

# CLARISSA CERUTI, PhD, MBA

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## SUMMARY OF QUALIFICATIONS

- ▶ Extensive knowledge in identifying life science opportunities, analyzing competition, economic trends and factors; assessing and (e)valuating technologies (triaged >300), and preparing market research and competitive analysis of risks and opportunities.
- ▶ Experienced at evaluating and assessing the patentability and commercial potential of invention disclosures (triaged >200), including the identification of corporate partners and negotiation of agreements.
- ▶ Marketing expertise in examining trends and opportunities in the research reagent marketplace, creating marketing material, planning marketing events, and developing marketing campaigns to increase brand awareness.
- ▶ Drafted and reviewed legal documents to license tangible research material, transgenic animals, reagents, and patents; comprehensive knowledge of intellectual property and patent law.

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## PROFESSIONAL EXPERIENCE

- FORCYTE BIO, USA 2022 – Present  
**Advisor, Business Development**
- Identifying strategic partners in big pharmas and biotech companies to address cell contractility in disease areas such as fibrosis, asthma, and glaucoma.
- BUGNION, S.p.A., Milano, Italy 2019 – Present  
**Sr. Advisor, Technology Transfer**
- Developing a strategy for a new line of services focused on in- and out-licensing assets on the behalf of Bugnion clients.
  - Assessing technologies and their commercial value, searching for perspective licensees, scouting complementary assets to in-license, and assisting in the licensing negotiation.
  - Establishing collaborative agreements for licensing activities with foreign patent law firms.
- THE SAGE GROUP, UK 2019 – Present  
**Executive Director**
- Assessing technologies and their commercial value for out-licensing and searching for perspective licensees.
  - Identifying new clients in southern Europe
- PHARMA QUALITY EUROPE, Reggello, FI - ITALY 2018 – Present  
**Sr. Consultant in Innovation and Technology Exploitation**
- Assessed projects, businesses, and new ventures, from basic research to preclinical development, and defining their commercial exploitation.
  - Developed strategic partnerships, improved market and distribution strategies, evaluated licensing deals, and performed market and competitor analysis for small and medium companies.
- PERSIMMUNE San Diego, CA, USA 2018 – 2020  
**Business Development and Strategy Advisor**
- Assessed the technology IP, performed a competitive market analysis; identified strategic collaborators and complementary technology to in-license.
  - Assisted the CEO and COO in the identification of corporate and equity funds.
- BIOINDUSTRY PARK SILVANO FUMERO SpA, Colletterto Giacosa, TO, Italy 2016 – 2018  
**Head of Business Development and Technology Transfer**
- Provided expertise in technology assessment and patent analysis (priority art analysis, patentability opinion, and freedom-to-operate analysis), competitive analysis of new technologies; evaluating commercial opportunities, and developing commercialization strategies for SMEs.
  - Evaluated inventions disclosed, prepared marketing teasers and summaries, identified potential licensees, assisted and coordinated the licensing process on behalf of academic institutions and SME

- Performed economic analysis to assess the value of intangible assets (patents).
- Assessed the technology and performed a competitive market analysis; identified collaborators, licensees, and businesses relevant for the technology.
- Assisted in drafting and reviewing license agreements, negotiated license royalties and milestones.
- Licensed the technology “Computer Method for the Classification of 3D Images” by Istituto Nazionale di Fisica Nucleare within 6 months from receiving the mandate.
- Managed a team of 3 people.

Established formal collaborations with Tech Transfer Offices with the purpose of:

- Practicing and exchanging technology transfer activities and cross-marketing of technologies to increase research-related economic growth for each organization.
- Providing support to companies and institutions in the fields of healthcare and life sciences entering new markets and developing strategic alliances in each other’s regions.
- Executed agreements with Oficina de Bioemprendedores y Transferencia, Instituto de Investigaciones Biotecnológicas IIB-INTECH UNSAM, Buenos Aires, Argentina, and with Changzhou West Taihu Lake Science and Technology Industrial Zone, Changzhou, People’s Republic of China.

