

# Alliance management

Inpart product Update

September 24, 2024

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**Inpart Summit**  
User Group Meeting

**Julie Settipani**  
Product Manager | Inpart



# Meet our **Inpart Product team** **for Alliance Management**



**Julie Settipani**

Product Manager

Background

Biotech & Engineering



**Michelle Tucci**

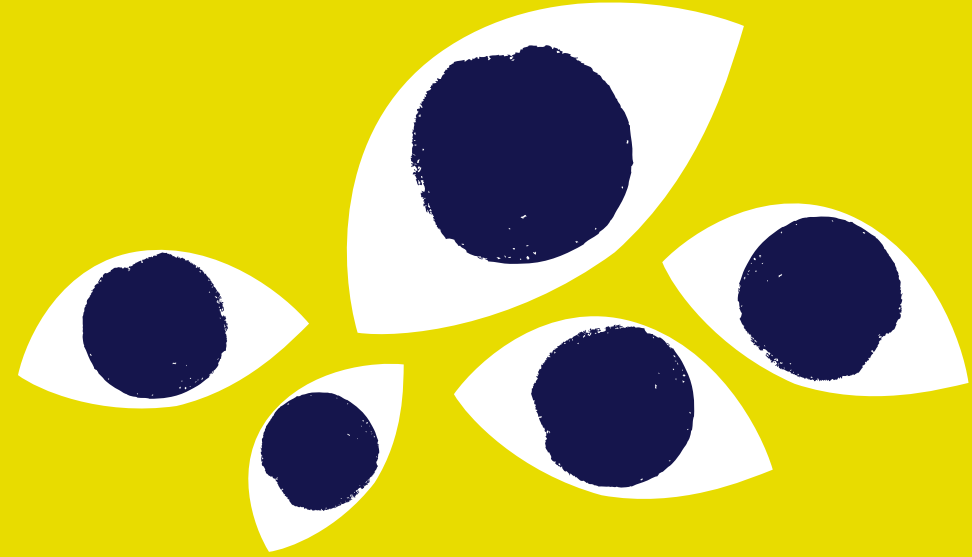
Designer



**Echo Zhang**

VP Product Strategy

# Our Vision



Designed in **collaboration with biopharma alliance managers**, our out-of-the-box solution combines **modern, robust technology with an intuitive, user-friendly interface**. It streamlines daily activities, enhances collaboration, and drives operational efficiency, empowering alliance managers to manage partnerships with greater ease and success.

# Discovery Process

We focus on understanding our users

- Continuous feedback collection
- Design testing
- Surveys
- Workshop with experts :
  - Steve Twait – 20+ years of AM
  - John Easton – Head of business operation at Astra Zeneca
  - ASAP Europe 2023



# Discovery conclusions

- Ensuring contract compliance and obligation management is time-consuming
- Give access to up to date documents to everyone
- Maintaining continuity with high turnover rates
- Ensuring contract compliance and obligation management is time-consuming

**Our Alliance Management community** asked us to support them in these key activities:

- Managing various stakeholders
- Generating accurate reporting for different stakeholders
- Assess and maintain good relationships
- Identify and track risks
- Resolving emerging issues and keeping track of progress and plan

# Key objectives

**Build an Alliance Manager-oriented companion platform, making Alliance Management easier by helping with the basics through:**

## Agreement Adherence Tracking

Ensuring contract compliance and obligation management is time-consuming

## Centralized Information Storage

Give access to up to date documents to everyone  
Maintaining continuity with high turnover rates

