



QUEEN'S  
UNIVERSITY  
BELFAST

WILLIAM J. CLINTON  
LEADERSHIP  
INSTITUTE



HIRANI  
Advocate • Collaborate • Integrate

Invest  
**Northern  
Ireland**



**BUSINESS  
NAVIGATOR LIFE &  
HEALTH SCIENCES  
PROGRAMME**

**SHAPING  
A BETTER  
WORLD  
SINCE 1845**





QUEEN'S  
UNIVERSITY  
BELFAST

WILLIAM J. CLINTON  
LEADERSHIP  
INSTITUTE

# BUSINESS NAVIGATOR LIFE & HEALTH SCIENCES PROGRAMME



## PROGRAMME DATES

January 2025



## PROGRAMME FORMAT

In person, on campus. 16 days.



## LOCATION

Riddel Hall, Belfast



## LANGUAGE

English



## PRICE

£7,212.50

Applicants from NI based SMEs in the Life and Health Sciences Sector. The pilot Programme is currently supported by Invest NI, subject to eligibility, 100% course funding may be provided. See eligibility criteria.



## WHO SHOULD ATTEND

Leaders of life and health sciences businesses, with commercial industry experience. Exceptions may apply.



# OVERVIEW



Northern Ireland's Life and Health Sciences is the fastest growing sector in the region. Consisting of diagnostics, therapeutics, med-tech and digital health is one of the highest value-generating sectors in the UK. However, its highly regulated nature, high development costs, validation, procurement and adoption barriers hinders growth in the sector as it is a long, costly process involving a complex network of stakeholders.

Led by talented scientists, often from an academic or clinical background, many life and health sciences companies have developed cutting-edge technology. However, challenges arise when strong technical skills need to be blended with equally advanced business acumen to successfully commercialise these technologies.

To address this market need, Invest NI has agreed to fund the Pilot Business Navigator Life and Health Sciences Programme in association with Queen's University. Through partnerships with Ulster University and the Health Innovation Research Alliance Northern Ireland (HIRANI), this new life sciences leadership programme aims to combine business education with deep sector expertise and connections, providing a wealth of real-life examples to help companies with market positioning, global strategy and venture building.



Over 8 modules, this course lays out the professional development journey for technical innovators to learn the business behind life science venture building and put this to work within their own company to realise growth.

## Over six months you will;

1. Understand the strategic drivers of the life science industry and horizon scanning for sectoral business intelligence in a rapidly changing environment.
2. Explore UK and global markets with a US study trip to meet and immerse with large US pharma or medtech industry and bio-pharma clusters.
3. Review the opportunities to grow your business and chart a personalised growth strategy to align with your business.
4. Build your peer network with facilitated support from business growth experts.
5. Learn the fundamentals of venture finance, valuation, project management and managing risk, and bringing this together for effective bid writing.
6. Life and health science business models: the benefits of using life sciences strategy, regulation and marketing to complement scientific R&D to position and propel innovation's route to market.





QUEEN'S  
UNIVERSITY  
BELFAST

WILLIAM J. CLINTON  
LEADERSHIP  
INSTITUTE

SHAPING  
A BETTER  
WORLD  
SINCE 1845

## WHO IS THIS PROGRAMME FOR

This programme is critical for life and health science business owners, founders, and senior managers who aim to achieve significant growth in their business.

Having attained tangible business traction since incorporation, you are ready to focus on business growth.

This programme has been co-designed by strategic growth experts at Queen's Business School and life and health science industry specialists. The programme draws on business strategy literature as well as industry experts to deliver a practical approach to growing your business and radically change your outlook.

This programme promises to boost the motivation and strategic acumen of SME leaders in the health and life science industry, through the delivery of business knowledge and expertise as they embark on their new growth journey.