FOX CHASE CANCER CENTER (FCCC), Jenkintown, PA

2008 – 2013

**Director Technology Transfer, Office of R&D Alliances, 2009-2013**

Managed FCCC intellectual property portfolio of about 30 investigators and six physicians; implemented business strategies to assess, market, and commercialize scientific inventions.

- Negotiated term-sheets and agreements with pharmaceutical and biotech companies.
- Licensed tangible research materials (antibodies, cell lines, transgenic mice) to companies generating >\$700K licensing fees from 51 tangible research material agreements, license agreements, and industry-sponsored research agreements.
- Successfully negotiated an agreement to license a small molecule for the treatment of cancer and mucositis (>\$150K in upfront fees).
- Identified licensees and closed 15 licensing deals on behalf of Conkwest, a company affiliated to FCCC.
- Played key role in marketing the Institute for Personalized Medicine and the Biosample Repository by preparing marketing material, promoting their services, and coordinating on-site visits from representatives of pharmaceutical and biotech companies.

Associate Director, Office of Business Development, 2008-2009

- Planned symposium to present investigators’ inventions to life science industry representatives
- Generated >100K in licensing fees from 22 licensing agreements for tangible research materials
- Solicited and evaluated new disclosures, and provided assistance for filing provisional patent applications.
- Designed new marketing material to be distributed at scientific conferences.

CENTER FOR TECHNOLOGY TRANSFER, UPENN, Philadelphia, PA

2007

**Associate Director, Life Sciences**

Solicited and evaluated new invention disclosures from faculty members and provided assistance for filing provisional patent applications.

- Interacted extensively with investigators to understand their research programs and to support development of their proposals.
- Drafted and negotiated deal sheets for option and license agreements.
- Performed patentability searches, analyzed commercial opportunities, developed commercialization strategies, and implemented marketing activities to identify licensees and business partners.

ABCAM, Inc, Cambridge, MA

2004 – 2006

**Marketing Manager, America, 2006**

- Assessed capabilities of distribution companies in South America to expand Abcam sales; negotiated license and distribution agreement with the selected distributor. Supervised marketing assistant.
- Managed a budget of \$500K to develop strategic marketing activities to increase sales in North and South America.
- Allocated budget of \$100K to increase global sales in the area of immunology, and oversaw sales in

the area of nuclear signaling.

- Prepared and presented technical seminars to train Chinese and Korean distributors.

#### **Marketing Manager, North America, 2005-2006**

- Performed market analysis by collecting and analyzing product data and trends, competitor analysis, and SWOT analysis; prepared detailed updated reports to support company's strategic decisions.
- Oversaw budget of \$300K to develop marketing activities to increase sales in North America (56% of total sales). Managed budget of \$100K to increase global sales for nuclear signaling products.
- Increased 2005 North America sales by 102% (ROI 1242%) and nuclear signaling sales by 80% (ROI 692%).
- Diversified company marketing strategy (previously solely focused on internet-based marketing) towards a more field-oriented approach by organizing and executing participation to four scientific conferences and 45 tradeshows and vendor fairs at universities and biotech companies throughout North America.

#### **Marketing Coordinator, Nuclear Signaling Antibodies, 2004-2005**

- Implemented marketing communication activities for nuclear signaling antibodies, managing a budget of \$80K.
- Developed the web page for nuclear signaling products, prepared two signaling pathway brochures, established collaborations with US academic institutions (i.e. UCLA, Baylor College, UCSF, Washington Un. etc), and planned symposia on advance techniques (i.e., in-vivo imaging techniques) to position company products at the forefront of scientific research.

