

Day One: Thursday, September 21, 2023	
08.30	Registration and Coffee
09.00	Opening Address, ASAP Introduction: Mike Leonetti, CSAP , President and CEO, ASAP
09.15	<p>Panel: Alliance Management Leadership—Past, Present, and Future Mike Leonetti, CSAP, President and CEO, ASAP Markus Kropf, VP, Head of Global Alliance Management, Merck KGaA Nicole Colwell, EVP, Chief Alliance Officer, Prasaga Foundation Fiona Ducotterd, CSAP, PhD, Chief Scientific Officer, Alzheimer's Research UCL Drug Discovery Institute</p> <p>Join us as our experienced alliance leader panelists kick off the 2023 ASAP European Alliance Summit by discussing alliance leadership and its challenges, past and present: how it elevates the profession and enables organizational and alliance success, including effective stakeholder management, getting C-level support, relations with business development, appropriate performance measures and KPIs, hiring the next generation of alliance professionals & more.</p>
	<p>Stream A: chaired by Jan Twombly, CSAP, President, The Rhythm of Business</p> <p>Stream B: chaired by Ard-Pieter de Man, CSAP, PhD, Professor, VU University Amsterdam</p>
10.00	<p>Beyond the Tip of the Iceberg: The Role of Alliance Managers in Achieving the Bio-Dollars</p> <p>Emma Barton, PhD, Director, Alliance and Integration Management, AstraZeneca Jonathon Bell, Director, Alliance and Integration Management, AstraZeneca</p> <p>The Digital-First Dilemma: Overcoming Challenges in (Digital) Incumbent Partnerships</p> <ul style="list-style-type: none"> • What we mean by "business partnerships" and what "partnering" means to us • Overcoming organizational difficulties (sponsors, strategic alignments, people, culture, etc.) • Co-creation vs. retaining core intellectual property (when lawyers get involved) • Obsession with the customer versus theoretical abstractions (learning how to cope with incumbent imperfection) <p>Dr. Evangelos Avramakis, Lead Corporate Foresight, Intelligence & Development, Swiss Re Sebastiaan Hobs Head Business Development, Swiss Re</p>
10.45	<p>Alliance Relationship Management: Health Check Techniques on Strength & Success of Partnerships</p> <p>Jennifer Watt, SVP Head of Global Alliances, Vir Biotechnology George Rahim, Former VP of Strategic Alliances, Ipsen Nicolas Becker, CA-AM, Director Business Development & Licensing, Alliance Management, Bayer</p> <p>Adaptive Ecosystems: the Transformative Power of Open Innovation</p> <p>Anthony Marshall, Senior Research Director, IBM Institute for Business Value Liam Cleaver, Research Director, IBM Institute for Business Value</p>
11.30	Morning Coffee and Networking
12.00	<p>Alliance Manager Career and Talent Strategies</p> <ul style="list-style-type: none"> • Attracting and retaining the best people for AM roles • Sharing talent between merger integration and project management departments • Remote work for AM teams • Working with Gen Z people • Handling high turnover in AM • Career opportunities after an AM job <p>Dr. Sabine Greulich, Head of Alliance Management Human Pharma Business Unit, Boehringer Ingelheim Steve Twait, CSAP, Founder, Integrated Alliance Management</p> <p>Consistent and Correct Alliance Terminology! Managing Key Partnerships when your Industries Speak Different Languages</p> <ul style="list-style-type: none"> • Bridging the gap between industries that use different terminology, KPIs and different priorities • Avoiding miscommunications, misperceptions and differing priorities • Using agile methods and technology to create teams and tactics to implement complex alliances <p>Laurence Dugue, Head of Alliances & Partners, Sage Rambod Daghigh, Senior Partner Development Manager, Amazon Web Services</p>
12.45	<p>Building and Managing Public-Private Alliances in the Digital Healthcare Space</p> <ul style="list-style-type: none"> • Importance of partnership across the healthcare ecosystem • Challenges around access to healthcare data • Learnings from co-creation and digital innovation projects in public-private alliances <p>William Archey, Alliance & Ecosystem Management Leader, F. Hoffmann – La Roche Diagnostics Partnering</p> <p>Unlocking the Power of Strategic Partnerships: Insights and Lessons Learned from the BT Division X Partner Advisory Board</p> <ul style="list-style-type: none"> • Strategies for identifying the right partners for your organization and maximizing the benefits of collaboration • Overcome challenges in collaborative partnerships • Some of the best practices for unlocking value through strategic partnerships, such as building strong relationships, aligning goals and expectations, and being flexible and adaptable • Some of the trends, challenges & opportunities for partnerships in the future <p>Ricardo Simard, Head of Strategic Partners, Division X, BT</p>

