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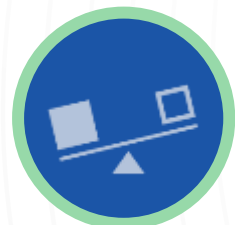
# Strategic Alliances for Development & Commercialization

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# The Value of Strategic Alliances

A strategic alliance is an opportunity for multiple organizations to enhance drug development and commercialization by leveraging complementary strengths.

Many therapeutic solutions face limitations in achieving their full potential—strategic alliances offer pathways to address these challenges.



## Organizational asymmetry

*e.g., gaps in specific functional, technical, geographic, or disease area expertise; imbalanced TA or market experience*



## Scalability barriers

*e.g., insufficient KOL/site networks, thinly spread field medical teams, or under-developed sales forces*



## Internal organizational demands

*e.g., competition within the enterprise portfolio, supply chain capacity limits, commitments to ongoing product uptake*



## Macro-environmental events

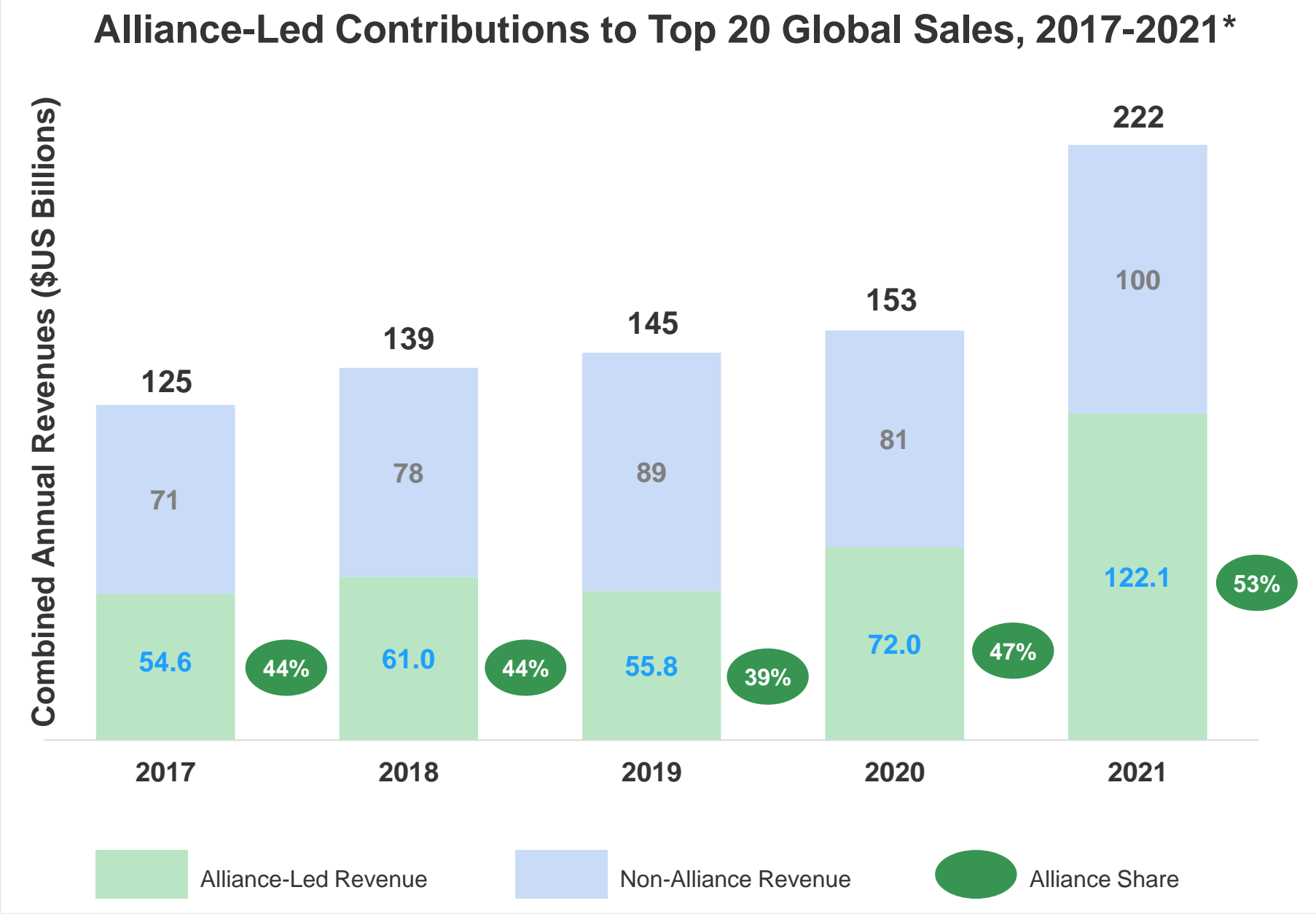
*e.g., fluctuating COVID response needs, geopolitical disruptions, enterprise resourcing constraints*

