

THE ERDŐS INSTITUTE FALL 2024 SEMINAR SERIES



TANYA E. BORSUK, PHD
PRESIDENT
NORTH 49 LLC CONSULTING

BUSINESS DEVELOPMENT IN BIOTECH AND PHARMA

AGENDA

- MY BACKGROUND
- CAREER PATHS
- INTRODUCTION TO BUSINESS DEVELOPMENT FOR BIOTECH AND PHARMA
- THE EMERGING ROLE OF TECH



WHO AM I?

Dr. Tanya E. Borsuk is President of North49 LLC, a consulting agency that specializes in Business Development, Branding and Messaging, Corporate Development, Fundraising, and Pipeline/Platform Strategy for Biotechnology companies across North America and Europe.

Dr. Borsuk has over 17 years of experience in the Biotech/Pharma industry and has previously held the roles of CBO/BD Head of BD at small biotechnology companies in Canada, the U.S. and the UK, Vice President of Pipeline Strategy and Alliances at Flagship Pioneering, where she helped guide business development and strategic pipeline design across numerous technology platforms and therapeutic areas for early-stage companies in the Flagship ecosystem. She was the co-founder and Director of the Business Development Search and Evaluation team at Celgene Corporation, later acquired by Bristol Myers Squibb, where she led worldwide scouting BD activities in Oncology, Hematology and Cell Therapy. And prior to that was Worldwide head of Business Insights and Strategy.

She has participated in the global and regional launches of 8 NCEs across several Therapeutic Areas, has successfully negotiated BD deals worth >\$5B in value, and participated in finance raises of >\$400M US.

Tanya holds a Doctorate in Cell Biology and Molecular Genetics from Rutgers University in New Jersey, a bachelor's degree in Biology from Queen's University at Kingston, Ontario, Canada, and a Mini-MBA from the Rutgers University Business School