## Comprehensive Alliance Overview

Ensuring contract compliance and obligation management is time-consuming

## Alliance Stakeholder Mapping

Managing various stakeholders

## Automatic Reporting

Generating accurate reporting for different stakeholders

## Health Checks

Assess and maintain good relationships

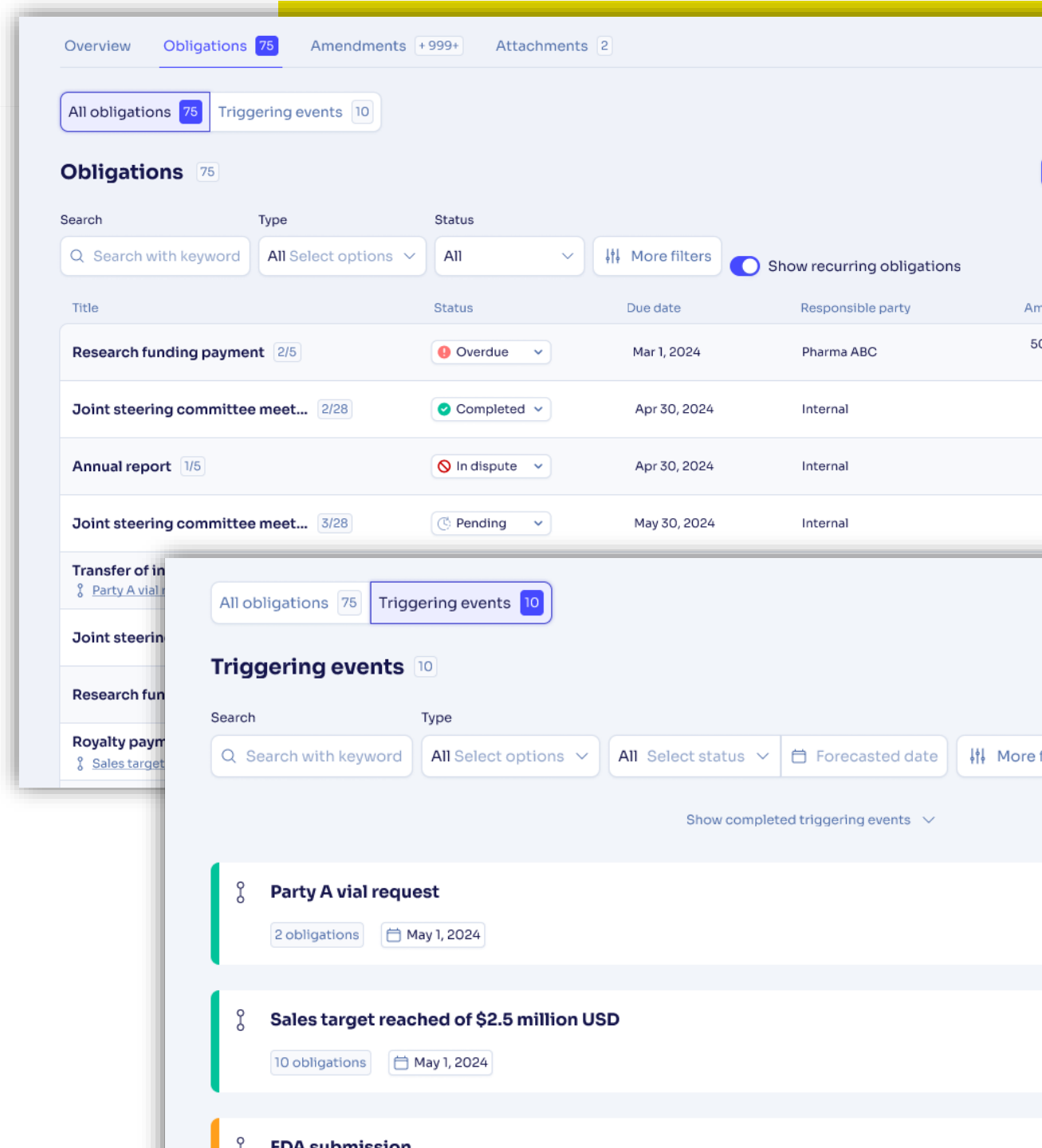
## Risk, Issue and Event Tracking

Identify and track risks

Resolving emerging issues and keeping track of progress and plan

# Agreement adherence tracking

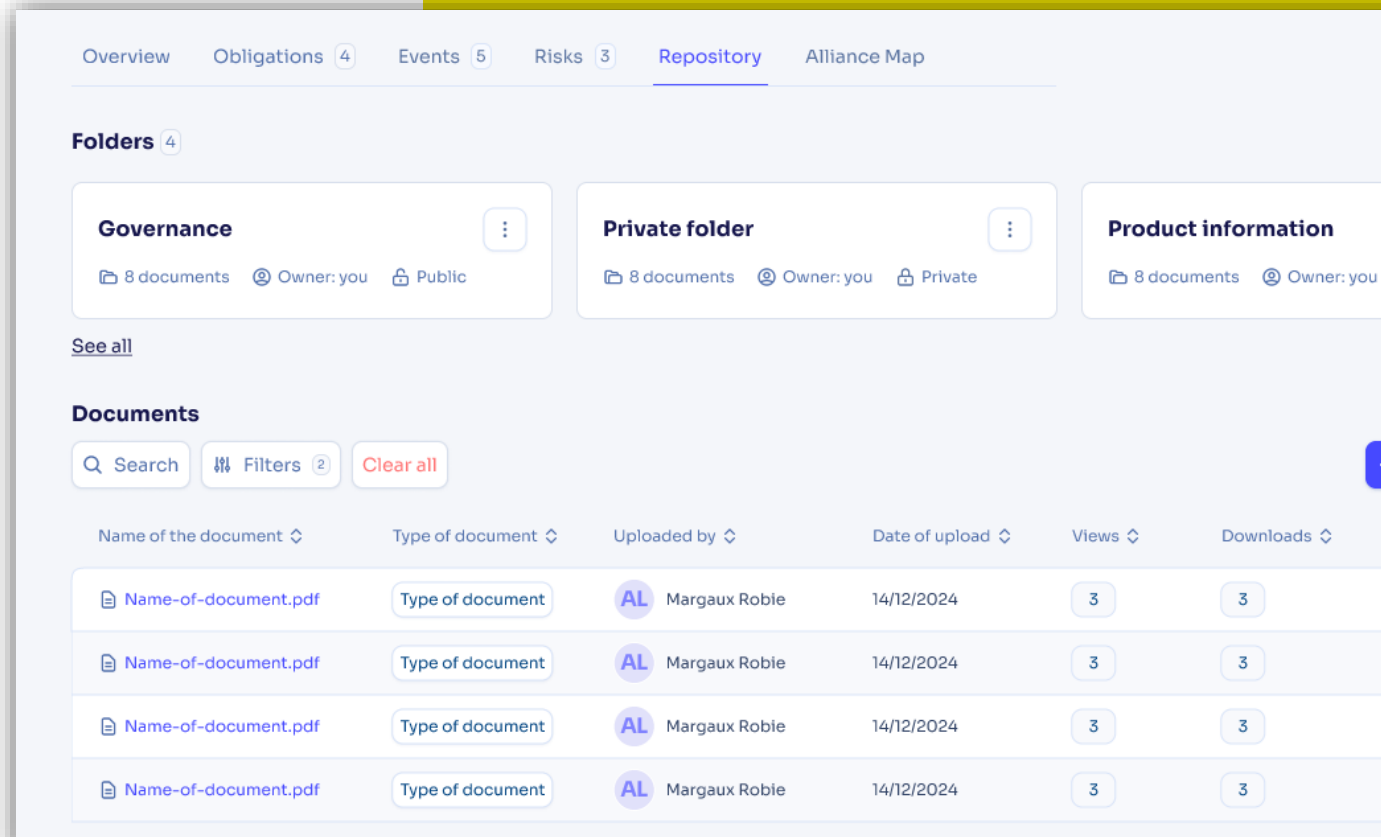
- Track financial and non-financial obligations
- Get Automatic reminder of upcoming ones
- Trigger obligations on milestone completion
- Track and share milestone progress
- Search/Filter on agreement details
- Store and manage your amendments



