

# DR GRAHAEM BROWN

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## SKILLS PROFILE

**Clinical Development** - accredited specialist in Internal Medicine with broad experience of designing clinical development strategies and plans; managing execution of concurrent global clinical programs; negotiation with and management of CRO's; interaction with regulators, key opinion leaders and other stakeholders

**International Product Development** - driving global development of small molecules and biologicals from pre-clinical to clinical, through product launch and life cycle management; allocating and prioritising resources to manage many projects concurrently and deliver near-simultaneous regulatory submissions. Contributed in a major way to the development of 19 significant products

**Risk Evaluation for Investors** – conducting scientific / commercial due diligence; assessing potential collaboration opportunities. Establishing and managing relationships and collaborations with third-parties from "Biotech" to "Big Pharma", including co-development as well as in- and out-licensing partnerships

**Performance Improvement and Change Management** - designing, championing and implementing process re-engineering programs aimed at reducing development times / costs and improving quality; leading demanding people through discontinuity and major change (especially post-merger integration); coaching high-performing development teams and enhancing effective cross-functional and cross-national interfaces

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## CAREER SUMMARY

<b>Grahaem Brown Consulting</b> Founder and Director	<b>2007-</b>
<b>UCB / Celltech</b> Senior Vice President, Development	<b>2003 - 2007</b>
<b>Pfizer Corporation</b> Head, Transition Management	<b>2002 - 2003</b>
<b>Pharmacia/Pharmacia and Upjohn</b> VP Clinical Research, Europe Global Head of Clinical Operations	<b>1999 - 2002</b>
<b>Novartis / Ciba-Geigy</b> Global Head of Clinical Research	<b>1993 - 1999</b>
<b>Glaxo</b> Senior Vice-President R&D, Glaxo Canada Director of Clinical Research (Infection and Oncology), Glaxo Group Research	<b>1982 - 1993</b>
<b>Early Career</b> Consultant in Clinical and Tropical Medicine	<b>1967 - 1982</b>

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## PROFESSIONAL QUALIFICATIONS

Studied Medicine at University College Hospital London 1963-1967  
MB BS 1967, MRCP 1971, DTM&H 1974, FRCP 1990, FFPM 1989  
Specialist Accreditation in Internal Medicine (1978) Tropical Medicine (1982)

## CAREER HISTORY

**GRAHAEM BROWN CONSULTING**, London

**March 2007- present**

**Founder and Director:** advised on the development strategy for new projects, carried out scientific / medical / commercial due diligence for ~20 potential investments

**UCB**, Slough, UK

**July 2004 - January 2007**

**Senior Vice President, Development:** global responsibility for Clinical Pharmacology & Experimental Medicine, Clinical Research, Project Management, Regulatory Affairs, Development Business Operations & Strategy and Japan Development (~600 staff). Chairman of corporate Product Development Committee

- Led Clinical development for Cimzia (TNF antibody for Crohn's Disease and Rheumatoid Arthritis) and several sNDAs for Keppra, the leading new epilepsy product, with annual sales of over \$1 billion
- Chair of partnering structures with Biogen-IDEC (joint development of a UCB small-molecule for MS), Immunomedics (an Immunomedics antibody for SLE) and Imclone (a UCB antibody for cancer)
- Successfully merged the Celltech and UCB Development Groups and re-engineered processes resulting in ~ 50% improvement in clinical key performance indicators

**Celltech**, Slough, UK

**December 2003 – July 2004**

**Development Director:** responsible for Experimental Medicine, Clinical Development, Pharmacovigilance, Non-Clinical Development, Regulatory Affairs and Project Management (~140 staff). Chair of the corporate Project Review Committee, supervising all matrix project teams, from R to D transition through life cycle management

- Managed overall product development and large phase 3 programs for Cimzia
- Participated in "repatriating" Cimzia from Pfizer and delivered a new partnership (with UCB) for the product

**Pfizer**, High Wycombe, UK

**September 2002 – November 2003**

**Head, Transition Management:** co-Leadership of a team responsible for redesigning and implementing key global processes and improving productivity across the Development function, including Affiliate personnel. Leadership of High Wycombe site

- Led the close-down of the High Wycombe site (following acquisition by Pfizer), managed the exit of 150 staff and ensured the smooth transition of projects to other sites in the UK or US

**Pharmacia Corporation**, High Wycombe, UK

**September 2000 – September 2002**

**Global Head of Clinical Operations:** accountable for the establishment of new global organization, including Clinical Operations and Planning, Data Management, Contracts/CRO Management and for the global R&D clinical program executed in the Affiliates by Medical Directors and staff, including ~ 300 Monitors, and by CROs

- Led the establishment of a new European Development organization in the UK
- Set up a global, home-based field monitoring organization, recruiting ~ 15,000 subjects annually and improved operational effectiveness by 40%
- Championed implementation of a successful major process re-engineering project across sites in Italy, UK and the US