## THE RIGHT ALLIANCE PARTNERSHIP WILL:

- Address and resolve key strategic asymmetries
- Support sustainable scalability
- Enhance speed to market
- Broaden pathways to optimize patient access
- Allow each party to maintain existing enterprise commitments

# Evidence for Alliances as Value Drivers

The contributions of alliance efforts to scientific and market leadership are evident in the commercial performance of leading drug products.



Total share of Global product sales attributable to alliance-driven products across the period from 2017-2021



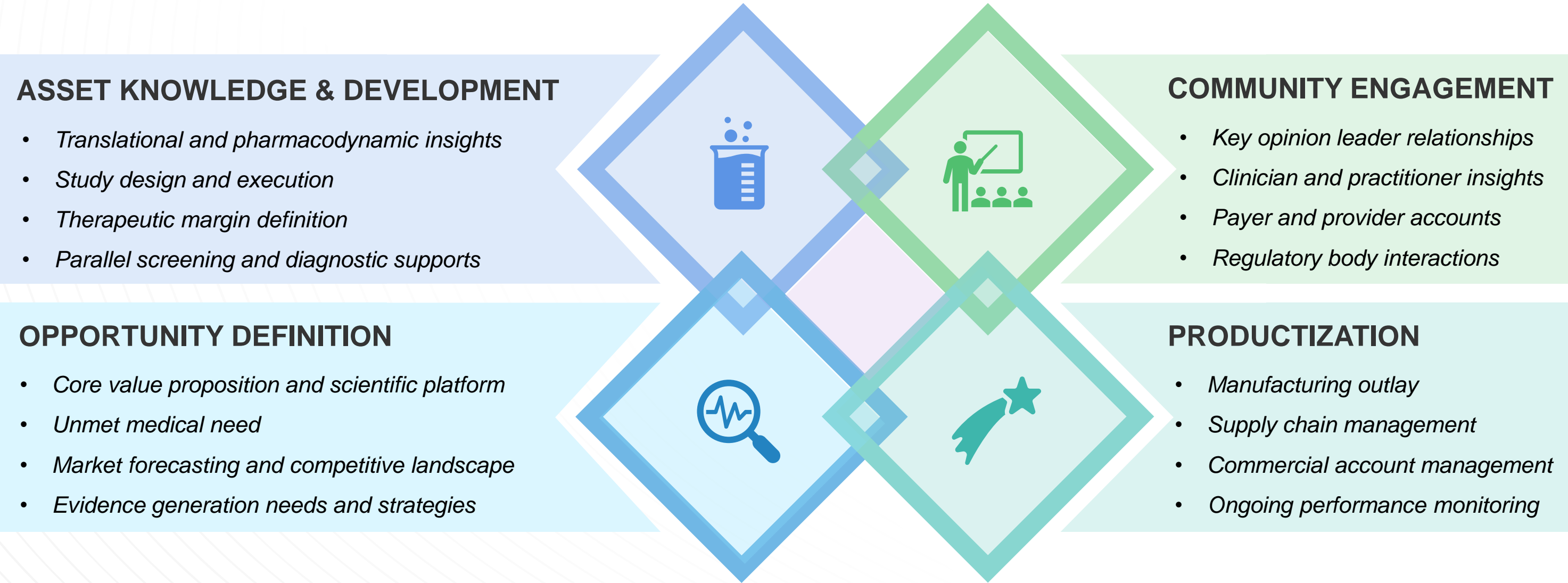
Leading contributors to 2021 Global revenues included the Comirnaty and Ronapreve vaccines—alliance products in a therapeutic area of anticipated investment in the years ahead

