STRATEGIO

Strategic Management Programme for Biomedical Industry Executives
The success of a competitiveness cluster, such as BioWin in the Health sector, comes as much from the scientific and industrial excellence of its actors as from the managerial capacity of its bioentrepreneurs. An initiative like STRATEGIO, aimed at strengthening management and business leadership capacities, must be encouraged in the same way we promote innovation. The success of this programme lies in a savvy mix between academic expertise and a compelling network of ideas on the managerial challenges of the Health sector.

JEAN STEPHENNE
GlaxoSmithKline Vaccines, President of BioWin
Everyone involved plays a role in making STRATEGIO a truly innovative project.

In direct line with its mission to bring together stakeholders participating in innovative projects and/or education in the fields of Health biotechnology and medical technology, BioWin, the Health competitiveness cluster of Wallonia (Belgium), is proud to launch the STRATEGIO programme.

The STRATEGIO programme has been designed by several key players to develop the managerial and strategic skills of SME managers, managers from large enterprises and managers from the academic world. To ease the sometimes frightening transition from scientific duties to managerial responsibilities.

Cross-disciplinary in its approach, STRATEGIO proposes a learning format that was specifically designed to meet the unique requirements of the Health sector and content that is practical and connected to the working practices of its participants.

To create such a state-of-the-art programme, an intense collaborative process has brought together the know-how of two major actors in the biomedical field, BioWin and BIOPARK (Charleroi), with the educative tradition of the Solvay Brussels School of Economics & Management (Université libre de Bruxelles).

Developed through the BioPharE project (supported by the Wallonia Government) to foster cooperation between training providers in Wallonia and bring forth synergies between all the key players in innovation, STRATEGIO is also the result of exchanges with the Louvain School of Management (Université catholique de Louvain) and HEC Management School (Université de Liège), and, naturally, suggestions and requests from our esteemed cluster members.

Everyone involved in its implementation plays a role in making STRATEGIO a truly innovative project, and we are delighted to launch its first edition.
FORGED from the joint reflection of BioWin, BIOPARK and the Solvay Brussels School of Economics and Management, STRATEGIO is a striking example of the future of Executive Education.

It is a fast-paced concentrate of management skills and concrete up-to-date healthcare and biopharma business challenges which mix the know-how of Top Belgian business schools, bringing to the table complementary viewpoints and expertise.

Louvain School of Management (UCL), HEC Management School - University of Liège (HEC-ULg) and Solvay Brussels School (ULB) together represent a pool of professors and practitioners hailing from all over the world. These respected academics are in turn all firmly anchored in the business world, confronted day-in day-out with the same issues and aspirations shared by all managers and entrepreneurs.

The input of BioWin, BIOPARK and their industrial partners in this project is an invaluable source of insight and knowledge, adding value to STRATEGIO by helping to refine the challenges and selecting the best panel of experts and “Captains of Industry” to share their experiences.

OLIVIER WITMEUR
Academic Director of STRATEGIO
STRATEGIO IN A NUTSHELL

13 days divided into 2-day modules (Friday-Saturday) plus final presentations

Interdisciplinary faculty selected from the leading Belgian business schools

Keynote industry speakers and practitioners

Project-based and interactive approach
LEARNING OBJECTIVES

The programme explores the most important strategic skills required to face challenges in biotechnology and pharmaceutical industries:

- Understanding the “ecosystem” of life sciences research
- Discovering strategies used at different stages of Healthcare
- Developing of innovation management skills
- Mastering the basics of finance and accounting
- Enhancing personal and group leadership potential

PARTICIPANT PROFILE

- Science and business professionals within the biotech or pharmaceutical industries who wish to enhance their business skills and improve their ability to work across functions
- Scientists making a transition into management position
- Beneficiaries of spin-off grants
- Professionals from functional, medical, chemical or engineering backgrounds, promoted into bio-business roles

Participation by executives of all functions from the same company is encouraged as it adds value to the overall program experience.
STRATEGIO is taught in English by leading academics and experts from three business schools. It features regular interventions by key industrial top managers in the areas of biotech and pharmaceuticals.

The programme combines:

- **The discovery of best practices from practitioners:**
  Each session includes a contribution from at least one academic and one practitioner.

- **Inspiring workshops with captains of industry:**
  Top managers share their insights on the main challenges of biotechnology and pharmaceutical industries.

- **Comprehensive insights on the main dimensions of management:**

- **Integrative project work:**
  Participants are required to complete a practical group assignment monitored by an assigned coach and presented before a jury.
STRATEGIO will bring many incentives to future entrepreneurs in the field of healthcare.

