



# An introduction to Phetairos Product Opportunity Evaluation and Maximisation (POEM) Services

*“When research begins to show promise, it’s time to determine the best investment strategy and the optimum development path to market. This is what we do.”*

# Phetairos – Overview

## OUR ETHOS

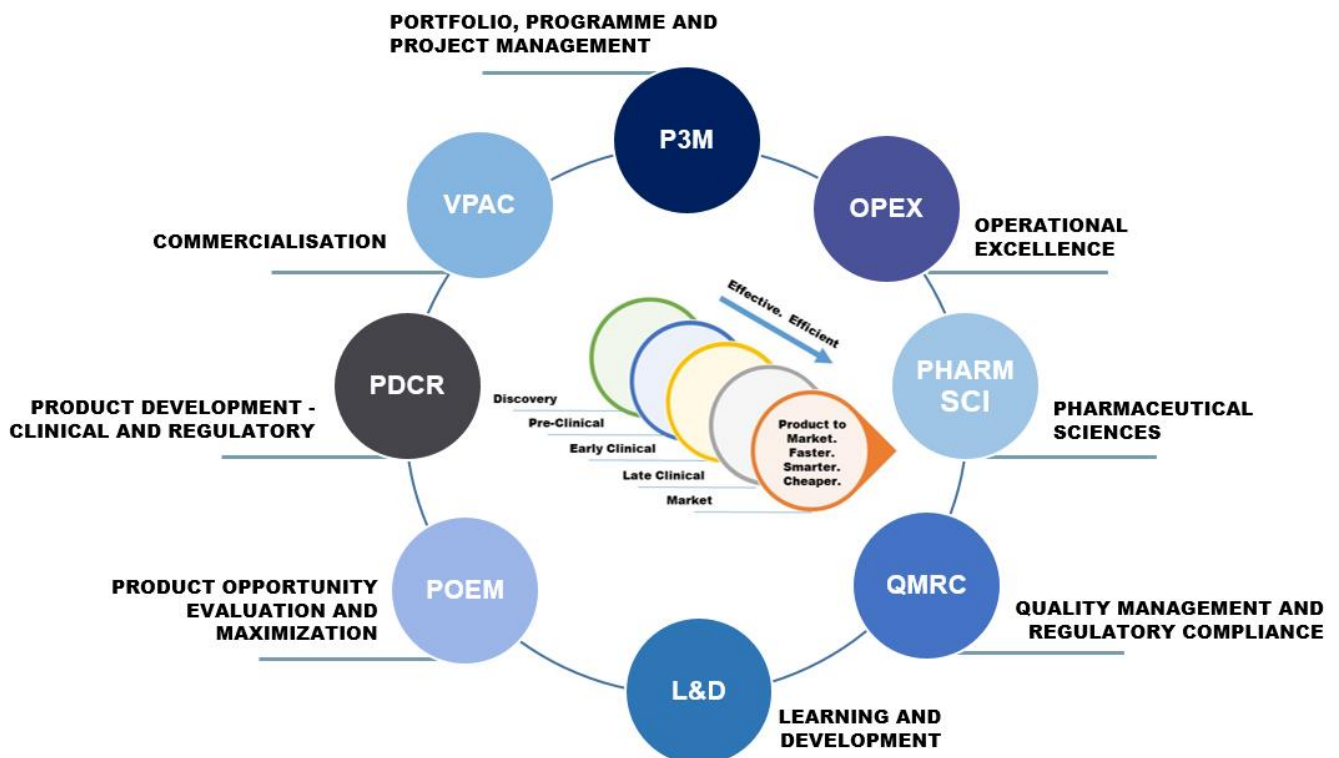
We are “committed to delivery through collaboration”: Phetairos is dedicated to consistent delivery of successful client outcomes through collaboration, quality assurance, flexibility, cultural alignment, transparency and knowledge sharing.

## WHO WE ARE

We are a group of world-class BioPharmaceutical subject matter professionals, who put best practice to work for our clients, designing integrated innovative solutions - on both product and organizational levels - for the complexities of a constantly changing life sciences ecosystem & marketplace. The calibre of people we allocate to our clients’ projects, people with 20 and 30 years of hands-on experience in their subject matter, combined to a project team covering multiple subject matters depending on our client’s specific issues and situation complexity, is truly unique in the industry. Our unbiased approach enables our clients to realize their business goals by minimizing risk, raising product / portfolio value, saving cost and reducing time to patient.

## WHAT WE DO – OUR SERVICES

With our unique fusion of expertise in the full range of disciplines across the product lifecycle, we help releasing the full potential of our client’s products, organisations and people.