TUFTS UNIVERSITY, Medford, MA

2002 – 2004

#### **Program Coordinator, Bioengineering Center, School of Engineering**

- Developed multidisciplinary team to apply for NIH and NSF grants ranging from \$150K to \$1M. Developed database of faculty for easy search and coordinated activities and advertising material of the Biomedical Engineering Club (seminars, tours to local companies, social events).
- Implemented advertising strategies to promote awareness of the Center in the life science community in the Boston area. Organized seminar series, invited talks, and planned the conference "Challenges and Opportunities for the Medical Device Industry" (June 2004) in collaboration with the School of Engineering, the Medical School, and the Technology Transfer Office.
- Contributed to the establishment of the virtual Biomedical Engineering Department in collaboration with three universities in Vietnam; project sponsored by the National Science Foundation.
- Invited lecturer in the course, "Management of Technological Innovation in the Chemical and Biopharmaceutical Industries," taught by Mary Viola, Ph.D.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge, MA

2001 – 2002

#### **Research Associate, Sloan School of Management, Prof. F. Murray**

- Performed research analysis on the differences and similarities of business models, strategic partnerships, technology platforms, and economic environment between biotech companies in the US and the UK in collaboration with the Centre for Business Research - University of Cambridge, UK.
- Developed syllabus for the course "Building a Biomedical Enterprise" for MBA students, highlighting the factors (e.g., patents, policy and regulations, intellectual capital, government funding, venture capital) relevant for starting a business in life science.

HARVARD BUSINESS SCHOOL, Boston, MA

2000 – 2002

#### **Research Associate, Technology and Operation Management Dept., Prof. H. Chesbrough, 2001-2002**

- Analyzed corporate venturing (CV) as a strategic investment model for manufacturing companies focusing on impact of investments on the CV company's financial performance (e.g., stock price, royalties and patents, and research and development expenses).
- Performed research on the drug development process to analyze total cost of process, cost of failure in pre-clinical stages, and impact of better drug screening.
- Co-authored the Harvard Business School case N9-602-147 "Genzyme General: Engineering the Market for Orphan Drugs," focusing on business decisions related to development of an orphan drug. ~~Issues evaluated: the allocation of funds, size of the market, approval process, and the drug reimbursement policy.~~

### **Research Associate, Technology and Operation Management Department, Prof. G. Pisano, 2000-2001**

- Analyzed R&D collaborations between pharmaceutical and biotech companies, and the impact of the partnership on the final outcome.
- Evaluated economical and financial trends (number of IPOs and total amount of US\$ raised, total number of scientific collaborations, licensing agreements, etc.) to determine project success in biotech companies.
- Co-authored Harvard Business School case 9-602-118 “The Life Sciences Revolution: A Technical Primer” that describes current technologies (e.g., DNA chips, proteogenomics, drug delivery, gene therapy) and techniques (e.g., recombinant DNA, combinatorial chemistry, monoclonal antibodies, high-throughput screening) used by biotech/pharmaceutical companies to discover, develop, and synthesize new drugs.

HARVARD MEDICAL SCHOOL, CENTER FOR BLOOD RESEARCH (CBR), Boston, MA

1998-2000

### **Post-Doctoral Fellowship in Pathology**

Prof. M. C. Carroll CBR, and Prof. J. P. Kinet, Beth Israel Deaconess Medical Center

- Investigated the signaling role receptors CD21 and CD19 in B and mast cells.

TORINO MEDICAL SCHOOL, Institute of Medicine and Experimental Oncology, Torino, Italy

1993–1997

HARVARD MEDICAL SCHOOL, Joslin Diabetes Center, Boston, MA

**Ph.D. Intern, Dept. of Biochemistry**, Prof. M. T. Rinaudo

**Ph.D. Intern, Dept. of Cellular and Molecular Physiology**, Prof. S. E. Shoelson

- Investigated the role of the insulin receptor substrate 2 in insulin signaling and in regulating the activity of the pyruvate dehydrogenase complex, a key enzyme modulating glucose utilization in peripheral tissues.

