



INTEGRATED
ALLIANCE
MANAGEMENT



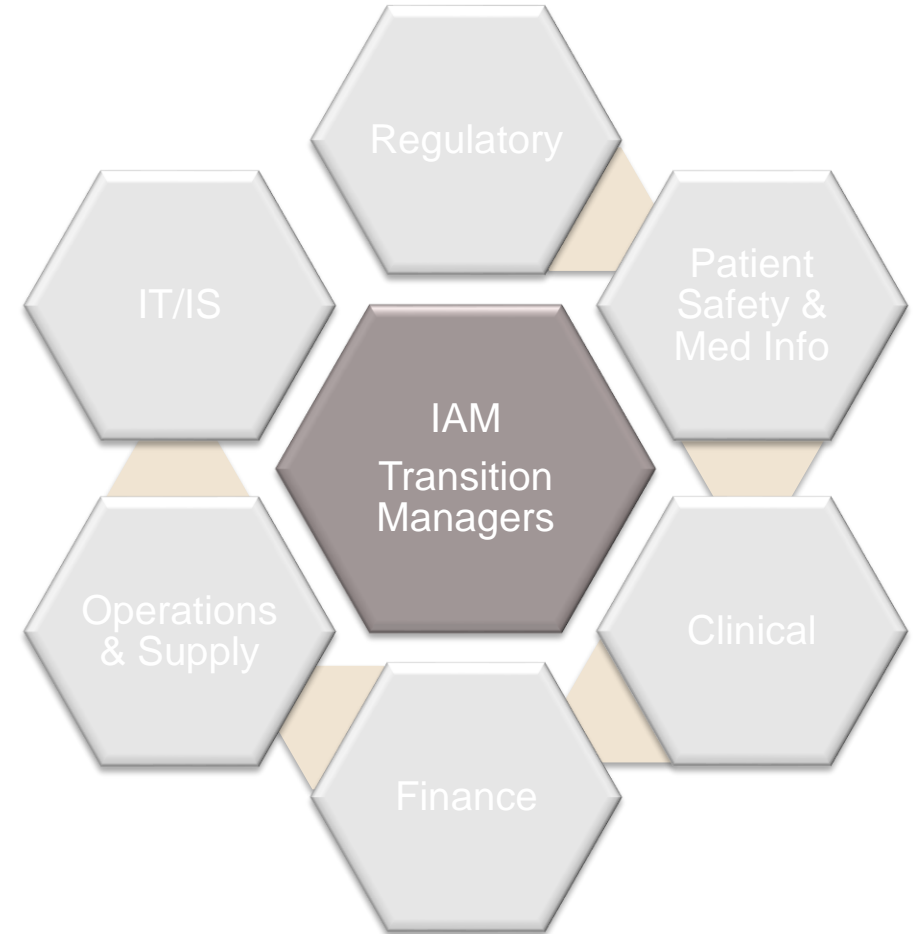
Asset Transitions

Key Functional Support
Considerations



Integrated Alliance Management (IAM) teams set the example for other functions

- ❑ Critical IAM leadership skills are vision, judgement and influence
- ❑ Demonstrate a unique enterprise wide understanding and insight into actual and potential issues that need addressing
- ❑ Appreciate cross functional dependency, constraints and timings to avoid contractual ambiguity
- ❑ Anticipate internal sensitivities and ability to manage human risk
- ❑ Assess and understand implications of cultural and operational fit of buyer and seller organisations



Key Functions Required

- ❑ **“Ideal” functional experts will have:**
- ❑ Deep subject matter expertise
- ❑ Willingness to listen to partners and execute differently, when necessary
- ❑ High EQ
- ❑ Ability to influence within functional area
- ❑ Openness to creative problem solving
- ❑ Comfort with ambiguity