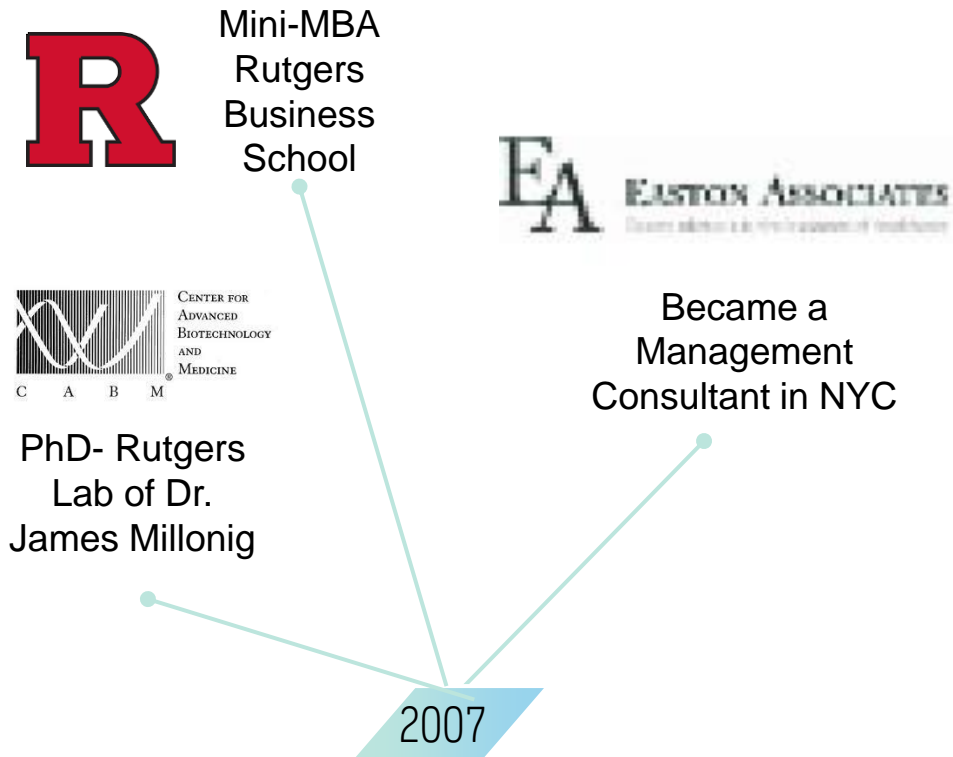


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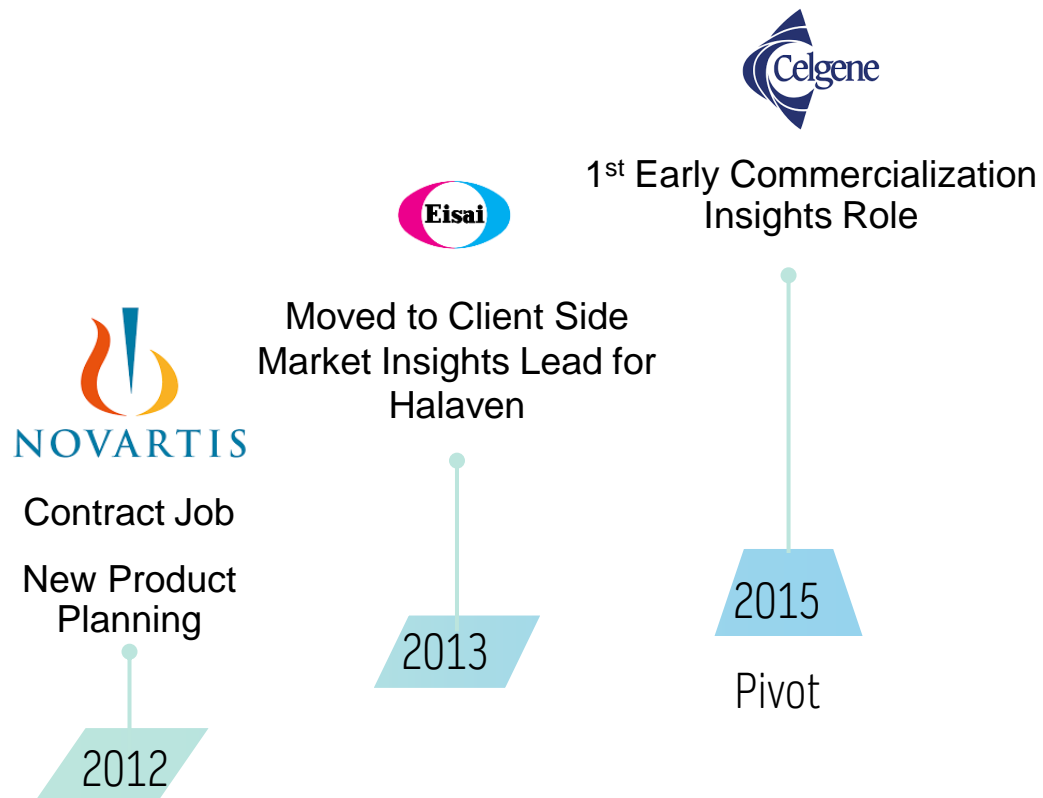
NORTH49 LLC CONSULTING

EVOLUTION #1 MY PATH OUT OF ACADEMIA



- Graduated in Sept 2007 from Rutgers/UMDNJ with a PhD in Cell & Molecular Biology and Genetics
- Simultaneously received my Mini-MBA in Business essentials from the Rutgers Business School
- Began as a Senior Associated Consultant and a top Biotech/Pharma boutique consulting firm in NYC- Easton Associates LLC
- Began to innovate new types of project offerings centered on early platform and pipeline activities

EVOLUTION #2 TRANSITION TO PHARMA



- Took a Contract Role at Novartis in 2012 to help launch two of their late-stage drugs and gain real world experience
- Transitioned fully into Pharma in 2013 at Eisai as part of the U.S. operations team
- Moved to Celgene Corp in 2015 as part of the Global Commercial Operations overseeing the entire Cancer drug pipeline
- Started to Network

EVOLUTION #3 MOVING TO BUSINESS DEVELOPMENT



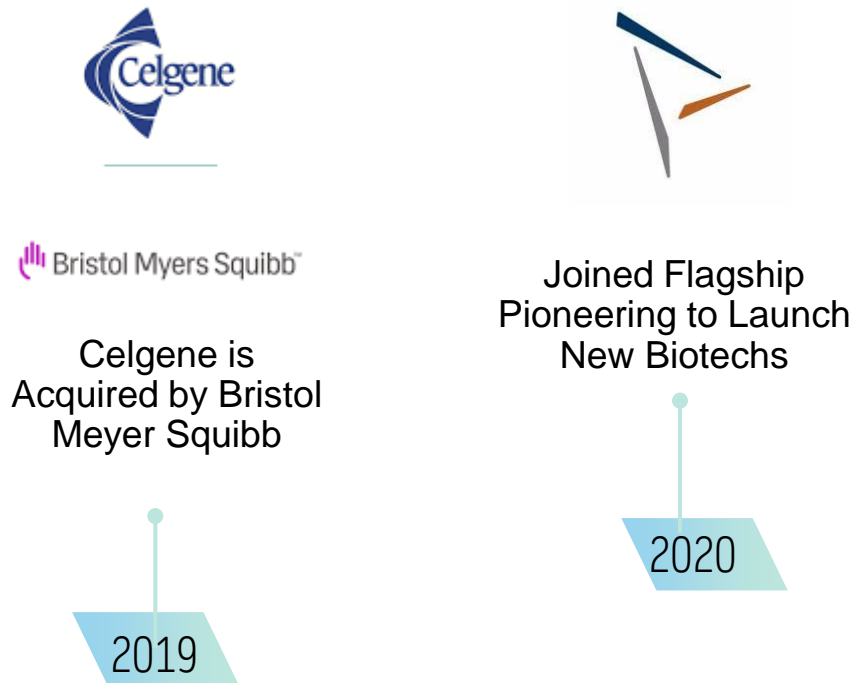
Co-Founded the Business Development
Search and Evaluation Group

2017

- My Global Role at Celgene enabled me to interact with numerous stakeholders and departments across the entire company
- Over time, I developed the trust from Senior Leadership who increasingly turned to me for problem solving
- This allowed me to propose a brand-new Business Development department within the Company in 2017- Search and Evaluation

