

# Health Care Technological Innovation

From Idea to Commercialization



Lahav Executive Education  
Leading Excellence

INTERNATIONAL INSTITUTE FOR  
BIOTECHNOLOGY ENTREPRENEURSHIP



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

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***

Israel Advanced Technology Industries Organization  
The International Institute for Biotechnology Entrepreneurship  
The Center for Medicine in the Public Interest

**December 7<sup>th</sup>-10<sup>th</sup>, 2014 - Sunday through Wednesday, Tel Aviv, Israel**

### **Program Directors:**

#### **Program Founder**

**Dr. Benny Zeevi**  
Managing General  
Partner  
DFJ Tel Aviv Venture  
Partners  
Co- Chairman, IATI

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

**Prof. Simon  
Benninga**  
Faculty of Management  
Tel-Aviv University,  
Israel

#### **For International Institute for Biotechnology Entrepreneurship**

**Stephen M. Sammut**  
Senior Fellow, Health Care  
Management and Lecturer,  
Entrepreneurship,  
Wharton School, University  
of Pennsylvania

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

**Robert Goldberg,  
Ph.D.**  
Vice President  
CMPI

#### **For Cnaan Partners**

**Brent Ahrens**  
General Partner

# Course Syllabus

Day One: Sunday December 7th, 2014	
Day's Theme: The Creative Process and Technology Assessment	
8:30AM	<b>Registration/Administrative Continental Breakfast</b>
9:00AM	<p><b>Session 1: Welcome and Opening Remarks:</b></p> <p>Prof. Moshe Zviran, Dean, Faculty of Management, Tel Aviv University</p> <p><b>Course Directors:</b></p> <p>Introduction to Program Structure                      Review of required assignments-                      Stephen M. Sammut, Senior Fellow, Health Care Management and Lecturer, Entrepreneurship, Wharton School, University of Pennsylvania</p>
9:30AM	<p><b>Session 2: The Medical Device Market – Current status and where does it go</b></p> <p>Mike Berman, medical device investor/entrepreneur, Former President of the Cardiology business of Boston Scientific</p>
10:10AM	<b>Coffee break</b>
10.30AM-12:30PM	<p><b>Session 3: The Persuasive Pitch, Part 1: Introduction of course participants</b></p> <p>Orly Glick, Owner of a company of public speaking, interpersonal communication and cultural skills</p> <p>Benny Zeevi, M.D. Managing General Partner, DFJ Tel Aviv Venture Partners</p>

	<p>David Frank, Managing Director MEDX Associates LLC – "Making YOUR Pitch Persuasive"</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 minute presentation, using 4-5 power point slides, to introduce yourself and your company to the group</p>
12:30PM-1:30PM	<p><b>Session 4: Project, Product or Company?: Assessment and Qualification of Technologies as a Basis for a Startup</b></p> <p>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 life science companies themselves. Many healthcare innovations fall because they neither integrate with existing clinical practice nor are successful in creating new ones. Forming a company around a technology is relatively easy. Staffing and capitalizing it is another story. This session will provide tools and a contextual framework as to how technologies can be assessed by academic founders, top industry executives, CSOs, Incubators and VCs so that they can orient and characterize their business for capitalization and partnering.</p> <p><b>Moderator:</b> Stephen M. Sammut, Senior Fellow, Health Care Management and Lecturer, Entrepreneurship, Wharton School, University of Pennsylvania</p> <p>Mike Berman, medical device investor/entrepreneur, Former President of the Cardiology business of Boston Scientific David Frank, Managing Director MEDX Associates LLC Tamara Mansfeld, Director, Strategy &amp; Portfolio Management, Pfizer</p>
13.30PM-2:30PM	<p><b>Networking Luncheon</b></p>
2:30PM-4:30PM	<p><b>Session 5: Lessons learned from our experience: A panel of life science CEOs and Entrepreneurs</b></p> <p>In this session we will have several Israeli CEOs in life sciences sharing their experience.</p>