## Features

# Centralized Information Storage

- Organize documents in folders
- Drag drop any type of file
- Store and organize email easily
- Control who has access to what
- Link agreements to alliances

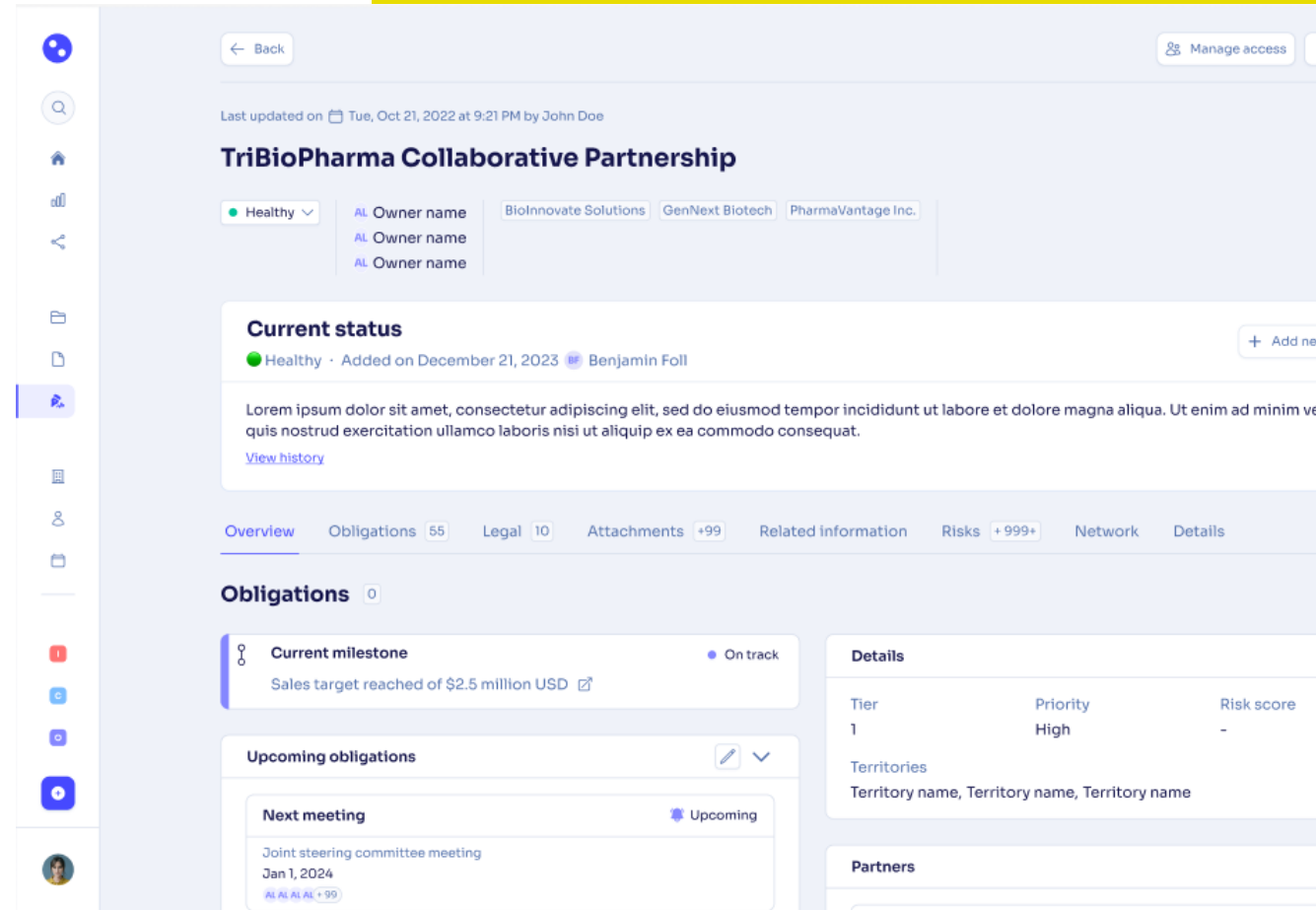




Features

# Comprehensive Alliance Overview

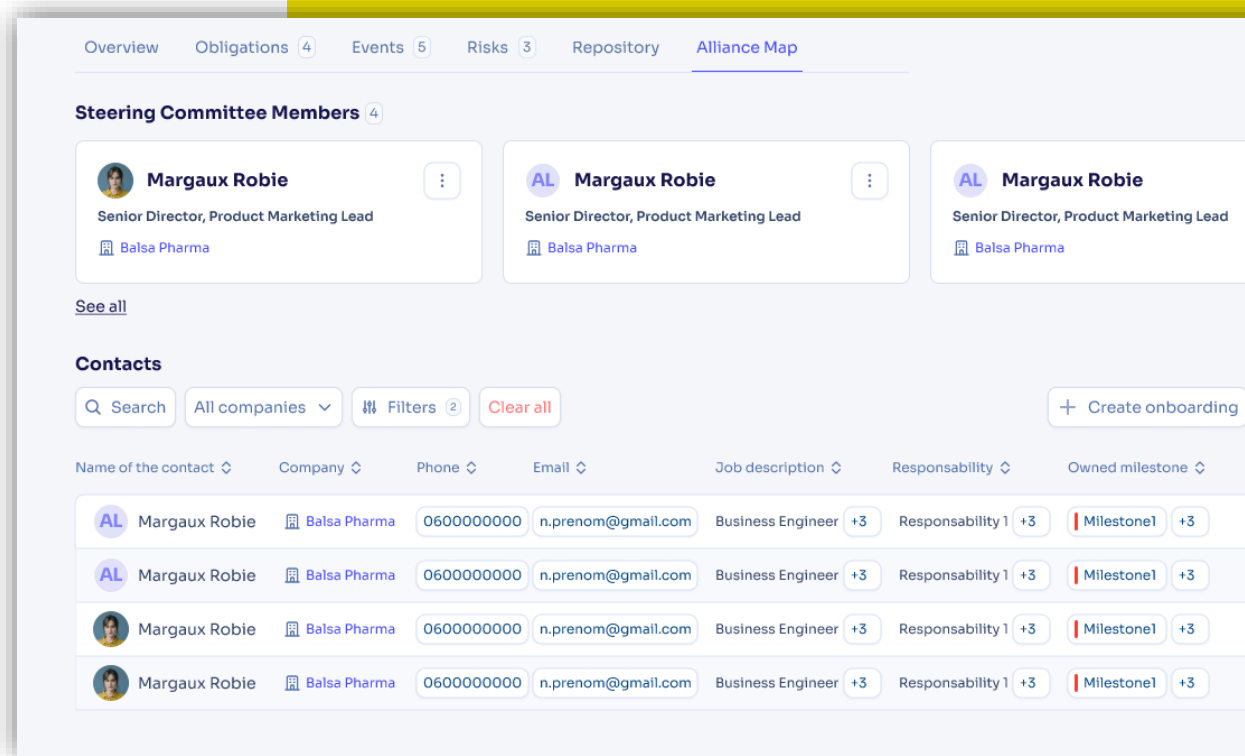
- Update your alliance status easily
- Keep history of alliance
- See all related obligations from several agreements/amendments in one place
- Extract all important details (type, territories, projects)
- Share meeting notes and agendas
- Visualize stakeholder map
- See quickly ongoing issues, events and arising risks



Features

# Alliance Stakeholder Mapping

- Identify contacts and key decision makers
- Attribute roles and responsibilities
- See who participates in high level meetings



# Automatic reporting

- Review strategic alliances important information
- Access, search and filter company wide alliances
- Generate automatic reports based on tailored templates
- Extract in excel
- Build dashboard in power BI

The screenshot displays the 'Alliances' dashboard in the inpart system. At the top, there are filters for 'Tier 1 alliances' (5), 'All alliances' (110), and 'My alliances' (10). Below this is a search bar and a status dropdown set to 'All'. A row of summary cards shows: '0 comments in last 30 days', '0 meetings in the last 30 days', '0 ongoing evaluations', and '0 open tasks'. The main table lists alliances with columns for Title, Partner, Alliance manager, Tier, Status, and Next obligation date. One entry is 'TriBioPharma Collaborative Partnership' with partner 'BioInnovate Solutions' and status 'Healthy'. Below the table, a detailed view for this partnership is shown, including sections for 'Current status' (Healthy), 'Current milestone' (Sales target reached of \$2.5 million USD), 'Main document' (2.12 Mb), and 'Financial summary' (Amount received to date). A sidebar on the left contains navigation icons, and a top right corner shows a 'Create alliance' button and the number '11'.

Features

# Health checks

- Measure alliance performance, alignment and general sentiment
- Visualize health evolution with dashboards
- Report on health status easily