EVOLUTION #4

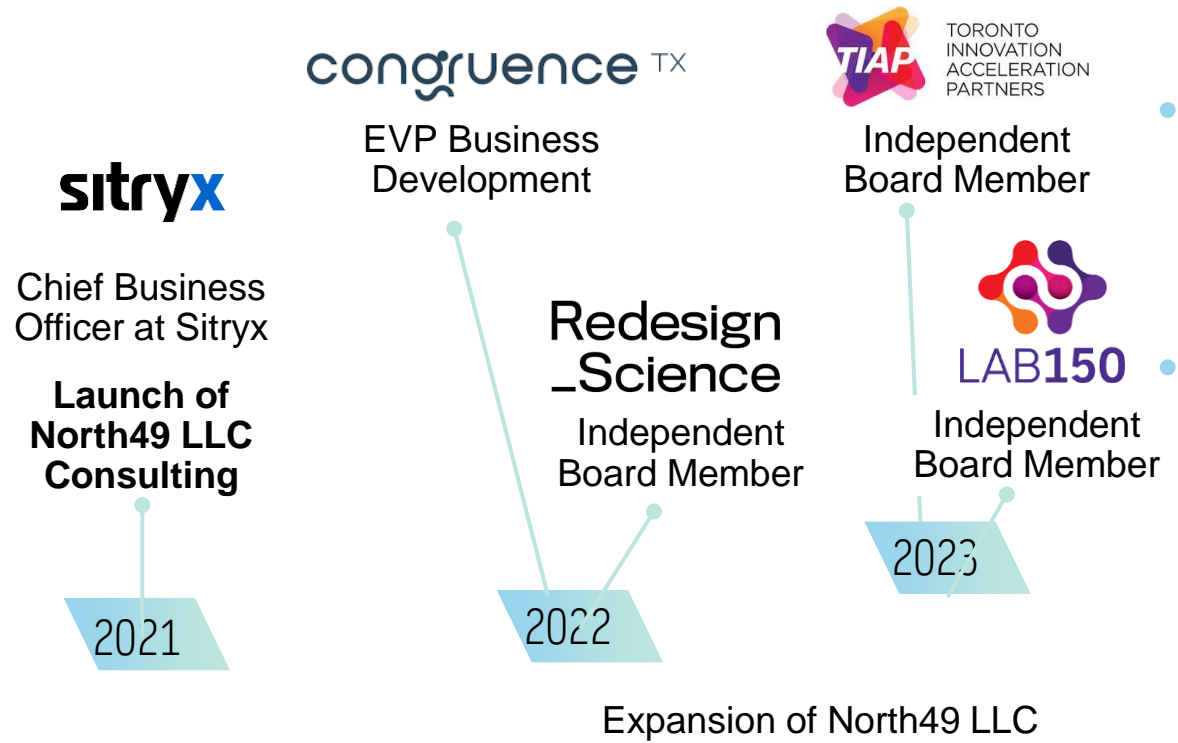
SMALL BIOTECH AND ENTREPRENEURIALISM



- Celgene being acquired by BMS was a life-altering event and turning key turning point
- The extensive network and trust that I had built while at Celgene followed me through this disruptive event
- I made the choice to leave Big Pharma and pursue my true passion- Being at the forefront of innovation and creation
- Took a leap and joined Flagship Pioneering as the first internal multi-tech/company corporate operator to help raise new Biotechs

EVOLUTION #5

FULL TRANSITION TO START-UP BIOTECHS, EXPANSION TO BOARDS AND VCS



- I fully transitioned to the Start-Up Biotech ecosystem in 2021 with Flagship and then the move to my first Chief Business Officer Role
- Expanded my sell-side expertise and Venture raising with Congruence, and then began the expansion to Boards and Investment Committees
- My new networking and stability of my prior network presented the opportunity to expand in new directions
- Each new role allowed me to apply all that I had learned to the sound and proper creation of new companies and new science