We provide strategic decision making, planning, and management as well as optimised resourcing to execute strategic programmes and projects. We operate as a lean structure without organisational overhead and pass on the benefits created directly to our clients with payment linked to successful outcomes achieved against time, quality and cost based deliverable

# Product Opportunity Evaluation and Maximisation (POEM) Services

For assets in the preclinical to Phase 2 space evaluating the opportunity and planning the best development path to patient and market becomes a priority. The POEM group can help to maximise the value of assets by providing an integrated view of the therapeutic area landscape, the competition, the development options and challenges, the regulatory path, and commercial considerations and risks.

Additionally, for those looking to acquire or licence assets we can provide Due Diligence services with full valuation, deal terms, and legal and IP guidance.

## SERVICES

### 1. Overview – our main focus:

- **Evaluation of opportunity landscape, for:**
  - Investors looking for deals and partnerships
  - Owners with early stage assets under development
  - Owners looking to attract funding.
- **Assessment and development planning of assets:**
  - Integrated Product Development services
  - Target product profile planning, including disease area and patient population selection
  - Path to market planning for assets in Pre-clinical to Phase 2b phases
  - Commercial viability and valuation for early stage assets
  - Business case development for early stage assets to attract funding
- **Due Diligence services**
  - Asset Due Diligence
  - Data Due Diligence
  - Independent guidance on asset health

### 2. Specific services we are experts in:

- Commercial assessment and valuation of biopharmaceutical assets
- Product development strategy, planning and execution
- Therapeutic area & competitor intelligence
- Legal compliance audit of research data
- Financial analysis and deal terms for licensing and acquisition

### 3. Clients - we help clients by tailoring industry best practice to individual needs:

- **Investment groups looking for opportunities:**
  - Scientific/technical, clinical, commercial, legal, patent, regulatory and financial advice
  - Early stage asset evaluation and optimisation for disease area, target product profile and path to patient/market
  - Early stage commercial evaluation
  - Selection of opportunities across disease areas, mechanisms and technologies
  - Custom built portfolio with appraisal of risk, timing of exits and likely value
  - Asset exit (sale) strategy
  - Full or partial Due Diligence service to support acquisitions and licensing

- **Academic spinouts, start-ups, owners of IP:**
  - Building of business case for asset/technology/IP/operational integrity to attract investment
  - Specific input to business case, e.g. market potential, pricing, legal, commercial transparency, exit strategy, financial issues
  - Targeting and approaching of funding groups.
  
- **Groups owning assets under development:**
  - Expert advice for specific questions
  - Monitoring of existing assets and portfolios to sharpen investment
  - Unbiased “reality check” on attractiveness of continued asset development
  - “Clean teams” for large Pharma groups with internal data confidentiality issues.

## CASE STUDIES

The following examples illustrate the experience and value that PHETAIROS POEM can bring to its clients:

Case study 1:

- ❖ *Situation:* A new therapeutic about to enter the clinic with a range of possible different indications and disease populations centred around progressive liver fibrosis and NASH. How to determine the best development path and target product profile, as well as explore the risk/reward balance between the various development options and pricing implications.
- ❖ *Service:* Built and executed a clear process to brainstorm and prioritize disease populations, identify key decision criteria, and test the sensitivity of those disease population options to the decision criteria. Then hybridized the most preferred populations to test the risk/return trade-offs
- ❖ *Result:* A clear development path with an early proof of concept in a niche population that built confidence so that an acceptable risk/return ration was achieved in a broader disease population

Case study 2:

- ❖ *Situation:* A big pharma client was looking to in-licence a compound in development in phase 3. They needed clarity concerning the value of the asset, how the remaining risk to market would be resolved, and how to structure and size the deal terms in terms of up-front payments, milestones and royalties.
- ❖ *Services:* A valuation, risk & financial analysis, benchmarked against current big-pharma licensing deals, provided a deal term structure and negotiation strategy.
- ❖ *Result:* Client was provided with a clear path forward in the negotiation.

Cast study 3:

- ❖ *Situation:* A not for profit group was looking to understand how they should make project selection decisions for projects entering into the clinical phase, and how the priority of these incoming projects could be seen against those already in the portfolio
- ❖ *Services:* Phetairos worked with the client to understand what critical aspects of a project were valued by the organisation and stakeholders. These were used to form the basis of a small number of criteria against which incoming, and existing, projects were judged. A model was developed that could

not only score these projects against these criteria, but which could also explore project ranking sensitivities, “what if” analyses, and critical strengths and weaknesses on a common framework.

❖ *Result:* The client obtained a clear understanding of project value and was able to align all stakeholders around this. Incoming and existing projects were able to be compared, selected and prioritized using a common language, and buy-in for funding obtained

#### Case study 4:

- ❖ *Situation:* Licensing opportunity for a mid-sized pharma group.
- ❖ *Service:* A comprehensive market and competitor assessment, revenue projections and commercial cost assessment, and an asset valuation before and after deal terms and royalty payments to third parties.
- ❖ *Result:* Client had an objective view of the opportunity and risks associated, which led to a clear go forward decision.

