



THE LIFE SCIENCES EXECUTIVE DIPLOMA

in Strategy & Innovation

Part of the AVT

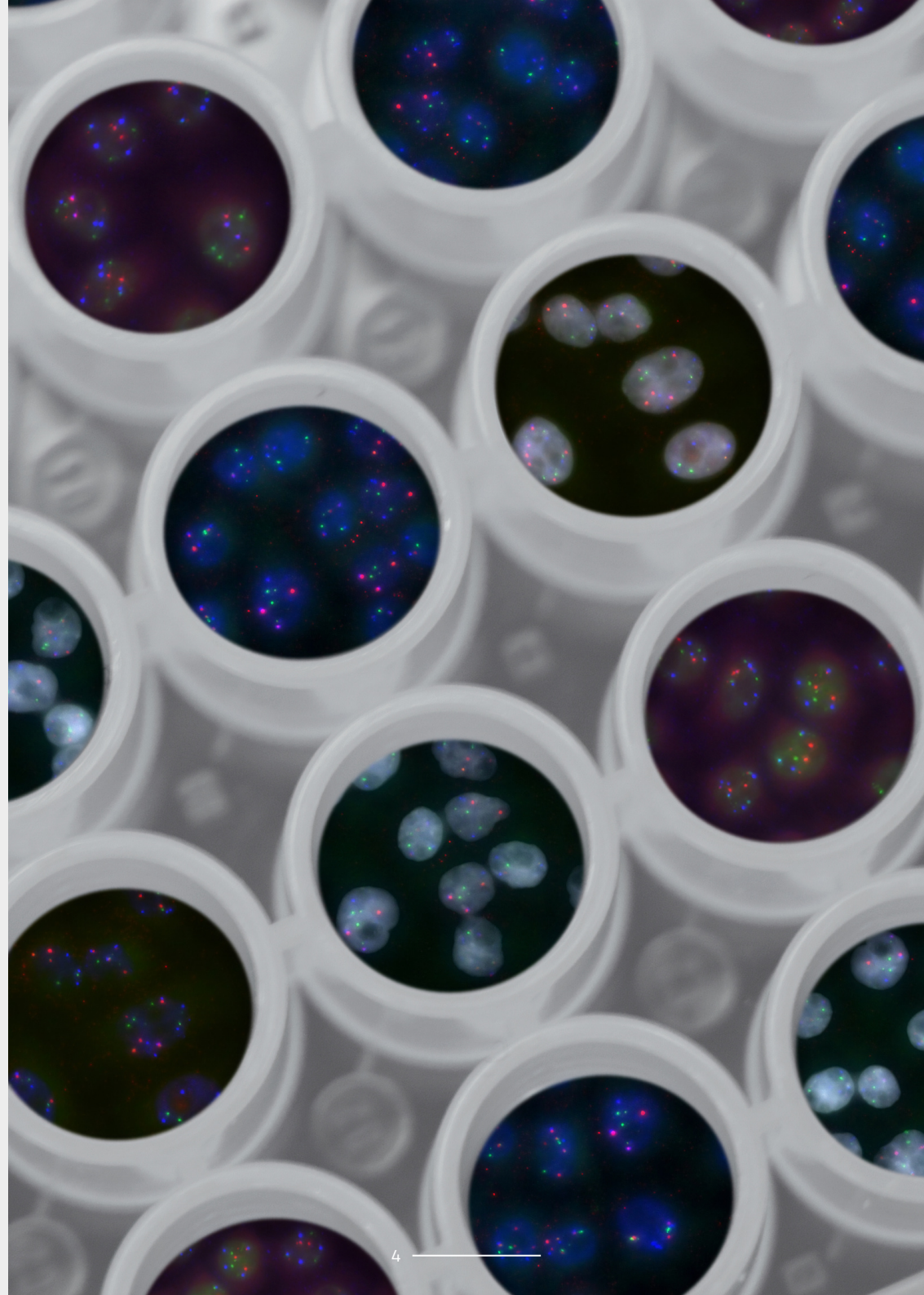
Executive MBA (Life Sciences)



What is unique about the Life Sciences Executive Diploma?