Features

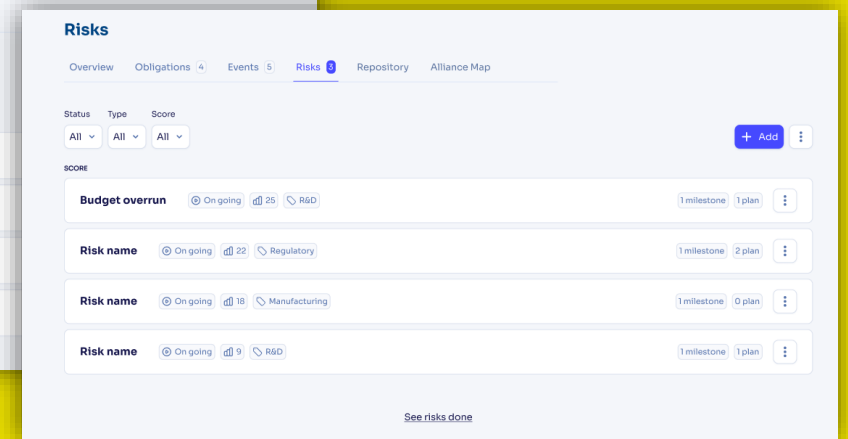
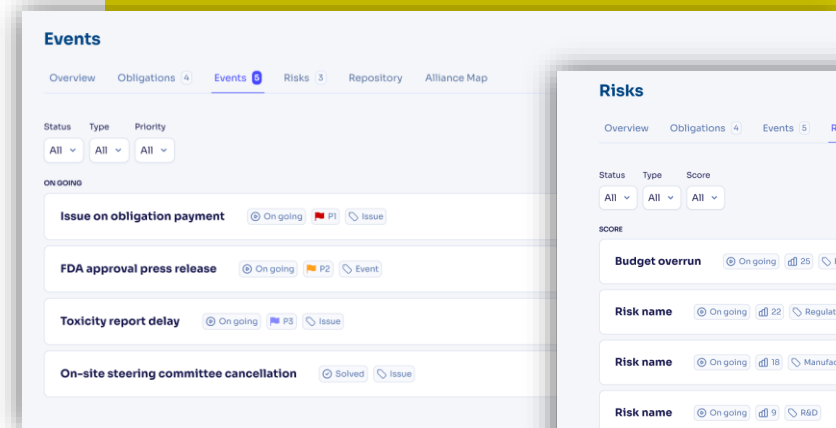
# Events and Issues

- Document issues and events and their progress outcomes.
- Record activities, tasks, and documents

Features

# Risk management

- Log, score, prioritize risks.
- Highlights and monitor critical ones
- Share mitigation plans with clear actions, deadlines, and responsibilities
- Automate alerts to be notified of risk status changes and approaching deadlines.



# Roadmap

Alliance management

Q3 2025

## Alliance Management – Status and contact

Easily update alliance status

Contact map

Q2 2025

## Alliance Management basics

Create your alliances with basic informations

Share alliances with the right people

Store alliances documents

Q1 2025

## Agreement obligations advanced

Milestone view and obligation trigger

Recurrence

Attachements, duplication , automatic termination

Q4 2024

## Agreement obligations basics

List per agreement, status, details, notification

Financial and non financial obligations

# Innovating for the future

to improve people's lives through break-through science, research and partnerships



**Daniel Goday**  
Associate PM – Early Innovation, Outreach & Alliances | **Novo Nordisk**

September 24, 2024

Inpart Summit  
User Group Meeting



**70+**  
active alliances in the Novo Nordisk portfolio

Awarded twice by the Association of Strategic Alliance Professionals



Ulla Kirstine Bruus  
Jens Andreas Bruus  
Janus Karup  
CMC, API  
Research and Early Development  
Denmark

**74**  
Agreements signed in FY 2023

Novo Nordisk  
**Way**  
of Alliance Management

**2025 R&ED Aspirations**

50% of our projects originate from external partnerships



**23%**  
Average Annual Growth Rate in alliances from 2019 to 2024



  
Global alliance presence in Europe, North America and Asia

**45%**  
of our cell therapy pipeline originated from external partners

# Selected partnerships and acquisitions

We are committed to growing and expanding our pipeline by leveraging our core capabilities together with a broad range of industry- and academic-leading partners.

## Research & development partners



## Company/asset acquisitions



“It was clear to us that Novo Nordisk had a fresh, bold approach to innovation outside the four walls of their world-class research facilities and a sincere appreciation for our expertise.”

François Ravenelle, PhD,  
President & CEO, Inversago Pharma



“We realized that we shared the common vision of serving patients first, but also that we could do more as partners.”

Eric Dessertenne, CEO, Biocorp



# The Novo Nordisk Way of Alliance Management

Driven by our **R&ED**  
**2025 aspirations**



Curiosity-driven **innovation culture** where employees realise their full potential



Unlock a **future without serious chronic diseases**



Fully leverage our **global footprint**



Radical **transparency** enables one global organisation



Deliver an **innovative and diversified pipeline**

## Our mission



We secure excellence and consistency in external partnering



We ensure fulfilment of contractual obligations and rights



We optimise joint value creation from partner relationships

## Our principles

**Business focus** is the commitment to explore synergies and secure that business decisions are balanced in alignment with the strategy, while keeping momentum in the project and incentivising our partners

**Accountability** is the commitment to comply with our responsibilities and strive for the best possible results, without discriminating the origin of the innovation or partner source

**Transparency** is the commitment to develop and maintain a trustworthy relationship, thus securing flexibility and creativity to promote results



# Alliance Management Core Activities

## CORE ACTIVITIES

## PURPOSE



### Alliance Execution & Value Enhancement

- Drive mutual agenda
- Coordinate stakeholders
- Organise JSC
- Secure data sharing
- Scout for emerging opportunities



### Relationship Management

- Build, nurse, and assess relationship
- Represent Alliance within NN and partner
- Build mutual trust
- Promote accountability & respect



### Internal & External Communication

- Act as central point of contact
- Prepare drafts for press releases & QAs
- Provide input to NN newsletters & social media
- Provide input to progress and annual reports



### Contract Management

- Scope contract framework to fit purpose
- Ensure contract compliance
- Guide contractual interpretation
- Manage obligations



### Risk Mitigation

- Spot and notify emerging risks as early as possible
- Resolve issues at lowest possible level
- Conflict resolution