13.30	Lunch Break	
14.30	<p>The Data Speaks: Focus Alliance Management Efforts to Produce Results Your time is precious. It is easy to get sucked into the routine aspects of organizing governance, managing contract obligations, and reacting to the latest misalignment. This session draws from three years of assessments of co-development and co-commercialization alliances together with baseline evaluations of alliance management practices to highlight how alliance professionals can best spend their time to deliver value to stakeholders. We outline specific services that have a direct relationship with key alliance outcomes and share practical advice for implementing them in your alliances. Jan Twombly, CSAP, President, The Rhythm of Business</p>	<p>What is the Right Org Structure to Manage Strategic Alliances</p> <ul style="list-style-type: none"> • Factors Influencing Org Structure – discussing the crucial factors that influence the choice of organisational structure for managing alliances effectively • Types of Organisational Structures – exploring various organisational models and their suitability • Best Practices for Alliance Management – sharing effective strategies and best practices for designing and maintaining alliance-centric organisational structures <p>Georgios Kolovos, Managing Partner, Five Keys Partners</p>
15.15	<p>Introducing DEI (Diversity, Equity & Inclusion) as Alliance Performance Accelerator</p> <p>Annick De Swaef, CSAP, C-Level Executive, Consensa Consulting</p>	<p>The Challenges of Driving Digital Transformation in Non-Digital Industries</p> <p>Paul Taylor, Former Vice President Strategic Partnerships, KONE</p>
16.00	Afternoon Coffee and Networking	
16.30	<p>Managing Alliances in a Post-Merger Situation</p> <ul style="list-style-type: none"> • Whether to terminate or integrate an alliance after the deal • Involvement of the AM function in the M&A cycle and due diligence phase • Considerations for divestments <p>Romuald Laine, CA-AM, PhD, Head of Alliance Management, Servier</p>	<p>Evolution of the Connected Vehicle Ecosystem (and Required Open Innovation) Today's mobility is accelerating to become, connected, electric and autonomous with</p> <ul style="list-style-type: none"> • Self-driving cars • Autonomous shuttles transporting people and food to our doors • Electric, solar powered and hydrogen trucks, Yet: • 25% of the European trucks&vans are driving empty • CO2 emissions in transportation are about to double until 2050 in a business-as-usual scenario <p>How do cross industry partnerships propel long term innovations whilst solve today's (sustainability) problems? In this session we dive into the world of global vehicle mobility and with concrete examples show how ZF, a global automotive leader, is shaping the Next generation of mobility, through alliances and open innovation. Martijn Maters, Global Alliances and Strategic Initiatives Leader, ZF Group</p>
17.15	<p>How a Biotech Company Partners in the RNA-Based Vaccine and Therapeutics Ecosystem</p> <ul style="list-style-type: none"> • The saRNA-based vaccine therapeutics ecosystem and its unique features • Case study of partnering with AstraZeneca and Imperial College London • Insights and partnership strategy lessons in an innovative and challenging environment <p>Rob Barber, Senior Director Alliance Management, VaxEquity</p>	<p>Ecosystem Orchestration in a Digital World The governance of digital ecosystems differs in a number of respects from governance of ecosystems in the physical world. What are the key governance problems in digital ecosystems? How can they be addressed? And what can the physical world learn from the digital world? Ard-Pieter de Man, CSAP, PhD, Professor, VU University Amsterdam</p>
18.00	Closing Remarks and End of Day 1	Closing Remarks and End of Day 1
18.05	Drinks Reception with Pizza: Piano Bar Kensington	