EVOLUTION #6-PRESENT CONSULTING EXPANSION, INVESTOR, AND BIOTECH START-UP CEO

North 49 LLC- President

CANCER FUND
IMPACT INVESTMENTS™

Advisor/Investor



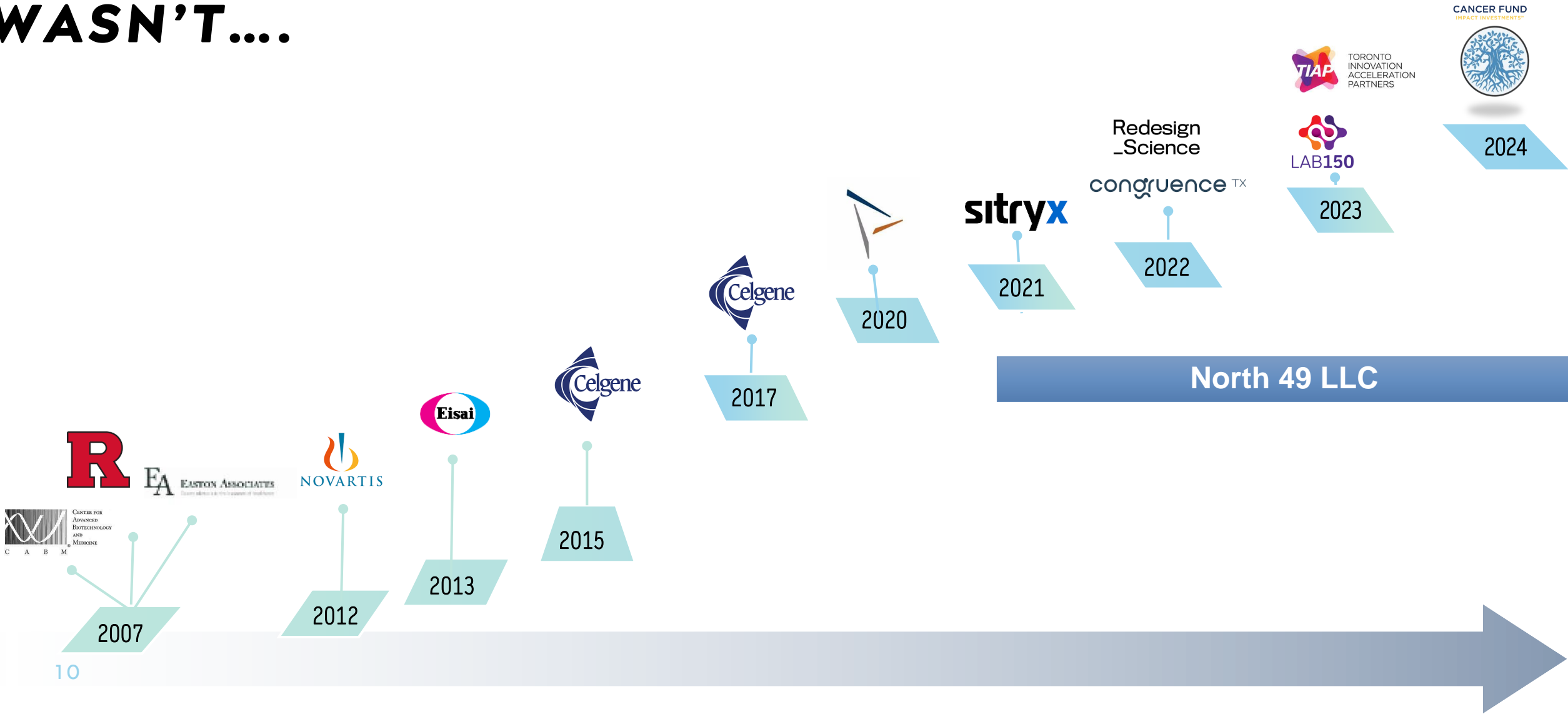
Founder and CEO
Omnium Biotherapeutics

2024

- I have been steadily maintaining my client base, both “fractional” and individual project
- I joined a small start-up VC that focuses on high-impact investments within the cancer space to gain experience as an accredited investor and VC team member
- The rest of my efforts in 2024 have been spent trying to raise an initial seed fund and complete IP negotiations to launch my own biotech-Omnium

WHAT LOOKS LIKE A LINEAR AND DIRECTED PATH..

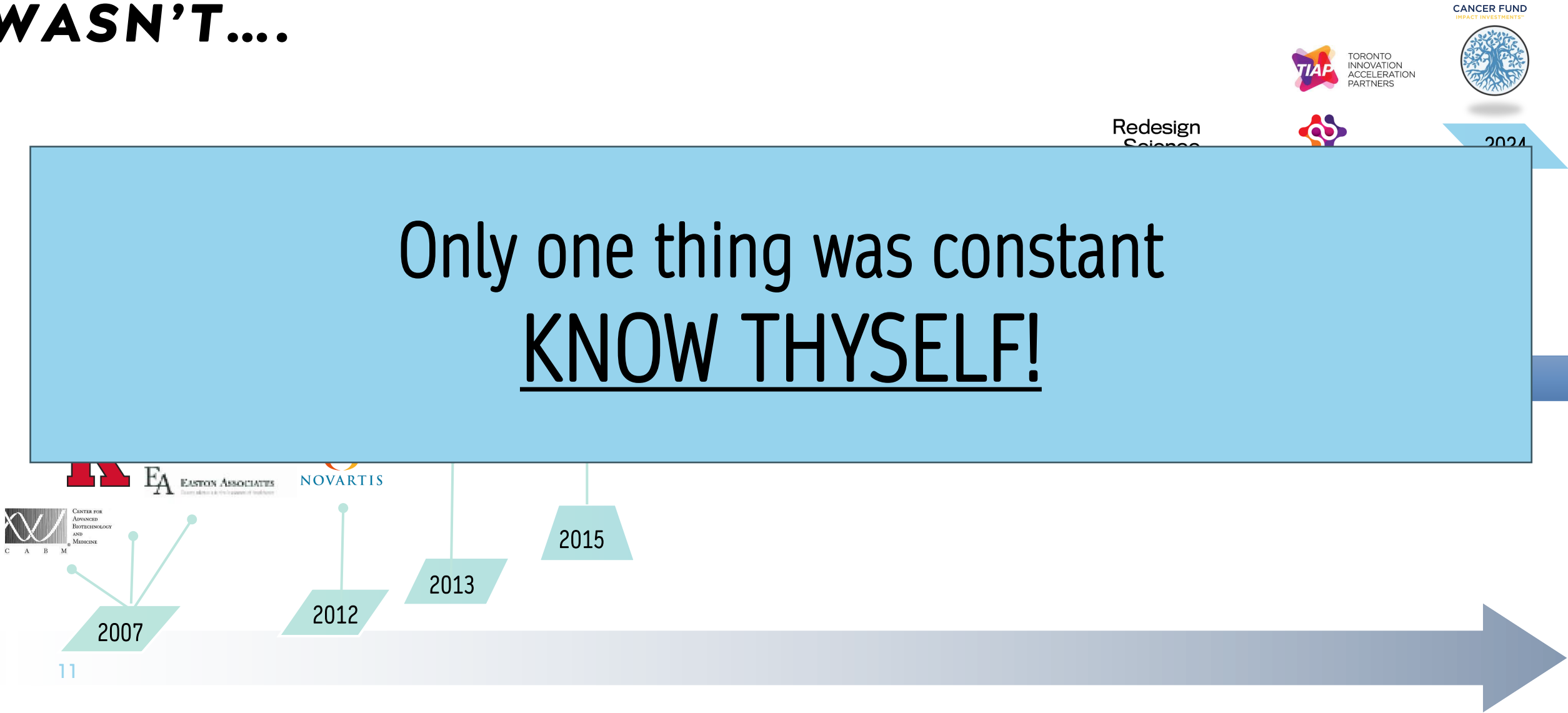
WASN'T....