- 1 Life sciences sector specific program, tailored to its commercial players within pharma, biotech, medtech and medical devices – for relevance.
- 2 Taught by top-tier professors from Harvard, Kellogg, and Kingston alongside industry leaders – for quality.
- 3 Apply learnings to real-life home company projects for tangible results – for impact.

The Diploma is part of the AVT accredited Executive MBA.





Navigating the transformation in the life sciences industry calls for leaders with insight and foresight

Navigating the life sciences industry's transformation requires insightful and forward-thinking leaders. Over the past decade, medical product companies have faced pressure to maintain performance levels amid declining new product launches in many spaces, healthcare cost containment, and generic competition. Established firms struggle to meet shareholder demands, startups to meet investor milestones.

The industry experiences rapid technological change, with biotechnology and genetic engineering offering promising solutions in drug development. Mainstream technologies, such as AI, are also rapidly adopted. And academia and startups drive discoveries, leading to increased outsourcing.

In addition, the shift from managing chronic diseases to seeking cures has the potential to exert a substantial influence on the healthcare sector. The transition can accelerate the adoption of outcome-based models that emphasize comprehensive patient care and enhance the overall value of the healthcare system.

Likewise, the integration of drugs, devices, digital technologies, diagnostics (including wearables), and real-world data holds the potential to significantly enhance patient outcomes. This integrated approach has the capacity to shift the focus of companies from being solely centered on molecules or devices to becoming solution-driven enterprises.

In sum, the impact on industry players necessitates revisiting business models and go-to-market strategies.

Our Diploma program focuses on equipping you with actionable ideas, principles, and frameworks to systematically analyze the industry, identify growth and innovation opportunities, and enhance your capacity for success in the evolving life sciences sector.



World-Class Life Sciences Business Professors

AVT Business School and this Diploma program prides itself on its distinguished faculty, consisting of visiting professors carefully selected from the world's foremost business schools renowned for their expertise in the life sciences industry. These international luminaries are acclaimed authorities in their respective fields, lauded for their ability to deliver an exceptional and immersive learning experience.

Throughout the Executive Diploma program, you will have the privilege of interacting with professors hailing from esteemed institutions like Harvard Business School, Kellogg School of Management, and Stanford Graduate School of Business all renowned for their sterling reputations.

Many of our faculty members have cultivated illustrious business careers spanning both the United States and Europe, affording them the unique capability to provide you with a firsthand, global perspective on business and leadership.





Unique program to a unique industry

The life sciences industry is unique. Its leaders require unique insights, tools, and competences to succeed in creating sustainable businesses that can advance healthcare and improving the quality of life for people around the world.

Life sciences, particularly in the fields of pharmaceuticals and biotechnology, operate within a framework of rigorous regulations and approval procedures. This regulatory complexity plays a pivotal role in guaranteeing the safety and effectiveness of products, extending its influence beyond the initial stages to encompass marketing and post-launch monitoring.

The process of developing new drugs, medical devices, and therapies is time-consuming and expensive, with costs often on the rise. The extensive research, clinical trials, and rigorous testing demanded contribute to the distinctive financial challenges.

Life sciences businesses must navigate the dual purposes of profit and public health, which adds complexity, but this also presents opportunities for driving innovation and attracting talent.

The life sciences sector is defined by ongoing innovation. Constantly evolving scientific discoveries and technological advancements fuel continuous change, establishing a dynamic landscape where continuous renewal is essential for maintaining competitive advantage and profitable growth. And, the industry relies heavily on cross-disciplinary collaboration between science, healthcare, and business.

This is the motivation for this program.



Diploma Program Overview

The Life Science Executive Diploma program commences in September 2025 spanning a total duration of seven months. This comprehensive program consists of three distinct courses, each of which is structured as a two-day workshop held at AVT Business School. These workshops feature esteemed faculty members from some of the world's most renowned business schools.

