



Science For The Benefit Of Humanity

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HOW TO MARKET TECHNOLOGIES





# Purpose of this Presentation

- Going from IP to communicating with clients

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(19) <b>United States</b>	
(12) <b>Patent Application Publication</b>	(10) <b>Pub. No.: US 2016/0051629 A1</b>
<b>FUTERMAN et al.</b>	(43) <b>Pub. Date: Feb. 25, 2016</b>
<hr/>	
(54) <b>INHIBITION OF RIP KINASES FOR TREATING LYSOSOMAL STORAGE DISEASES</b>	<b>Related U.S. Application Data</b>
(71) Applicant: <b>YEDA RESEARCH AND DEVELOPMENT CO. LTD., Rehovot (IL)</b>	(60) Provisional application No. 61/811,818, filed on Apr. 15, 2013, provisional application No. 61/908,118, filed on Nov. 24, 2013.
(72) Inventors: <b>Anthony FUTERMAN, Rehovot (IL); Einat VITNER, Rehovot (IL); Ran SALOMON, Rehovot (IL)</b>	<b>Publication Classification</b>
(21) Appl. No.: <b>14/781,316</b>	(51) <b>Int. Cl.</b> <b>A61K 38/20</b> (2006.01)
(22) PCT Filed: <b>Apr. 9, 2014</b>	(52) <b>U.S. Cl.</b> CPC ..... <b>A61K 38/206</b> (2013.01)
(86) PCT No.: <b>PCT/IL2014/050343</b>	(57) <b>ABSTRACT</b>
§ 371 (c)(1), (2) Date: <b>Sep. 30, 2015</b>	The present invention provides compositions and methods for treating lysosomal storage disease characterized by elevation of RIP kinase in a subject in need thereof using at least one RIP kinase inhibitor.



*Lilly*

 **MERCK**



  
TEVA PHARMACEUTICAL INDUSTRIES LTD.

**AMGEN**

 **Abbott**

# General Overview of Marketing a Technology

## “Rough” Overview

1. Why go through this process of marketing?
2. Learning the technology
3. Understanding the market
4. Generating a viable company list
5. Finding potential contacts
6. Determining their emails
7. Managing a marketing campaign
8. Communicating

Important Note: Every commercialization process can be different and depends on a variety factors including but not limited to the maturity of the technology, ease of actual technology transfer, value of the market, willingness of companies to invest, general market forces, and so on..

## Why go through this process of marketing?

- While certain technologies can quite literally sell themselves, the overwhelming majority need some help.
- Sometimes a “NO” is more important than a “YES”.
  - Yeda holds a portfolio of hundreds of patents, it is unrealistic to hold every single one till the end of their ~20 year lifetime
  - But you cannot just say, “we are closing this patent, trust me”.
  - You need data to make the case that there is not enough market demand now and in the near future to justify holding said patent.
  - Marketing/Business Development is not about ‘selling’ a technology. It is about building relationships that can evolve in the future.

## Learning the Technology

- Fairly straightforward part of the process
- Generally standard procedure due to the need for marketing materials (Executive summary, webpage/one-pager, presentations, and so on)
- Extra reading may be needed depending on your understanding of the technology (e.g. a heavily bioinformatics related tech will be more difficult to a wet-lab person)
- You do not need to be more of an expert than the PI and researcher who generated the technology.
  - But feel free to go and meet relevant people if you are struggling and it is taking too much time.

## Understanding the market – Challenges Techs Present (I/II)

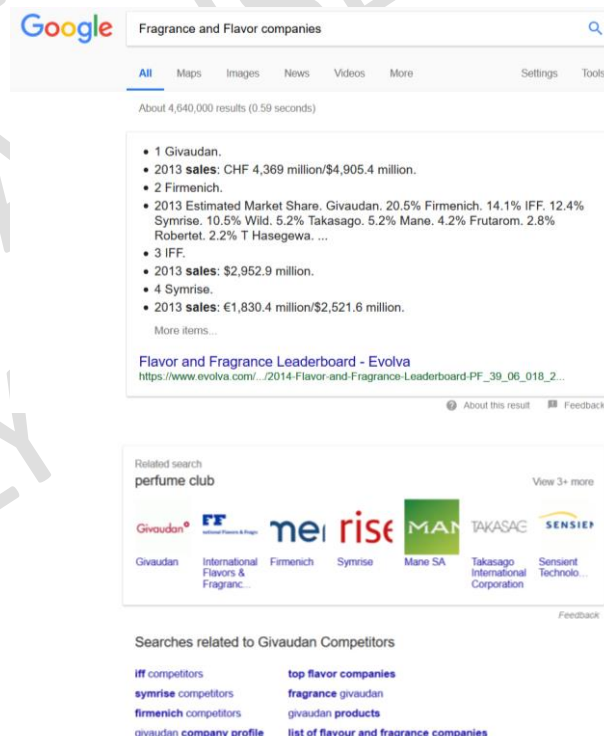
- Straightforward → Therapeutics (e.g. Antibody/small molecule) market towards a standard group of pharma/biotechs.
  - Overall you won't be marketing that many of these techs because generally there is already an established group for whom we would reach out to.
- Not clear who is the market → Sometimes a technology may seem good for one market, but actually you need to target a completely different market.
  - Example: Technology 1831 – Using naturally available nutraceuticals (they are found in food we eat), you can treat IBD.
  - Cannot go to Pharma companies because weak IP protection and they generally produce different small molecules. Therefore, first attempt was at vitamin and supplement companies such as GNC/Vitamin Shoppe/health food companies. This was wrong, after getting no replies, we approached an expert. We needed to go to fragrance & flavor manufacturers and general food manufacturers who make and extract these types of compounds. Places such as Frutarom, DSM nutritional, Cargill, and so on. Then interest was raised. It is also helpful to understand the supply chain of a technology.