WHAT LOOKS LIKE A LINEAR AND DIRECTED PATH..

WASN'T...

Only one thing was constant
KNOW THYSELF!





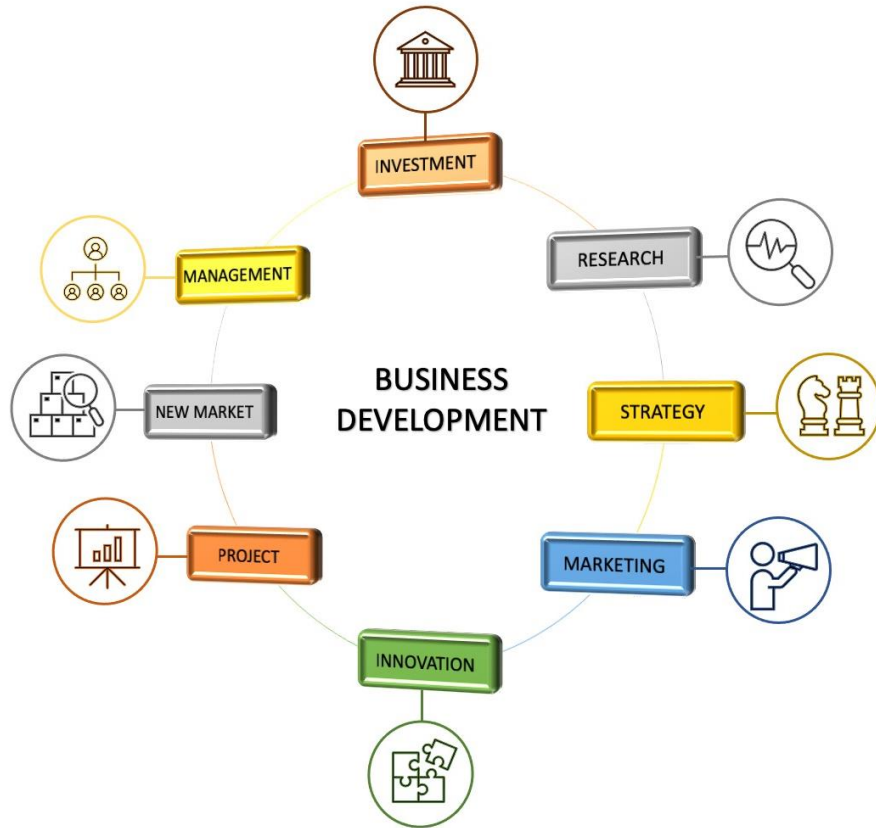
WHAT IS BUSINESS DEVELOPMENT IN PHARMA/BIOTECH



WHAT IS BUSINESS DEVELOPMENT?

THE CREATION OF VALUE

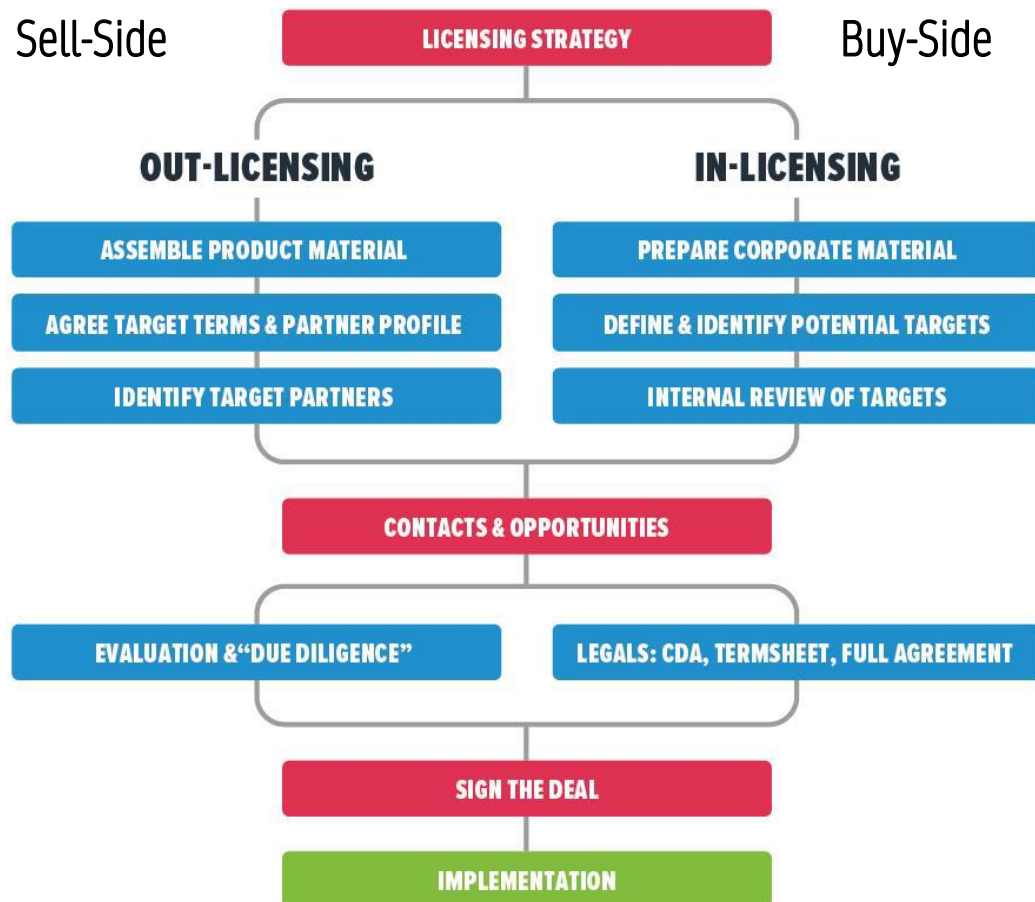
According to the [Forbes article](#), *What, Exactly, is Business Development*, “Business development is creating long-term value for an organization from customers, markets, and relationships. It is all about figuring out how the interactions of those forces combine to create growth opportunities.”