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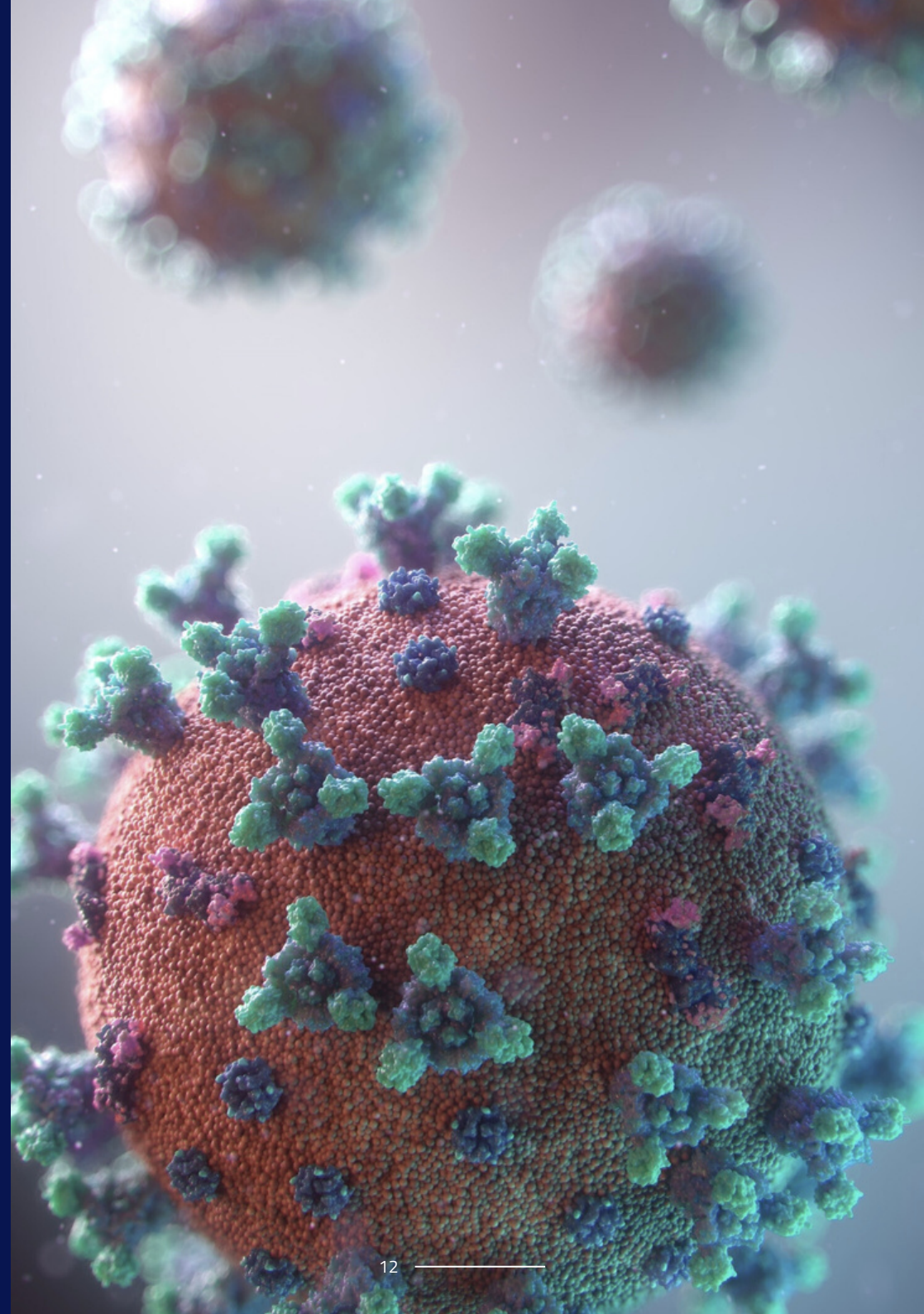
Life Sciences Business and Marketing Strategy
Professor Tim Calkins, Kellogg School of Management
Duration: 8-9 September 2025

2

Life Sciences Innovation, Promotion, and Risk
Professor Elie Ofek, Harvard Business School
Duration: 11-12 December 2025

3

Life Sciences Valuation, Financing, and Partnering
Professor Giampiero Favato, Kingston Business School
& **Dr. Martin Edwards, former Head of Global Development at Novo Nordisk**
Duration: 26-27 February 2026



Life Sciences Business Strategy & Marketing

Duration: 8-9 September 2025

A central goal of the Business Strategy and Marketing Module is to help you think like a strategic marketer; so that you can maximize the value, you create from your ideas. We will talk about new business strategy, and ways to enter established categories, but also look at growth strategies. We also get into the dark and rarely discussed topic of defensive strategy.