## Understanding the market – Challenges Techs Present (II/II)

- Alternative Markets → Just because a PI envisions a technology for one application does not mean that is its only use or even should be its primary application.
  - Example: 1536 – Cellulosome technology; breaking down cellulose to its base sugar using the multi-protein cellulosomes. The original vision of the technology is for use in biofuels, fermenting sugars to make alcohols. While much press has been given for this; no one actually does it because it is simply not economically viable. However, after reading further there is a value for use of cellulases in both the food industry and paper industry. Food industry wants to modify the texture of foods and drinks – companies reached out in relation to this technology once it was presented to them. The paper industry is interested because they to break down lignin in an environmentally friendly way to bleach paper and somehow using the leftover cellulose (turning a waste product into a revenue stream).
  - Please note that this procedure only works if your patent protection is broad enough. (Does the patent protect a specific action or only for specific application.)

# Generating a viable company list (I/II)

- There is no specific right way of going about this
- Generally searching | “descriptor” companies | in Google gets pretty good results.
  - Ex: Fragrance and Flavor companies
- Can use the name of a company to ‘piggy back’ off the initial success.
  - Ex: Givaudan + Competitors
- Company Annual reports
  - Publically traded companies give yearly reports to their stock holders. Sometimes these reports hold useful information. Other times they are just a lot of busy work.



Google search results for "Fragrance and Flavor companies".

About 4,640,000 results (0.59 seconds)

Results:

- 1 Givaudan.
  - 2013 sales: CHF 4,369 million/\$4,905.4 million.
- 2 Firmenich.
  - 2013 Estimated Market Share. Givaudan. 20.5% Firmenich. 14.1% IFF. 12.4% Symrise. 10.5% Wild. 5.2% Takasago. 5.2% Mane. 4.2% Frutarom. 2.8% Robertet. 2.2% T Hasegawa. ...
- 3 IFF.
  - 2013 sales: \$2,952.9 million.
- 4 Symrise.
  - 2013 sales: €1,830.4 million/\$2,521.6 million.

More items...

Flavor and Fragrance Leaderboard - Evolva  
[https://www.evolva.com/.../2014-Flavor-and-Fragrance-Leaderboard-PF\\_39\\_06\\_018\\_2...](https://www.evolva.com/.../2014-Flavor-and-Fragrance-Leaderboard-PF_39_06_018_2...)

Related search: perfume club

Logos for Givaudan, Firmenich, Symrise, Mane SA, Takasago International Corporation, and Sensient Technologies.

Searches related to Givaudan Competitors:

- iff competitors
- symrise competitors
- firminich competitors
- givaudan company profile
- top flavor companies
- fragrance givaudan
- givaudan products
- list of flavour and fragrance companies