**Pharmacia & Upjohn**, Stockholm, Sweden

**November 1999 – August 2000**

**Vice President Clinical Research, Europe:** management of European Clinical Research, including global Cardiovascular, Ophthalmology and General Medicine Therapeutic areas. Responsible for EU Clinical Operations: ~90 Field Monitors, managed by Country Medical Directors and Operations Managers

- Delivered 5 regulatory submissions within 12 months: Genotropin (for Prader-Willi Syndrome), Detrol once daily (for bladder dysfunction) Xalcom (for glaucoma), Fragmin (for coronary artery disease) and Pegvisomant (for acromegaly)
- Initiated and led the "spin-off" of most of the Swedish Development functions (~150 staff) to Quintiles, maintaining business continuity and managing the collaboration with the CRO

**Novartis, Basel, Switzerland**

**April 1996 – April 1999**

**Head of Clinical Research:** global responsibility for Clinical Development, including Therapeutic Areas and Clinical Operations, with a total staff of approximately 800 worldwide. Annual budget approximately CHF 500M. Member of corporate Development Board

- Created a global function by putting in place a new structure, new international management group, merging teams from Ciba-Geigy and Sandoz and re-engineering processes and procedures, while achieving corporate targets for synergies
- Delivered registration dossiers for 6 major NCEs and 11 line extensions, including Diovan (for heart failure); Neoral and Simulect (for transplantation); Exelon (for Alzheimers); Trileptal (for epilepsy); Riamet (for malaria); Foradil (for asthma); Lamisil (for fungal infections)
- Managed a corporate clinical program for 30 projects in full development) with ~ 20,000 patients on study in '97, rising to 34,000 in '98

**Ciba-Geigy, Basel, Switzerland**

**January 1993 – April 1996**

**Head, International Clinical Research:** responsible for European Clinical Research, Clinical Pharmacology and Clinical Supplies. Chaired corporate Oncology Development Committee

- Led the registration programs for 3 major NCEs: Diovan (for hypertension); Femara (for breast cancer) and Estraderm (for post-menopausal symptoms) to “best-in-class” timelines
- Transformed the clinical functions in the corporate HQ and the affiliate medical departments into a truly global organization along “modern” lines, replaced a key management layer and established challenging standards and targets for performance

**Glaxo-Canada, Toronto, Canada**

**November 1991 - December 1993**

**Affiliate Medical Director, then Senior Vice-President R&D:** responsible for Regulatory Affairs, Clinical Research, Drug Safety and a corporate Pharmaceutical Development group. Member of the 4-person Affiliate Executive Committee. Continued to chair the International Development Committee for ID & Oncology

- Key spokesperson at media, industry and customer meetings, for the launch of major new products - Imigran (for migraine) and Zofran (for emesis) - on the Canadian market
- Re-organised and restored confidence in the Medical Department as having a key role in support of the commercial business units
- Integrated 170 people from a variety of groups into a single, cohesive R&D team.
- Executed large clinical programs on behalf of corporate R&D, effectively utilizing the research spend mandated as part of patent restoration in Canada. Established a home-based, regionalized, monitor group
- Maintained a positive partnership with the CEO of Biochem Pharma, the co-developer of 3TC

**Glaxo Group Research, Greenford, UK**

**June 1986 - November 1991**

**Director of Clinical Research, Infection and Oncology:** led a therapeutic area team of ~ 40 professionals developing antibiotics, an anti-HIV project, phase 1/2 Oncology programs and an anti-emetic project. Chaired the group Infectious Diseases and Oncology Development Committee

- Led and delivered the regulatory filing for Zofran (to prevent chemotherapy-induced vomiting and now a \$B product). This was the first 5HT<sub>3</sub> antagonist to be launched, and getting to market first, with a very good profile, was a critical success factor for the product
- Led the early development of a nucleoside analogue, 3TC, Epivir, (for HIV and now another \$B product)

**Glaxo Group Research, Greenford, UK**

**November 1982 – June 1986**

**Senior Research Physician** Managed antibiotic, dermatology and other development projects across Europe

**Military Medical Service, UK, Hong Kong, Malaysia, Nepal**

**1967 - 1982**

Specialist training in Internal Medicine and in Tropical Medicine. One year at Guy's Hospital (Prof H Dowling), Consultant at the Army's Central Hospital, with responsibility for Oncology. Three years research in Institute for Medical Research, Kuala Lumpur, Malaysia, working on diagnosis of rickettsial and other infectious diseases. Final position - Reader in Tropical Medicine, Royal Army Medical College, London in the rank of Lt Col. Honorary position at the Hospital for Tropical Diseases, London and examiner for the DTM&H, University of London.