A strategy skill set to perform life science industry and competition analysis is provided, as well as ways on how to incorporate industry trends about patients, prescribers and payers, competition, and technology development.

You will learn to apply strategic and market tools to assess industry structure and competitive forces as well as to evaluate company's resources and products' comparative value. You will learn to define markets and understand how market segmentation and positioning contribute to value creation.

In summary, this module will help build an understanding of how to target profile, position, and market products and do life cycle management.

Key learning objectives

- Exploration of core strategy concepts, including differentiation, positioning, and gaining a competitive advantage.
- Development of effective marketing strategies tailored to the unique dynamics of life science markets.
- Acquisition of valuable customer insights and a deep understanding of customer preferences.
- Mastering the art of strategically positioning medical products and services through a comprehensive analysis of customer segmentation, competitive landscape, market size, industry value chain, and existing product portfolio.

Tim Calkins

**Professor of Marketing
Kellogg School of Management**



Tim Calkins is a distinguished Professor of Marketing at the Kellogg School of Management. With a prolific career, he has authored five books, multiple case studies, and garnered numerous awards for his outstanding teaching and publications. His recent client portfolio boasts renowned names like Moderna, Eli Lilly, Caterpillar, and AbbVie.

Tim embarked on his professional journey at the renowned consulting firm Booz Allen and Hamilton. Subsequently, in 1991, he transitioned to Kraft Foods, where he spent nearly 11 years. During his tenure at Kraft, he held leadership roles overseeing brands such as Miracle Whip, Taco Bell, Parkay, and DiGiorno, and played a pivotal role in launching over two dozen new products.

Tim holds a BA from Yale University and an MBA from Harvard University.





Elie Ofek

**Professor, Head of Marketing unit
Harvard Business School**

Elie Ofek is a Professor at the Harvard Business School and head of the marketing unit. Professor Ofek's research focuses on new product strategies. He explores interactions between R&D and marketing decisions, such as pricing and branding, and is particularly interested in how companies integrate marketing input when formulating innovation strategy at the new product planning phase. He also examines the implications of information technology and digital/social media on firms' product/content offerings and on their marketing mix.

He received his Ph.D. in Business from Stanford University, holds an M.A. in Economics from Stanford University and earned his B.Sc. degree in Electrical Engineering from the Technion. Prior to entering academics, he worked as a development engineer in the audio/video multimedia division at an IBM research center.



Life Sciences Innovation, Promotion and Risk

Duration: 11-12 December 2025

We will delve into the effective utilization of marketing input within innovation strategies, medical promotion strategies, sales forecasting, diffusion management, and the exploration of the next generation of medical marketing strategies. You will gain insights into mapping product ecosystems to mitigate risks associated with innovation and market adaptation, thereby enhancing the prospects for success.

Furthermore, you will acquire a deeper understanding of how market segmentation and brand positioning contribute to the development of innovative marketing strategies, anchored in customer value-based marketing principles. A primary learning objective of this program is to bridge the potential gap that may arise between product innovations and their subsequent commercialization and marketing efforts.

Key learning objectives

- Gaining insights into promotion strategies, sequencing, and product forecasting.
- Mastering life-cycle management techniques to maximize value throughout a product's lifespan.
- Strategically optimizing marketing investments to achieve the highest possible return, including a balanced approach to communication channels such as detailing, free sampling, Direct-to-Consumer advertising, conferences, engagement with Key Opinion Leaders, and leveraging Social Media.
- Integrating market access considerations into decision-making processes, including the incorporation of marketing input into early R&D priorities and new product planning.
- Utilizing product ecosystem mapping as a strategic tool to reduce innovation and market adaptation risks, ultimately increasing the likelihood of success.
- Outcome-driven innovation - explore the shift from standalone drug or device to holistic patient solutions integrating diagnostics (wearables), real-world data, and digitalization.