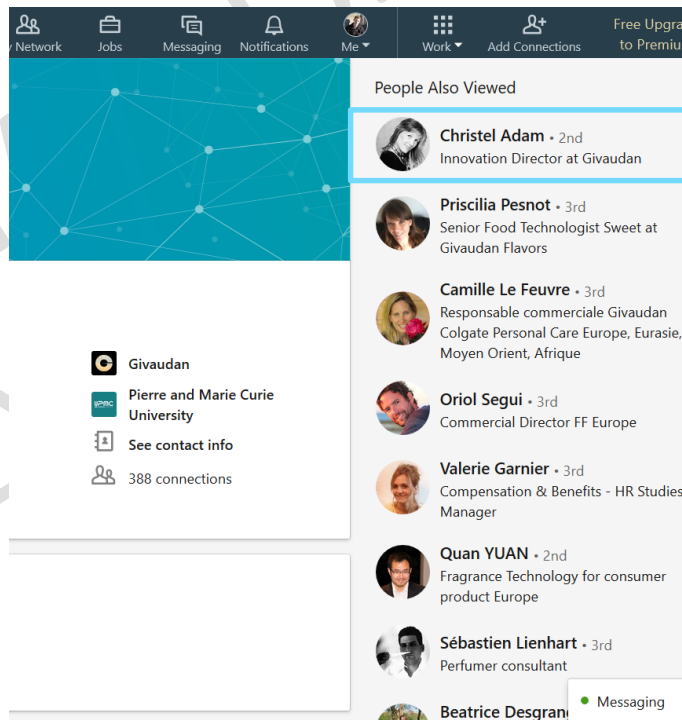


## Generating a viable company list (II/II)

- Try to find as many companies as feasible.
- Generally it is better to include rather than not include. But why?
  - There is generally a high failure rate when reaching out to companies. So the more the better.
  - It always better to have too many potential clients than too few.
  - Do not try to read people's minds. You do not know what the client wants specifically. They could be opening a new program in an area covering the technology and it is not publicized.
  - The time it takes to send 10, 20, or even 50 emails is not such a big difference once the system is in place.
  - If we have to close a technology, it is much easier to argue that we tried with 50 companies rather than 3.

## Finding potential contacts (I/II)

- LinkedIn is your best friend.
- Search for | LinkedIn “Company Name” “Descriptor” |
  - “Descriptor” is the job title or common words people use to describe their position.
    - The most important are “Strategy”, “Innovation”, “Partner”, “Alliance”, “Research”, “Development”, “Scout”, “License”, “Business”, “Technology”, and new ones will develop as corporate speak continues to evolve.
- LinkedIn hopping – go to one profile and follow the connections.
- Depending on company size (Startup or generally smaller places) you can go to their website to see who works there.



## Finding potential contacts (II/II)

- Try to make a list of 1-5 people, per company.
- The best potential contact is the person who replies to you. There is no way of telling who that is, you just have to try multiple times in certain cases.
- Do not obsesses over a 'perfect' contact. Sometimes you approach one person and then they forward you to someone else.
  - Ex: One person at Sanofi just gave me a list of all the relevant people whom I should reach out to.
- Generally it is a good idea to preference people with scientific background or work experience. Business degrees can be nice, but they generally have a harder time seeing potential. Business backgrounds prefer finished products.

## Determining their emails (I/II)

- This is the hardest and most important part of the process
- Check a variety of sources
- PubMed – Publications
- Clinical trials databases – company contacts
- Try to find the email format – use their general email address template e.g. “help@givaudan.com”
  - Ex: @givaudan.com – search for this
  - Some people lower down the food chain will give away their emails. Use that to determine the format.
  - Search for Excel (.xls), PDF (.pdf), Word (.docx), or Powerpoint (.ppt) files which contain contact information but are left online haphazardly.

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Jasper Huels  
*Global Public Health and Market Access, Novartis  
Vaccines and Diagnostics A.G., Basel, Switzerland*

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Cambridge, MA, USA*

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E-mail address: [vas.narasimhan@novartis.com](mailto:vas.narasimhan@novartis.com)  
(V. Narasimhan)



## Determining their emails (II/II)

- Send a LinkedIn request
- Search other reports such as SEC filings
- Also ask other people at Yeda – we have a database and can sometimes help speed up the process
- We should also have access to research company services... eventually.

## Managing a marketing campaign

- Have an organizational system. Make sure you can trace when emails were sent for what, without having to go through your emails. Excel has shown itself to be good enough in this situation. This is especially important if you need to contact someone again after a multiple month hiatus. (You can just re-introduce yourself as someone who been in contact before).
- I organize it like this; Company Name, Title (Dr.,...), First Name, Last Name, Position/ Description, E-Mail, Product being sold, Executive Summary, Case Number, Comments, Date Sent, Date of Response, Type of Response, Reminder Email, Review Reminder Email (for maybe answers).

	A	B	C	D	E	F	G	H	I
1	Company Name	Title	First Name	Last Name	Position/ Description	E-Mail	Product being sold	Executive Summary	Case Number
	WIBERG GmbH (owned by Frutarom)								
685	Firmenich	Ms.	Jennifer	Luzes	Global Innovation Foresight Manager				
686	Firmenich	Ms.	Toddi	Gutner	Business Innovation Lead	<a href="mailto:toddi.gutner@firmenich.com">toddi.gutner@firmenich.com</a>			
687	Firmenich	Ms.	Lynda	Costa	VP Strategic Development	<a href="mailto:lynda.costa@firmenich.com">lynda.costa@firmenich.com</a>	Colitis Treatment	ES and publication	1831
688	Firmenich	Mr.	Darrel	Fletcher	Senior Director Business Development	<a href="mailto:Darrel.Fletcher@firmenich.com">Darrel.Fletcher@firmenich.com</a> <a href="mailto:d.fletcher@firmenich.com">d.fletcher@firmenich.com</a>			
689									