BD staff work in small companies, large companies, government centers, universities, and private institutions. The daily activities are varied, ranging from strategy and market planning to customer contact, new business development, and licensing

Every business needs to acquire new customers to grow, but not every potential customer will be the right fit for the company. So, business development professionals need to stay knowledgeable about the current market and evaluate whether or not a prospect is qualified to buy what your business is selling. They are solely responsible for prospecting and qualifying leads before handing them off to the sales team to nurture the relationship and keep its revenue engine running to create long-term value

THE DIFFERENCE BETWEEN BUY AND SELL-SIDE BD IN BIOTECH AND PHARMA



- **Sell-Side/Out-Licensing**

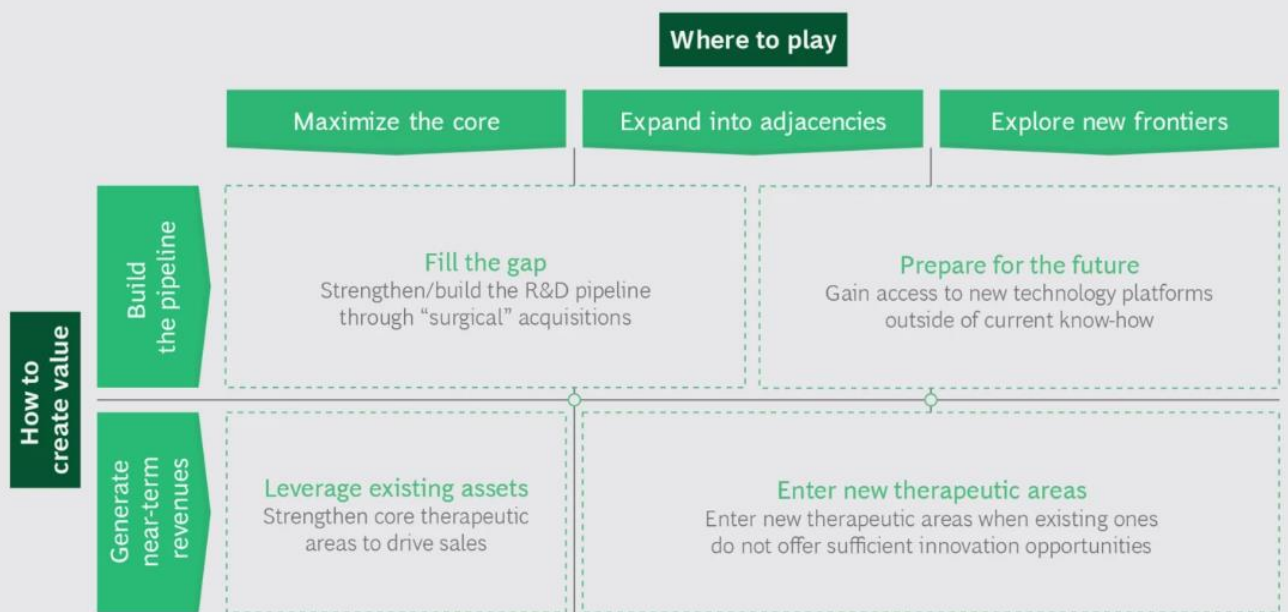
- When a Pharma, Biotech, or Academic Lab has technology or a drug asset that they wish to sell to another party
- Companies with tech platforms who want to partner with bigger companies to co-develop assets/drugs

- **Buy-Side/In-Licensing**

- A larger company wants to acquire the assets, drugs, or platform capabilities of another company
- Can be achieved in an in-license/acquisition, partnership or M&A

WHY IS BD SO INTEGRAL TO THE PHARMA INDUSTRY?

EXHIBIT 2 | Drivers of Pharma Business Development



Source: BCG analysis.

Key Strategy BD Supports

- What business sectors are you in now and in which sectors do you want to be in the future?
- What are your strengths in terms of therapy expertise and in terms of clinician groups visited by your sales force?
- Where do you have the potential to market more products, in terms of geographical areas or clinician groups?
- Where are there gaps in your product pipeline?
- What spare development capacity do you have?
- Are you planning to enter any new areas that will benefit from having additional products to sell?
- Do you have any products that require more sales support than you have available?
- What products do you have on the market and in research that do not fit with your current business and expertise?