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## **EDUCATION**

**MBA – SIMMONS GRADUATE SCHOOL OF MANAGEMENT**, Boston, MA

2001

- *Emphasis on Finance and Marketing*

**PhD, Biochemistry – UNIVERSITY OF TORINO, MEDICAL SCHOOL**, Torino, Italy

1997

**MS, Chemistry – UNIVERSITY OF TORINO**, Torino, Italy

1993

**Post-Doctoral Fellowship in Pathology – Dept. of Pathology,**  
CENTER FOR BLOOD RESEARCH, HARVARD MEDICAL SCHOOL, Boston, MA

1998 – 2000

**Ph.D. Intern – Dept. of Cellular and Molecular Physiology,**  
JOSLIN DIABETES CENTER HARVARD MEDICAL SCHOOL, Boston, MA

1996 – 1997

Multilingual: fluent in English, Italian, and basic French.

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## **TEACHING EXPERIENCE**

**Dipt di Scienze per la Salute, Facolta' di Medicina e Chirurgia,**  
**Universita' del Piemonte Orientale, sede di Novara – Italy**

**2020 - present**

Adjunct Faculty “Management dell’Innovazione e Trasferimento Tecnologico” (Code SECS-P/08).

**Dipt di Scienze per la Salute, Facolta' di Medicina e Chirurgia,**  
**Universita' del Piemonte Orientale, sede di Vercelli – Italy**

**2020 - present**

Adjunct Faculty “Innovation Management in Life Sciences” (Code MF0356); in English

**Master in Management for Life Sciences e MedTech,**  
**Bologna Business School, Bologna – Italy**

**2020 - present**

Adjunct Faculty “Innovation Management and Technology Transfer in Life Sciences”

**Dipt di Biotecnologie Molecolari e Scienze per la Salute, Facolta' di Medicina e Chirurgia,**  
**Universita' degli Studi di Torino, Torino – Italy**

**2016 - present**

Adjunct Faculty “Introduction to Business Plan” (Code BIO0203)

“Biotech Companies Management” (Code BIO0164)

<b>Summer Program in “Innovation and Technology Management in Medical and Pharmaceutical Biotechnology,” University of Bologna Business School – Italy</b> Adjunct Faculty “Managing Technological Innovation”(English).	<b>2016 - present</b>
<b>IED Istituto Europeo di Design, Firenze - Italy</b> Adjunct Faculty “Introduzione al Business Plan” and 6 hours of coaching per student	<b>2020</b>
<b>IRECOOP TOSCANA Società Cooperativa, Università di Firenze Polo Universitario “Città di Prato” – Italy</b> Adjunct Faculty “Introduzione al Business Plan” and 6 hours of coaching per student.	<b>2019</b>
<b>Entrepreneurial Leadership Program, The Gordon Institute, Tufts University, Medford, MA</b> Invited lecturer in the course “Management of Technological Innovation in the Chemical and Biopharmaceutical Industries.	<b>2003</b>
<b>Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA</b> Developed syllabus for course, “Building a Biomedical Enterprise” for MBA students, highlighting factors relevant for starting a business in life science, e.g., patents, policy and regulations, intellectual capital, government funding, venture capital, etc.	<b>2001</b>
<b>Nursing School, Maria Vittoria Hospital, Torino - Italy</b> Instructor in Physics.	<b>1994 - 1995</b>

## RELEVANT SEMINARS AND COURSES

Centre for Executive Leadership for the Pharmaceutical Industry – London, UK <b>Pharma and Biotech Product Company Valuation</b>	Fall 2019
<b>The Pharmaceutical Out-licensing Course</b>	Fall 2019
HUB101 – CAMARILLO, CA <b>Accelerator Program</b>	Summer 2014
TUFTS UNIVERSITY / THE FLETCHER SCHOOL <b>International Intellectual Property Law</b>	Spring 2004
<b>Technical Writing</b>	Fall 2003
HARVARD EXTENSION SCHOOL <b>Law and Technology</b>	Spring 2002
<b>Project Management</b>	Spring 2002
J. F. KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY <b>The Global Governance of Biotechnology</b>	Spring 2001

## PROFESSIONAL MEMBERSHIPS and ORGANIZATIONS

Member and mentor of the 2021 Seed4Innovation initiative (first edition) at the Università Statale di Milano (Italy)

Member of the EU Initiative “Leadership for SMEs” to coach and assist EU SMEs in protecting and exploiting IP

2016 to 2018: Licensing Executive Society (LES), Italian chapter.