## Communicating (I/III)

- For each contact you are doing the modern version of ‘cold calling’. Most people will not reply, another percentage will say “no thanks”, an even smaller group will explain why, an even smaller group will ask for more info and/or a phone call, an even smaller group will continue from there e.g. sign an NDA, and finally an even smaller group will actually sign any kind of contract.
- The most important rule of sending out emails is that while we cast a broad net, try to be targeted. Try match the message to the company.
- Most importantly of all DON'T BE AN ASSHOLE. (Even unintentionally).
  - They may say no to this technology, but will want something else in the future.
  - Build relationships.



# Communicating (II/IV) – Template/Formatting

Subject: A novel protein scaffold to improve the efficiency of cellulose and hemicellulose degradation by enzymes from yeda tech transfer [1536]

To: **FILL THIS IN LAST!!!!!!** (Important so that you don't accidentally send an email before it is ready)

Cc: [Orly.Savion@weizmann.ac.il](mailto:Orly.Savion@weizmann.ac.il) (Depends per licensing officer | just to keep everyone relevant in the loop)

Bcc: [magic.yeda@weizmann.ac.il](mailto:magic.yeda@weizmann.ac.il) (This is for our internal tracking system, such that can track what were the reactions)

Attachments – XXXXXX.PDF (Don't forget this, it is embarrassing when you forget it, I know from personal experience).

Internal Yeda  
Tracking Number

Dear [Potential Client Name] (In the initial email always write Dr./Mr./Ms. [not Mrs. Or Miss.] "last name")

My name is Dr. Jacob Fierer and I am a licensing assistant at YEDA R&D, the technology transfer company of the Weizmann Institute. We are an academic institution looking for partners to license and bring our innovation forward to the market. We have identified a technology from Prof. Bayer that aligns with [Company Name] focus, a **protein scaffold system (Cellulosomes) that improves the enzymatic efficiency in breaking down of cellulose and hemicellulose.**

I have attached a brief non-confidential summary to this email.

If you would like to learn more about this technology or if you would like to receive any additional non confidential/confidential (under NDA) information please contact Dr. Orly Savion:

Orly Savion, PhD

Licensing Director

Tel: +972.8.9344374

Fax: +972.8.9470739

[Orly.Savion@weizmann.ac.il](mailto:Orly.Savion@weizmann.ac.il)

The bolded sentence is a short description about how the technology is of value or matches the interest to respective company. It should be unique for every technology. And depending, could be different for groups of companies. You want to personalize it so that it does not feel like you are handing out fliers.

Best regards,

Jacob

Dr. Jacob Orry Fierer

Licensing assistant

[jacob.fierer@weizmann.ac.il](mailto:jacob.fierer@weizmann.ac.il)

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76100, Israel





## Communicating (III/IV) – Reminder Emails

Subject: Reminder – [Original subject line]

Dear [Client Name],

Kind reminder, I contacted you a few days ago in regard to a technology from the Weizmann Institute. I would appreciate to receive any response so that we can better direct future technologies.

Looking forward to hearing from you.

Best regards,

Jacob

Important note: Use the FORWARD function rather than REPLY ALL. Forward keeps attachments included to an email. You can then re-include the proper email addresses.



## Communicating (IV/IV) – General tips

- Keep geography and culture in mind when sending emails.
  - Ex: sending an email Monday afternoon in Israel means it is the first email Monday morning of a potential American client.
  - Ex: Sending emails to European clients between December 20<sup>th</sup> – January 2<sup>nd</sup> is pointless.
- Send an email one client at a time per company! Do not send multiple emails to different people in the same company
  - Personal experience
- Send an email, then wait 1-2 weeks to send a reminder. If no reply after reminder, move on to a new person.
  - How persistent you are will depend on a variety of factors.
- If you get a reply, please always forward it to someone with magic yeda Bcc'ed – it helps us keep track of everything.

## Final Comments

- This is not the only way of doing business development
- Conferences, meetings, visits by delegations, networking are all effective as well and can combine with this method; you now have a reason to speak with this person at a conference.
- This does have its place for other reasons, because it is a quantitative measure of the technology. It tells us from a market sample how many have shown any interest at all.
  - Think of it like a market survey.
  - Feedback can be useful i.e. do we need to do I.P. upgrade?
- This is a grind/marathon.
- Be prepared for a lot of rejection. Like I mean a lot of rejections.
- Most important be patient and don't take anything personally.



THANK YOU

