



***“Health Care Technological Innovation - From Idea to Commercialization”
The Twelfth Course***

An Executive Program for Biotechnology, Medical Device and Health IT Entrepreneurs and
Managers Offered by:

The Coller School of Business, Tel Aviv University

Lahav Executive Education

And In collaboration with

Israel Advanced Technology Industries Organization (IATI)

December 9th-12th, 2018 - Sunday through Wednesday, Tel Aviv, Israel

Program Directors:

Dr. Benny Zeevi

Program Founder
Managing General Partner
Tel-Aviv Venture Partners

Robert Goldberg, Ph.D.

Vice President
The Center for Medicine in the Public Interest

Mike Berman

Medical Device Investor/Entrepreneur
Past President of the Cardiology Business of Boston
Scientific

Course Syllabus

Day One: Sunday, December 9th, 2018	
Day's Theme: The Creative Process and Technology Assessment	
8:30AM-9:00AM	Registration/Administrative Continental Breakfast
9:00AM – 9:30AM	Welcome and Opening Remarks: Prof. Moshe Zviran, Dean, Coller School of Management, Tel Aviv University Course Directors: Introduction to Program Structure and review of required assignments Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners
9:30AM – 10:15AM	Session 1: Keynote Lecture- The New "Kids" on the Block: Microbiome Mike Berman, medical device investor/entrepreneur, past President of the Cardiology business of Boston Scientific
10:15AM – 11:15AM	Session 2: The Persuasive Pitch, Part 1: Introduction of course participants Barry Katz, Founder and CEO, Barry Katz Communicating Success 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 and deliver a 3 minute presentation, using 4-5 power point slides, to introduce himself and his/her company to the group
11:15AM-11:45AM	Coffee Break
11:45AM-1:30PM	Session 3: The Persuasive Pitch, Part 2: Introduction of course participants

1.30PM – 2.30PM	Networking Lunch
2:30PM-3:30PM	<p>Session 4: Project, Product or Company?: Assessment and Qualification of Technologies as a Basis for a Startup</p> <p>Healthcare (Medicine) has to actively adopt Innovation in its teaching and culture, rather than letting it occur passively. Innovation is needed to overcome the many unmet needs that exist in Healthcare (Medicine) today. The successful translation of discoveries from the lab to the market is the greatest challenge facing an entrepreneur. Many companies are formed on technologies emanating from university laboratories and spinouts from major corporations as well as new ideas originating by life science companies ventures. One has to define what is the objective vs. what is possible in the healthcare market. Many healthcare innovations fall because they neither integrate with existing clinical practice nor are successful in creating new ones. This session will provide tools and a contextual framework as to how technologies can be assessed by founders, corporations and VCs so that they can orient and characterize their business for capitalization and partnering.</p> <p>Moderator: Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners Evan Norton, Divisional Vice President, Abbott Ventures</p>
3:30PM-4:15PM	<p>Session 5: Navigating The Chinese Market</p> <p>Gil Kerbs, Former Business Director, China Value Segment, Medtronic</p>
4:15PM-4:35PM	Coffee Break
4:35PM-6:00PM	<p>Session 6: Market Analysis and Competitive Analysis - Essentials of Marketing in life Sciences Companies</p> <p>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, Importance of opinion leaders, patients groups, patients organization and Selling strategy: To build mutually satisfying long-term relationships with key customers in order to acquire and retain their business.</p> <p>Competitive analysis -- product differentiation linked to improvements in efficiency and effectiveness – can help potential customers’ better grasp the implication of economic value for their own businesses. Economic value to the customer analyses are calculated as cost savings, improvements in long-term client retention, decreased speed in client acquisition, increased average revenue/customer, and revenue associated with the opportunity/ability to establish entry barriers. Often times, making these explicit links from the market and competitive data can lead to powerful insights as to the value of the offering to the customer, and help make a transformative difference in outcome.</p>

	Moderator: Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners Evan Norton, Divisional Vice President, Abbott Ventures Bob Gold, Clinical Behavioral Technologist and CEO GoMo Health
6:00PM	End of the day....

Day Two: Monday, December 10th, 2018

Day's Theme: Strategy and Execution

8:30AM-9:00AM	Continental Breakfast
9:00AM-10:00AM	<p>Session 7: Keynote lecture – “The Collision of Med Tech with Info Tech” ...accessing, programing and receiving health from the palm Peter J. Fitzgerald, MD, PhD, FACC, Professor Emeritus, Medicine & Engineering, Director, Center for Cardiovascular Technology, Stanford University, Co-founder, Managing Partner, Triventures</p>
10:00AM-11:00AM	<p>Session 8: Keynote Lecture – What it takes to have a successful medical device venture and how to lead to success Andrew M. Weiss, President & CEO ReCor Medical</p>
11:00AM-11:20AM	Coffee break
11:20AM-12:40PM	<p>Session 9: Capitalization of a life science Venture –Value inflection Points, Milestones and Capital Requirements, Alternative financing, Terms etc. Financing a life science venture is challenging. When meeting with investors and prospective strategic partners, entrepreneurs will often hear questions that ask: Where are you in the value chain?" How does your business model reflect this?" "How do you describe your milestones and how are you managing towards them?" How do your milestones tie-in with your value inflection points?" This session will consist of a brief overview of typical value inflection points for each type of product, classical and alternative ways of financing, terms of financing rounds and more.</p> <p>Moderator: Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners Andrew M. Weiss, President & CEO ReCor Medical Dr. Ayal Shenhav, Shenhav & Co –Term Sheet, investment agreements Dr. Ora Dar, Israel Innovation Authority Evan Norton, Divisional Vice President, Abbott Ventures</p>

