Engineering Revolutionary Disinfectants for the War Against Microbes
Who is Virox Technologies?

• Virox is strategically niched within the chemical infection control segment
• Established in 1998
• Research & Development (R&D) is focused on creating new generations of Hydrogen Peroxide based, disinfectants and cleaners
• Virox is the creator of…
Who Am I...

• 15 years corporate with global leader in eye care, Bausch & Lomb, Canadian Vice President at 34.

• Sheridan College BA, Queens University, University of Toronto MBA, Harvard Business School Strategic Planning, ICD.D, CCL North Carolina

• Specialty is strategic planning, building teams and alliances.
Corporate to Entrepreneur....

How did this happen....

• leave the stability (%%%$) and prestige of B&L, WHY? Cause I turned down 3 international transfers
• Did business plans on the side for years for small start ups
• Took equity in lieu of cash....mainly because they didn’t have any
• Got known after a few successes and was approached by the Royal Bank on behalf of a scientist looking for money....data but NO business plan.
Desire & Mechanisms

The importance of doing a self inventory and analysis

“finding the balance”
Background of the Key Driver Is Paramount

B&L is a global multi billion dollar tier one company where I learned,

• The disciplines of careful planning and precise execution.
• That bureaucracy is expensive and creates lost opportunities.
• Politics are rampant and create negativity.
• Successes aren’t celebrated …
• In this era of down sizing , right sizing ..companies focus on the dearly departed and do nothing for the survivors who are supposed to run the company. … “going away parties”

*The entrepreneur most likely to succeed has experience on both sides....*
What is Accelerated Hydrogen Peroxide

- AHP is a patented synergistic blend of commonly used, safe ingredients that when combined with low levels of hydrogen peroxide dramatically increase its germicidal potency and cleaning performance.

- The ingredients are all listed on the EPA Inerts lists and the FDA Generally Regarded as Safe List (GRAS). All chemicals used in the formulation of AHP are commonly found in commercial and industrial cleaners and disinfectants.
New Disinfectant?  **SO WHAT!**

In simple terms…

not unlike antibiotics, disinfectants are under fire for not being as effective as they used to be and new strains of organisms arrive regularly, new weapons must be deployed

“**Resistant** Germs … **Emerging** Strains … **Toxicity** of Legacy Chemistry for Users and the Planet”
AHP is the only disinfection technology to find the balance between safety and efficacy without compromise.
Is this a good industry?

The fundamental question that must be answered thoroughly when entering a rivalry with a new product or concept.
“When a management with a reputation for brilliance tackles a business with a reputation for bad economics, it is the reputation of the business that remains intact.”
Another Thought….

“If”...

Disinfectants are going to be used broadly and in increasing quantities … *WITHOUT* compromising efficacy….does it not make sense to select the safest products possible for the user and the environment!
Strategic Statement

Infection prevention is no longer a “healthcare facility” issue...

...anyplace and anywhere a facility exists, and people occupy it, there is a risk for the spread of germs.
PREVENTION versus CURE....
Antibiotic-Resistant Superbugs: A Rising Threat to Medical Tourism

Superbugs: The Rise of Drug-Resistant Germs

Hospitals Battle Superbug Control

The Superbug Scare: Health Ministry: 20%-50% of antibiotic use in India is unrestricted, inappropriate

A Global Attack

Pick up from Walthamstow or we can post via the whole of the UK.

Hospital infection soars by 22 per cent in 1,000 Superbugs

ACCELERATED HYDROGEN PEROXIDE
Infection Prevention In Human and Animal Health is a GOOD Industry!
Our Partners are Virox’s marketing medium to the end user.

Virox must maximize each relationship to increase the acceptance of the technology through Virox branding, private label or joint branding.
Virox Business Activities

The development of Innovative, protected and sustainable Hydrogen Peroxide Based Infection Control Products for our Partners

- Manufacture/Supply Agreement
- Or Both
- License/Royalty Agreement
- Global and Multi-Segment Technical Services Support to Facilitate Pull Through
Business Model Operating Teams

**Virox Capabilities**

**INTELLECTUAL PROPERTY**
To further enhance AHP value via patents and trademarks

**OPEN INNOVATION, RESEARCH & DEVELOPMENT**
The design, testing, development and continuous improvement of AHP products

**PROFESSIONAL & TECHNICAL SERVICES (PTS)**
Training and implementation; professional, technical, academic engagement

**REGULATORY**
Management of all regulatory related requirements, ISO, GMP, HPB, EPA, FDA, GLP

**OPERATIONS**
Product manufacturing and logistics, supply, client services, purchasing and delivery

**TECHNOLOGY PLATFORM**

**MARKETING**
Corporate marketing and communications; brand building; product management

**BUSINESS DEVELOPMENT**
Market SME, partner CRM, early radar detection, corporate marketing and communications
Founded in 1998, the power of
Founded in 1998, the path to commercialization has been steady …

Key Opinion Leaders, facilities, associations.....
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Key Opinion Leaders, facilities, associations, ...