WHY IS BUSINESS DEVELOPMENT KEY FOR BIOTECH SUCCESS?

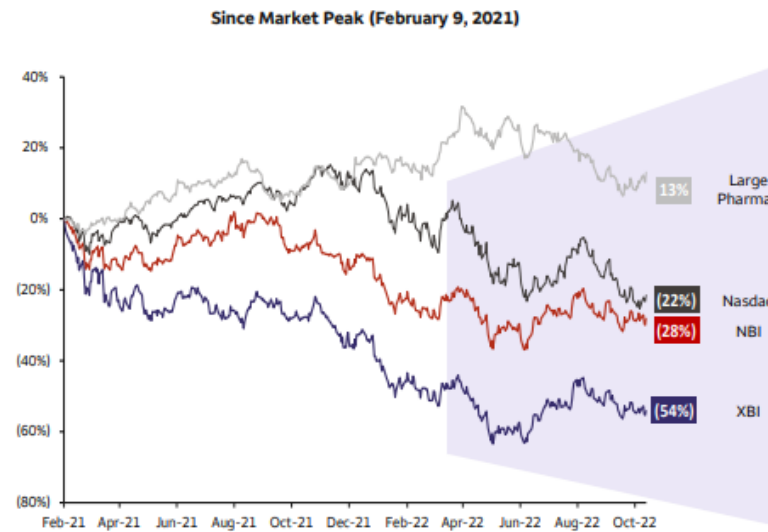
- Validates technology platform/management of an early-stage Biotech
- Provides non-dilutive financing and extends cash runway
- Limited R&D/Pipeline Capacity

- Provides clinical partnerships
- Seeking a partner for global or regional launch
- Monetizes assets that are not appropriate development candidates for the company
- Allows Biotechs to learn from more established companies

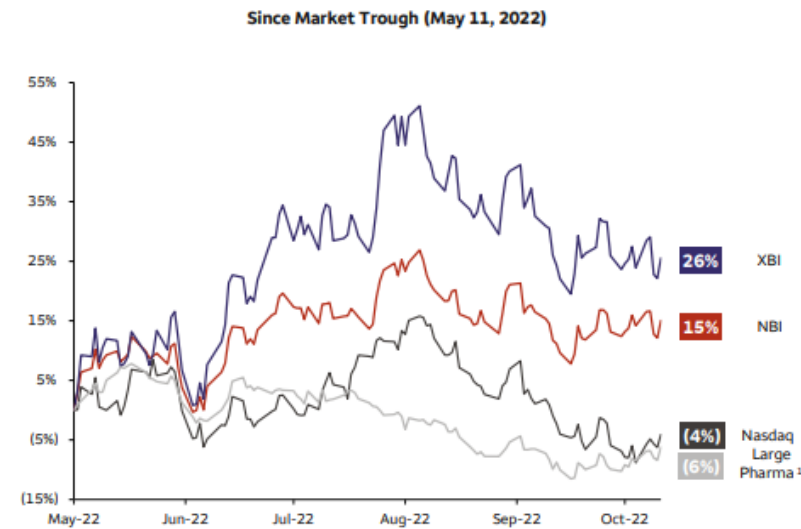
BIOTECH HAS EXPERIENCED A HISTORIC FUNDING CORRECTION IN THE PAST 4 YEARS

Indexed Performance Since Peak in Biotech Market

	Since Peak	Peak to Trough	Since Trough	1 Year	YTD	3 Month	1 Month
Large Pharma	13%	20%	(6%)	3%	(3%)	(10%)	2%
Nasdaq	(22%)	(18%)	(4%)	(28%)	(30%)	(10%)	(5%)
NBI	(28%)	(37%)	15%	(21%)	(17%)	(3%)	0%
XBI	(54%)	(63%)	26%	(36%)	(30%)	(5%)	(3%)



SMID Cap biopharma companies have faced a relatively unprecedented market sell-off as shown through the performance of the XBI... While the performance of the NBI and Large Pharma reflects investors seeking safety in large cap and broad diversified pipelines