	Allen Kamer, Managing Partner, OurCrowd Qure
12:40PM-1:40PM	Session 9- Part 2: Capitalization of a life science Venture –Value inflection Points, Milestones and Capital Requirements, Alternative financing, Terms etc.
1:40PM-2:40PM	Networking Luncheon
2:40PM- 3:40PM	Session 10: Team Building, Organization Development and Board Management Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners Andrew M. Weiss, President & CEO ReCor Medical
3.40PM- 4.40PM	Session 11: The Persuasive Pitch, Part 2: Presenting Your Idea—and Yourself—With Purpose, Clarity, and Power On the path from ‘idea to commercialization’ you will need to communicate persuasively about your product, your company, and yourself to a wide range of audiences—investors, regulators, partners, customers, and your own team. During this session we will focus on one of the most common—and, perhaps surprisingly, often one of the more difficult—types of presentations that entrepreneurs must deliver: the short introduction. Barry Katz, Founder and CEO, Barry Katz Communicating Success
4:40PM-5:00PM	Coffee break
5:00PM-6:00PM	Session 12: Intellectual Capital Management 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. A VC will also provide an investor viewpoint. Brian Hopkins, Special Counsel, Cooley LLP
6:00PM-7:20PM	Session 13: Incorporating Reimbursement in the Company Development Strategy Stuart Kurlander, Healthcare and Life Sciences Partner at Latham & Watkins LLP Mike Berman, medical device investor/entrepreneur, past President of the Cardiology business of Boston Scientific

7:20PM-7:30PM	Drive to opening dinner at the "Duplex" (1 Ha'Etzel st. Herzliya Pituah, 2 nd floor)
7:30PM	<p>Opening Dinner for Faculty, Participants and life sciences executives At the "Duplex"</p> <p>Lecture: Avi Yaron, A visionary entrepreneur, Executive Chairman and strategic adviser A personal journey into the future of medicine, triggered by the diagnosis of an inoperable brain tumor</p>

Day Three: Tuesday, December 11th, 2018

Day's Theme: Bringing the product to the market

8:30AM-9:00AM	Continental Breakfast
9:00AM-10:00AM	<p>Session 14: Best Practices in Securing Paid Trials Best practices in securing initial and eventually paid trials are generally well understood; we know that success also tends to follow from tactical relentless and persistence. There also exist a number of more nuanced elements that can contribute to success in execution, which we explore here. This session draws on interviews with decision-makers in large healthcare systems to compare/contrast the processes followed by ventures that were successful vs. not. It also draw on primary data and case studies with new ventures, and documents the outcomes that resulted from different decisions taken in implementation and negotiation both within trials and across trials. Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners</p>
10:00AM -11:30AM	<p>Session 15: Lessons learned from our experience: A panel of life science CEOs and Entrepreneurs In this session we will have several Israeli and US CEOs in life sciences sharing their experience. Specifically addressing issues: Building a management team, financing, collaborations, dealing with the board, working with cross-border teams and more Moderator: Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners Andrew M. Weiss, President & CEO ReCor Medical Avner Halprin, CEO, Early Sense Roni Mamluk, PhD, CEO, Ayala Pharmaceuticals Yael Margolin, President, Gamida Cell Bob Gold, Clinical Behavioral Technologist and CEO GoMo Health</p>
11:30AM-11:50AM	Coffee break
11:50AM-13:40PM	<p>Session 16: Biotechnology and Medical device Regulatory Planning, Clinical Development and the Implications for Strategy and Financing: From Proof of Concept to Marketing Success. Designing and conducting clinical trials</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 outside of these regulatory jurisdictions.</p> <p>Faculty: Susan Alpert, PhD, MD, Principal, SFA Consulting LLC, Former Senior Vice President, Chief Regulatory Officer of Medtronic, Former Director, Office of Device Evaluation, CDRH at the FDA Andrew M. Weiss, President & CEO ReCor Medical – Clinical & Pre-Clinical evidence to support a medical device company, Trial Strategy and Conducting Multi-site Clinical Trials</p>
13:40PM-2:40PM	Networking Luncheon
2:40PM-4:30PM	<p>Session 17:Biopharmaceutical and Medical Device Licensing, Partnering and Strategic Alliances 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, M.D. Managing General Partner, Tel Aviv Venture Partners Bruce H. Francis, M.D. FACP, FACE, Former Medical Affairs and Drug Development Executive at J&J, Novartis and Eisai Inc Orly Gal, Partner, Herzog, Fox & Neeman</p>
4: 30PM – 4:50PM	Coffee Break
4:50PM – 5:30PM	<p>Session 18:“Israel entity vs. US entity-what you need to know for financial and tax implications” John Lieberman, Perelson Weiner LLP</p>
5:30PM-6:15PM	<p>Session 19: “We need Platform Solutions” The rate of health care technological innovation is growing at an accelerating rate. Partly as a result,</p>