«Business projects in the field of health and biotechnology have so many special characteristics that are not addressed by the traditional university curriculum. This is the void that STRATEGIO is about to fill. Congratulations on this initiative which I hope will bring many incentives to future entrepreneurs in the field of healthcare.»

JEAN-PIERRE DELWART
Chief Executive Officer, Eurogentec
The programme comprises 13 days divided into six 2-day modules taught on Fridays and Saturdays.

Day 13 is dedicated to final group presentations and the closing session.

In addition to the taught modules, the participants will be expected to spend circa 45 hours on group project work. Group coaching sessions will be scheduled separately.

**FRIDAY**  
9.00 - 16.00  
Class including intervention by industrial expert  
16.00 - 17.00  
Keynote speaker

**SATURDAY**  
9.00 - 16.00  
Class including intervention by industrial expert
**Module 1**

**Day 1**  
**Understanding the Healthcare Business Ecosystems and its Challenges**  
**FACULTY:** Constantin BLOME (UCL)

**OBJECTIVES**
- Overview of competitive landscape of healthcare industry
- How to master actual and future challenges & how to address them
- Strategic planning of positioning

**Day 2**  
**Personal Leadership**  
**FACULTY:** Bernard STENIER (SBS-EM)

**OBJECTIVES**
- Increase understanding of how people can be influenced, and how leadership styles can be used to develop strategies for increasing productivity
- Develop basic skills that will help match own leadership styles to the needs of others
- Understand how effective leaders match their own style to the behaviour of the team members

**Module 2**

**Day 3**  
**Choosing What Not to Do - Introduction to Strategy**  
**FACULTY:** Benoît GAILLY (UCL)

**OBJECTIVES**
- The value of having a strategic vision and its key elements
- The internal and external factors driving the definition of a strategy
- The key aspects of the operationalisation of a strategic vision

**Day 4**  
**Sales & Marketing for Strategists**  
**FACULTY:** Jean TONDEUR (HEC-ULg)

**OBJECTIVES**
- How to evaluate and understand your markets and potential customers
- How to evaluate your competitiveness
- How to make crucial strategic decisions such as market targeting and product positioning

**Module 3**

**Day 5**  
**Innovation Management**  
**FACULTY:** Benoît GAILLY (UCL)

**OBJECTIVES**
- What innovation means (and does not mean) for a business and why it matters
- The various types of innovation and where to find them; why R&D is not enough
- The characteristics of innovative organisations

**Day 6**  
**Supply Chain, Sourcing and Production for Strategists**  
**FACULTY:** Constantin BLOME & Per AGRELL (UCL)

**OBJECTIVES**
- How to face current challenges in supply chain, sourcing & production
- Use state-of-the-art methods for the healthcare industry
- Using the opportunities of international markets

Note: Modules cannot be taken on a stand-alone basis.
Module 4
Day 7 Basics of Finance
FACULTY: Wilfried NIESSEN (HEC-ULg)

OBJECTIVES
- How to analyze and to understand the financial health of a company
- Learn to understand Balance sheet, P&L statement
- Understanding the impact of growth on finance: working capital and cash-flow statement

Day 8 IPR Management
FACULTY: Bruno VAN POTTELSBERGHE (SBS-EM)

OBJECTIVES
- Which are the IPR tools and when to use them
- Understanding how patent systems affect patent

Module 5
Day 9 Budget and Accounting Basics
FACULTY: Wilfried NIESSEN (HEC-ULg)

OBJECTIVES
- Discover the basics of cost accounting
- Costing a product/service: Cost calculation methods and the Pharmaco Economics (Cost effectiveness/ Cost Utility)
- Assessing the relevance of an investment project (NPV)

Day 10 Business Planning for New Projects
FACULTY: Olivier WITMEUR (SBS-EM)

OBJECTIVES
- Why business planning is important
- How to draft a business plan
- The limitations of business planning

Module 6
Day 11 Group Leadership & HR Management
FACULTY: Bernard STENIER (SBS-EM)

OBJECTIVES
- Deepen understanding and ownership of the supervisory skills required to build and lead a team in an effective manner
- Increase communication and relationship-building capability
- Explore and implement productive behaviours to address employee needs while facilitating change

Day 12 Reporting: From Strategy to KPI
FACULTY: Gregoire TALBOT (Cockpit Group)

OBJECTIVES
- Define KPI and strategy map
- Visualize your KPI and align people to the strategy

Day 13 PROJECT PRESENTATION & CONCLUSIONS
CLOSING SESSION

Note: Modules cannot be taken on a stand-alone basis.
Everyone knows that the pharmaceutical industry has reached an inflection point. On the one hand, it is subject to enormous pressures because of the massive expiration of patents paving the way for generic competition. On the other hand, it is facing a R&D productivity that is historically low as a result of more stringent regulatory requirements and rising R&D costs.