**Securing the best possible framework for external engagements**

**Maximise value generation** throughout the alliance

Remind ourselves **WHY** are we partnering

# Our partnering approach

We value external innovation and bring our best experts to the table

Inpart serves as a centralized platform that facilitates cross-team collaboration



## Sourcing

Search and evaluate opportunities

Opportunity Module



## Deal execution

Due diligence and contracting

Agreement Module



## Alliance Management

Ensure and enduring partnership

Alliance Module

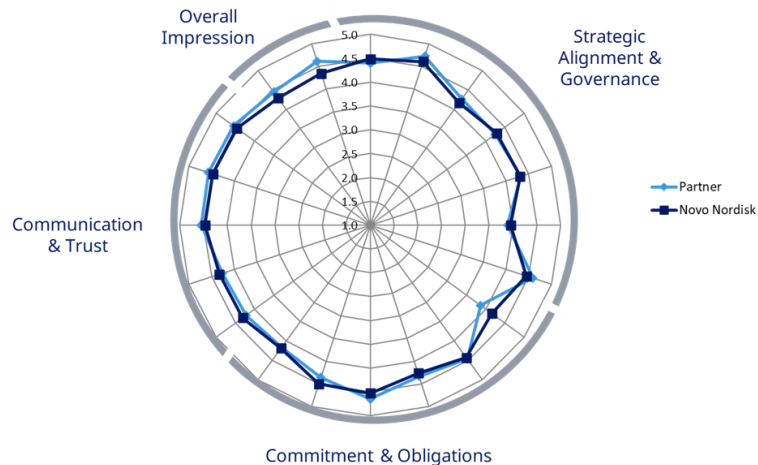


# AM Best Practice Sharing

## The Novo Nordisk Way of Alliance Management

### Quality of alliance relationship is a strong predictor of success

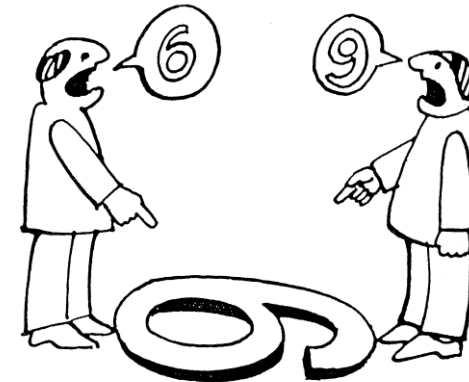
Since 2009, we conduct an **Annual Health-check survey** to understand the partner's needs, identify areas for improvement, learnings and actions for the future



2024 Health-check

### Partnering capabilities training across the R&D organisation

Train internal colleagues engaged in collaboration through workshops, partnering events, and digital learning sessions to comprehend the status of the external portfolio



# Back-up

Recognised as a **trusted partner** by the **A | S | A | P**<sup>®</sup>  
 The Association of Strategic Alliance Professionals

2023  
Emerging Alliance Excellence Award

Building a next-generation gene therapy to treat Haemophilia A with trust, governance, and even a mascot

*"It has enabled that open-and-honest feeling, so people speak their mind and are comfortable having the creative discussions that are so important to doing something new".*



**NOVOBIRD**



2021  
Alliance Program Excellence

This award recognises a single company and their partnering capabilities, not an alliance.

Novo Nordisk won for demonstrating comprehensive instituted practices, tools, and methodologies in support of successful formation and management of our alliances.\*

Novo nordisk



of Alliance Management

*The Association of Strategic Alliance Professionals (ASAP) is a non-profit, global membership organization for partnering professionals in all industries who manage strategic alliances, ecosystems, go-to-market partnerships, key channel partner relationships, and other business collaborations.*

*\*Criteria: Alliance program exemplary, innovative, high-impact, open, and based on process, metrics, growth, responsiveness and training*

# Why an Annual Alliance Health Survey?



## AIM

A tool to understand the **partner's needs**, identify areas for **improvement**, **learnings** and **actions** for the future

## METHODOLOGY



Conducted since **2009**, and modified in 2014



Partnerships with **active collaboration** for at least the last 6 months



**Holistic approach - 5-point scale** Strategic Alignment, Governance, Commitment, Obligations, Communication, Trust, and Overall Impression