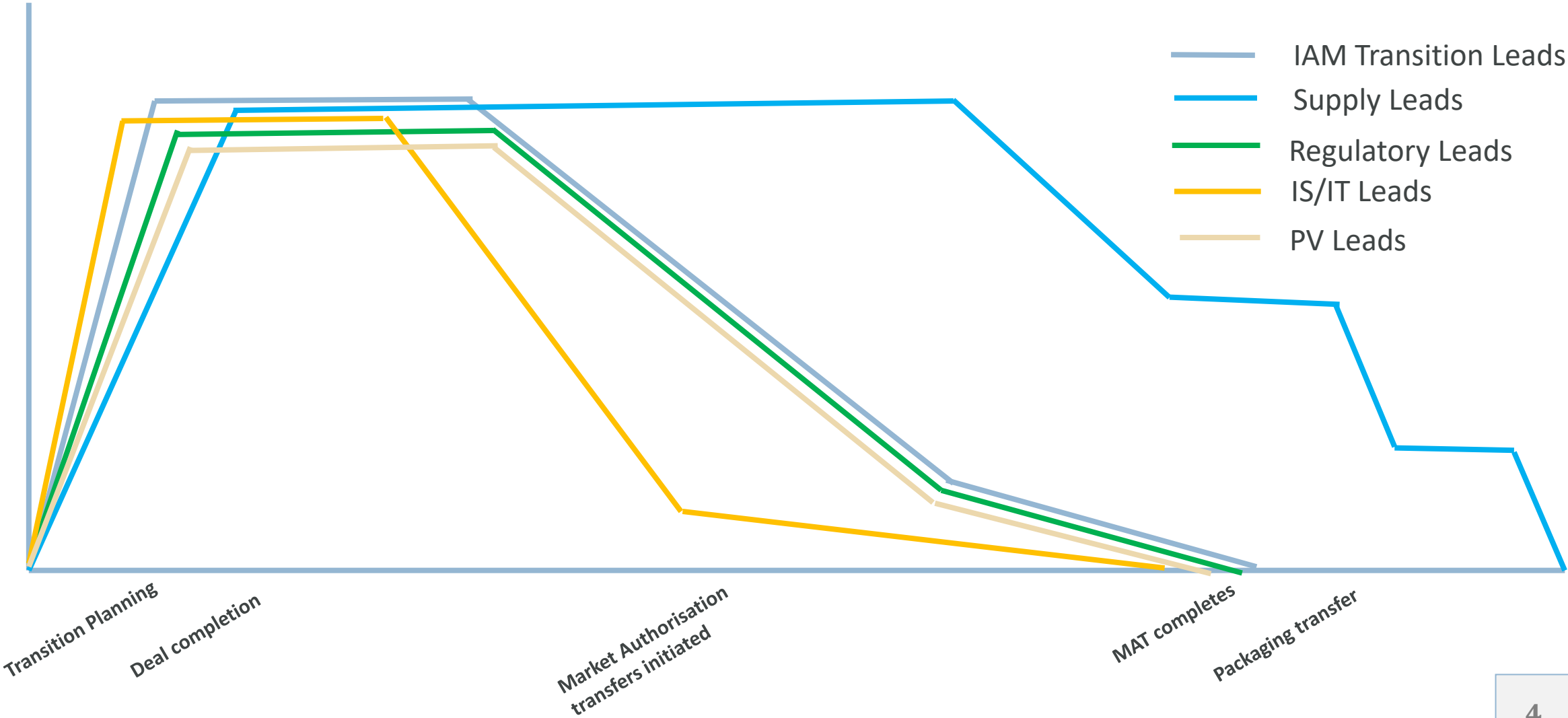


Functional capabilities significantly impact partnering reputation and integration/transition success



Transition Team resourcing profiles

Functions have different cycles of work, impacting focus, execution and staffing.



Regulatory and Patient Safety - Skills

- ❑ Specialised market and legislative knowledge required (e.g. Brexit, re-referencing)
- ❑ High level of Project Management (PM) and market by market interactions and co-ordination
- ❑ Resourcing level requirement dependent on type (regional vs. global) and number of countries transitioning
- ❑ Explore a long-term flexible resourcing partnership (e.g. IQVIA) to provide regulatory and PV skilled colleagues and PM resource on a project by project