# PROGRAMME STRUCTURE AND CONTENT

| Session                                | Date                        | Time        | Module Details  | Instructors   |
|--|-----------------------------|-------------|---|---|
| <b>Orientation</b><br>Online           | 17th January 2025           | 10:30-12:30 | <b>Onboarding &amp; Programme Overview (Online)</b><br>Meet the team and your new network.  | Lisa Messina<br>Chris McCabe<br>Joann Rhodes<br>Sarah Gowers-Cromie |
| <b>Module 1</b><br>On campus<br>2 days | 21st & 22nd<br>January 2025 | 09:30-16:30 | <b>Life and Health Science Ecosystem</b><br>Welcome on campus. Ice-breaker & Professional Headshot<br><br><b>Day 1</b> <ul style="list-style-type: none"><li>This first horizon setting module reviews the sector big picture perspective.</li><li>Explore the life sciences commercial landscape including business trends.</li><li>Track business patterns by future technology trends.</li><li>Guest Speakers (Therapeutics, Med-Device and digital Health) Case studies.</li></ul> <b>Day 2</b> <ul style="list-style-type: none"><li>Review sector clusters.</li><li>Comparison of the NI and UK ecosystem.</li><li>Group workshop activities and industry guest Speaker.</li></ul>                  | Chris McCabe<br>Joann Rhodes  |
| <b>Peer group session 1</b><br>Online  | 5th February 2025           |             | Introduction to your peer group and your growth action plan in this facilitated, online peer group session.   | Sarah Gowers-Cromie   |
| <b>Module 2</b><br>On campus<br>2 days | 12th & 13th February 2025   | 09:30-16:30 | <b>Strategic Partnerships and Role Negotiations</b><br><b>Day 1 Interactive life science role playing business simulation session.</b> <ul style="list-style-type: none"><li>Managing strategic partnerships in a B2B setting: Health service and large industry &amp; supply chain</li><li>Managing power imbalances, negotiation and influencing.</li></ul> <b>Day 2 What's your USP?</b> <ul style="list-style-type: none"><li>Workshop activities to explore your business core capabilities vs outsourcing. Guest speaker.</li><li>Bid writing – Convening and managing stakeholders. With core learning throughout the course to add value for bids e.g. economic case, market discovery.</li></ul> | David McAlinden<br><br>Joann Rhodes                                 |
| <b>Peer group session 2</b><br>Online  | 4th March 2025              |             | One hour facilitated peer group session.  | Sarah Gowers-Cromie   |
| <b>Module 3</b><br>On campus           | 10th March 2025             | 09:30-16:30 | <b>Finance and Commerce</b> <ul style="list-style-type: none"><li>Introduction to Life Science Investments</li><li>Valuation</li><li>Funding structures – Grants, investment and business angels .</li><li>Online keynote session on the topic of finance structuring models, featuring panelists from key financial organisations.</li></ul>   | Aine Gallagher  |