The need for training to meet future challenges is essential. UCB is delighted to participate in the STRATEGIO programme aimed at training future leaders.
**Constantin BLOME**  
GSK Biologicals Chair Professor in Strategic Sourcing and Procurement, Louvain School of Management (UCL)

The focus of Constantin Blome’s research is in sourcing and supply management. His main topics are risk management in supply chains, mainly focusing on the supply side and emerging markets, as well as performance measurement in procurement. Economy of Public Procurement is another important field of interest. 

Past positions held by Dr. Blome include Assistant Professor in Sourcing in Emerging Markets at the EBS Business School, Wiesbaden, Germany; Senior Consultant for the Supply Management Group, Switzerland; and Research Fellow at the Indian Institute of Management in Bangalore, India. Furthermore, he teaches strategic sourcing and procurement at several international universities and in numerous executive education programs (e.g. BASF, Siemens, DHL, Nestlé, Deutsche Bank). 

He holds a Master's degree and a PhD in Management from the Technical University Berlin, Germany.

**Per AGRELL**  
Professor in Operations Management, Louvain School of Management (UCL)

Per Agrell’s main fields of teaching and research are operations management, efficiency analysis, and network regulation. He is also Director for the Center for Supply Chain Management, Research Associate of CORE and Head of Operations and Information Management Department of the Louvain School of Management. 

His teaching experience covers appointments in Sweden and Denmark, and visiting positions in Austria (IIASA) and USA. He teaches undergraduate, graduate and doctoral classes in operations management and production economics at the Louvain School of Management and in executive programmes in Belgium, France, Lithuania and Russia. 

He earned two Master’s degrees in Industrial Engineering from University of Massachusetts, Amherst, USA, and Linköping University, Sweden. He also holds a PhD and post-doctoral habilitation in Production Economics from Linköping University, Sweden.

**Benoit GAILLY**  
Professor in Innovation Management, Louvain School of Management (UCL)

Benoit Gailly’s research focuses on innovation-based strategies and innovation and entrepreneurship support systems. 

He teaches innovation management and strategy at master and executive level in the Center for Research in Entrepreneurial Change and Innovative Strategies (CRECIS), Louvain School of Management. He is a former manager at McKinsey, Board member and advisor for several companies (both large firms and start-ups) and expert for the European Commission. He is the author of «Developing Innovative Organizations» (Palgrave 2010). 

He holds a Master’s degree and a PhD in Applied Mathematics from the Université catholique de Louvain, a postgraduate diploma in Science and Technology from Roskilde University, Denmark and an MBA from INSEAD, France.
Wilfried NIESEN
Associate Professor, HEC Management School, University of Liège (HEC-ULg)

Wilfried Niessen’s areas of expertise are accountancy, business simulations, finance for non-financial managers, IT for management and the setting up of businesses. He is a consultant and trainer for businesses. He has been active in teaching and business management for twenty years. He set up several companies in the fields of information technology for management (ERP), advising and accountancy-taxation. He is also a chartered accountant and tax specialist.

Bernard STENIER
Affiliate Faculty, Solvay Brussels School of Economics and Management (SBS-EM)

Bernard Stenier’s career combines 13 years of HR expertise and Board membership in international companies (Unilever and Winterthur), and 12 years as Human Development Consultant helping professionals to successfully go through transformation (Sunseed). In addition, he has 20 years of academic practice at Solvay Brussels School. He is the co-founder of International Coach Federation Belgian Chapter and co-wrote «Attitude Coach» (Kluwer Publ.). He holds a Master’s degree in Business Engineering from the Université libre de Bruxelles.

Gregoire TALBOT
CEO Cockpit Group, Belgium

Grégoire Talbot is an expert in the definition of balanced scorecards and key performance indicators (KPI).

He started his career in Boston where he worked for «Massachusetts Institute of Technology (MIT)» and for AspenTech as an engineer. He then worked 5 years for «IBM Business Consulting Services», as an international consultant in strategy, then as assistant to a top executive and finally as a manager in the media and «utilities». Since 2004, he is the CEO of Cockpit Group helping companies improve their performance by better measurement, consolidation and decision processes.

He holds a Master’s degree in Civil Engineering from the Université catholique de Louvain.
Jean TONDEUR  
Associate Professor, HEC Management School, University of Liège (HEC-ULg)

Jean Tondeur’s expertise lies in the areas of service marketing, sales management and strategy.

