

# Health Care Technological Innovation

From Idea to Commercialization

TEL AVIV UNIVERSITY  תל אביב-יפו  
FACULTY OF MANAGEMENT  
THE LEON RECANATI  
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION



INTERNATIONAL INSTITUTE FOR  
BIOTECHNOLOGY ENTREPRENEURSHIP  
A Non-Profit Program offered by Burrill & Company



## **"Health Care Technological Innovation - From Idea to Commercialization"**

An Executive Program for Biotechnology and Medical Device Entrepreneurs and Managers Offered by:  
The Leon Recanati Graduate School of Business Administration, Tel Aviv University

*In collaboration with*

The Israel Life Science Industry Organization

The International Institute for Biotechnology Entrepreneurship

The Center for Medicine in the Public Interest

**Sunday, December 6 through Tuesday, December 8, 2009, Tel Aviv, Israel**

### **Program Directors:**

#### **For the Recanati School**

##### **Prof. Simon Benninga**

Faculty of  
Management  
Tel-Aviv University,  
Israel

#### **For Israel Life Science Industry Organization and Program Founder**

##### **Dr. Benny Zeevi**

Managing General  
Partner  
DFJ Tamir Fishman  
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ILSI – Board Member  
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#### **For International Institute for Biotechnology Entrepreneurship**

##### **Stephen M. Sammut**

Senior Fellow, Health Care  
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Wharton School, University  
of Pennsylvania  
Venture Partner, Burrill &  
Company

#### **For The Center for Medicine in the Public Interest**

##### **Robert Goldberg, Ph.D.**

Vice President  
CMPI

#### **For Canaan Partners**

##### **Brent Ahrens**

General Partner

## Introductory Course Syllabus

Day One: Sunday December 6, 2009	
Day's Theme: The Creative Process and Foundational Tools	
8:30 AM	<b>Registration/Administrative Continental Breakfast</b>
9:00 AM	<b>Session 1: Welcome and Opening Remarks:</b>  Prof. Asher Tishler, Dean, Faculty of Management, Tel Aviv University Course Directors  <b>Acknowledgement of Sponsors</b>  <b>Course Infrastructure:</b>  Introduction to Program Structure Review of required assignments Formation of study teams
9:30 AM	<b>Session 2: Opening Keynote Address</b> Introduction: Benny Zeevi, M.D. Managing General Partner, DFJ Tamir Fishman Ventures, Board IVA  Susan Berson, Managing Member of Mintz levin Washington, D.C. office

	The impact of the Healthcare reform on the Healthcare Technological Innovation market.
10.30AM	<p><b>Session 3: The Persuasive Pitch, Part 1: Introduction of course participants</b></p> <p>Moderators: Kim Cooper - C.E.O, Kim Cooper Associates, a communications consulting company Benny Zeevi, M.D. Managing General Partner, DFJ Tamir Fishman Ventures, Board Member ILSI &amp; IVA</p> <p>In order to give participants a chance to learn more about their colleagues in the course, and as the first part of our special focus on presentations, we are asking each participant to prepare to deliver a 3-5 minute presentation, using 2-4 power point slides, to introduce yourself and your company to the group</p>
12:30 AM	<b>Networking Luncheon</b>
13.30 PM	<p><b>Session 4: Lessons learned from our experience: A panel of life science serial entrepreneurs</b> <b>In this session we will have several leading entrepreneurs in life science telling their experience</b></p> <p>Moderators: Brent\Benny Zeevi Shimon Eckhouse, Co-founder and Chairman of Syneron Ltd. "Key success factors in new life science business ventures – a personal perspective"</p> <p>Stan Rose, Ph.D former CEO of Nimblegen (acquired by Roche for \$275M in August 2007), Genetic Microsystems (Affymetrix acquired for \$175M in the early 2000's)</p>

3:30 PM	<b>Session 5: The Notion of a Business Model and a case study</b>  Moderator: Brent Ahrens, General Partner, Canaan Partners
5.00 PM	<b>Bio – Break</b>
5.30	<b>Case Presentation- Pitch of one of the participants</b>
6:30 PM	<b>Session 6: Market Analysis and Competitive Analysis - Essentials of Marketing in Biotechnology and Medical Devices</b> This session will focus on Market analysis, Clinical state of the art and product positioning: assessment of different applications for the same product (choosing the right application from commercial point of view), Determination of subgroup of patients most appropriate for the product, Competitive analysis, Pricing and reimbursement strategy, Importance of opinion leaders, patients groups, patients organization and Selling strategy.  Moderator: Professor Stephen M.Sammut, Senior Fellow, Wharton Health Care Systems and Entrepreneurship and Venture Partner, Burrill & Company  David Frank, Managing Director MEDX ASSOCIATES LLC  Brent Ahrens, General Partner, Canaan Partners
7:45 PM	Opening Dinner for Faculty and Participants At the Green Vila, Tel Aviv University Short lecture

