



PHYLOGICA

CollegeHill  
Life Sciences

# Building reputation to drive corporate strategy

A masterclass in biotech communications

22<sup>nd</sup> October 2010



# Introducing the speakers



## Sue Charles

- > Managing Partner, College Hill Life Sciences, Global (London & Sydney)
- > 20+ years' life science communications experience
- > Entrepreneur and Co. Director
- > MA Biochemistry Oxford , MBA



## Nick Woolf

- > CFO & VP Corporate Development, Phylogica
- > 18+ in biotech/pharma
- > Equity research/investment banking history and CBO OXB
- > MA Chemistry Oxford and qualified accountant



## Margaret Stuart

- > Director, Margaret Stuart & Associates
- > 20+ years' communications and crisis management experience
- > In house at Novartis, Schering Plough
- > Australia focused



## Peter Sandbach

- > Head of Communications, Roche Partnering
- > 15+ years' experience in communications for biotech/pharma
- > PR Consultancy then Novartis, Syngenta, now Roche

# Agenda for the day

9.30 – 9.45: Introductory session



9.45 – 10.05: Session 1, The value of **branding** (led by Peter Sandbach)



10.05 – 10.20: Session 2, The importance of crafting **messages** (led by Margaret Stuart)



10.20 – 10.45: Session 3, Working with the **media** (led by Sue Charles)



10.45 – 11.00: Session 4, Top Tips and Q&A

# Introductory session

# Why invest in communications?

- > Business and scientific partners need to know about your products and capabilities and have confidence in them
- > Investors need to understand the business to be able to calculate and analyse the company
- > Media will only cover companies that they know about
- > Media will seek out comment from spokespersons they know
- > Ensuring media know the “picture on the box” as well as the “pieces of the puzzle” will lead to more accurate coverage
- > Poor issues management can destroy company value
- > Employees want to feel pride and that they are a part of the company



# Communicating science innovation: success or failure?

## Cloning

### Approach:

- > All audiences considered
- > Scientists were accessible
- > Upfront investment in mass media communication
- > Presented in a non threatening media friendly way (“Dolly”)
- > Inventors took a moral and legislative stance (reproductive vs. therapeutic)

### Outcome:

- > High profile coverage
- > High long term recall
- > Negatives contained
- > Legislation steered
- > Set scene for advances in stem cell sciences



## GM Food

### Approach:

- > Focus on push to farmer, with assumption consumers would follow
- > Pre-market work did not uncover the depth of social and cultural responses to food
- > Failed to thoroughly explore risks and candidly discuss them with stakeholders
- > Fragmented approach by innovators - need to collaborate not recognised until ‘too late’
- > Did not increase communication resource

### Outcome:

- > High profile coverage driven by opponents
- > ‘GM-free’ a selling point
- > Mix of bans, moratoria, approval
- > Crop research slowed, animal dead



# 1. Branding

# What is a brand?

“Products are made in the factory. Brands are made in the mind.”

A brand is the sum of the experiences with a company.

Experience is defined by:

- > Vision or purpose
- > Products and services
- > Business results
- > Behaviours
- > Communications



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# What is a reputation?

The net result of the interaction of all the experiences, impressions, beliefs, feelings and knowledge that people have about a company

Reading: **Charles S & Fisher C**, *Backing your Brand*, Nature Biotechnology **28** (1) Jan 2010

## 2. Messaging

# Crafting your messages

- > Messages evolve as your organisation develops
- > Messages must be congruent
  - All team members must “speak with one voice”
    - Run a messaging workshop to include and involve
  - All materials must convey the same messages
    - Write down your key messages
    - Include key messages in ALL materials
    - Use messages to seed Q&As
    - Practice verbal as well as written messages
  - Website must reflect the news
- > Reputations (personal and corporate) are built on EXPECTATIONS
  - Use press releases to “signal”

# Ablynx: Re-inforcing fundamental Platform IP position

## ABLYNX **SUCCESSFUL** IN MAINTAINING KEY CLAIMS AFTER NANOBODY™ PATENT CHALLENGE

**GHENT, Belgium, 31<sup>st</sup> August 2005** – Ablynx, a **pioneer** in the discovery and development of Nanobodies™, a novel class of antibody-derived therapeutic proteins, announced today that the Opposition Division of the European Patent Office (EPO) has **upheld the key composition of matter claims** for Nanobodies™ contained within EP 0 656 946, one of the **Hamers Patents**, following opposition proceedings initiated by Domantis Ltd.