He started his career in the sales and marketing sphere within the business-to-business environment and has since held various marketing and sales executive responsibilities in fast-moving consumer goods and in the services sector. He has been a partner-consultant in marketing and strategy in consulting companies and took part in designing and teaching of management programmes with national and international companies (e.g. Fortis Group, Belgacom, Mobistar, La Poste).

He is a visiting professor at the Solvay Brussels School where he teaches in several executive education programmes. He is a founder of a number of executive programmes within HEC-ULg and has taught for many years at various management schools in Belgium, Vietnam and Bulgaria.

He holds a Master’s degree in Economics and a Post-graduate degree in general management (EMM/CEPAC) from the Université libre de Bruxelles.

Bruno VAN POTTELSBERGHE  
Dean of the Solvay Brussels School of Economics and Management (SBS-EM, Université libre de Bruxelles), Solvay S.A. Chair of Innovation

Bruno van Pottelsberghè’s research interests focus on the effectiveness of science and technology policies, patent policies, regulations and innovation.

He teaches courses on the economics and management of innovation and intellectual property. Other appointments include Chief Economist at the European Patent Office (EPO) and most recently, Advisor to the President and Rector of the Université libre de Bruxelles for technology transfer issues (since 2004) and Senior Research Fellow at Bruegel, a Brussels-based Think Tank.

He holds a Master’s degree and a PhD in Economics from Université libre de Bruxelles.

Olivier WITMEUR  
Professor in Entrepreneurship, Solvay Brussels School of Economics and Management (SBS-EM)

His research is mostly focused on the growth of entrepreneurial ventures along with extended interest in venture capital, entrepreneurial behaviors, corporate entrepreneurship, effectuation and socio-economical impact of entrepreneurship. At Solvay, he teaches Introduction to Entrepreneurship, Entrepreneurial Finance and Business Planning to graduate students, post-graduate students, entrepreneurs, investors and consultants.

Past appointments include the position of Finance Director at OpenHR, a Belgian IT venture company specializing in HR management software; Managing Director of EEBIC, a Business & Innovation Centre/ Incubator in Brussels, and Advisor to the Minister of Economy in the Brussels Region.

He is also chairman of the Brussels Council for Research and Innovation Policy and an active Board member and strategic advisor in multiple growth-oriented entrepreneurial ventures.

Over the last 15 years he has coached more than one hundred new and growing firms, published a book on business planning, and has written multiple papers on growth management in entrepreneurial ventures.

Olivier holds a Master’s degree in Business Engineering and a PhD in Entrepreneurship, both from Université libre de Bruxelles.
STRATEGIO is taught by leading academics and experts from three business schools. It features regular interventions by key industrial top managers in the areas of biotech and pharmaceuticals.
The lineup of STRATEGIO’s guests includes:

Jean-Marc BOTHY  
Chief Financial Officer  
Ion Beam Applications (IBA)

Jean-Pierre DELWART  
Chief Executive Officer  
Eurogentec

Denis DUBRU  
Vice President Finance Operations  
GlaxoSmithKline Vaccines

Philippe GABANT  
Head of Business Development  
Delphi Genetics

Michel GOLDMAN  
Executive Director  
Innovative Medicines Initiative (IMI)

Eric HALIOUA  
Chief Executive Officer  
Promethera Biosciences

Yves JONGEN  
Chief Research Officer and Founder  
Ion Beam Applications (IBA)

Benoît LIGOT  
Owner  
Zentech

Ingrid MAES  
Director Pharma & Life Science Strategy Consulting  
PricewaterhouseCoopers

Didier MALHERBE  
Administrateur délégué UCB  
Belgium, Vice President Public Affairs UCB  
UCB Belgium

Alain PARTHOENS  
Managing Partner  
Vesalius Biocapital Partners

Jean STEPHENNE  
President of BioWin  
GlaxoSmithKline Vaccines

Patrick STRAGIER  
Chief Operating Officer and Co-Founder  
MaSTherCell

Yves VERSCHUEREN  
Managing Director  
Essenscia

Some of the most important key players shaping the future of the biotechnology and pharmaceutical industries regularly share their experiences throughout the programme as practitioners and guest speakers. They bring their inspiring and groundbreaking research and insight to STRATEGIO and its participants.
PRACTICAL INFORMATION

ADMISSIONS
Please contact BioWin for complete admission requirements and application form.

BioWin
Rose-May Delrue
+ 32 (0) 71 251 027
strategio@biophage.eu

Proficiency in spoken and written English is essential.

PROGRAMME FEE
• BioWin members:
  - Corporate participants 5.600€
  - SME participants 3.000€
  - Academic participants 1.500€

• BioWin non-members 8.200€

The programme fee covers tuition, course material and catering.

VENUE
Except for the first module off-site, the programme will be held at BIOPARK premises.

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