## COVERED HERE

**Developments** in alliance portfolio and overall alliance satisfaction 2014-2024

**State of the nation:** Annual Alliance Health Survey 2024



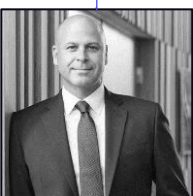
# Our organisational anchor



**Lars Fruergaard Jørgensen**  
President and chief executive officer (CEO)



**Marcus Schindler**  
Executive Vice President, Research & Early Development and Chief Scientific Officer (CSO)



**David Moore**  
Executive vice president, Corporate Development

Responsibility from Phase 2 onwards

**Business Development**



**Karin Conde-Knape**  
Senior Vice President, Global Drug Discovery

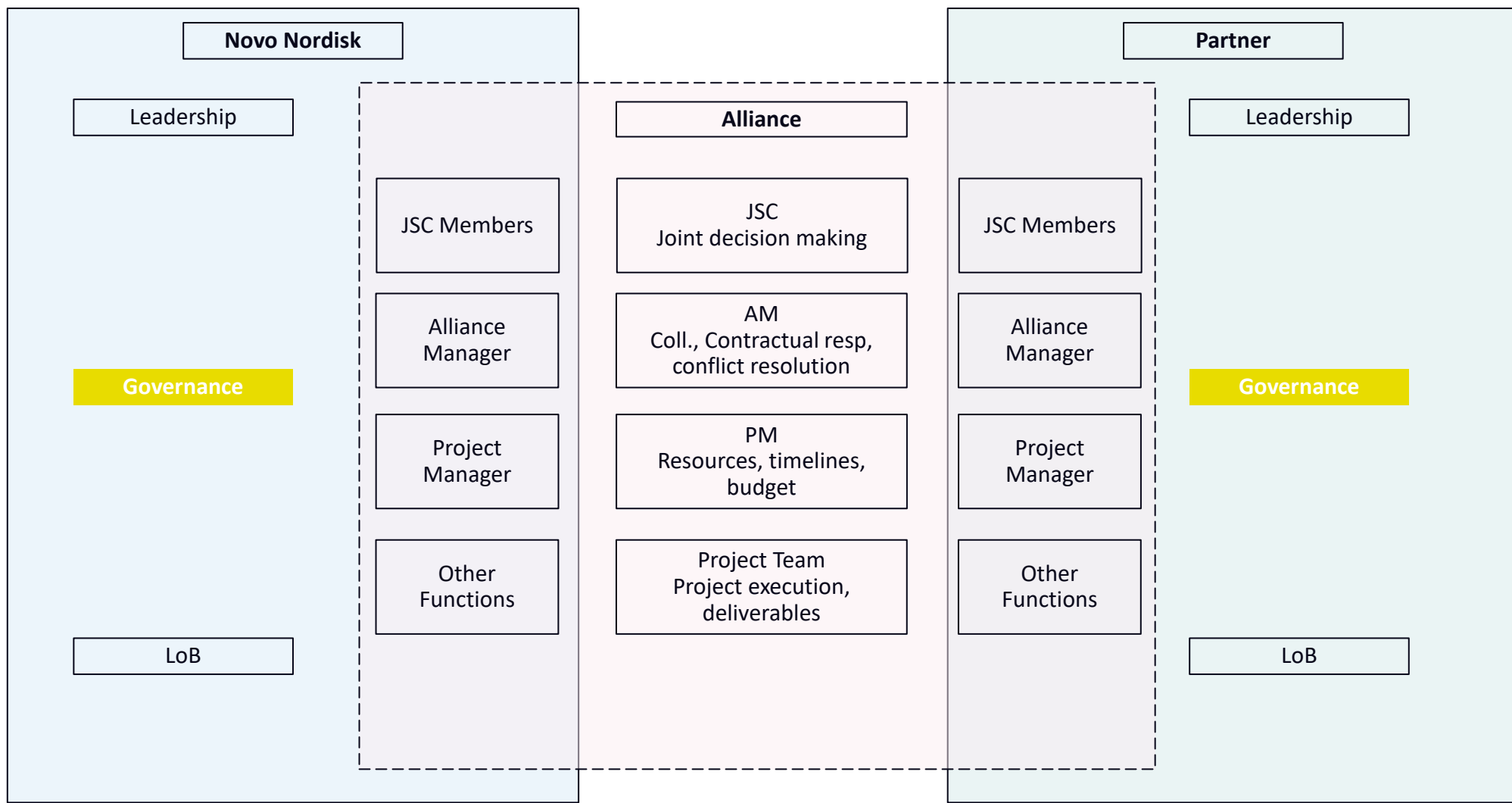


**Miriam Frieden**  
Corporate Vice President, Early Innovation, Outreach and Alliances



Responsibility over research to Phase 2 related alliances

# Alliance Operating Model





# Alliance Management

Modernizing Alliance Management with Inpart



September 24, 2024

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**Inpart Summit**  
User Group Meeting

**Larissa Eheim**  
Manager, Alliance Management | **Genmab**





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# Genmab At-A-Glance

## A Leading International Biotechnology Company

### Who We Are:

Genmab is focused on the creation, development and commercialization of differentiated antibody therapeutics for the treatment of cancer and other serious diseases



- Founded in 1999



- Dual-listed
- NASDAQ Copenhagen & Nasdaq Global Select Market



- **HQ and Technical Operations:** Denmark
- **Global R&D Center:** Netherlands
- **R&D, Commercial, Field-based:** USA & Japan
- **R&D:** China



- 8 approved medicines incorporating Genmab's innovation
- Over 40 INDs
- ~10 products in clinical development



- More than 2,500+ full-time employees

# Alliance Management at Genmab

11

Team members in AM  
(8 Alliance Managers, 3  
BPCs)