	<p>entrepreneurs are increasingly finding new and more refined opportunities for differentiation. On the one hand, this suggests more highly-specialized solutions. On the other hand, it also suggests it will likely become more difficult for entrepreneurs to communicate their solution's role in the value chain -- and consequently for decision-makers to evaluate and purchase. We can expect that decision-makers will therefore take longer, and begin to trend towards the larger corporate players offering "full packages." While one option is for entrepreneurs to create corporate partnerships for distribution, another is for them to partner amongst themselves, and offer platform-based solutions. This discussion will focus on examples of what those options look like, how to structure them, and how they might confer competitive advantage in generating sales and going to market.</p> <p>Dr. Leslie Broudo-Mitts, Head, Coller Institute of Venture and Sofaer Global MBA, Coller School of Management, Tel Aviv University</p>
6:15PM	End of the day....

Day Four: Wednesday, December 12th, 2018

Day's Theme- Health Care IT\Digital Health

8:30AM-9:00AM

Continental Breakfast

9:00AM-10:15AM

Session 20: The Opportunities and Challenges of Digital Health

Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners

10:15AM-11:30AM

Session 21: Healthcare IT and Digital Health- Part I

Healthcare IT and Digital health, with all its subsectors, is reimaging the way we consume and deliver healthcare. It enables health and wellness to be delivered through mass personalization anywhere and anytime in a predictive, personalized, participatory and preventive ways. For vast adoption, digital health technologies have to prove value, meaning a better outcome in a cost effective way.

Israel as the start-up nation and leading innovation hub in information, communication, mobile and cyber technologies, with almost 30 years of expertise in implementing health IT, EHR, health information exchange, business analytics in its healthcare system, with more than 450 active start-ups and companies in a variety of digital health related fields, can be a leading global innovation hub for digital health. Digital health technologies are facilitating fundamental shifts in healthcare; cultural and behavioral changes from all healthcare stakeholders, enhancing outcomes and quality of care and eventually will band the cost curve.

The potential applications of HCIT technologies and digital health, it's role in global health, new business models, the use of social media by pharma and medical device companies as well as by healthcare providers and insurance companies and regulatory issues will be discussed.

Moderator: Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners

Tamara Mansfeld, Global Innovation Lead, Pfizer Corporate Strategy & Innovation- Pharma perspectives on Digital Health

Anat Naschitz, Managing Director, Orbimed Israel- Patients matter!

Dr. Efrat Shefer, President of Philips Israel and General Manager, Imaging Clinical Applications & Platforms,

	Healthcare Informatics, Royal Philips
11:30AM -11:50AM	Coffee break
11:50AM-1:30PM	<p>Session 21 (Continue): Healthcare IT and Health Tech- Part 2</p> <p>Susan Alpert, PhD, MD, Former Senior Vice President, Chief Regulatory Officer of Medtronic, Former Vice President of Regulatory Sciences for C.R. Bard, Inc., previously worked at FDA - Are Digital and Mobile Health Tools Medical Devices? Who's Opinion Counts? Hadas Bitran, Head of the Health Group in the Microsoft Israel R&D Center – Microsoft in Healthcare Michal Rosen-Zvi, Director for Healthcare Informatics at IBM Research- Opportunities and Challenges in Healthcare Big Data and AI Yael Glassman, CEO, Nutrino Health - Business models in digital health</p>
1:30PM – 2:30PM	Networking Luncheon
2:30PM- 4:30PM	<p>Session 21: Healthcare IT and Connected Health - Part 3</p> <p>Bob Gold, Clinical Behavioral Technologist and CEO GoMo Health - An Inside View of Population Health Value Based Frameworks. A Deep Dive into What Really Matters Adam Dicker, MD, PhD, FASTRO, Enterprise Senior Vice President, Professor and Chair of Enterprise Radiation Oncology, Sidney Kimmel Cancer Center, Sidney Kimmel Medical College, Thomas Jefferson University- How to develop collaboration with health care systems and approaches for clinical validation in digital health Allen Kamer, Managing Partner, OurCrowd Qure - "Standing-Out in a Crowded Market: How A Start-Up Can Get A Shot With A U.S. Healthcare Provider?"</p>
4:30PM-6:00PM	<p>Session 22: The Persuasive Pitch, Part 3: Presentations Workshop</p> <p>Moderator: Benny Zeevi, M.D. Managing General Partner, Tel Aviv Venture Partners Mike Berman, medical device investor/entrepreneur, past President of the Cardiology business of Boston Scientific</p>

6:00PM- 6:30PM	<p>Program Adjournment Session 23: Teams gather for “Take-aways Exercise”</p> <p>Each participant will receive at registration a work-sheet to record for each session one major lesson or “take-away.”</p>
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*** Changes in curriculum may occur**