Life Science Valuation, Financing and Partnering

Duration: 26-27 February 2026

The strategic perspective developed in the Business and Marketing Strategy Module was crafted to establish a comprehensive innovation and strategic vision within a selected domain.

The Valuation, Financing, and Partnering Module has been meticulously designed to provide participants with analytical and managerial instruments aimed at enhancing strategic decision-making. This module also encompasses the valuation of various options, comprehension of societal value, proficiency in health economics, and pricing strategies.

An essential component of this module revolves around the critical matter of partnering. This includes delving into financial models, assessing the valuation of potential acquisition targets, conducting due diligence, and orchestrating funding mechanisms for the biotech and medtech sectors.

Key learning objectives

- Develop the capability to extract customer insights and gain a profound understanding of their preferences.
- Attain proficiency in various pricing models applicable in the industry.
- Acquire knowledge about the intricacies of reimbursement policies in the context of medical markets.
- Learn how to leverage customer insights and trade-off analyses to set prices and customize communication strategies tailored to diverse market segments.
- Gain expertise in the economic valuation of both companies and projects. This includes insights into organizing and securing funding within the medtech and biotech sectors, as well as the extraction of valuable lessons for the pharmaceutical and device industry.
- Dive into the details of conducting thorough due diligence for potential acquisition targets and explore a variety of partnering models.
- Develop skills in decision analytics and decision-tree modeling specifically tailored for multi-stage product development. Understand how to navigate uncertainty and proactively mitigate risk in decision-making processes.
- Exploring and comparing for profitability different life science business models from proprietary pharma/device, generic, bio- and medtech, CROs/CMOs to PBMs.

Dr. Martin Edwards

**Former Head of Global Development at Novo Nordisk
and Senior Partner at Novo Holdings**



Dr. Martin Edwards, a seasoned Independent Director, boasts a distinguished track record across multiple NASDAQ-listed companies, currently serving as a Board Member at Reata Pharma, Verona Pharma, Morphic Therapeutics, Inozyme Pharma, and Allievek. His extensive expertise as a Life Science VC partner and international drug developer is underscored by significant contributions throughout his career. Notably, he has held pivotal roles such as the Head of Global Development at Novo Nordisk and a Senior Partner at Novo Holdings. Additionally, Dr. Edwards played a crucial role as the initiator and co-founder of the prestigious life science executive educational portfolio at the esteemed former SIMI foundation where he also held an adjunct professorship. Dr. Edwards holds a Doctorate in Medicine and an MBA.



Giampiero Favato

Professor at Kingston Business School

Prof. Giampiero Favato, Corporate Finance Professor and Director of Doctoral Programmes at Kingston Business School, has 15+ years of corporate experience in Fortune 100 life science firms. Starting in the pharmaceutical industry at Eli Lilly, he advanced through divisions in Italy and Indianapolis, USA. In 1998, he joined Schering-Plough as Director of the Primary Care Business Unit, later taking on a senior leadership role when the company entered a joint venture with Merck Sharp & Dohme (MSD) in 2001. Concurrently, he pursued a DBA at Brunel. He holds a MBA from Chicago and BA from Oxford. Returning to Italy in 2002, he became Managing Director of the MSD-SP partnership.

In 2006, Prof. Favato transitioned to academia and currently holds positions as Honorary Professor at UCL London and Visiting Professor at Tor Vergata University, Rome. He is a Faculty Member of ICAEW, AIA, CMI, and Academic Editor of PLOS One. Widely published, his work spans health economics, real options, and more recently, uncertainty in valuation.



Top Industry Leaders and Experts Perspectives

Next to the international business faculty, the program will also feature visits from top leaders and experts in the life sciences industry. Their presence will offer a firsthand practitioner's perspective and insights into the latest global industry trends. They will present real-life case studies and dilemmas to engage participants, sharing their own historical choices and experienced outcomes.