EP 0 656 946 and its US equivalents cover the basic structure, composition, preparation and uses of **Nanobodies™**, a **unique class of antibody-derived therapeutic proteins that combine the beneficial features of conventional antibodies, with desirable properties of small-molecule drugs**. A Nanobody™ is a functional antigen-binding domain derived from an antibody heavy chain. Ablynx has **exclusive rights** to the Hamers patents for healthcare applications. **As a result, Ablynx is the only company in the world capable of commercializing healthcare products based on Nanobodies™. All products, including therapeutics, that contain Nanobodies™ are covered by these patents, irrespective of their species of origin.**

Mark Vaeck, CEO of Ablynx, commented: “We are pleased that the Opposition Division has upheld the key composition of matter claims that cover the structure and composition of Nanobodies™. These claims, together with the granted claims from the other Hamers patents, **provide Ablynx with exclusive patent protection for this new class of therapeutics**. This decision confirms the importance of the original invention by Professor Hamers and **reinforces Ablynx’s leadership position** in the field of Nanobodies™.”

The composition of matter claims of the Hamers patents have been granted in several countries worldwide, including the United States.

# Index Ventures: communicating its business model

## Dr Kevin Johnson joins Index Ventures as a partner in the Life Sciences Team

**September 02 2010, London & Geneva** .... Index Ventures today announced that Dr Kevin Johnson has formally expanded his relationship with the firm and has joined the team as a Partner in the Life Sciences team. **Dr Johnson will focus specifically on seeking out new assets in the biologics area, which will enable Index Ventures to build companies based on the asset-centric model he and Index pioneered.**

Since 2004, Kevin has worked with the Index Ventures Life Sciences team as a venture advisor. In his new role as Partner, he will be based out of Index's London office and will continue to work closely with Index Life Sciences team both in London and Geneva.

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**Index Ventures' asset-centric model has been proven through its success with portfolio company, PanGenetics. Dr Johnson was previously the CEO of PanGenetics, which sold its anti-NGF antibody, PG 110, to Abbott Laboratories in November 2009. The asset-centric model focuses on the identification, acquisition and development of a specific therapeutic asset, around which a company is created. The business model is comparatively lean and cost effective compared with traditional biotech companies.** Other examples of companies based on the asset-centric models in the Index Ventures portfolio include Cyrenaic, Funxional Therapeutics and Normoxys.

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Kevin graduated in Molecular Biology from Edinburgh University and has a PhD in Pathology from Cambridge University.

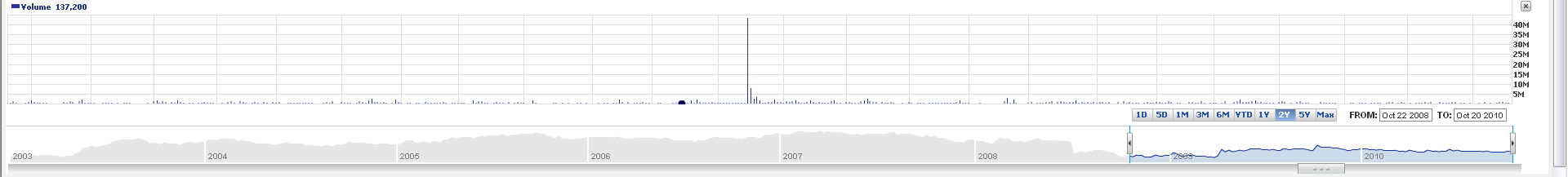


**OXFORD BIOMEDICA (OXB.L)**

11:35AM EDT: **10.00** ↓ 0.25 (2.44%)

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Sep 15, 2009 : ■ OXB.L 11



## Oxford BioMedica: Bad news?

### Oxford Biomedica **Regains Rights** to its Trovax® Cancer Vaccine

**Oxford, UK - 29 April 2009:** Oxford BioMedica (LSE: OXB) announced today that, **as part of sanofi-aventis's reprioritisation of its product portfolio, Oxford BioMedica has regained worldwide rights to TroVax, its therapeutic cancer vaccine. Oxford BioMedica will receive an immediate payment of US\$16.5 million (£11 million)**, which includes an amount in settlement of certain previously committed development costs. In addition, sanofi-aventis will continue to support Oxford BioMedica at the forthcoming meeting with the FDA to assess the results of the Phase III TRIST study in renal cancer and to secure guidance on potential further clinical development. Subject to the outcome of the FDA's review, which is anticipated before the end of the second quarter of 2009, the Company intends to pursue new partnering and development opportunities for TroVax.

