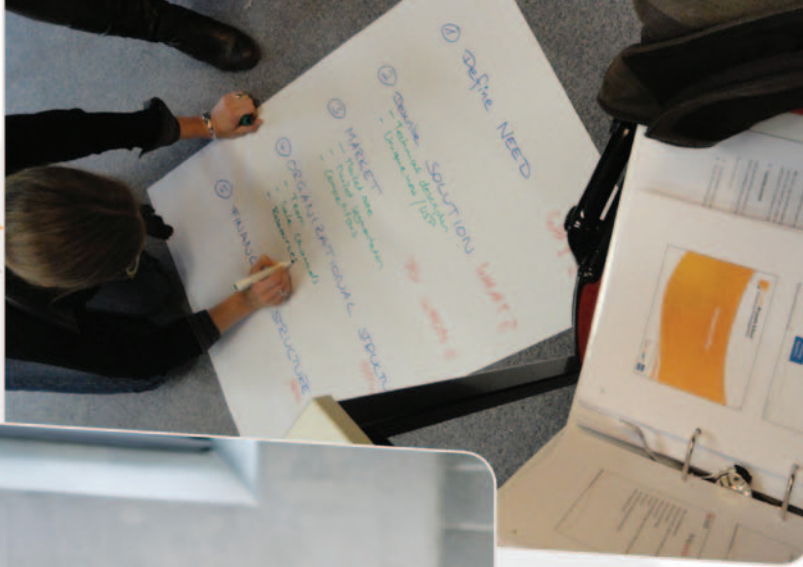




STRATEGIO

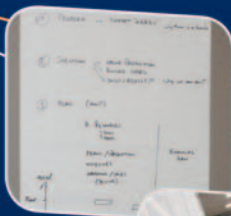
Strategic Management Programme
for Biomedical Industry Executives





« STRATEGIO

proposes a learning format that was specifically designed to meet the unique requirements of the Health sector »»





« An initiative like STRATEGIO, aimed at strengthening management and business leadership capacities, must be encouraged. »



«The success of a competitiveness cluster, such as BioWin in the Health sector, comes as much from the scientific and industrial excellence of its actors as from the managerial capacity of its bioentrepreneurs. An initiative like STRATEGIO, aimed at strengthening management and business leadership capacities, must be encouraged in the same way we promote innovation. The success of this programme lies in a savvy mix between academic expertise and a compelling network of ideas on the managerial challenges of the Health sector.»

JEAN STEPHENNE

Formerly Chairman and President
of GlaxoSmithKline Vaccines
President of BioWin

« Everyone involved plays a role in making STRATEGIO a truly innovative project. »



FRANCE FANNES
Managing Director of
BioWin

In direct line with its mission to bring together stakeholders participating in innovative projects and/or education in the fields of Health biotechnology and medical technology, BioWin, the Health competitiveness cluster of Wallonia (Belgium), is proud to launch the STRATEGIO programme.

The STRATEGIO programme has been designed by several key players to develop the managerial and strategic skills of SME managers, managers from large enterprises and managers from the academic world. To ease the sometimes frightening transition from scientific duties to managerial responsibilities.

Cross-disciplinary in its approach, STRATEGIO proposes a learning format that was specifically designed to meet the unique requirements of the Health sector and content that is practical and connected to the working practices of its participants.

To create such a state-of-the-art programme, an intense collaborative process has brought together the know-how of two major actors in the biomedical field, BioWin and BIOPARK (Charleroi), with the educative tradition of the Solvay Brussels School of Economics & Management (Université libre de Bruxelles).

Developed through the BioPharE project (supported by the Wallonia Government) to foster cooperation between training providers in Wallonia and bring forth synergies between all the key players in innovation, STRATEGIO is also the result of exchanges with the Louvain School of Management (Université catholique de Louvain) and HEC Management School (Université de Liège) and TiasNimbas Business School, and, naturally, suggestions and requests from our esteemed cluster members.

Everyone involved in its implementation plays a role in making STRATEGIO a truly innovative project, and we are delighted to launch its second edition.

This project was initially sponsored by



« STRATEGIO is a striking example of
the future of Executive Education. »



OLIVIER WITMEUR
Academic Director of STRATEGIO
Solvay Brussels School - EM

Forged from the joint reflection of BioWin, BIOPARK and the Solvay Brussels School of Economics and Management, STRATEGIO is a striking example of the future of Executive Education.