	<p>Specifically addressing issues: Building a management team, financing, collaborations, dealing with the board, working with cross-border teams and more</p> <p><b>Moderator:</b> Ruti Alon, General Partner, Pitango Venture Capital Fund</p> <p>Avner Halprin, CEO, Early Sense</p> <p>Udi Cohen, CEO Biocontrol</p> <p>Ascher Shmulewitz, M.D., President Medegenesis</p> <p>Ori Hadomi, CEO Mazor Robotics</p>
4:30PM-6:00PM	<p><b>Session 6: Market Analysis and Competitive Analysis - Essentials of Marketing in Biotechnology and Medical Devices</b></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, Selling strategy, and Relationship Marketing: To build mutually satisfying long-term relationships with key customers in order to acquire and retain their business</p> <p><b>Moderator:</b> Stephen M. Sammut, Senior Fellow, Health Care Management and Lecturer, Entrepreneurship, Wharton School, University of Pennsylvania</p> <p>Mike Berman, medical device investor/entrepreneur, Former President of the Cardiology business of Boston Scientific</p> <p>David Frank, Managing Director MEDX Associates LLC</p> <p>Yael Glassman, VP Marketing and Business Development, Sensible</p>
6:00PM	<p><b>End of the day....</b></p>

<b>Day Two: Monday December 8th, 2014</b>	
<b>Day's Theme: Strategy and Execution</b>	
8:30AM	<b>Continental Breakfast</b>
9:00AM	<p><b>Session 7: 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</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 outside of these regulatory jurisdictions.</p> <p><b>Moderator:</b> Stephen M. Sammut, Senior Fellow, Health Care Management and Lecturer, Entrepreneurship, Wharton School, University of Pennsylvania</p> <p>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</p> <p>Udi Cohen, CEO Biocontrol – The experience of a CEO in conducting multinational clinical trial</p>

<p>10:30AM-11:30AM</p>	<p><b>Session 8: Keynote Lecture</b>  <b>The Chinese Market Opportunities for Life Sciences Companies</b>                  Peggy Wang, Founder and Managing Partner of LongTec China Venture, Founder and CEO of Shanghai LongTec Medical Technology Co</p>
<p>11:30AM</p>	<p><b>Coffee break</b></p>
<p>11:45AM-12:15PM</p>	<p><b>Session 9: "How To Be A Successful Entrepreneur- Or Go Crazy Trying"</b>                  Frank Litvak, Chairman Entourage Medical Technologies, Capricor Therapeutics, and Co-Founder, Partner Pura Vida Funds.</p>
<p>12:15PM-1:00PM</p>	<p><b>Session 10: Keynote Lecture: "Innovation Strategy"</b>                  Keynote Lecture: "Innovation Strategy",                  Corie Chung- Bar Dea, Director of Strategy, Designit</p>
<p>1:00 PM</p>	<p><b>Networking Luncheon</b></p>
<p>1:45PM-4:00PM</p>	<p><b>Session 11: Capitalization of a life science Venture –Value inflection Points, Milestones and Capital Requirements, Alternative financing, Terms etc</b></p> <p>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><b>Moderator:</b> Benny Zeevi, M.D. Managing General Partner, DFJ Tel Aviv Venture Partners</p> <p>Anat Naschitz, Managing Director, Orbimed Israel</p> <p>Morris Laster M.D., Venture Partner, OurCrowd</p> <p>Yaron Breski, Managing Director, Roberts Mitani Israel, LTD- Alternative Financing Sources.</p> <p>Gad Berdugo, Managing Director and Head of Life Sciences and Healthcare at Tegriss Advisors, Formerly Founder of Explorium Capital and Former Director and Sector Leader for global healthcare investment research at Lazard</p>