| Session                                       | Date                       | Time        | Module Details  | Instructors  |
|---|----------------------------|-------------|---|--|
| <b>Module 4</b><br>On campus                  | 20th & 21st March 2025     | 09:30-16:30 | <b>Life Science Innovation &amp; Business Models</b><br><b>Day 1 Business concepts &amp; tool kits</b> <ul style="list-style-type: none"><li>Design thinking</li><li>Elements of a business model</li><li>Strategy (Commercial Case studies) – what is your business? CRO, service, product</li><li>Understanding USP &amp; value proposition</li><li>Competitors</li><li>IP management</li></ul> <b>Day 2 – Workshop – Routes to market worked examples and group presentations</b> <ul style="list-style-type: none"><li>Life sciences commercial Strategy</li><li>Validation and clinical trials</li><li>Building asset streams and value</li><li>Regulatory FDA vs MHRA vs EMA</li></ul>    | Lisa Messina<br><br>Jaspreet Grewal                              |
| <b>Peer group session 3</b><br>Online         | 27th March 2025            |             | One hour facilitated peer group session.  | Sarah Gowers-Cromie  |
| <b>Module 5</b><br>Titanic, Belfast<br>2 days | 7th & 8th April 2025       | 10:30-16:30 | <b>Life Science Networking and conference</b><br><b>Day 1 Group peer session (10:30am)</b> <ul style="list-style-type: none"><li>Join the HIRANI Health Tech Spring Conference 2025</li><li>Networking and life science support masterclasses</li></ul> <b>Day 2 HIRANI Health-tech Spring Conference 2025</b>  | Sarah Gowers-Cromie  |
| <b>Peer group session 4</b><br>Online         | 16th April 2025            |             | One hour facilitated peer group session.  | Sarah Gowers-Cromie  |
| <b>Module 6</b><br>On campus                  | 14th May 2025              | 09:30-16:30 | <b>Routes to Market</b> <ul style="list-style-type: none"><li>Review the routes to market for your business by technology. Case studies on digital health, therapeutic and diagnostic</li><li>Developing the Market Opportunity and Business Pivots</li><li>Building Value Workshop</li><li>Health Technology Assessment</li><li>Building the economic case including health economics</li><li>Guest speaker.</li></ul>   | Chris McCabe   |
| <b>Module 7</b><br>Boston, USA                | 20th 21st 22nd<br>May 2025 | 09:30-16:30 | <b>International Study Trip to Boston, USA</b> <ul style="list-style-type: none"><li>US Routes to market</li><li>Pharma half day workshop.</li><li>Pharma R&amp;D and commercial collaboration</li><li>Med-tech half day workshop</li><li>Horizon scanning &amp; convergence</li><li>Networking events</li></ul>  | Lisa Messina<br>Joann Rhodes                                     |
| <b>Peer group session 5</b><br>Online         | 4th June 2025              |             | One hour facilitated peer group session.  | Sarah Gowers-Cromie  |
| <b>Module 8</b><br>On campus                  | 18th & 19th June 2025      | 09:30-16:30 | <b>Leading for Growth.</b><br><b>Day 1: Preparing for change</b> <ul style="list-style-type: none"><li>Organisational behaviour</li><li>Embracing a strategic mindset</li><li>Positioning and executing change</li></ul> <b>Day 2: Future proofing your success</b> <ul style="list-style-type: none"><li>Synopsis of key learnings from the programme.</li><li>Personal Leadership – modelling and communicating change e.g. life science validation stage-gates, scaling, investment</li><li>Building Life Science Credibility to enact change</li><li>Coping with a rapidly changing business environment</li><li>Influencing key stakeholders</li><li>Wrap-Up &amp; Key Takeaways</li></ul> | Michelle Aitken<br><br>Christine Williams                        |
| <b>Finale</b><br>Invest NI HQ,<br>Belfast     | 25th June 2025             | 09:30-16:30 | Growth Action Plan Presentations with peer group feedback.<br>Business support signposting from Invest-NI/QUB.<br>Celebratory finale with your class.   | Lisa Messina<br>Joann Rhodes<br>Chris McCabe Sarah Gowers-Cromie |

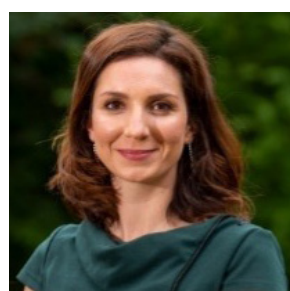


# PROGRAMME FACULTY



## INVEST NI

Invest NI is recognised as a leading economic development agency, instrumental in driving a balanced, sustainable, productive, and prosperous Northern Ireland economy through unlocking the potential of businesses across the region.



## DR LISA MESSINA PROGRAMME DIRECTOR

Dr Lisa Messina is a Senior Lecturer in Entrepreneurship, Innovation and Management at Queen's Business School. Her expertise and research interests cut across the fields of entrepreneurship, innovation and international business. Specifically, she has explored the creation and internationalisation trajectories of SMEs, high-technology start-ups, academic spin-offs and agri-food SMEs.

Lisa's teaching experience has drawn on this background, focusing on the modern international business landscape and how large and small businesses develop innovative and entrepreneurial strategies to cope with its rapidly evolving dynamics. She has taught a variety of courses, including Leadership in contexts of change, Global Business Environment, Innovation Management, and Entrepreneurship. Lisa also actively collaborates with industry, both locally and internationally. She has worked with university incubators, Venture Capital funds, and has delivered strategic guidance to help SMEs navigate the uncertain environments stemming from Brexit and Covid-19.