\* SOURCES:  
 Humphreys, Murphy. "Top 200 Medicines Annual Report 2019: The King Of Medicines." Pharma Live, 11 August 2019, <https://www.pharmalive.com/top-200-medicines-annual-report-2019-the-king-of-medicines/>.  
 Blankenship, Kyle. "The top 20 drugs by global sales in 2019." Fierce Pharma, 27 July 2020, <https://www.fiercepharma.com/special-report/top-20-drugs-by-global-sales-2019>.  
 Sagonowsky, Eric. "The top 20 drugs by worldwide sales in 2020." Fierce Pharma, 3 May 2021, <https://www.fiercepharma.com/special-report/top-20-drugs-by-2020-sales>.  
 Dunleavy, Kevin. "The top 20 drugs by worldwide sales in 2021." Fierce Pharma, 31 May 2022, <https://www.fiercepharma.com/special-reports/top-20-drugs-worldwide-sales-2021>.

# Defining Strategic Alliances

Strategic alliance relationships transcend those of vendors or contractors—alliance partners are true collaborators in drug development and commercialization.

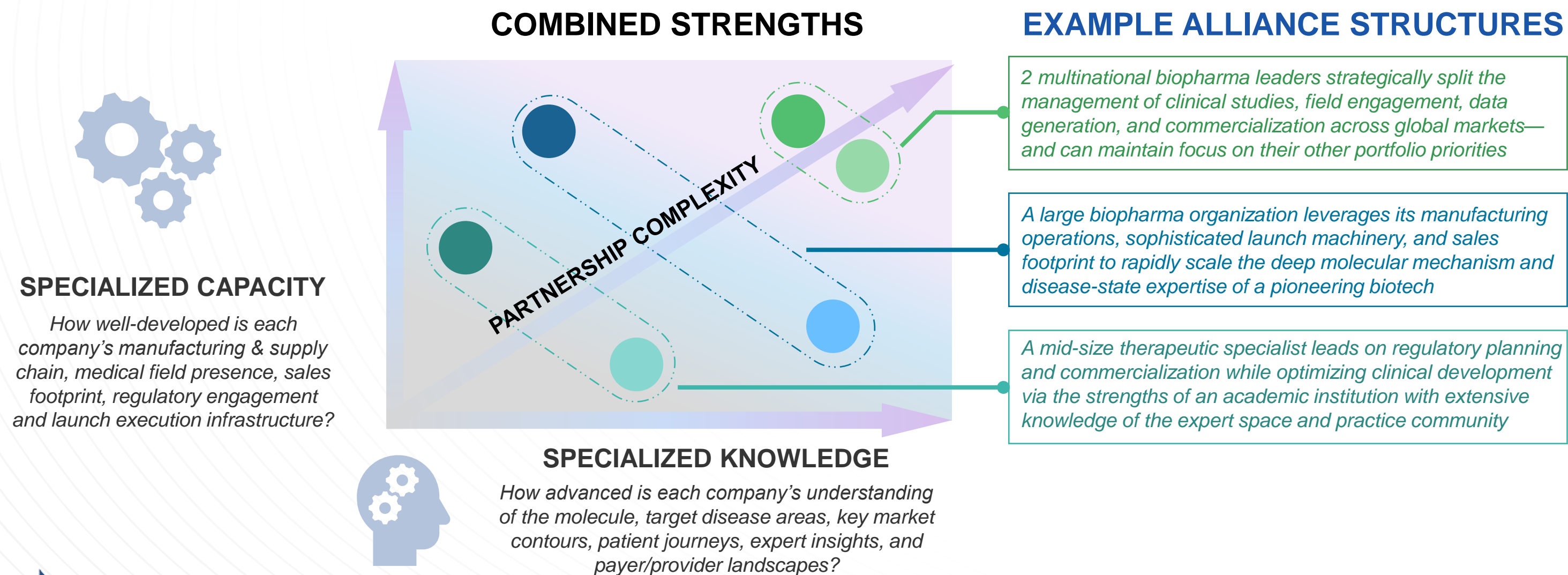
Alliance partners share in the risks and rewards of their coordinated efforts, but they must decide how to allocate ownership of execution across several critical areas.