	<p>Robert L. Grossman, Shareholder; Co-Chair, Israel Practice, Greenberg Traurig</p> <p>Dr. Ayal Shenhav, Shenhav &amp; Co –Term Sheet, investment agreements</p>
<p>4:00PM-4.30PM</p>	<p><b>Session 12: Round table discussions with the experts and Coffee break</b></p>
<p>4:30PM-5:45 PM</p>	<p><b>Session 13: 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><b>Moderator:</b> Benny Zeevi, M.D. Managing General Partner, DFJ Tel Aviv Venture Partners</p> <p>David Frank, Managing Director MEDX Associates LLC</p> <p>Maya Racine - Netser, Adv, Partner, Co-Head of the Hi-Tech department and Head of the Technology Licensing group, Herzog, Fox &amp; Neeman</p> <p>Michael Sachs, Senior Advisor, Healthbox - ..."The Straight Path is not Always the Path Followed...Success in the Insurance Services Field"</p> <p>Discussion and Q&amp;A</p>
<p>5:45PM-6:30PM</p>	<p><b>Session 14: The Persuasive Pitch, Part 2: Presenting Your Idea—and Yourself—With Purpose, Clarity, and Power</b></p> <p>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,</p>

	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.
	Orly Glick, Owner of a company of public speaking, interpersonal communication and cultural skills
6:30 PM	<b>Opening Dinner for Faculty, Participants and life sciences executives</b> <b>At the Green Vila, Tel Aviv University</b>



<b>Day Three: Tuesday December 9th, 2014</b>	
<b>Day's Theme: Bringing the product to the market</b>	
8:30AM	<b>Continental Breakfast</b>
9:00AM-10:00AM	<p><b>Session 15: Incorporating Reimbursement in the Company Development Strategy</b></p> <p><b>Moderator:</b> Benny Zeevi, M.D. Managing General Partner, DFJ Tel Aviv Venture Partners</p> <p>Sung Hee Choe, Director, Avalere Health</p> <p>Mike Berman, medical device investor/entrepreneur, past President of the Cardiology business of Boston Scientific</p>
10:00AM-11:00AM	<p><b>Session 16: 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.. A VC will also provide an investor viewpoint.</p> <p>Moderator: Steve M. Sammut, Senior Fellow, Health Care Management and Lecturer, Entrepreneurship, Wharton School, University of Pennsylvania</p> <p>Bill Geary , Member, Mintz Levin– IP Management</p>
11:15AM	<b>Coffee break</b>
11:15AM-12:30AM	<b>Session 17: Round table discussions with the experts and Coffee break</b>

12:30AM-1:00PM	<b>Session 18: From Local to Global Recruiting – Lessons I've learned</b> Raanan Bookelman, Formally VP of HR Israel and APAC, Given Imaging; Senior Consultant for Diva Keren Creative HR, Global Executive Search for life Sciences companies
1:00PM-2:00PM	<b>Networking Luncheon</b>
2:00PM-2:45PM	<b>Session 19: " Cross border planning"</b> John Lieberman, Perelson Weiner LLP  This session will cover practical issues for relocation of companies employees to the US or Europe
2:45PM-4:00PM	<b>Session 20: IceCure</b> Yaron Breski, Managing Director, Roberts Mitani Israel, LTD
4:00PM-4:20PM	<b>Coffee break</b>
4:20PM-5:30PM	<b>Session21: Round table discussions with the experts and Coffee break</b>
5:30PM	<b>End of the day....</b>