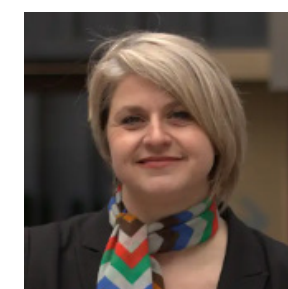
## PROFESSOR CHRISTOPHER MCCABE

Professor Christopher McCabe is a health economist, specialising in the field of health technology assessment.

He is an expert in financially sustainable and equitable market access for innovative health technologies, value-based pricing, early health technology assessment as due diligence in life sciences translation, and the health economics of pandemics.

Professor McCabe has over thirty years' experience working at the health economics research/policy interface, most notably with National Institute of Health and Clinical Excellence in the UK, and Canadian Agency for Drugs and Technologies in Health in Canada.

He has held professorships at five universities in the UK and Canada, including a Capital Health Endowed Research Chair at the University of Alberta and led multi-disciplinary research networks in both nations. He has also contributed to national and international standard setting documents for the economic evaluation of life sciences technologies.



## JOANN RHODES BSC FRSA MBA

Joann's is the Chief Executive of HIRANI and provides support to accelerate collaborative health research and innovation from the lab-clinic-patient-home. She connects knowledge with opportunities to drive health and prosperity for the citizens of Northern Ireland, the health services and the wider, global health and life sciences economy.

She also holds multiple advisory and board positions and an Exec-MBA from Imperial College

Joann started her career as a cellular pharmacologist and industry fellow at Imperial college developing translational rationale for 4+ novel immunomodulation therapies to reach the clinic.

She has sought to facilitate industry-academic partnerships delivering the US-UK Pfizer Rare Diseases Consortium: a collaborative commercialisation of small molecule and gene therapy programmes, and as Chief of Staff at Merck UK R&D Laboratories realised the start-up vision for the new collaborative £1.3B UK R&D labs for Neurodegeneration at The Francis Crick Institute, in London.



## PROGRAMME FACULTY



### DR SARAH GOWERS CROMIE

Dr Gowers- Cromie has 15 years' experience in designing and delivering executive level education across a wide range of contexts and sectors. Sarah is a programme instructor at the William J. Clinton Leadership Institute contributing on a range of leadership and management courses. Having worked in a range of commercial, academic and public organisations she has hands-on leadership experience in very different organisational settings, in both geographically dispersed and local teams. Sarah has significant experience in small business, business growth, leading a growing team, organisational culture, team development, operating and business model development. Leading a dispersed team across the UK, Africa and South America. Her particular areas of expertise are in leadership and organisational change management. Her dynamic delivery style brings content to life to engage participants in applying learning to real life business problems. She is passionate about individual growth as well as organisational effectiveness.



### DAVID MCALINDEN

David is a qualified accountant and has worked as a Senior Consultant for PricewaterhouseCoopers (PwC) in a variety of global transformation programmes in Europe, the Middle East, The Caribbean and the USA. David has extensive experience in executive education, working with a range of public, private and third sector organisations at the William J. Clinton Leadership Institute. He joined Axiom Law in 2016 as the Global Head of Learning and Development and in December 2023 completed a secondment as Global Head of L&D for Inizio Engage - a global health and life sciences organisation. He has over 20 years of client management.



### ÁINE GALLAGHER

Áine Gallagher is a Lecturer in Finance in Queen's Business School and Programme Director for the BSc Finance, working at the William J. Clinton Leadership Institute on a range of customised leadership programmes to promote financial acumen in leaders and managers.

Prior to joining Queen's as a Faculty member in 2015, Áine spent 5 years working for Barclays Corporate Bank on event led debt transactions (acquisitions, M&A, leveraged finance) and laterally in the relationship banking team, working with C-suite executives to deliver financial solutions.

Áine has practical experience with detailed financial statement analysis, valuation methodologies, sensitivity analysis and structuring risk management solutions. Áine has previously taught modules on Corporate Finance and currently teaches the Behavioural Finance modules and Equity Research modules in the Management School. Her research focusses on the historical importance of women investors and their participation in the governance and management of firms. Áine has completed the Chartered Financial Analyst (CFA) professional qualification and holds an MSc in Finance from Warwick Business School.