Gitte Aabe

Former CEO LEO Pharma A/S
and GN Group



Tarek Samad

Head of Global Research at H. Lundbeck A/S,
prev. Ass. Professor Harvard Medical School



Martin Bonde

Chair and CEO
More than 25 years of international experience
from the biotech industry



Carsten Buhl

President USA Canada Latin America, WS Audiology A/S.
Previously President and CEO at Otometrics, and Executive
Vice President & Chief Commercial Officer at Ambu A/S.



Sarah Rickwood

Thought Leadership and
Marketing at IQVIA



Bobby Soni

Chief Business Officer, Bio Innovation In

“Executive MBA (Life Sciences)” – Take the First Step with the Diploma Program

The Life Sciences Executive Diploma is an integral component of the AVT Executive MBA program.

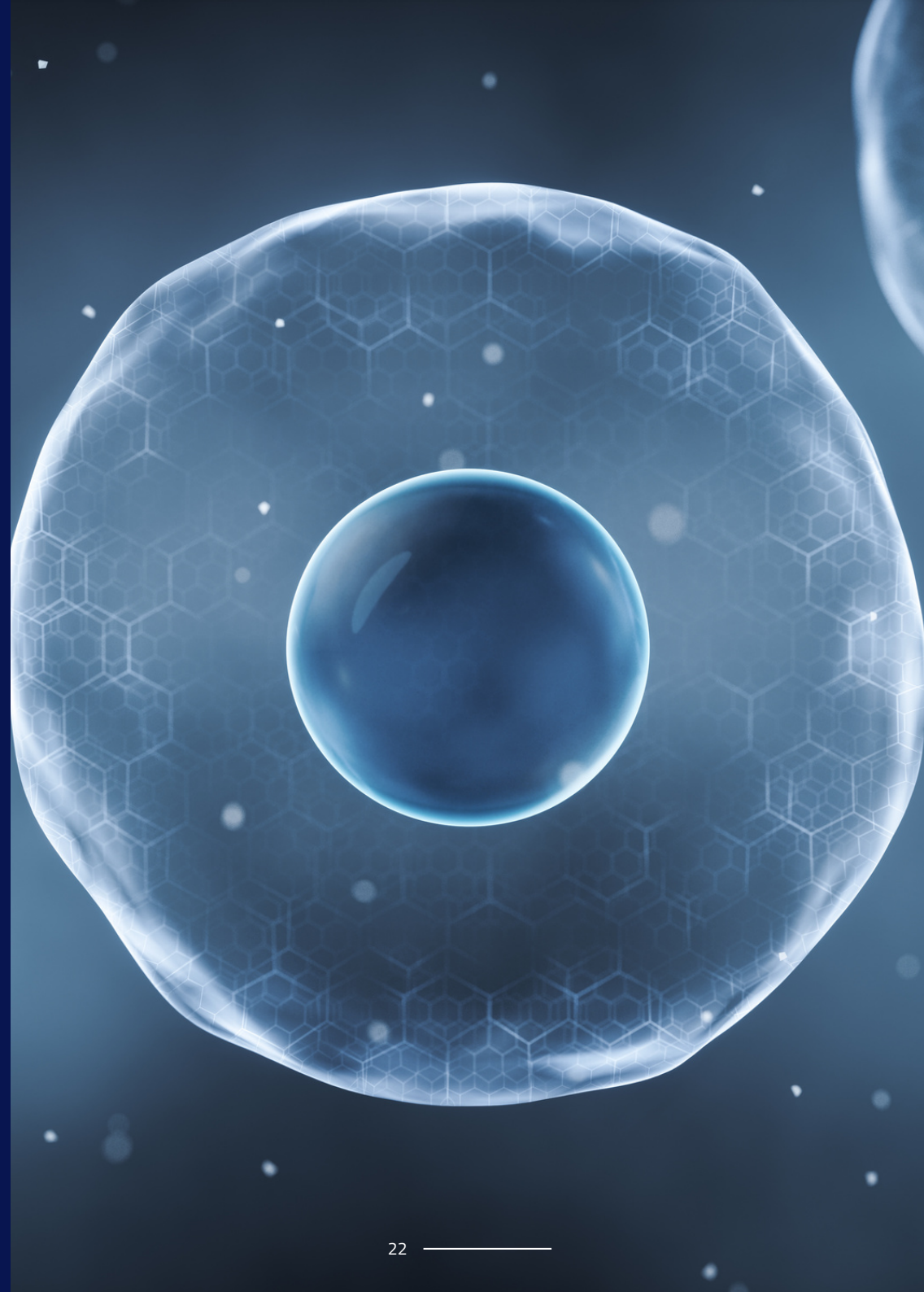
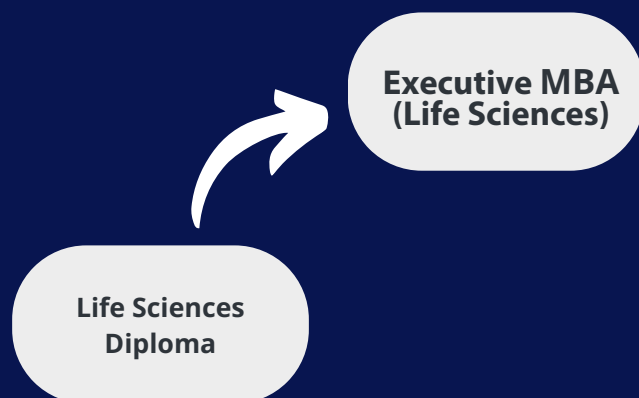
Should you aspire to pursue a full MBA degree, your Life Sciences Executive Diploma serves as a stepping stone towards that goal.