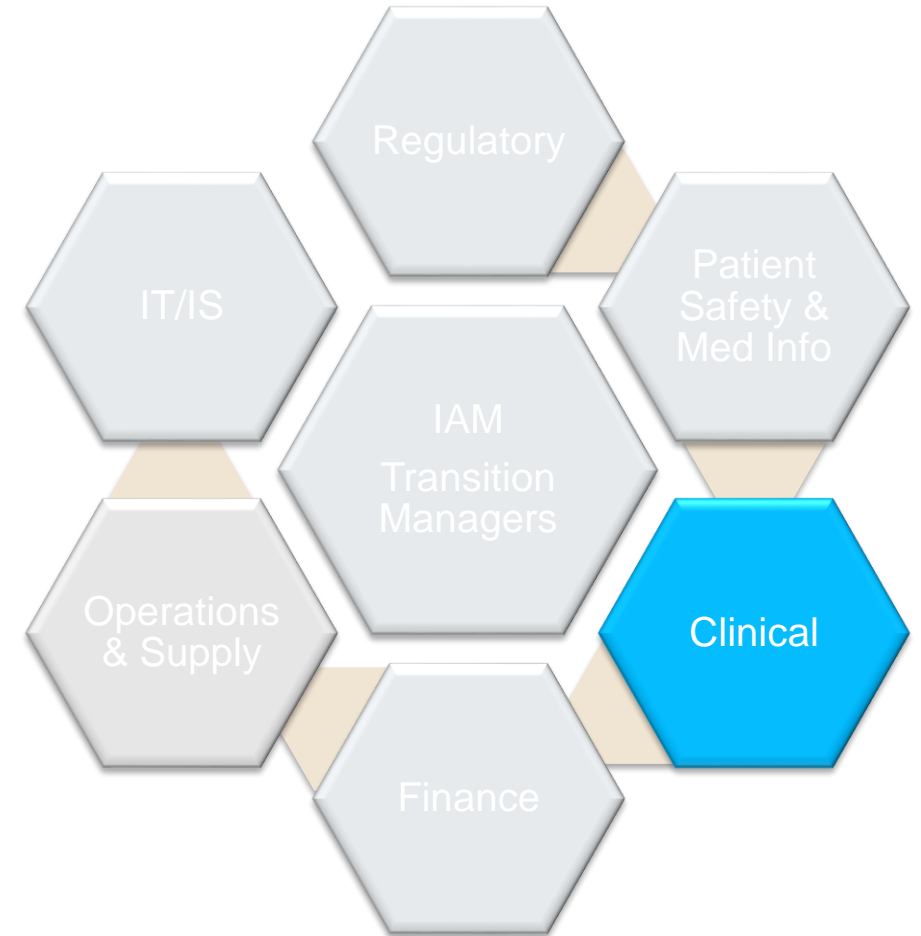


Regulatory and Patient Safety require flexible resourcing due to shorter time frame involvement and heavy PM requirements



Clinical – Considerations

- ❑ Asset transitions with active clinical trials may require longer transition timelines for clinical support team
- ❑ CTA transfer timing must be set to ensure no clinical supply stockouts at study sites and patients continue their study therapy without disruption
- ❑ Global studies even more complex given CTA transfer/approval process differs by country
- ❑ Many factors to consider when transferring clinical data between parties (e.g. patient consent, systems compatibility, local data laws, etc.)



Clinical require a flexible resourcing model largely dependent on phase of development or commercialization



Finance - Skills

- ❑ Well networked across all financial sub-functions (R&D, royalty tracking, accounts payable, tax, accounting, etc.)
- ❑ Individuals with ability to influence senior leadership within the company and create process where processes don't yet exist
- ❑ Excellent judgement when resolving partner issues or concerns



Finance require a long-term dedicated resourcing model due to extended involvement and value tracking



Operations and Supply - Skills

- ❑ Specialised knowledge and experience of demand forecasting, supply and distribution organisation required
- ❑ Individuals with ability to influence senior leadership within the company & wider supply & distribution networks
- ❑ Extensive timelines on all projects due to technical transfer obligations
- ❑ Single point of contact for the partner also represents partner needs across internal manufacturing and operations network



Operations and Supply require a long term dedicated resourcing model due to extended timelines and high resourcing requirement



IS/IT - Skills

- ❑ Experienced cross-functional IT specialists with deep business development and pharmaceutical industry domain knowledge
- ❑ Individuals with ability to influence senior leadership and unafraid to challenge the “status quo”
- ❑ Continuous improvement mindset while applying innovative technology solutions to expedite delivery
- ❑ Possess hybrid set of technical, business domain and leadership skills that perform as a leader-doer
- ❑ Key capabilities: business relationship management, project/program management, business analysis, influencing and negotiation



IS/IT require a long term dedicated resourcing model due to complexity of deals and high resourcing requirement



Key Takeaways: Functional capabilities impact partnering reputation and integration/transition success

- ❑ **IAM** – Set the example with team members able to broadly represent all key functions. Champion corporate funding (if necessary) to support functional capability development.
- ❑ **Regulatory/Patient Safety** – Explore 3rd party support to manage MA transfers and enable inexperienced buyers.
- ❑ **Clinical** – Ensure clear roles/responsibilities between transition and product teams when active trials.
- ❑ **Finance** – Build competence and trust through accurate tracking and timely transfer.....show me the money.
- ❑ **Operations & Supply** – Operating as a contract manufacturing organization requires a different mindset.
- ❑ **IT/IS** – Well networked from development through commercialization with leader/doer mentality.