# The Diversity of Partnership Structures

Far from adopting a uniform model, the most effective alliances embrace the unique capacities, talents, knowledge, and experiences of different organizations.

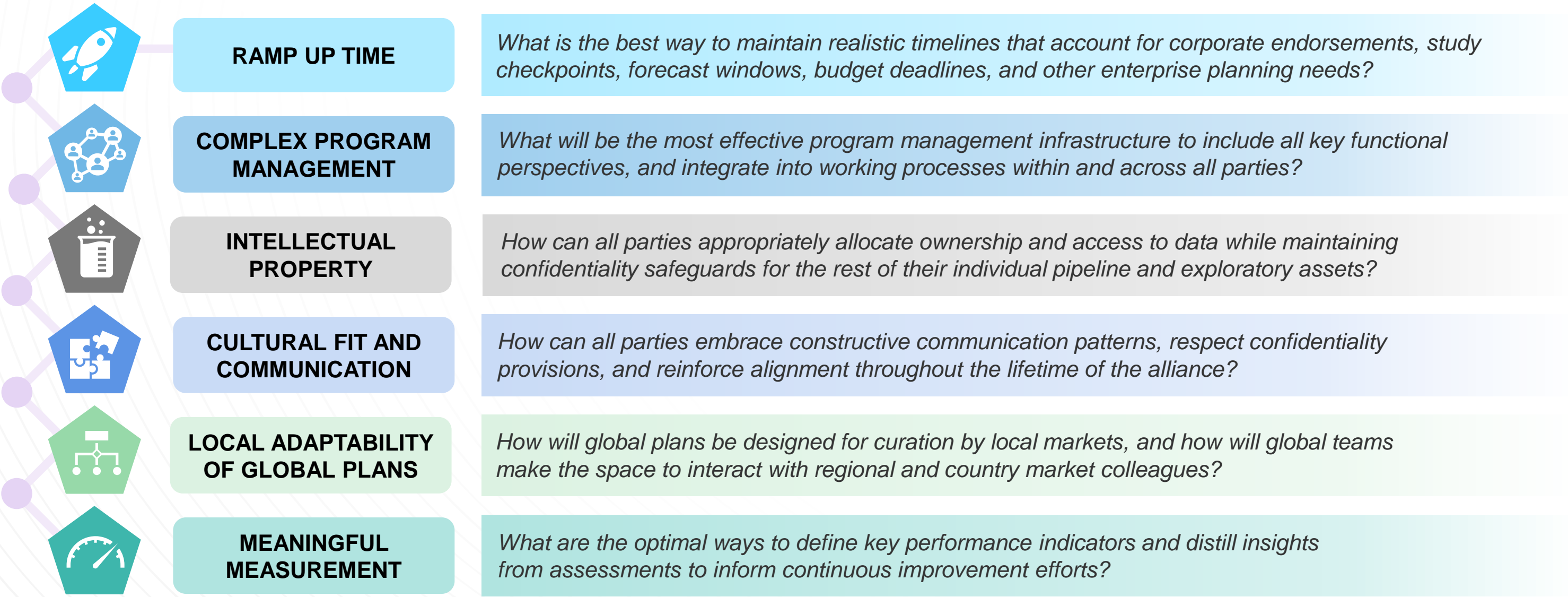
A strong alliance partnership will effectively harness the comparative strengths of each organization's specialized capacity and specialized knowledge—and will vary in the intensity of complex tradeoffs.



# Key Challenges in Executing as Partners

Even when the fundamental value proposition of a strategic alliance is clear across all parties, a number of specific challenges warrant consideration.

Ways of working across any alliance structure should jointly plan to address several hurdles.