Day Two: Friday, September 22, 2023

<p>09.00</p> <p>09.15</p>	<p>Opening Remarks from the Chair: Steve Twait, CSAP, Founder, Integrated Alliance Management</p> <p>The Fierce Race for Alliances: Beating the Competition for Key Partnerships</p> <ul style="list-style-type: none"> • Synchronizing AM management procedures to support your Corporate Strategy • Best practice on new alliance negotiations and communications with leading partners • Finding the needle in the haystack: scouting and assessing new partners and technologies • Being the spider in your ecosystem: relevant behavior, marketing and PR <p>Bo Skaaning Jensen, PhD, Senior Alliance Director, Early Innovation, Outreach and Alliances, Novo Nordisk</p>	<p>Opening Remarks from the Chair: Knut Sturmhoefel, CA-AM, PhD, Consultant, Alliance & Collaboration Advisor</p> <p>Building an Alliance Team and Business Models in the Tech Space</p> <ul style="list-style-type: none"> • The Semiconductor industry: a strategic driver of the technology world • What are the compulsory reasons to partner in the Semiconductor Industry world? • Standard and Alliances in High tech: the Automotive Industry use case • Digital challenges inherent in managing partnerships in digital-first companies • Best practices from leading tech ecosystems <p>Alessandro Maloberti, Senior Director Partner Ecosystem, STMicroelectronics</p>
<p>10.00</p>	<p>A Collaborative Ecosystem</p> <p>The opportunities for healthcare organizations with a truly intelligent connected digital enterprise are significant. We at GE Healthcare are accelerating the transformation of healthcare, but we cannot do it alone. We strongly believe in the power of an integrated digital ecosystem leveraging new and legacy technologies with open innovation to enable healthcare resilience and organisational growth. Launched together with our partner Wayra UK, EdisonTM Accelerator is our start-up acceleration & healthcare provider collaboration program. It allows start-ups to learn from our Healthcare and IT expertise and enhance the value proposition of their business ideas. It provides Healthcare Artificial Intelligence (AI) start-ups with what they are lacking: Access to healthcare data, validated problem statements, access to HCPs & clinical mentoring and a chance to run pilots and proof-of-concepts.</p> <p>Jan Beger, Senior Director Digital Ecosystem EMEA, GE Healthcare</p>	<p>How to Increase the Value of an Alliance: Understand the “Big Picture” and Lead as General Manager</p> <ul style="list-style-type: none"> • The alliance leader is best positioned to provide the alliance big picture = the helicopter view • Learn what matters to key stakeholders internally but also on the alliance partner side • Review the purpose of the alliance regularly with your stakeholders and senior management • Regular communication with senior management and senior stakeholders is key to keep them engaged • Avoid to be too operational by solving all problems yourself - enable the alliance team leaders to execute on their roles & responsibilities <p>Ameriga Fanigliulo, CA-AM, PhD, Director Alliance Management Biopharma, Sandoz Knut Sturmhoefel, CA-AM, PhD, Consultant, Alliance & Collaboration Advisor</p>
<p>10.45</p>	<p>Morning Coffee and Networking</p>	
	<p>Stream A</p>	<p>Stream B</p>
<p>11.15</p>	<p>The Role of Targeted Interviews in Alliance Performance Management</p> <p>This presentation will focus on the use of targeted interviews as a tool for assessing alliance performance, and explore best practices for designing, conducting, and analyzing these interviews.</p> <p>Nicolas Becker, CA-AM, Director Business Development & Licensing, Alliance Management, Bayer</p>	<p>Managing Knowledge Creation in R&D Alliances – Survey insights</p> <ul style="list-style-type: none"> • We present preliminary insights from an international survey among R&D alliances • We explore the role of formal (e.g., targets and incentives) and informal controls (e.g., team interaction and communication) for knowledge creation, assimilation and protection in R&D alliances • Participants can anonymously share their experiences via an online survey and will receive immediate feedback and results. They can also choose to receive a best-practices study upon completion of the study <p>Henri Dekker, Professor, Vrije Universiteit Amsterdam Nina Detzen, Assistant Professor, Vrije Universiteit Amsterdam Markus Wabnegg, Assistant Professor, WU Vienna and University of Krems</p>

12.00	<p>Role of Charities in Supporting Academic Research through Creation of an Alliance Ecosystem</p> <p>Academics often lack drug discovery capabilities to develop their novel ideas into therapeutics for treatment of cancer patients. We can help fill that gap by partnering with companies to leverage additional resource. As we mature it is important to consider how the ecosystem is developed strategically to fill gaps and maximise use of capabilities. Ultimately the driver is to accelerate translation to deliver patient benefit. The unmet needs exist now and we are in an economically challenging environment so maximising efficiencies and leveraging additional value is key to success.</p> <p>Julie Little, CSAP, Director, Alliances, Cancer Research Horizons</p>	<p>Access Open Innovation Startup Ecosystems</p> <ul style="list-style-type: none"> • Connecting with the innovation ecosystem: startups, VCs, universities, accelerators, incubators, mature companies, governments • helping startups to collaborate with your company through partnerships, a JV, licensing agreement, investments or acquisition • How alliances and collaborations can be used to successfully access startup ecosystems • KPIs for these kinds of alliances <p>Mikel Mangold, Startup Ecosystem – Alliances & Partnerships, Venture Lab, Niterra Group</p>
12.45	Lunch Break	
13.45	<p>Restructuring an Alliance Program in Healthcare and the Creation of a New Ecosystem to Fight Cancer</p> <p>Flavio Jose, CA-AM, Strategic Alliances Manager, Varian, a Siemens Healthineers Company</p>	<p>Building Partnerships to Excel Innovation in the Banking or Fintech Industry</p> <ul style="list-style-type: none"> • Why the banking industry is ripe for disruption and why partnerships are changing the game? • How to set up a partnership strategy and function and how to pursue strategic partnerships? <p>Elma Saric, Senior Strategic Partnerships and Ecosystems Manager, Raiffeisen Bank International</p>
14.30	<p>Cultural Differences for Alliances in a Global Environment</p> <ul style="list-style-type: none"> • The challenge of navigating cultural differences in a time of remote working environments • Examining the psychology of AM: why we behave the way we are • AM relationship management through positive and joyful interpersonal relationships <p>Elena Cavalli, CSAP, Head of Commercial Alliances, Astellas</p>	
15.15	Closing Remarks and Summit End	