### JASPREET GREWAL

Jaspreet Grewal is an accomplished clinician, researcher, and venture partner, bringing nearly 20 years of experience in healthcare, clinical research, regulatory affairs and strategic advisory to companies focused on the life sciences. Her career has allowed her to train and work globally in some of the best healthcare and innovation ecosystems. Jaspreet holds a Master's in Clinical Vision Sciences from Georgetown University School of Medicine (Ophthalmology), and continued training at Yale & Harvard University with an Executive MBA from LSE. As Chief Executive and co-founder of AxialBridge, Jaspreet has built the company into a global life sciences advisory firm supporting a variety of stakeholders along the biotech and life sciences value chain. She has successfully merged her expertise and passion for innovation, research and finance to become a dynamic leader nationally and internationally. She is a sought-after speaker who addresses topics related to investment trends, regulatory strategy, international trade and economic development, and emerging areas of innovation. She is passionate about championing innovation, ecosystem development and clinical adoption.



QUEEN'S  
UNIVERSITY  
BELFAST

WILLIAM J. CLINTON  
LEADERSHIP  
INSTITUTE

SHAPING  
A BETTER  
WORLD  
SINCE 1845

## PROGRAMME FACULTY



### MICHELLE AITKEN

Michelle Aitken is a Senior Lecturer in Entrepreneurship, Strategy & Innovation at Loughborough University. Michelle's areas of expertise are international business, strategy and governance. In addition, Michelle complements her University role acting as a management and leadership consultant for a variety of international firms. Michelle leads a number of executive programmes at the William J. Clinton Leadership Institute as an adjunct expert faculty. Having completed a BA honours degree and spent over 20 years working internationally within the airline industry in sales and marketing, latterly as a consultant, Michelle returned to the UK to complete an MBA and moved into part-time lecturing for Loughborough within the International Business, Strategy and Innovation team.



### CHRISTINE WILLIAMS

With a PhD in molecular pharmacology and over 20 years experience as a senior scientific leader within global mid and large scale pharmaceutical companies such as Pfizer, UCB and Ipsen, Chris founded Questae Coaching & Consulting in 2017. This is where she combines her professional expertise with formal certification as an MBTI® and Five Behaviors® practitioner, and her passion for people to support academic spin-outs, small start-ups, Biotech and large pharma clients develop transformational change leadership skills. Chris is also an affiliated Consultant at Leading Change UK Ltd and Phetairos Ltd; plus holds multiple board positions at Charnwood Molecular, British Pharmacological Society, ELRIG UK and BPS Assessment Ltd.

## EXCEPTIONAL EXECUTIVE EDUCATION EXPERIENCE

The William J. Clinton Leadership Institute delivers executive education programmes with the aim of creating real impact for leaders, managers and their organisations. Our mission, as part of Queen's Business School is to educate and empower leaders for the benefit of business and society. Our executive programmes synergise the rich Queen's University academic heritage with cutting edge leadership thinking and techniques from experts at William J. Clinton Leadership Institute and Queens Business School. Real world industry insights and exciting new developments from our university research centres contribute to building leadership expertise, transforming individual and organisational performance and boosting competitive edge.

RUSSELL  
GROUP



## CONTACT US

The William J. Clinton Leadership Institute  
Queen's Business School  
Riddel Hall, 185 Stranmillis Road  
Belfast, BT9 5EE

T: +44 (0) 28 9097 4665

E: [leadershipinstitute@qub.ac.uk](mailto:leadershipinstitute@qub.ac.uk)



This is an exciting leadership programme that will support you as you step into the forefront of life and health sciences. It will sharpen your business vision, motivate you to pursue further growth, and support you as you shape the breakthroughs of tomorrow.

Dr Lisa Messina,  
Programme Director





**QUEEN'S  
UNIVERSITY  
BELFAST**

**WILLIAM J. CLINTON  
LEADERSHIP  
INSTITUTE**