Reviewer and board member in National and European competitions for start-ups (Premio Marzotto, 2016 EU SME eHealth, 2017 Best of Biotech Competition).

Past Member of the Small and Medium Enterprises working group at Assobiotech, the Italian Association for the Development of Biotechnology.

## LIST OF RELEVANT PUBLICATIONS

1. Ceruti C., The Importance of Due Diligence Before Committing to Licensing or Investing in a Technology," *The Licensing Journal*, October 2022, Vol 42, Num. 9
2. Ceruti C., "It's Time to License Your Invention," *The Licensing Journal*, June/July 2021, Vol 41, Num. 6
3. Chesbrough H., Ceruti C., "Genzyme General: Engineering the Market," Harvard Business School Case N9-602-147, Harvard Business Review, March 20, 2002.
4. Pisano G., Oestreich S., Ceruti C., "The Life Sciences Revolution: A Technical Primer," Harvard Business School Case 9-602-118, Harvard Business Review, January 20, 2002.
5. Pellacani A., Fornengo P., Bruno A., Ceruti C., Mioletti S., Curto M., Rinaudo, M.T., Pagano G., Cavallo-Perin P., "Acute methylprednisolone administration induces transient alteration of glucose tolerance and pyruvate dehydrogenase activity in humans," *Eur. J. Clin. Invest.* 1999; 29:861-867.
6. Piccinini M., Merighi A., Bruno R., Cascio P., Curto M., Mioletti S., Ceruti C., Rinaudo M.T. "Affinity purification and characterization of protein gene product 9.5 (PGP9.5) from retina," *Biochem. J.* 1996; **318** (Pt 2): 711-6.
7. Pellacani A., Rabbone I., Gamba S., Curto M., Mioletti S., Ceruti C., Piccinini M., Laielle R., Bruno R., Rinaudo M.T., "Pyruvate dehydrogenase activity in mononuclear leukocytes: an index of restored peripheral insulin sensitivity after dexfenfluramine treatment in NIDDM patients with obesity," *Diabetologia* 1996; **39** (Suppl. 1): 577.
8. Pellacani A., Mioletti S., Ceruti C., Piccinini M., Curto M., Bruno R., Rinaudo M.T., "The control exerted by bradykinin on pyruvate dehydrogenase in human circulating lymphomonocytes is mediated by the plasma membrane," *Protein Science* 1995; **4** (Suppl. 1): 90 (Abstr. 275).
9. Pellacani A., Curto M., Piccinini M., Rabbone I., Ceruti C., Mioletti S., Bruno R., Rinaudo M.T., et al "Pyruvate dehydrogenase activity (PDH) as a marker of glucose intolerance," *Diabetologia* 1995; **38** (Suppl. 1): 122.
10. Rinaudo M.T., Curto M., Piccinini M., Ceruti C., Mioletti S., Pellacani A., Bruno R., et al "Aging is associated with alterations of pyruvate dehydrogenase behaviour" *FEBS* 1995; P6.3.

## INVITED SPEAKERS AT CONFERENCES

- Invited Speaker at "Drug Discovery Day," Bologna, June 27, 2023
- Invited Speaker at EDGE 2<sup>nd</sup> Annual Meeting, Torino, June 13-15, 2018
- Keynote Speaker at the 1st Joint WG4-WG5 TRANSAUTOPHAGY Translational Workshop, Lisbon, May 8-9, 2017
- Invited Speaker at the China-Italy Workshop & B2B Meetings on Medicines & Health Products Sector, Rome, October 7, 2016
- Invited Speaker at Innovation Days, Paris, October 3-4, 2016