It is a fast-paced concentrate of management skills and concrete up-to-date healthcare and biopharma business challenges which mix the know-how of Top Belgian business schools, bringing to the table complementary viewpoints and expertise. Louvain School of Management (UCL), HEC Management School - University of Liège (HEC-ULg), Tias Nimbias Business School and Solvay Brussels School (ULB)

together represent a pool of professors and practitioners hailing from all over the world. These respected academics are in turn all firmly anchored in the business world, confronted day-in day-out with the same issues and aspirations shared by all managers and entrepreneurs.

The input of BioWin, BIOPARK and their industrial partners in this project is an invaluable source of insight and knowledge, adding value to STRATEGIO by helping to refine the challenges and selecting the best panel of experts and "Captains of Industry" to share their experiences.





«Since the creation of the BIOPARK Training Center (Université libre de Bruxelles - ULB), the motto is "meet the needs of every stakeholder in the Life Sciences sector". This is particularly relevant regarding the STRATEGIO intensive training programme, designed to fill the gap between science and management performances. Executives working in the life science sector need to acquire transversal skills. This is now possible thanks to the complementary teaching approach of


«STRATEGIO is designed to fill the gap between science and management performances.»»

STRATEGIO, involving renowned academic and industrial experts working in pairs on specific themes. Through this interactive and comprehensive course, the scientist will develop managerial competences, readily applicable in the life science sector or the healthcare industry. This combination of views and expertise is the first step towards innovation. In light of the course's success in 2012, the STRATEGIO partners are happy to present the 2013 session starting in September.»



ARNAUD TERMONIA
Director of BIOPARK Training Center (ULB)



« This is a very good programme that makes me much more comfortable in my current function while preparing for other challenges in future. »

«I see the STRATEGIO as a unique opportunity to strengthen our management and business leadership capacities. Its focus on the top strategic skills as ways to face the challenges in Health technologies, perfectly fit with our executive ambition to foster excellence in innovation management and (open)-entrepreneurship.»

Sandra HUYGEN, Chief Executive Officer, Alliances

«STRATEGIO is more than just a course with the best faculty members of our universities, it is an exceptional chance to bond and share experiences with great people from the industry as well as inspiring insights from Industry Leaders.»

Damien LAMBERT, International Projects Officer, BioWin

«STRATEGIO introduced me to the broad spectrum of subjects from team management to strategy and finances. This new understanding has really helped me to become a more efficient player in my company.»

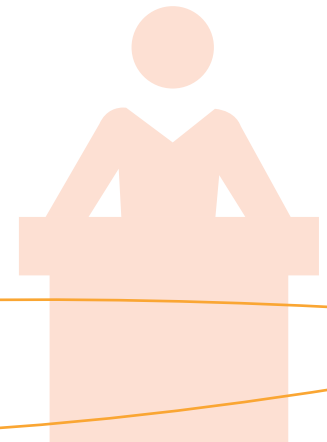
Sylvie ALEXANDRE, Industrialization Deputy Director, Novasep-Biopharma Business Unit

«The STRATEGIO programme provided good insight into different business areas and in the start-up environment. Discussing with guest speakers from the industry was a great opportunity to share information and experiences.»

Bianca MELZER, Associate Director Training, UCB BIOSCIENCES GmbH

«This is a very good programme that makes me much more comfortable in my current function while preparing for other challenges in the future. The sessions were well balanced between lectures and exercises with an outstanding quality of presenters. A great opportunity to meet people from biopharma industry and to reconnect and learn from the academic world.»

Laurence LESPAGNARD, Director, Head Diagnostics Project Leadership, Immunotherapeutics Business Unit, GlaxoSmithKlineVaccines





13 days divided into 2-day modules (Friday-Saturday)
plus final presentations



Interdisciplinary faculty selected from the leading
Belgian business schools



Keynote industry speakers and practitioners



Project-based and interactive approach



LEARNING OBJECTIVES

The programme explores the most important strategic skills required to face challenges in biotechnology and pharmaceutical industries:

- Understanding the “ecosystem” of life sciences research
- Discovering strategies used at different stages of Healthcare
- Developing of innovation management skills
- Mastering the basics of finance and accounting
- Enhancing personal and group leadership potential

PARTICIPANT PROFILE

- Science and business professionals within the biotech or pharmaceutical industries who wish to enhance their business skills and improve their ability to work across functions
- Scientists making a transition into management position
- Beneficiaries of spin-off grants
- Professionals from functional, medical, chemical or engineering backgrounds, promoted into bio-business roles

Participation by executives of all functions from the same company is encouraged as it adds value to the overall programme experience.