# Best Practices | A Representative Framework

## Harmonizing Execution Across an Alliance

For partnerships to reach their full potential there should be an emphasis on proactive planning and accountability throughout the journey of joint development and commercialization.

**UPFRONT STRATEGIC ALIGNMENT**  
Define the alliance's fundamental rationale, priorities, and hurdles **before formal initiation** and the limited bandwidth of later time periods

**TRUST-BASED COMMUNICATION**  
Ensure that planning and decisions consider all parties' **priorities, concerns, and boundaries** and **make space** for questions and challenges

**OPTIMIZED GOVERNANCE STRUCTURES**  
Establish roles and responsibilities, a cadence of interactions, collaboration tools, and decision-making/escalation processes that **fit the parties and the product**

**CROSS-FUNCTIONAL AGILITY**  
Leverage **open communication** and **transparent information sharing** to enable seamless coordination across clinical, medical, and commercial teams

**JOINT ADVOCACY**  
Identify **champions across each organization** to **maintain momentum** and **lend their expertise** to common alliance objectives




# Best Practices | Success across Diverse Partnership Structures

## Alliance Strategy in Action

Across multiple disease areas and segments of the value chain, strategies built on a foundation of harmonized execution have enabled life sciences organizations to advance both their leadership and patient impact.

**Companion Diagnostics for a Multi-Indication Immuno-Oncology Asset**



**COLLABORATION HIGHLIGHTS**

*Lung, Breast, Gastric, and Colorectal Cancers*

*Integrated support for both sides of the alliance as they designed and executed development, regulatory, and field engagement strategies to enhance critical testing and screening to identify core patient pools and drive uptake in the US market*

**Pivotal Trial Readiness in a Hotly Contested Product Space**




**COLLABORATION HIGHLIGHTS**

*Atrial and Thrombotic Disorders*

*Tracking and visibility into critical Phase 3 planning and decision milestones, joint brand team governance support, and coordination across diverse clinical, medical, commercial function teams*

**Pre-Clinical Design for Molecules Targeting Rare Neurological Disorders**




**COLLABORATION HIGHLIGHTS**

*Central Nervous System Disorders*

*Design, execution, and oversight of a shared business partnership model to capture pre-clinical requirements, coordinate with institutional research partners, understand key study requirements, and manage licensing/IP across the alliance*

**Asia-Pacific Launch Readiness for an Aspiring New Standard-of-Care**



**COLLABORATION HIGHLIGHTS**

*Breast and Gastric Cancers*

*Project coordination, direct workstream management, governance support, and executive communications with 60+ stakeholders to drive KOL engagement, market access, competitive differentiation, diagnostics, and forecasting*

**Life Cycle Management Support for a Leading Cardiovascular Product**



**COLLABORATION HIGHLIGHTS**

*Atrial and Thrombotic Disorders*

*Leadership of joint governance forum to oversee ongoing budget management and tactical planning across diverse medical and commercial functions in heterogenous markets around the world*

**Commercialization Strategy to Expand Global Footprint and Impact**



**COLLABORATION HIGHLIGHTS**

*Renal Cell Carcinomas*

*Established the governance framework and coordinated alliance meetings to drive strategic alignment across 7 working groups for pre-and-post launch activities of combination therapy in 50+ markets*

