

## Master Class Alliance Startups

Biopharma Case Study Pre-read  
March 15, 2021

*Case Study Disclaimer: All information describing this alliance is fictitious and is designed for educational purposes only. Although representative of typical co-development and co-commercialization biopharmaceutical alliances, similarity to any specific alliance is unintentional.*



# The Alliance between Nimble Biopharma and Focused Pharma— Excerpts from the Press Announcement

## **Nimble Biopharma and Focused Pharma Enter into a Collaboration Agreement to Co-Develop and Co-Commercialize dupomab in Monotherapy and in Combination for the Prevention of Alzheimer’s Disease**

**GENEVA and Cambridge, MA, November 15, 2020.** *Nimble Biopharma to Receive \$275 Million Upfront Cash Payment and Eligible to Receive \$850 Million in Milestone Payments; Parties to Share Revenues, Costs*

- Dupomab is currently being evaluated in the Phase 3 REMEMBER clinical trial in individuals who have an inherited mutation that makes them almost certain to develop Alzheimer’s at an early age—known as early onset. Primary endpoint is effectiveness in stopping indicators of presymptomatic Alzheimer’s disease
- Dupomab received “breakthrough therapy designation” from the FDA in 2019, allowing Nimble to accelerate its development program
- The Companies will collaborate on a comprehensive development program that includes additional studies to test dupomab for other patient populations in addition to those with early onset disease.
- The development program also includes testing dupomab in combination with NB2300, an investigational drug developed by Nimble and currently being co-developed with H&H Pharma, Focused’s major competitor. A Phase II clinical trial is underway
- Subject to regulatory approval, Nimble and Focused will jointly commercialize dupomab on a worldwide basis. The companies will share equally in all development costs, commercialization costs, and revenues
- Focused will also receive an option to co-develop and co-commercialize two pre-clinical Nimble compounds. Nimble will receive an option for US co-commercialization rights on a Phase 2 Focused asset.

# Additional Detail

## ***About Nimble Biopharma***

- The Company was founded in 2012 by scientists from MIT, Cambridge University, and Nagoya University who collaborated on ground breaking work in the genetic aspects of neurodegenerative disease. Dupomab is its lead asset
- Its preclinical assets are based on the same technology and are considered follow-on assets to dupomab. The intent is to identify biomarkers and potentially companion diagnostic tests to build a portfolio of personalized therapies.
- The company's strategy is to become a fully-integrated biopharma, with research, development, and commercial capabilities. Most investors and many employees believe it will be acquired once it has a commercial success
- Nimble licensed the technology used to develop both dupomab and NB2300 from the Cambridge University lab of the student of one of the founders. The inventor, Julie Rich, MD, PhD, has just been hired by Nimble as the medical lead for its neurodegenerative disease therapeutic area. Nothing advances without her personal approval, even the simplest thing.
- It chose Focused as its partner for three reasons: 1) Its willingness to establish a structure that gives Nimble global co-commercialization rights, thus giving it the means to develop a truly global commercial footprint; 2) The financial terms Focused offered; and 3) Its strength in Europe

## ***About Focused Pharma***

- Focused Pharma, originally begun as a chemical company, predates World War II. Its current CEO was brought in to transition it from a diversified pharma to a specialized player in all types of degenerative diseases
- It is best known for its work in degenerative muscle diseases and is the developer and marketer of one of the top 10 specialty drugs in the world. It intends to develop a similar capability for degenerative neurological diseases and sees its partnership with Nimble as the cornerstone of that strategy
- H&H Pharma, Nimble's partner for NB2300 is Focused's major competitor in degenerative muscle diseases
- It currently has only limited expertise in Alzheimer's and this alliance will require that it immediately find staff with appropriate experience. As the negotiations were heating up, they coaxed a former executive from a competitor out of retirement to lead the therapeutic area. He's never worked on an alliance and doesn't appreciate the level of collaboration required in a co-development alliance
- The alliance with Nimble is the largest single financial commitment it has ever made. Focused's Executive Committee was not in favor of giving Nimble global co-commercialization rights, but gave in when they realized this was a deal breaker for Nimble

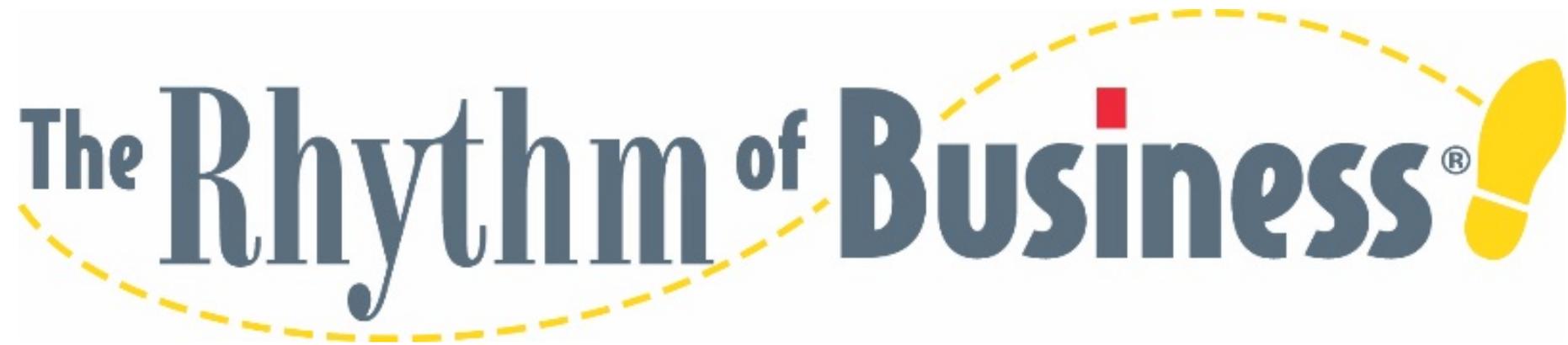
# Breakout Sessions Guidance

- Participants will be directed to breakout rooms loosely based on their industry
- Each breakout room will have 20 minutes to discuss their assigned questions and align on recommended actions based on the facts of the case study and any other reasonably intuited information
- Agree on someone to keep notes and be prepared to provide a 2 minute summary of your recommendations
- Please either put your summary in the chat or email it to [jsilver@strategic-alliances.org](mailto:jsilver@strategic-alliances.org) so that we can produce an unattributed write-up to be shared with the ASAP community highlighting your guidance

# Breakout Questions

Based on our presentation and the case studies, plus other reasonably intuited information from your experiences with similar alliances, consider the following questions:

- **Rooms 1 and 4:** What value-eroding inefficiencies and potential risks should the alliance managers plan for? What steps might they take to manage each major risk?
- **Rooms 2 and 5:** Identify up to five of the most critical actions to properly launch the alliance
- **Room 3 and 6:** What value do the alliance management services provide to stakeholders? How would you capture and communicate the value?



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