METHODOLOGY

STRATEGIO is taught in English by leading academics and experts from three business schools. It features regular interventions by key industrial top managers in the areas of biotech and pharmaceuticals.

The programme combines

The discovery of best practices from practitioners:

Each session includes a contribution from at least one academic and one practitioner

Inspiring workshops with captains of industry:

Top managers share their insights on the main challenges of biotechnology and pharmaceutical industries

Comprehensive insights on the main dimensions of management:

Corporate Strategy, Sales & Marketing, Innovation Management, Leadership and Human Resources Management

Integrative project work:

Participants are required to complete a practical group assignment monitored by an assigned coach and presented before a jury



« STRATEGIO will bring many incentives to future entrepreneurs in the field of healthcare. »

«Business projects in the field of health and biotechnology have so many special characteristics that are not addressed by the traditional university curriculum. This is the void that STRATEGIO is about to fill. Congratulations on this initiative which I hope will bring many incentives to future entrepreneurs in the field of healthcare.»



JEAN-PIERRE DELWART
Chief Executive Officer,
Eurogentec

SCHEDULE

The programme comprises 13 days divided into six 2-day modules taught on Fridays and Saturdays.

Day 13 is dedicated to final group presentations and the closing session.

FRIDAY

9.00 - 16.00

Class including intervention
by industrial expert

16.00 - 17.00

Keynote speaker

SATURDAY

9.00 - 16.00

Class including intervention
by industrial expert

In addition to the taught modules, the participants will be expected to spend circa 45 hours on group project work. Group coaching sessions will be scheduled separately.



Module 1

Day 1 *Understanding the Healthcare Business Ecosystems and its Challenges*

FACULTY: Constantin BLOME (UCL)

OBJECTIVES

- Overview of competitive landscape of healthcare industry
- How to master actual and future challenges & how to address them
- Strategic planning of positioning

Day 2 *Personal Leadership*

FACULTY: Bernard STENIER (SBS-EM)

OBJECTIVES

- Increase understanding of how people can be influenced, and how leadership styles can be used to develop strategies for increasing productivity
- Develop basic skills that will help match own leadership styles to the needs of others
- Understand how effective leaders match their own style to the behaviour of the team members

Module 2

Day 3 *Choosing What Not to Do - Introduction to Strategy*

FACULTY: Geert DESMET (TiasNimbas)

OBJECTIVES

- The value of having a strategic vision and its key elements
- The internal and external factors driving the definition of a strategy
- The key aspects of the operationalisation of a strategic vision

Introduction to business models

Day 4 *Sales & Marketing for Strategists*

FACULTY: Jean TONDEUR (HEC-ULg)

OBJECTIVES

- How to evaluate and understand your markets and potential customers
- How to evaluate your competitiveness
- How to make crucial strategic decisions such as market targeting and product positioning

Module 3

Day 5 *Innovation Management*

FACULTY: Benoit GAILLY (UCL)

OBJECTIVES

- What innovation means (and does not mean) for a business and why it matters
- The various types of innovation and where to find them; why R&D is not enough
- The characteristics of innovative organisations

Day 6 *Supply Chain, Sourcing and Production for Strategists*

FACULTY: Constantin BLOME & Per AGRELL (UCL)

OBJECTIVES

- How to face current challenges in supply chain, sourcing & production
- Use state-of-the-art methods for the healthcare industry
- Use the opportunities of international markets

Project kick-off

Module 4

Day 7 *Basics of Finance*
FACULTY: Wilfried NIESSEN (HEC-ULg)

OBJECTIVES

How to analyze and to understand the financial health of a company

Learn to understand Balance sheet, P&L statement

Understand the impact of growth on finance: working capital and cash-flow statement

Day 8 *IPR Management*
FACULTY: Bruno VAN POTTELSBERGHE (SBS-EM)

OBJECTIVES

Which are the IPR tools and when to use them

Understand how patent systems affect patent

Module 5

Day 9 *Business Planning for New Projects*
FACULTY: Olivier WITMEUR (SBS-EM)

OBJECTIVES

Why business planning is important

How to draft a business plan

The limitations of business planning

Day 10 *Capital Budgeting and Investment*
FACULTY: Ronald POPPE (TiasNimbis)