Day 2: Monday December 7, 2009	
Day's Theme: Strategy and Execution	
8:30 AM	<b>Continental Breakfast</b>
9:00 AM	<p><b>Session 7: Biopharmaceutical and Medical Device Licensing, Partnering and Strategic Alliances</b></p> <p>Format: Brief lectures, panel discussion, Q&amp;A</p> <p>Major practical issues in formulation of partnering goals and managing different types of strategic alliances, preparation for positioning for partnering, identifying and qualifying prospective partners, making the approach, negotiation, closing the deal, with special emphasis on how to design alliances and avoid many potential problems and complications in managing these relationship.</p> <p>Moderator: Benny Zeevi            Session Keynote: Jeremy Levin M.D.,Ph.D. , Senior Vice President, Strategic Transactions., Bristol Myers-Squibb</p> <p>Panelists:</p> <p>Gad Berdugo, Managing Partner, Explorium Capital LLC, Former Director and Sector Leader for global healthcare equity investment research at Lazard in New York</p> <p>Morris Laster, CEO, BiolineRx Incubator</p>

	Maya Racine - Netser, Adv, Partner, Head, technology licensing group in the High Tech Practice , Herzog, Fox & Neeman
11:00 AM	<b>Bio Break</b>
11:30AM	<p><b>Session 8: Understanding Today's New Environment - Financing a Life Science Venture</b></p> <p>Moderators: Steve Sammut</p> <p>Jeremy Levin, Jeremy Levin, M.D.,Ph.D , Senior Vice President, Strategic Transactions., Bristol Myers-Squibb</p> <p>Brent Ahrens, General Partner, Canaan Partners</p> <p>Andrew Farquharson, Managing Director, DFJ InCube Ventures</p> <p>David Frank, Managing Director MEDX ASSOCIATES LLC</p> <p>Gad Berdugo, Managing Partner, Explorium Capital LLC, Former Director and Sector Leader for global healthcare equity investment research at Lazard in New York</p>
1:00PM	<b>Session 9: Case Presentation- Pitch of one of the participants</b>
1:30 PM	<b>Networking Luncheon</b>

2:30PM	<p><b>Session 13: The Business Plan and the Pitch Book</b></p> <p>Experienced entrepreneurs and their investors openly recognize that within a year of operating, few companies resemble their original business plan. Business plans and the accompanying pitch, however, provide the starting point of a shared vision and evidence that the founding team can reach a consensus in the business and technology development planning process and the resources required to meet critical milestones. The session provides a framework for developing a pitch and the essentials of a business plan. The session is structured in a novel way. An entrepreneur will present the pitch for his company to a panel of early stage biotechnology venture capitalists who will share real-time critique and recommendations. Boot Camp participants will be invited to share their own views as well.</p> <p>Steve Sammut, Senior Fellow, Wharton Health Care Systems and Entrepreneurship and Venture Partner, Burrill &amp; Company- "The Business Plan and the Pitch Book"</p> <p>Brent Ahrens, General Partner, Canaan Partners</p> <p>Andrew Farquharson, Managing Director, DFJ InCube Ventures</p>
3:30	<p><b>Session 11: Intellectual Capital Management</b></p> <p>The goal of the session is to provide information and insight into the specific issues confronting investigators, entrepreneurs, investors and their patent attorneys. The session will address the formation of specific IP strategy and execution and using intellectual capital for competitive advantage. Content includes major issues confronting companies with US and filings in other jurisdictions related to biotechnology, e.g., patent ownership, non-obviousness rulings, the scope of what can be patented. In addition, a corporate representative will discuss IP portfolio management methods and how an IP portfolio relates to corporate strategy. A VC will also provide an investor viewpoint.</p>

	<p>Moderator: Steve M.Sammut, Senior Fellow, Wharton Health Care Systems and Entrepreneurship and Venture Partner, Burrill &amp; Company</p> <p>Ivor Elrifi, Ph.D., LL.B. is Co-chair of the Intellectual Property Section and Member, Policy Committee Mintz Levin</p> <p>Brent Ahrens, General Partner, Canaan Partners</p>
5:00 PM	<b>Bio – Break</b>
5:30 PM	<p><b>Session 12:</b></p> <p><b>Keynote lecture</b></p> <p>Elezar Edelman, M.D., Ph.D. Director Harvard-MIT Biomedical Engineering Center</p> <p><b>“Creating and Implementing Breakthrough Medical Technology” or the talk you gave: Academic-Industrial collaborative research in the modern ERA: The ups and the downs</b></p>
6.30PM	<p><b>Session 10: The Persuasive Pitch, Part 2: Presenting Your Idea—and Yourself—With Purpose, Clarity, and Power</b></p> <p>Kim Cooper - C.E.O, Kim Cooper Associates, a communications consulting company</p>
8:00 PM	Adjourn for day