<b>Day Four: Wednesday December 10th, 2014</b>	
<b>Day's Theme- Health Care IT\Digital Health</b>	
8:30AM	<b>Continental Breakfast</b>
9:00AM-9:45AM	<b>Session 22: Topic TBD</b> Ram Fish, Vice President of Digital Health, Samsung Electronics
9:45AM-10:15AM	<b>Session 23: Mobile/Connected health... a view from silicon valley</b> Peter J. Fitzgerald, MD, PhD, FACC, Director, Center for Cardiovascular Technology, Stanford University
10:15AM-10:45AM	<b>Coffee break</b>
10:45 AM - 12:20PM	<b>Session 24: Connected Health- State of the industry</b> Benny Zeevi, M.D. Managing General Partner, DFJ Tel Aviv Venture Partners
12:20PM-1:30PM	<b>Session 25: Healthcare IT and Connected Health- Part I</b>  Quality and efficient healthcare delivery is highly depended on information and communication, anytime anywhere. Despite Healthcare Delivery Industry having much to gain from Information and Communication Technologies; it is the slowest from all industries in the adoption. HCIT investment will only be successful if the fit between IT and clinical processes will be close to matching, which will be reflected by the acceptance or rejection of end users. The emergence of new, disruptive technologies plays a crucial role in closing the capability gap and gaining more acceptances from the main users. The latest innovations are changing not only how the medical care is organized, practiced and delivered but are also redefining host of other qualities including changing patient-physician model and facilitating the emergence of new industry players within the value chain. Mobile devices and services are transforming the way people all over the globe live, work, play and now also revolutionize the way they receive medical care. Mobile devices are the most personal technology that consumers and healthcare providers own, and allow consumers to be introduced to

new services quickly and intuitively and establish personal preferences. Digital health enables health and wellness to be delivered through mass personalization anywhere and anytime, in the comfort of patients' own homes and during daily routines. Many new players are entering the mobile health industry; it is highly fragmented market worth several billions of dollars. The adoption and deployment of mHealth requires new regulatory clarity, standards and interoperability of devices and software, new viable business models, consumers and provider's cultural changes and proven evidence –based outcome measures, clinically and economically.

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, DFJ Tel Aviv Venture Partners

Michal Geva, Co-Founder & Managing Partner, TriVentures

Yael Glassman, VP Marketing and Business Development, Sensible

Peter J. Fitzgerald, MD, PhD, FACC, Director, Center for Cardiovascular Technology, Stanford University

Anat Naschitz, Managing Director, Orbimed Israel

Laurence Ainouz, CEO, Health Augmented former SVP and Chief Innovation Officer of Teva Pharmaceuticals – The Pharma perspective on digital health

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?

Peggy Wang, Founder and Managing Partner of LongTec China Venture, Founder and CEO of Shanghai LongTec Medical Technology Co

Jill Seidman, Director, Healthbox, a business accelerator for the healthcare industry

1:30PM	<b>Networking Luncheon</b>
2:15PM-3:15PM	<b>Session 26: Healthcare IT and Connected Health- Part II</b>
3:15PM-4:30PM	<p><b>Session 27: Case study- American Well</b></p> <p>Yael Glassman, VP Marketing and Business Development, Sensible</p>
4:30PM-5:30PM	<b>Round table discussions with the experts and Coffee break</b>
5:30PM-6:30PM	<p><b>Session 28: The Persuasive Pitch, Part 3: Presentations Workshop</b></p> <p><b>Moderator:</b> Steve M. Sammut, Senior Fellow, Health Care Management and Lecturer, Entrepreneurship, Wharton School, University of Pennsylvania</p> <p>Orly Glick, Owner of a company of public speaking, interpersonal communication and cultural skills</p> <p>Peter J. Fitzgerald, MD, PhD, FACC, Director, Center for Cardiovascular Technology, Stanford University</p> <p>Benny Zeevi, M.D. Managing General Partner, DFJ Tel Aviv Venture Partners</p> <p>Michal Geva, Co-Founder &amp; Managing Partner, TriVentures</p> <p>Anat Naschitz, Managing Director, Orbimed Israel</p> <p>David Frank, Managing Director MEDX Associates LLC</p>
6:30 PM	<p><b>Program Adjournment</b></p> <p><b>Session 29: 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."</p>

**\* Changes in curriculum may occur**