*Oxford BioMedica's Chief Executive, John Dawson, said: "We understand and respect that sanofi-aventis's portfolio review has resulted in a change of focus and a decision not to progress the development of TroVax. We remain committed to the successful development and commercialisation of TroVax and we are working constructively with the FDA to define the potential development path for further trials. Subject to the FDA's review, we intend to pursue a number of commercial opportunities and, in addition, work with QUASAR and other clinical groups that may want to sponsor independent clinical trials of TroVax."*

John Dawson continued: "We value our relationship with sanofi-aventis and look forward to working with them to achieve the goals of our new partnership in ophthalmology."

## Oxford BioMedica: Good news?

### Oxford Biomedica And Sanofi-Aventis Enter **New Collaboration** to Develop Gene-Based Treatments for Ocular Diseases

**Oxford, UK - 29 April 2009:** Oxford BioMedica (LSE: OXB) announced today that it has entered into a **new collaboration with sanofi-aventis** to develop novel gene-based medicines, utilising the Company's LentiVector® gene delivery technology, for the treatment of ocular diseases. Oxford BioMedica will receive **an upfront payment of US\$26 million (£18 million) and committed funding of up to a further US\$24 million (£16 million) over three years.** In addition, sanofi-aventis has an exclusive option for a worldwide licence to develop and commercialise four ocular products. If successful, Oxford BioMedica will receive further undisclosed license fees, milestone payments and royalties on product sales, the terms of which are consistent with other deals of this size and scope.

**The initial payment from sanofi-aventis significantly strengthens Oxford BioMedica's financial resources. As a result, with pro forma net cash<sup>1</sup> as at 31 December 2008 of approximately £51 million, the Directors estimate that current cash is sufficient to support the Company's operations into 2012.**

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# Top ten messaging errors in releases

- > Headlines matter – make them say something
- > Not having news right at the top –para one
- > Spin over substance
- > Scientific and medical jargon
- > Management speak to hide the meaning – be honest but also measured
- > Too short – must reinforce and repeat key messages
- > Too long – readers die of boredom
- > Quotes as puff – ideal place for signalling – use it
- > No news - must have substance
- > No contact or contact not available
- > Inconsistency of messages between releases – clarify and reinforce

Reading: **Hogdson J**, *Ten Years of Biotech Gaffes*, Nature Biotechnology **24** (3) March 2006

# Messaging exercise

# A successful Australian biotech entrepreneur...

- > Has a wide-eyed wonder of the world
- > Has a firm handshake
- > Never over-promises
- > Is passionate about science
- > Always tells the truth
- > Looks you warmly in the eye
- > Is confident without being arrogant
- > Listens carefully to what you have to say
- > Is always smartly dressed
- > Is credible and trustworthy

# 3. Media and messaging

## Now to practise

You are being interviewed by a leading journalist at  
AusBiotech

Your communication goal is to tell the world about the  
excellence of life science Research in Australia

# Media Relations: a business tool

- > Media Relations happens anyway!
- > Better to be in control
- > Positive contribution to financial, corporate and market positioning
- > Synergistic tool in positioning the company and its products, especially at times of strategic development/change/financing
- > To succeed the company must
  - Convey consistent and credible messages
  - Communicate “with one voice”
  - Build effective partnerships with the media



# Biotech: Appropriate communications style

- > Key objectives
  - Awareness: value creation
  - Credibility: value protection
- > Style
  - Open dialogue – within reason and confidentiality!
  - Honest – TRUST is all
  - Professional and respectful
- > Execution
  - Integrated: to maximise recognition
  - Congruent: to maximise messages
  - Consistent: to retain attention
  - Timely: to maximise impact
- > Third party endorsement
- > Focused