Day Three: Tuesday December 8, 2009	
Day's Theme: Building Value and Corporate Responsibility	
8:15 AM	<b>Continental Breakfast</b>
8.45AM	<p><b>Keynote lecture:</b></p> <p>Introduction: Benny Zeevi, M.D. Managing General Partner, DFJ Tamir Fishman Ventures, Board IVA</p> <p>Keynote Theme: "Innovation in Interventional Cardiovascular Medicine: A Rapidly Moving Target!"</p> <p>Martin Leon, M.D., Professor of Medicine, Associate Director, Center for Interventional Vascular Therapy, Columbia University Medical Center.</p>
9:45 AM	<p><b>Session 14: Designing and Conducting Clinical Trials: From Proof of Concept to Marketing Success</b></p> <p>This session provides an abbreviated view of the overall process and specific insight into planning for FDA regulations in light of strategy, financial needs, and the concerns of prospective partners and investors. Entrepreneurs need to understand that there is an increasing need to perform clinical studies to support medical device safety and performance claims. They also need to have a basic understanding of the activities, resources and costs associated with the design and conduct of clinical studies. The failure to incorporate an effective clinical strategy into new project planning can lead to significant project and funding delays or, worse, the failure of the project. This session will provide an overview of the increasing need for device clinical study data; key activities, resource needs and costs; and planning for the successful design and conduct of medical device clinical studies for acceptance in the United States and Europe, even when these studies are conducted</p>

	<p>outside of these regulatory jurisdictions.</p> <p>Moderator: Robert Goldberg, PhD, Vice President, Center for Medicine in the Public Interest</p> <p>Dr. Leonard Sacks, Deputy Director of the Office of Critical Path Programs from the FDA</p> <p>Maria E. Donawa, M.D., President, Donawa Consulting, Medical Device Clinical Studies: Strategies for Success</p> <p>Bruce Mackler, Senior advisor in FDA matters and FDA due diligence issues to financial/investment groups and companies.</p> <p>Andy Weiss, President &amp; CEO, CoAxia, former Vice President &amp; General Manager of Medtronic Neurological.</p>
11:15 AM	<b>Bio – Break</b>
11:45 AM	<p><b>Session 15: Essentials of Pricing and Reimbursement</b></p> <p>Moderator: Robert Goldberg, PhD, Vice President, Center for Medicine in the Public Interest</p> <p>Lambert Van Der Walde, CMS, CMS liaison to VCs, start ups and Wall Street</p> <p>Amir Inbar, CEO Mediclever, Reimbursement strategists in major European countries.</p> <p>Susan Berson, Managing Member of Mintz levin Washington, D.C. office</p> <p>Andy Weiss, President &amp; CEO, CoAxia, former Vice President &amp; General Manager of Medtronic Neurological.</p>

1:15 PM	<p><b>Session 16: Case study on Pricing and Reimbursement or other case study</b></p> <p>Moderator: Amir Inbar, CEO Mediclever,</p> <p>Presenter: Adi Dagan, CEO of MCS</p>
1:45 PM	<p><b>Luncheon</b></p>
2.15PM	<p><b>Session 17: Capitalization of a life science Venture –Terms, Rounds etc...</b></p> <p>Andrew Farquharson, Managing Director, DFJ InCube Ventures</p> <p>Andy Weiss, President &amp; CEO, CoAxia, former Vice President &amp; General Manager of Medtronic Neurological.</p> <p>Alon Sahar,Adv., Partner, Herzog, Fox &amp; Neeman- Terms and agreements</p>
3:15 PM	<p><b>Session 18: Post-luncheon Keynote :</b></p> <p>Stan Rose, Ph.D former CEO of Nimblegen (acquired by Roche for \$275M in August 2007), Genetic Microsystems (Affymetrix acquired for \$175M in the early 2000's)</p> <p>"Successful Exit Strategies"</p>
3:45 PM	<p><b>Session 19: Practical tips for CEOs, for survival and growth in tough financial environment- What not to do..and What to do</b></p> <p>Moderator: Benny Zeevi, Managing Partner, DFJ Tamir Fishman Ventures</p>

	<p>Israeli CEO's- Prof' Moshe Flugelman, President &amp; CSO, MGVS</p> <p>Andy Weiss, President &amp; CEO, CoAxia, former Vice President &amp; General Manager of Medtronic Neurological.</p> <p>Brent Ahrens, General Partner, Canaan Partners</p>
4:30 PM	<b>Bio – Break</b>
5:00 PM	<p><b>Session 20: The Persuasive Pitch, Part 3: Presentations Workshop</b></p> <p>Moderator: Kim Cooper - C.E.O, Kim Cooper Associates, a communications consulting company</p> <p>Three participants will present revised versions of their introductions from Sunday, and will receive feedback on both the written and spoken aspects of their presentations.</p>
6:00 PM	<p><b>Program Adjournment</b></p> <p><b>Session 21: Teams gather for "Take-aways Exercise"</b></p> <p>Each participant will receive at registration a work-sheet to record for each session one major lesson or "take-away." Teams will gather to discuss, compare notes, and develop one major take away for three sessions that will be assigned. Participants will have reviewed take-aways from Days 1 and 2 at the end of each day.</p>
6.45PM	<b>Program Adjournment</b>

\* Changes in curriculum may occur