Upon completion of the MBA, you will be awarded the “Executive MBA (Life Sciences)” degree.

This degree is a specialization within our general Executive MBA and is fully recognized and globally accredited by The Association of MBAs (AMBA).

Should you aspire to pursue a full MBA degree, the Diploma serves as a stepping stone towards that goal. The additional modules maintain the same structure but offer a diverse array of courses designed to further enhance your capabilities as a business manager and leader.

Throughout your educational journey, encompassing both the Life Sciences Executive Diploma and the subsequent segments of the Executive MBA program, you will be guided by the dedicated Life Sciences AVT Director offering insights and support pertaining to career development, assignments, and their practical application within the life sciences industry.





Leaders and talents with commercial and STEM background

The target audience comprises leaders and talented professionals within the life sciences industry and its associated suppliers, encompassing sectors such as pharmaceuticals, medical devices, biotechnology, and medtech.

Our program welcomes participants with diverse backgrounds, whether they come from a commercial or STEM (Science, Technology, Engineering, and Mathematics) background. The program team has a proven track record of also successfully educating STEM professionals in various commercial disciplines, which can prove immensely valuable.

When chemists and engineers undergo commercial training, it opens up new perspectives for them. They gain the ability to recognize connections across technology and market dynamics; across unmet needs and scientific frontiers; across laboratory potential and entrepreneurial opportunities.

This holistic perspective empowers them to respond proactively to unmet needs and propose innovative products that integrate into existing solutions. The exceptional commercial acumen possessed by STEM professionals enables them to intuitively and comprehensively assess the potential of product technologies from an early stage, which is highly advantageous.

Notable examples of luminaries in this field, including those with natural science backgrounds, include individuals like Elon Musk (with a background in business and physics), Jeff Bezos (an electronics engineer), and Mark Zuckerberg (with degrees in psychology and computer science).

Watch video on value of educating STEMs by AVT:

<https://www.youtube.com/watch?v=vwHCtAwG-Bs&t=11s>


AMBA Accredited

The Life Sciences Executive Diploma program is part of the Executive MBA. Executive programs may look more or less the same at first glance, but in fact they are different in many ways. If you take a closer look, you will find that the schools have taken completely different approaches to their Executive MBA programs.

Therefore, make sure that you read the small print and check if the school holds the official accreditation from the international Association of MBAs (AMBA). That is your guarantee that the school abides by the international rules and standards and that your degree is recognized anywhere in the world.

AVT Business School has been AMBA accredited since 2012 and was latest re-awarded the accreditation in 2023.



A close-up portrait of Kristine Færch, a woman with blonde hair, looking slightly to the side with a thoughtful expression. She is wearing a black and white patterned scarf.