20+

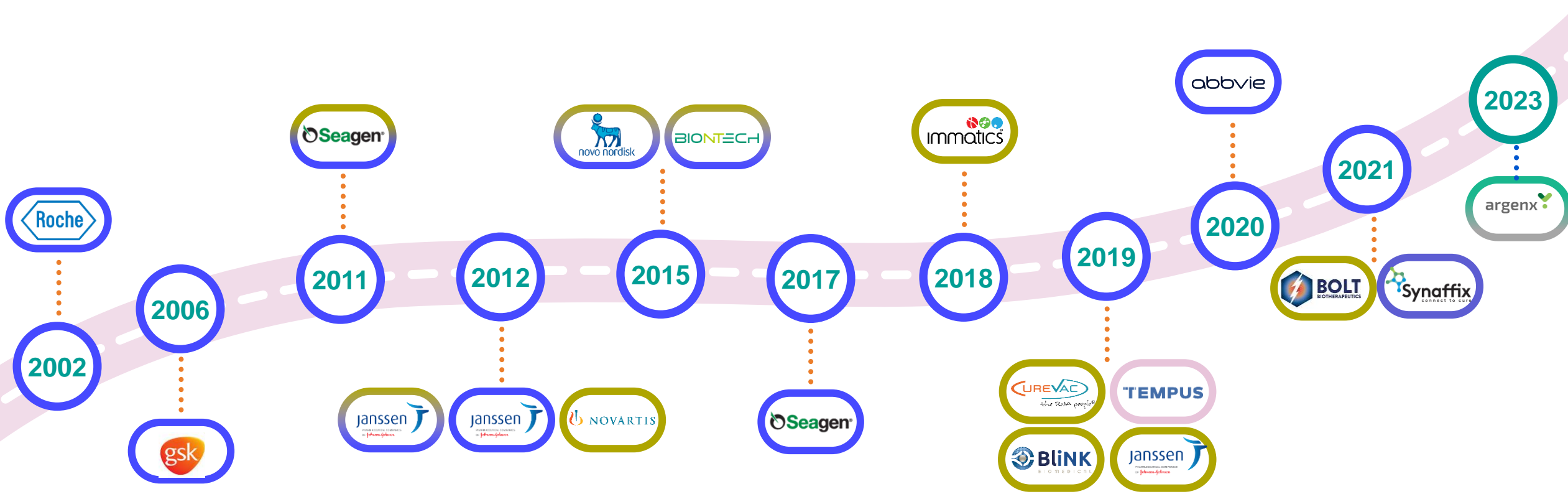
Active Collaborations  
with partners

600+

Financial Obligations  
to be managed in Inpart

# Genmab's Partnering Journey

■ Product Partnership  
■ Technology Partnership  
■ Discovery Partnership



Developing assets, building a pipeline in different therapeutic areas

REFINE

- Partner platform technologies
- Hold on to >50% of our assets
- Maintain rights to commercialize products ourselves
- Expand into new areas and technology

Genmab

\*Non-exhaustive overview of current partnerships

# Use of Inpart at Genmab

▼ Alliances

☰ Alliance Partners

Alliance related details

📄 Agreements

Agreement related details

Status updates

Contacts

📁 Academia Collabs

Academia collaborations

💰 Financial Obligatio...

Milestones and fees from the agreements

Academia financial obligations

📋 Non Financial Obli...

Reporting

Expiration of Periods and Phases

Deadlines

🔗 Dashboards

Alliance Onepager

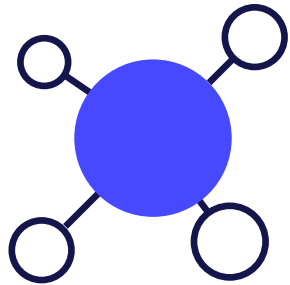
✂ Administration

# Leading by example

- Integrating digital tools for data management, communication, and project tracking.
  - Example of how Genmab projects and tracks financial obligations with the support of the Inpart tool



# It starts with the description of how and what



## Guideline for tracking milestones and fees

How do AM work with Finance & PPM to track and review the milestones and fees on a regular basis

## Business rules for using Inpart

Instructions for AM on entering the information to Inpart for projecting and tracking the milestones and fees






Example in Inpart of a  
financial obligation entry

 Edit

Duplicate Corp. Alliance Financial Obligation



 Audit Log

 Delete



<b>Title</b>	Fee upon Product Selection	<b>Transaction Party</b>	 Test Company
<b>Financial Obligation Type</b>	<input type="radio"/> Fee	<b>Incoming / Outgoing</b>	<input type="radio"/> Outgoing
<b>Currency</b>	<input type="radio"/> USD	<b>Asset</b>	
<b>Target</b>	<input type="radio"/> CD38	<b>Indication</b>	
<b>Probability</b>	<input type="radio"/> High		
<b>Obligation Description</b>	Further description of the obligation according to the agreement	<b>Probability Comment</b>	CCS planned to take place in December 2024
<b>Obligation Comment</b>			
<b>Archived</b>	No		

> **Payment Details**

<b>Notification</b>			
<b>People to Notify</b>	Eheim, Larissa	<b>1st Notification</b>	30 day(s) before Payment Milestone Projected Date
<b>Notification Comment</b>			
<b>Created By</b>	Eheim, Larissa on December 07, 2023	<b>Last Modified By</b>	Eheim, Larissa on August 20, 2024

 **PAYMENTS** 

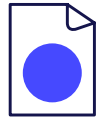
+ New Payment

<b>MILESTONE PROJECTED DATE</b>	<b>PAYMENT COMMENT</b>	<b>DUE AMOUNT</b>	<b>MILESTONE ACHIEVED</b>	<b>BALANCE</b>	<b>ACTIONS</b>
 December 31, 2024		USD 332,094		USD 332,094	

Now we have all the relevant information in Inpart, what's next?



**Filter the data**



**Extract the data**



**Discuss with internal stakeholders**

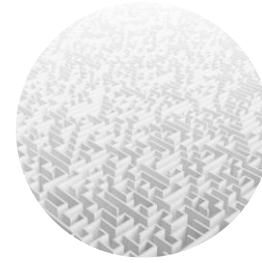


**Update when relevant**

# Main challenges



**Access  
management**



**Enforcing business rules &  
integrating in daily activities**



**Data  
Duplication**



**Quality of  
data**



**Software  
integration**

 inpart

Thank you

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