# Media as the messenger

## The Media

- > Interprets your story
- > Has its own agenda
- > Must be won over

## The REAL audience

- > Gets your story second-hand – “endorsed”
- > Reacts or responds to impressions

## Objective:

meet **THEIR** needs  
on **YOUR** terms

# Rules of engagement

## What the media wants

- > A STORY
- > Controversy/bad news
- > Facts, facts, facts
- > Good quotes/sound bytes
- > Being first
- > News
  - Topical
  - Survey data
  - New product
  - People
  - Controversy
  - Corporate transaction
- > Reliable contacts

## Your responsibility

- > Know who you are speaking to
  - Contact details for follow up
- > Know why you are doing the media interview (angle)
- > Know what YOUR STORY is
- > Know what your key messages are
- > Be aware questions might be framed to bring out conflict/bad news
- > Reporters are not out to get you – they are out to get a STORY

# Learning the ABCs and D

- > Answer the question
- > Bridge to your message
- > Communicate your message

**and then**

- > Dangle



# Answering questions

- > Answer the journalist's question in the context of your main message
- > Spot the (hidden) agenda
- > Keep the journalist to your points
  - The answer you give does not have to be the answer they are looking for
- > Don't repeat, or focus on, a negative
- > Don't guess or lie
- > Don't say 'no comment'
- > You are the expert



# Bridging

- > “Yes” (the answer) ... “and in addition to that...”
- > “No” ... “let me explain why...”
- > “I don’t know about that” ... “but I do know this...”
- > “Yes, that was true” ... “but today...”



# Communicate – key messages

- > Get your message across first (and repeat)
- > 1-3 key messages
  - What are you trying to say to whom?
  - HAVE THEM WRITTEN DOWN BEFORE HAND
- > Ensure 1 key message in every answer
- > Avoid jargon and too much corporate or technical speak
- > Don't over-answer: 20-30 sec max
- > Don't trash competition
- > Don't sell the product/technology
- > Relate the benefit to customers/public



# Communicate - flags

- > “The most important point to remember is ...”
- > “I have talked about a lot today. I think it boils down to these three things ....”
- > “Let me reiterate this point and make it quite clear ....”
- > “In summary, the key points are ...”



# Dangle with hooks

- > Move the agenda on to YOUR next question



## Hooking

- > “This is the second most important achievement”
- > “There is some very interesting data to support this”
- > “There are a couple of new products we’ll be announcing shortly”
- > “You may be interested in some of our planned activities in this area”

## Now to practise

You are being interviewed by a leading journalist at  
AusBiotech

Your communication goal is to tell the world about the  
excellence of life science Research in Australia

# 4. Tips for communications

# What communications?

	Early stage	Mid Stage	Mature Stage
<b>Name &amp; CI</b>	Create personality	Establish awareness	Refresh image
<b>Web site</b>	Small but professional	Expand, keep active	Refresh, regular updates, wider audiences
<b>Materials</b>	Fact sheet	More fact sheets, mailers, folder etc	Annual reports, brochures, mailers, CSR reports etc
<b>Presentation</b>	Create, flexible	Expand, modular	Control, update, enhanced graphics
<b>Conferences</b>	Science, biz dev, financing	Science, biz dev, financing	Science, clinical, customer, biz dev, financing
<b>Direct out reach</b>	Calls, mailings, visits	Calls, mailings, visits	Calls, mailings, visits, sponsorships
<b>Media relations</b>	Occasional	Regular, proactive	Essential, proactive
<b>Investor relations</b>	Focused, specialists & friends/family/angels	Timely, global, more specialists	Regular, global and local retail

# 10 top tips to Tip Top communication

- > Know exactly what you want to achieve
- > Plan for an 'investable brand'
- > Develop compelling messages to support each aspect of your brand
- > View communications as a journey and create an annual plan
- > Know your audiences – and prioritise them – and engage with them
- > Know which channels will reach each audience
- > Use multiple tools to communicate and reinforce your message
- > Be transparent, responsive and available - and have back-up
- > Use sound crisis planning to be ready for the (un)expected
- > Reinforce messaging with consistency across all dealings with stakeholders



# Thank you & Q&A



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