OBJECTIVES

Discover the basics of budgeting

Time, risk and value: Assess the relevance of an investment project with net present value

Module 6

Day 11 *Group Leadership & HR Management*
FACULTY: Bernard STENIER (SBS-EM)

OBJECTIVES

Deepen understanding and ownership of the supervisory skills required to build and lead a team in an effective manner

Increase communication and relationship-building capability

Explore and implement productive behaviours to address employee needs while facilitating change

Day 12 *Reporting: From Strategy to KPI*
FACULTY: Sophie DE BOISERIE

OBJECTIVES

Define KPI and strategy map

Visualize your KPI and align people to the strategy

Day 13 PROJECT PRESENTATION
& CONCLUSIONS
CLOSING SESSION

Note: Modules cannot be taken on a stand-alone basis.



« The need for training to meet future challenges is essential. »



DIDIER MALHERBE
Administrateur délégué
UCB Belgium, Vice President
Public Affairs UCB

«Everyone knows that the pharmaceutical industry has reached an inflection point. On the one hand, it is subject to enormous pressures because of the massive expiration of patents paving the way for generic competition. On the other hand, it is facing a R&D productivity that is historically low as a result of more stringent regulatory requirements and rising R&D costs.

The need for training to meet future challenges is essential. UCB is delighted to participate in the STRATEGIO programme aimed at training future leaders.»





Per AGRELL

Professor in Operations Management, Louvain School of Management (UCL)

Per Agrell's main fields of teaching and research are operations management, efficiency analysis, and network regulation. He is also Director for the Center for Supply Chain Management, Research Associate of CORE and Head of Operations and Information Management Department of the Louvain School of Management.

His teaching experience covers appointments in Sweden and Denmark, and visiting positions in Austria (IIASA) and USA. He teaches undergraduate,

graduate and doctoral classes in operations management and production economics at the Louvain School of Management and in executive programmes in Belgium, France, Lithuania and Russia.

Per earned two Master's degrees in Industrial Engineering from University of Massachusetts, Amherst, USA, and Linköping University, Sweden. He also holds a PhD and post-doctoral habilitation in Production Economics from Linköping University, Sweden.



Constantin BLOME

GSK Biologicals Chair Professor in Strategic Sourcing and Procurement, Louvain School of Management (UCL)

The focus of Constantin Blome's in research is in sourcing and supply management. His main topics are risk management in supply chains, mainly focusing on the supply side and emerging markets, as well as performance measurement in procurement. Economy of Public Procurement is another important field of interest.

Past positions held by Constantin include Assistant Professor in Sourcing in Emerging Markets at the EBS Business School, Wiesbaden, Germany; Senior

Consultant for the Supply Management Group, Switzerland; and Research Fellow at the Indian Institute of Management in Bangalore, India. Furthermore, he teaches strategic sourcing and procurement at several international universities and in numerous executive education programs (e.g. BASF, Siemens, DHL, Nestlé, Deutsche Bank).

Constantin holds a Master's degree and a PhD in Management from the Technical University Berlin, Germany.



Sophie DE BOISERIE

Teaching, consulting and coaching in the areas of strategy, communication, change management, motivation and KPIs

Sophie is academic faculty at the Antwerp Management School and also teaches for IFBD and Solvay Brussels School. She was a manager and core faculty at the Vlerick Business School for more than 9 years. She currently

works for Delaware Performance Management (previously B&M Consulting). Sophie holds a Master in Applied Economics and a Master in Advanced Change Methodologies.

**Geert DESMET**

Adjunct Professor of Strategy and Strategic Marketing, TiasNimbas Business School

Geert Desmet has worked for over 20 years as a manager in marketing and services marketing for organisations and companies such as Procter&Gamble, Heineken International, Synovate and the Brenninkmeijer group of companies. During this period, he worked in diverse areas such as business strategy, consulting, strategic marketing, business & competitive intelligence, copy development & communication, market research & consumer insights and knowledge management in a broad range of markets (The Netherlands, Belgium, Norway, Sweden, Finland, Iceland, Denmark, Italy, Spain, Portugal,

Greece, New Zealand, Malaysia, Taiwan, PRC, Hong Kong and Singapore).

Geert holds a Master Degree in organisational psychology and a Master in marketing. He is also a registered member of the Society of Competitive Intelligence Professionals and of ESOMAR World Research. He has been a lecturer at TiasNimbas since 1997 and has since also taken on responsibility for the Company Specific Programmes division.