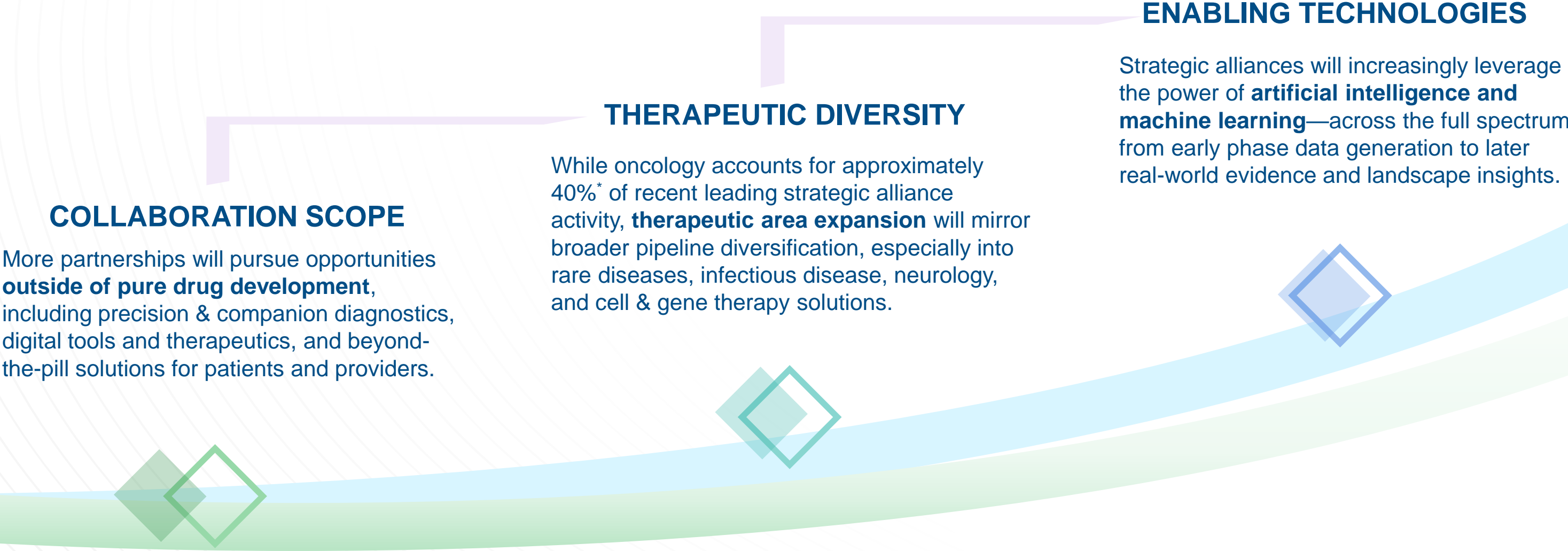




# Our View of the Approaching Horizon

As we support our clients in navigating the contours of both established and emerging therapeutic areas, several trends in alliance strategy stand out.

Three patterns in particular are increasingly visible as driving forces in the rationale, structure, and intercompany dynamics of alliance relationships:



\* SOURCE: Ben-Joseph, Oded. "Make, Buy Or Partner: Strategic Alliances Continue To Fuel Biopharma Growth." In Vivo Pharma Intelligence, 3 November 2021, <https://invivo.pharmaintelligence.informa.com/IV124921/Make-Buy-Or-Partner-Strategic-Alliances-Continue-To-Fuel-Biopharma-Growth>.

# Thought Partnership from Molecule to Market

Acquis has extensive experience supporting strategic alliances across a broad range of therapeutic areas and product types. If your organization is facing challenges on the path to product commercialization, Acquis is equipped to address the strategy, tactics, and ongoing execution of strategic alliance efforts.

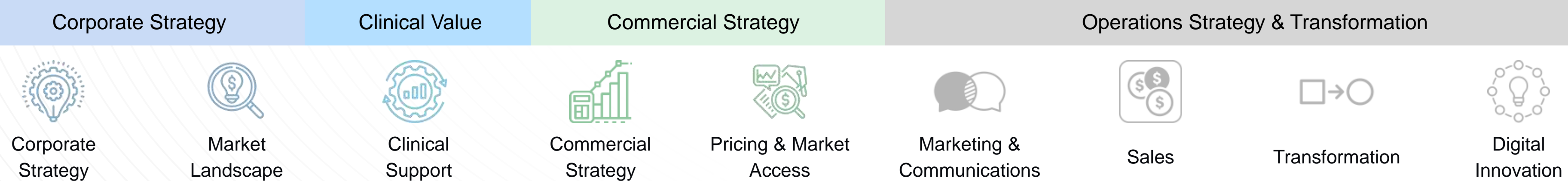
### Collaborative Client Experience

-  Small / Emerging Market
-  Mid-Sized / Multi Compound Market
-  Large Market / Top 20-Global