#### Case study 5:

- ❖ *Situation:* Private equity house considering investment in a small pharmaceutical company in Parkinson’s disease area.
- ❖ *Service:* An assessment of the competitor and therapeutic environment and regulatory position of the product, and a review of the clinical data, revealed that the target company had a range of products that had been acquired over several years but were of little future value.
- ❖ *Result:* As a result of the review, the equity company decided not to invest.

#### Case study 6:

- ❖ *Situation:* A specialty pharma start-up needed to determine the optimal target patient group, plan a path to market, and develop a valuation for each asset.
- ❖ *Service:* Disease area strategy and exit strategy for assets, commercial due diligence and valuation, competitor and customer analysis for an exit strategy, and a return on investment analysis.
- ❖ *Result:* Clear view on the financial opportunity and enabled a robust business plan and investment case for attracting Venture Capital funding.

## HOW DO PHETAIROS ADD VALUE?

### Solutions tailored to your needs:

- Best-in-class knowledge, skills and experience to guide projects, programmes and portfolios to deliver their full value.
- Hands-on strategic consultancy services, loaned executives, or complete project teams.
- When you need it, for as long as you need it.
- Accountability: Payment linked to successful outcomes achieved against time, quality and cost based deliverables.
- Flexible commercial options including fixed price contracts

### You benefit from expert business interventions that support at multiple levels:

- Strategic planning & decision making
- Management and execution of key business activities including drug development programmes, outsourcing, technology choices and investments.
- Cost optimisation programmes and strategic workforce optimisation.

- Optimised resourcing of demand including strategic demand management and planning at portfolio level through to tactical resource optimisation.

**Sharing “lessons learned”** from across life sciences and other industries to drive innovation that delivers competitive advantage.

- New development models drawing elements from open/collaborative innovation enterprises.
- Enhancing risk management practices by learning from mature industries.

## HOW DO WE WORK WITH YOU?

We work as your trusted colleagues, accountable, aligned, committing quality and performance excellence, from advice on specific issues to full outsourcing:

### Advice:

- Consulting advice on issues requiring rapid response
- Guidance on difficult to solve problems

### Partial Outsourcing

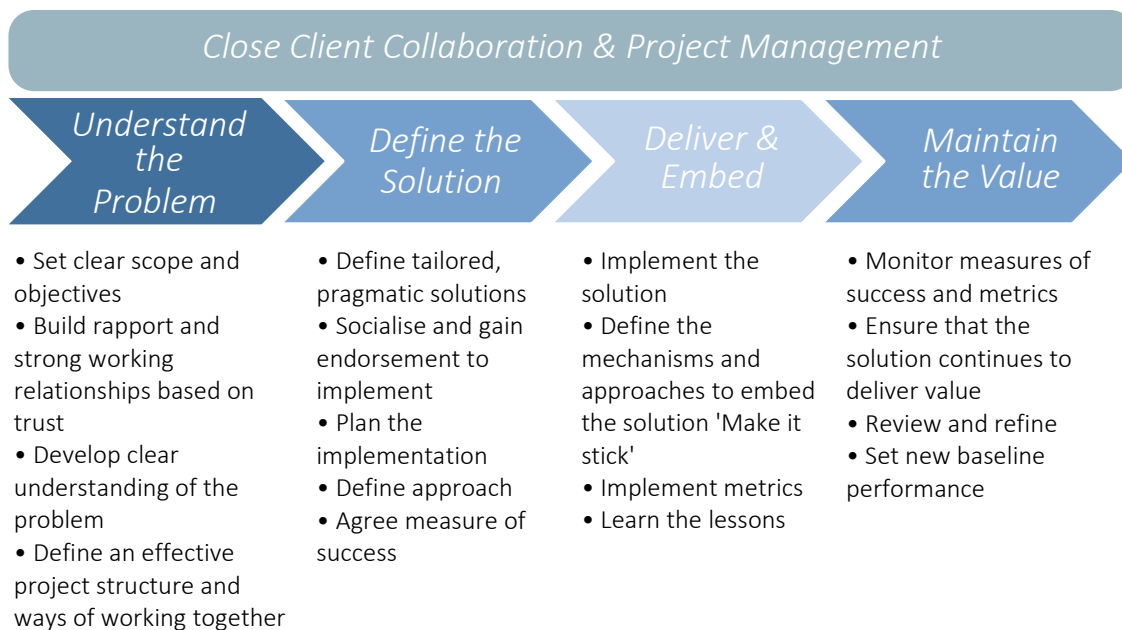
- Lead components of major projects
- Individual experts dedicated for extended periods

### Full Outsourcing

- Fully loaned executives
- Turn-key projects with dedicated teams

## HOW WILL WE OPERATE ON YOUR PROJECT?

We create tailored solutions and seamless integration to fit your product, your organisations’ needs and your goals. These are not quick fixes but any changes are aimed to be embedded – it’s a solution that lasts and not a quick sticking plaster.



## CONTACT FOR FURTHER INFORMATION



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