**Benoit GAILLY**

Professor in Innovation Management, Louvain School of Management (UCL)

Benoit Gailly's research focuses on innovation-based strategies and innovation and entrepreneurship support systems.

He teaches innovation management and strategy at master and executive level in the Center for Research in Entrepreneurial Change and Innovative Strategies (CRECIS), Louvain School of Management. He is a former manager at McKinsey, Board member and advisor for several companies (both large firms and start-ups) and expert for the European Commission. He is the author of

«Developing Innovative Organizations» (Palgrave 2010).

Benoit holds a Master's degree and a PhD in Applied Mathematics from the Université catholique de Louvain, a postgraduate diploma in Science and Technology from Roskilde University, Denmark and an MBA from INSEAD, France.

**Wilfried NIESSEN**

Associate Professor, HEC Management School, University of Liège (HEC-ULg)

Wilfried Niessen's areas of expertise are accountancy, business simulations, finance for non-financial managers, IT for management and the setting up of businesses. He is a consultant and trainer for businesses.

He has been active in teaching and business management for twenty years. He set up several companies in the fields of information technology for management (ERP), advising and accountancy-taxation. He is also a chartered accountant and tax specialist.

For many years he has combined solid practical experience and teaching through

various publications and executive training in public companies and institutions (e.g. Fortis, Belgacom, La Poste). He chairs the examination boards of the Bachelor's programme in economics and management sciences at HEC Management School, Liège, where he is also Associate Professor and leader of the management sciences programme and core competences in corporate finance.

Wilfried holds a Master's degree in Business and Finance from the University of Liège.

**Ronald POPPE**

Visiting Professor, TiasNimbas Business School

Ronald Poppe is professor at several universities such as the University of Brussels where he teaches Financial Engineering. During the course of his professional teaching career he has delivered numerous seminars for Alusuisse Lonza, Johnson Controls, General Electric, Coca-Cola, Novo Nordisk, Partek, ING Bank, DHL, GDF Suez, Recticel, Siemens and Barco. Ronald teaches in the US, South America (Argentina and Brasil) as well as Asia (China and Singapore, The United Arab Emirates).

Ronald started his professional career at Gulf Oil as Budget Manager. After 5 years he switched to ITT where he was responsible for large overseas investments. After ITT was taken over by Alcatel, he stayed on to serve Alcatel as Financial Engineering Manager for about seven years. Specifically, he supervised valuating enterprises for the purpose of takeover and sourcing finance to fund all these acquisitions. Ronald studied German Filology. In addition, he has obtained a Master's degree in Finance and Accountancy. In Belgium he has been appointed accountant by The King.

**Bernard STENIER**

Affiliate Faculty, Solvay Brussels School of Economics and Management (SBS-EM)

Bernard Stenier's career combines 13 years of HR expertise and Board membership in international companies (Unilever and Winterthur), and 12 years as Human Development Consultant helping professionals to successfully go through transformation (Sunseed). In addition, he has 20 years of academic

practice at Solvay Brussels School. He is the co-founder of International Coach Federation Belgian Chapter and co-wrote «Attitude Coach» (Kluwer Publ.).

Bernard holds a Master's degree in Business Engineering from the Université libre de Bruxelles.

**Jean TONDEUR**

Associate Professor, HEC Management School, University of Liège (HEC-ULg)

Jean Tondeur's expertise lies in the areas of service marketing, sales management and strategy.

He started his career in the sales and marketing sphere within the business-to-business environment and has since held various marketing and sales executive responsibilities in fast-moving consumer goods and in the services sector. He has been a partner-consultant in marketing and strategy in consulting companies and took part in designing and teaching of management programmes with national and international companies (e.g. Fortis Group, Belgacom, Mobistar, La Poste).

He is a visiting professor at the Solvay Brussels School where he teaches in several executive education programmes. He is a founder of a number of executive programmes within HEC-ULg and has taught for many years at various management schools in Belgium, Vietnam and Bulgaria.

Jean holds a Master's degree in Economics and a Post-graduate degree in general management (EMM/CEPAC) from the Université libre de Bruxelles.

**Bruno VAN POTTELSBERGHE**

Dean of the Solvay Brussels School of Economics and Management (SBS-EM, Université libre de Bruxelles), Solvay S.A. Chair of Innovation

Bruno van Pottelsberghe's research interests focus on the effectiveness of science and technology policies, patent policies, regulations and innovation.