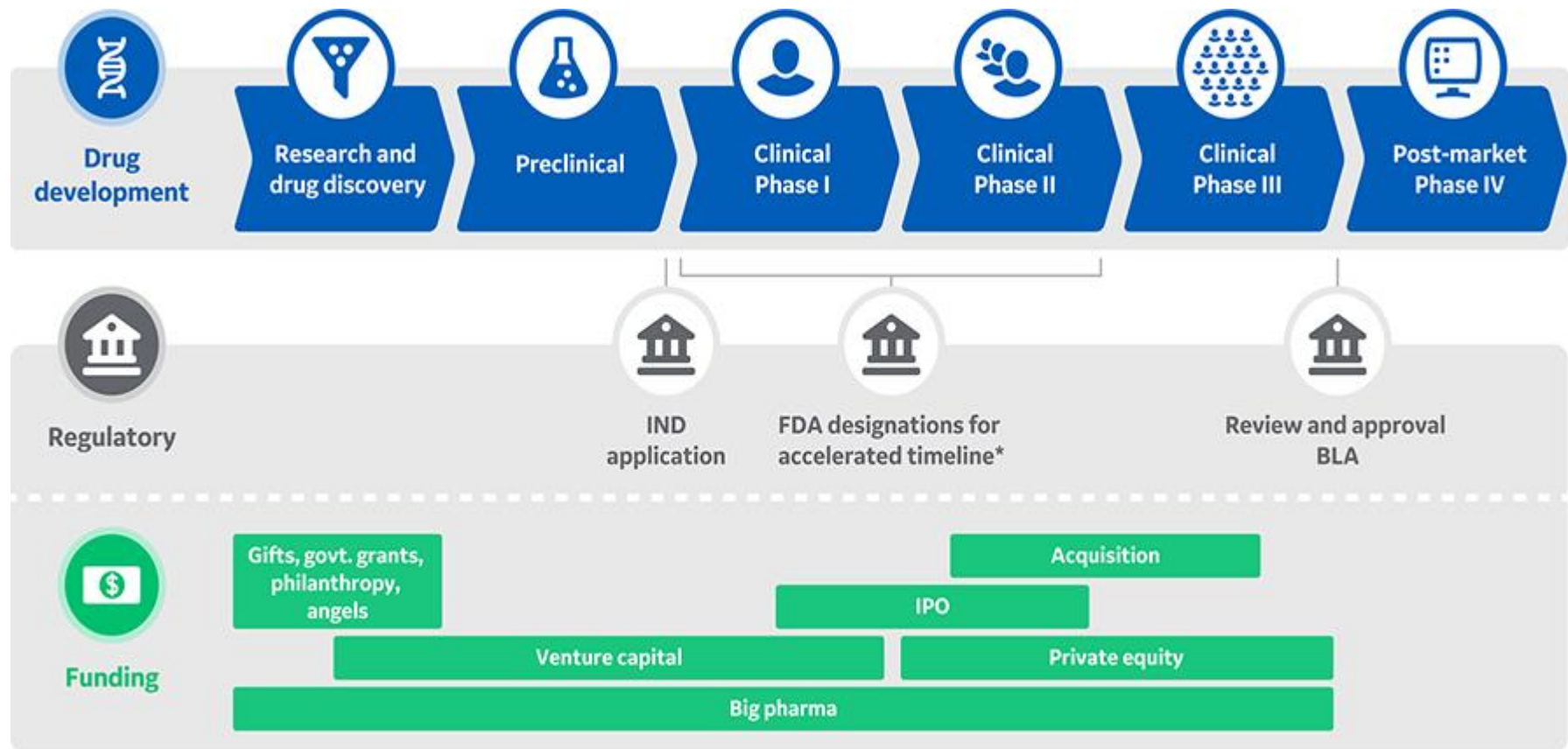


Market sentiment has improved meaningfully in Biotech as the XBI and NBI have outperformed the broader market. Focus remains on ongoing catalysts to support momentum and market response to increase capital markets activity

Adapted from FactSet, IR Insight and Wells Fargo data

PARTNERSHIPS BRING IN NON-DILUTIVE FUNDING OR PROTECT AGAINST MARKET CONDITIONS

Sources of Dilutive and Non-Dilutive Funding for Biotechs



The Term, “Non-Dilutive Funding” refers to any income Biotechs can earn that does not result in negative pressure on current investors by affecting the company’s stock

Largest Sources

Big Pharma!

The ability for Pharma to in-turn diversify their pipeline and capabilities keeps market sentiment strong

* Priority review, breakthrough therapy, accelerated approval, fast track, RMAT

**THE EVOLVING ROLE OF
TECHNOLOGY IN
BIOTECH/PHARMA NEEDS
BD EXPERTISE**



AI AND COMP/ML IS DRIVING BROAD INNOVATION- EXPERIENCED BD IS NEEDED!



Accelerated and efficient drug discovery and development



Optimizing clinical trials



Upgrading pharmaceutical R&D with virtual assistants



Strengthening disease identification and personalized medicine

Top Areas for AI/ML Disruption in Biotech/Pharma



Boosting pharmaceutical marketing and sales



Modernizing supply chain and manufacturing processes



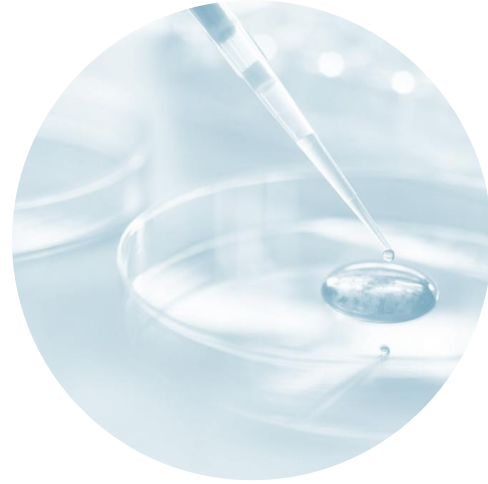
Transforming knowledge delivery



Fortifying quality and safety management

IN CLOSING....

- Know Thyself!
- There's always a way, even when you don't even see it
- Your career will continually evolve if you want it to
- Scientific expertise can be applied in so many ways- if you love it, you can find a way to make it work for you
- There are no mistakes in career paths!
Just keep your feet moving and your eyes on the present goal
- Your network is your work family for life
- There's a place for everyone in Biotech/Pharma
- Tech is only going to continue to grow.
Start exploring how to apply what you love
- Success is almost never linear, easy, or even obvious in the moment!



THANK YOU



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