I will definitely be able to use many of the tools I have gained during the training in the future. And so it just gives it great value to be taught by some of the world's most talented professors within their specific fields. In this way, I have satisfied my need for new knowledge on the highest level," says Kristine Færch.

Kristine Færch,
Professor University of Copenhagen,
Data Lead Project Director Novo Nordisk A/S,
AVT Executive MBA alumni.

AVT at a Glance

Our purpose is to deliver world-class learning experiences so that professionals develop superior competencies. We believe that it is done best, by bringing world-class faculty from around the world to AVT and help the executive students develop their skills and capabilities.

2.500+

Managers and leaders have completed a program at AVT Business School.

75%

Implementation rate of strategic projects.

Unique, Flexible & Visionary

The program and courses offered at AVT Business School have been designed to provide you with the tools and knowledge you need to grow. We strive to offer you the most flexible executive program, in order for you to tailor the development to your needs and wants.



Location

Some people say that it is all about location, location, location - and if so, AVT Business School is the place to be. Situated in the heart of Copenhagen - right between Amalienborg Castle and Nyhavn with The Playhouse and waterfront down the street - AVT Business School has found its home in the middle of Sankt Annæ Plads.

The building itself is a beautiful, whitewashed house from 1801 that has been home to a number of prominent people and on the list of protected building for almost a century. The rooms are bright and cheerful with high ceilings and ornamented walls that show the craftsmanship from 200 years ago.

The school offers a modern auditorium that can hold up to 44 people, a cozy library and lounge, a café and meeting rooms that are not only used by current students for group work, but are also open for former students in need of a place to meet with clients or colleagues in the center of town.

Sankt Annæ Plads 11,1
1250 Copenhagen
Denmark

Piqued any interest?

We cordially invite you to a one-on-one interview with our Executive Director for Life Science, Casper Nervil. This meeting provides an opportunity to delve into your future aspirations and demonstrate how AVT Business School can be instrumental in supporting your journey.

During the interview, we will focus on your professional ambitions and provide insights into the program's practical tools and theoretical knowledge, which can significantly enhance your career prospects.

To schedule an interview, please visit our website at avt.dk and select from the available dates. We will promptly get in touch to arrange a convenient time between 09:00 and 19:00 that aligns with your schedule.

Alternatively, you can reach out directly to Casper Nervil at cn@avt.dk or via mobile at +45 6067 6060. We look forward to connecting with you.



BOOK MEETING

AVT Life Sciences Director

Casper Nervil is a seasoned executive leader with a profound insight into learning, delivery modes, and platforms with a focus on the life sciences industry. He serves as the Director for Life Sciences and Corporate Learning & Development at AVT.

Here, he spearheads corporate learning and development, especially in the life sciences, financial services, and professional services sectors. His current project involves navigating the challenges of scale, relevance, and impact in "The Future of Corporate Learning."

Prior to his role at AVT, Casper has been the Co-Lead of PwC's Global Centre for Excellence for Executive Education and the Director for Global Leadership and Talent Development at Lundbeck Pharmaceuticals, and responsible for the full Executive Master of Medical Business Strategy, and the Novo Nordisk talent business development at the former SIMI Foundation.

In terms of his academic credentials, Casper holds an Executive MBA from SIMI, a degree in Political Science from the University of Copenhagen, and an MA as a Candidate of Philosophy (Hons) in Political Science from UC Santa Barbara. Hogan assessment certified. 6 Conditions Advanced Practitioner certified.



Casper Nervil
AVT Life Science Director
cn@avt.dk

Tuition Fee

The fee for the complete Life Sciences Executive Diploma Program, consisting of three courses, is DKK 59,500 (excluding VAT). Alternatively, individual courses can be purchased separately at DKK 25,000 each. The fee covers all course materials and provides food and catering during workshops.

Funding

In many instances, employers cover the cost of education. If you are self-funding in Denmark or many other countries, you may utilize the gross salary scheme, allowing the fee to be deducted from your salary before taxes. This results in a reduction of approximately 50% in expenses.

AVT BUSINESS SCHOOL
Learn from the Best

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