He teaches courses on the economics and management of innovation and intellectual property. Other appointments include Chief Economist at the European Patent Office (EPO) and most recently, Advisor to the President

and Rector of the Université libre de Bruxelles for technology transfer issues (since 2004) and Senior Research Fellow at Bruegel, a Brussels-based Think Tank.

Bruno holds a Master's degree and a PhD in Economics from Université libre de Bruxelles.

**Olivier WITMEUR**

Professor in Entrepreneurship, Solvay Brussels School of Economics and Management (SBS-EM)

Olivier Witmeur's research is mostly focused on the growth of entrepreneurial ventures along with extended interest in venture capital, entrepreneurial behaviors, corporate entrepreneurship, effectuation and socio-economical impact of entrepreneurship. At Solvay, he teaches Introduction to Entrepreneurship, Entrepreneurial Finance and Business Planning to graduate students, post-graduate students, entrepreneurs, investors and consultants.

Past appointments include the position of Finance Director at OpenHR, a Belgian IT venture company specializing in HR management software; Managing Director of EEBIC, a Business & Innovation Center/ Incubator in Brussels, and Advisor to the Minister of Economy in the Brussels Region.

He is the past chairman of the Brussels Council for Research and Innovation Policy and an active Board member and strategic advisor in multiple growth-oriented entrepreneurial ventures.

Over the last 15 years he has coached more than one hundred new and growing firms, published a book on business planning, and has written multiple papers on growth management in entrepreneurial ventures.

Olivier holds a Master's degree in Business Engineering and a PhD in Entrepreneurship, both from Université libre de Bruxelles.



STRATEGIO is taught by leading academics and experts from three business schools. It features regular interventions by key industrial top managers in the areas of biotech and pharmaceuticals.

Some of the most important key players shaping the future of the biotechnology and pharmaceutical industries regularly share their experiences throughout the programme as practitioners and guest speakers. They bring their inspiring and groundbreaking research and insight to STRATEGIO and its participants.

The lineup of STRATEGIO's guests includes:

Gil BEYEN

Co-Founder and Chief Business Officer
TiGenix

Dominique DEMOLLE

Co-Founder and Chief Executive Officer
Aepodia

Denis DUBRU

Vice President Finance Operations
GlaxoSmithKline Vaccines

Fabrice ENDERLIN

Executive Vice President Global
Human Resources & Communication
UCB

Philippe GABANT

Founder and Chief Executive Officer/
Chief Strategy Officer
Syngulon

Michel GOLDMAN

Executive Director
Innovative Medicines Initiative (IMI)

Eric HALIOUA

Chief Executive Officer
Promethera Biosciences

Guy HELIN

Chief Business Operator
Delphi Genetics

Yves JONGEN

Chief Research Officer and Founder
Ion Beam Applications (IBA)

Alain LAMPROYE

Chief Executive Officer
Novasep Belgium

Guy LEFEVER

Vice President Life Sciences
IBM Global Business Services

François LESAGE

Chief Strategy & Finance Officer
MaSTherCell

Didier MALHERBE

Administrateur délégué UCB Belgium,
Vice President Public Affairs UCB
UCB Belgium

Eric MATHIEU

Chief Operating Officer
MaSTherCell

Alain PARTHOENS

Managing Partner
Vesalius Biocapital Partners

Sylvie PONCHAUT

Scientific Director
BioWin

Jean STEPHENNE

President of BioWin
GlaxoSmithKline Vaccines

Yves VERSCHUEREN

Managing Director
Essenscia



PRACTICAL INFORMATION

Information sessions are organised from March to August. To find out the dates and register, please contact us at strategio@biophare.eu

ADMISSIONS

Please contact BioWin for complete admission requirements and application form.

BioWin

Rose-May Delrue
+ 32 (0) 71 251 027
strategio@biophare.eu

Proficiency in spoken and written English is essential.

PROGRAMME FEE

- BioWin members:
 - Corporate participants 5.600€
 - SME participants 3.000€
 - Academic participants 1.500€
- BioWin non-members 8.200€

The programme fee covers tuition, course material and catering.

VENUE

Except for the first module off-site, the programme will be held at BIOPARK premises.

BIOPARK

Rue Adrienne Bolland 8,
Aéropole de Gosselies
B - 6041 Gosselies



Contact:

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- www.biopark.be/bioparkformation/strategio.html
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