioli
Business Development & Alliance Management
Italy (November 2023)

Agenda



Some courses are held in CET/Brussels time, some in EST time. Please check the Dates & Locations section on our website for the exact start and end times, or send an email to margherita.mutto@celforpharma.com.

DAY 1

- > **Welcome & Audience Expectations (~30 min)**
- > **Introduction to Business Development in Pharma/Biotech (~1 h)**
 - The role of business development in the strategic context
 - Definition and uses of fundamental partnering models
 - The research agreement
 - The license
 - The acquisition
 - Key features of a license
 - An introduction to real options
 - An overview of commercial agreements
 - Licensing trends across therapeutic areas and across the product lifecycle
- > **Strategy & Risk in Business Development (~45 min)**
 - Why understanding strategy is important
 - Defining strategy – The in-licensing perspective
 - The relationship between strategy and licensing
 - Tactical implications of strategic thinking in business development

Lunch Break

- > **Effective Out-Licensing Communications (~1 h)**
 - Overview of the out-licensing campaign process
 - Why a “pitch” deck is insufficient
 - The core presentations
 - The “Follow Up” presentation
 - The “Meeting” presentation
 - The “Confidential” presentation
 - A formula for writing effective outreach messages
- > **CSFs in the Planning and Execution of the Out-Licensing Process (~1 h)**
 - Overview of the out-licensing plan & process
 - Assessing potential partners: The franchise concept
 - Maximising partnering conference value
 - Alternatives to conferences for out-licensing
 - Criteria for assessing license-ability
 - Out-licensing strategy

Group exercise on a case-study: in small groups, participants will discuss whether a drug candidate is licensable. Group findings will be discussed in plenary.

- > **CSFs in the Planning and Execution of the In-Licensing Process (~30 min)**
 - Strategic considerations when in-licensing
 - Importance of strategically defined search criteria
 - The portfolio vs. franchise perspective
 - New market entry considerations
 - Organisational implications & challenges
 - Presenting your company
 - Evaluation considerations
 - General evaluation framework
 - Evaluation challenges
 - What if we are not successful?
- > **Patents and Intellectual Property: Definitions and Licensing Considerations (~15 min)**
 - What is a patent?
 - Local versus international patents: The PCT & WIPO/EPO
 - Out-licensing versus in-licensing perspectives
- > **Valuation of Drug Candidates – Part I: Forecasting the Opportunity (~30 min)**
 - Why do we perform valuations?
 - Revenue forecasting
 - Epidemiology-based forecasting
 - Market approaches

DAY 2

- > **Valuation of Drug Candidates – Part I: Forecasting the Opportunity (~1 h)**
 - Peak Year Sales considerations
 - Expense forecasting
 - Special situations: Orphan and rare diseases, pediatrics
 - COGS, pricing and reimbursement considerations
- > **Valuation of Drug Candidates – Part II: Tools, Methods & Approaches (~2 h)**
 - What is risk?
 - Risk-adjusted Net Present Value and The Pie
 - Valuation conflicts between the licensee and licensor
 - Comparables
 - Description and use of Real Options & Game Theory
 - Description and use of Monte Carlo simulations
 - Basic, but useful Excel tools & functions like GoalSeek, Data Tables, etc.

Lunch Break

- > **Term Sheets and Contracts (~1 h 30 min)**
 - What do you want? What do they want?
 - Review of basic term sheet clauses
 - The impact of structure and terms in the term sheet on rNPV and The Pie
 - Special clauses and situations:
 - M&A
 - Clawback
 - Co-Development
 - Sub-licensing
 - Multi-Indication Deals
 - Pre-IND candidates
 - Review of deal examples
- > **Negotiation, Closing, Alliance Management (~45 min)**
 - Negotiation basics:
 - The BATNA
 - The ZOPA
 - Once contract is signed ...
 - Alliance management considerations
- > **Group Work and Role-play on a Case Study: Term Sheets, Valuation and Negotiation (~1 h)**

Participants will work on a pharma/biotech case study to gain practice with term sheets, valuation and negotiation.
- > **Q&A and Closing (~15 min)**

Registration Form



Complete the below form and email to aswaan@celforpharma.com or go to www.celforpharma.com and complete the online registration form.



QUESTIONS?

Annelies Swaan
aswaan@celforpharma.com

Course(s)

Course Title _____
Course Date(s) _____

Registration Fee

Visit our website www.celforpharma.com for information about the early bird fee and full fee, group discounts, etc.

Participant Details

Title _____ Email _____
First Name _____ Mobile Number _____
Last Name _____ Country of Work _____
Job Title _____

Company Details

Company Name _____
VAT Number _____
Invoicing Address:
Street Address _____
City/Province _____
Postcode _____
Country _____

Payment

Payment Method Bank Transfer (+3%) Credit Card
PO Number (optional) _____



Confirm Registration

In order to complete the registration, please tick the following box(es):

- I, the participant(s), have read and accept CELforPharma's Transfer & Cancellation Policy (www.celforpharma.com/transfer-cancellation-policy) and Privacy Policy (www.celforpharma.com/we-value-your-privacy)
- I accept that CELforPharma regularly sends me information by email on topics discussed within their website (www.celforpharma.com) and relevant to my function, under the condition that I can unsubscribe at any time. I accept that relevant personal details are stored in a database for that purpose, as per CELforPharma's Privacy Policy (www.celforpharma.com/we-value-your-privacy), of which I accept the terms.