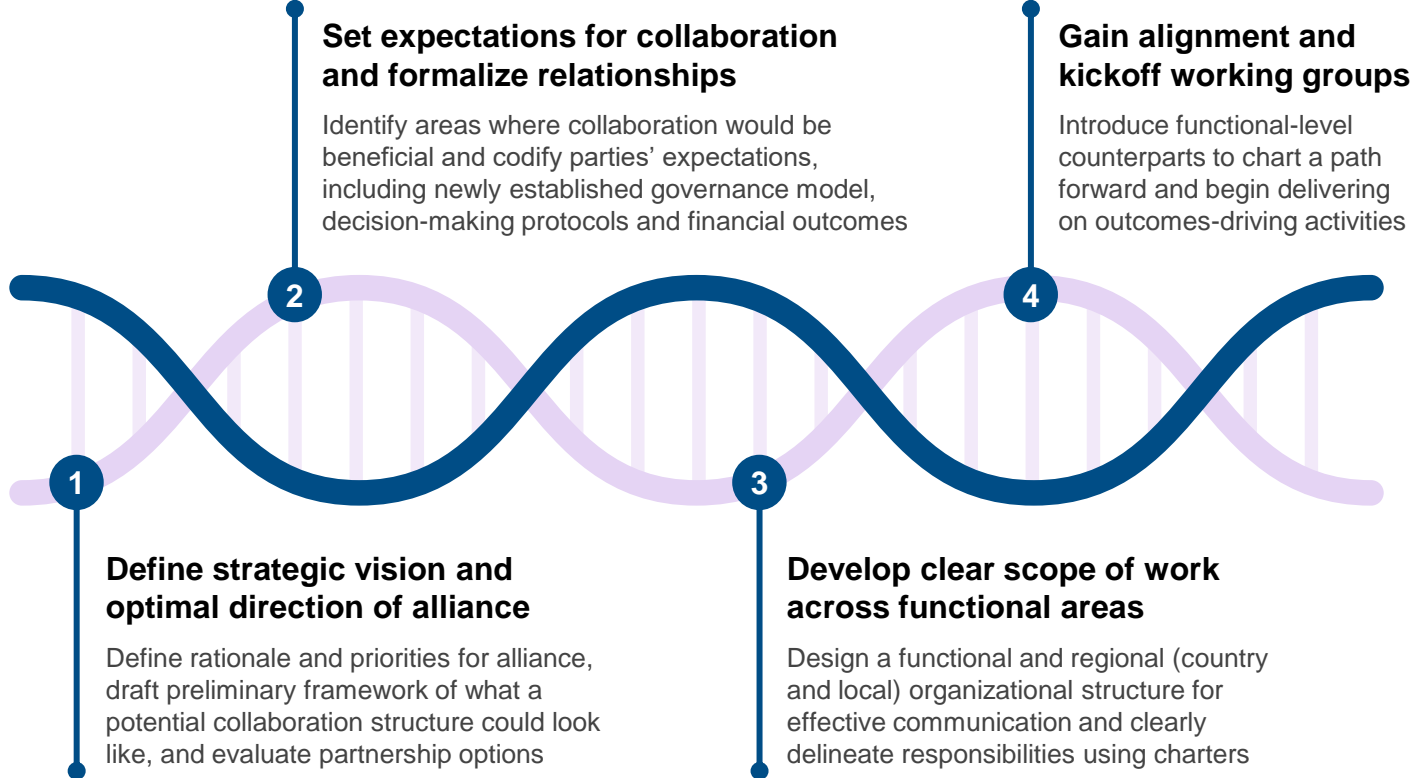
### Disease Area Expertise

- Oncology
- Rare Disease
- Cardiovascular
- Dermatology
- Endocrinology
- Hematology
- Immunology & Fibrosis
- Neurology
- Respiratory
- Infectious Disease

### Service Offerings Across Functions



### Supporting Alliances with a Foundation for Sustainable Success



*Our approach supports alliance partnerships that purposely evolve as business priorities change across the lifecycle*

# Discover the Solutions for a Successful Alliance Strategy

Contact us for an exploratory discussion

[LEARN MORE](#)

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