Testing in labs, real world usage trials.
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Key Opinion Leaders, facilities, associations…..

Testing in labs, real world usage trials

SARS 2003…validation of Awareness and Trial Strategy
Top Down Focus combined with a bottom up build ....For 19 years!

Vision and Mission
Understanding the Road Trip

Corporate Imperatives Act as Guiding Umbrella for all Functional Area Plans

Functional Sector Strategic Plans “Objectives, Strategies, Tactics”

Managing a Process, Monitoring the Plan, verifying Key Indicators “Scorecard”

You need to understand what the corporate direction is so you can build your plan to support it!

Key Learnings!
Critical Assumptions

*Critical Assumptions* are statements made that are *believed to be true* in order to create the strategic plan that will govern the company for the upcoming plan period.

*The ultimate True or False test!*
Examples of some Critical Assumptions from 1998

- Strategic alliances can be formed to marshal the technology though regulatory hurdles and commercialize globally.
- Intellectual Property protection will be approved (patents and trademarks) in strategically relevant markets at a minimum.
- The technology is scalable.
- The technology is capable of iterations and continuous improvement.
- Traditional chemical disinfection and sterilization will not be replaced.
THE POWER OF POSITIVE THINKING IS OVERRATED

Plan for ... “if and when” things could go wrong.
Creating … a cohesive plan

- A risk adverse and negative stance in the creation of the corporate strategy…
- Research and preparation and collective input helps answer the all important question as many ways and times as necessary...

“We would be screwed if___!”
Creating ... a cohesive plan

Select a team that are influential in each key functional area of the company and without initial interaction.

1. Write down, the top 5 things that concern them in terms of the long term health of the company ranked as 1 being the highest concern. Assign levels of probability from L-M-H.

2. Ensure they think “boundaryless” when answering the question. This means that concerns can span all areas not just their own domain.
Narrowing of data …

Selection of the “Make or Break“ issues.

• Take all the statements and identify similarities and differences.
• Identify first the concerns that have the most replicates.
• Then rank them ..refine them…and select 5 top concerns. Debate the ranking and probabilities.
• The “Ultimate” True of False statement...each committee member should deem the 5 selected statements to be true...or more discussion is needed.
• Archive the next 5 critical “make or Break” issues....
Make or Break Issue Matrix

Categorize the issues according to the grid
Selection of Issues

Select and Rank the top 5 critical issues and turn them into action statements called “Strategic Imperatives”...the must do items for your company.

Archive the next 5 issues that did not quite make the list ... no need to turn these into action statements currently. Again, get input on the ranking and probabilities.
The Corporate Mission Statement should be delivered if the group effectively executes the associated “Strategic Imperatives”.

“Companies with few yet highly focused priorities account for 80% of sustained growth companies”*  

*Source: Profit from the Core, Bain & Co 2001
Build a Solid Defense Plan

- **Show-Stoppers** events that are lethal to the plan if they occur
- **Contingencies** ... real ones, with values probabilities and weight
- **The Plan** to mitigate the risk and turn the threat into a strategic plan

Ensure you have consensus on ...
Gain Consensus

Think through the issues and gain consensus on them and create the following actions.

Create 5 measurable, achievable and impactful OBJECTIVES that will deliver the strategic imperative.

Turn the risk statement into a “strategic imperative” implying action. “We must ....”

Assign strategies, tactics and costs necessary to achieve the OBJECTIVE ... don’t forget to list “contingencies” too ...
Review your “Make or Break” issues as necessary.

Consider appropriate timelines during the plan period to review status.

- Start of Strategic Plan implementation
- Measure, monitor & evaluate progress
- Review, check relevancy & refine as next plan period begins...
A “VIROXED” Guide to Strategic Planning
1. Stories from the road...
2. ROADmap
3. Budget
4. Pit Stops
5. Tune-Up

Virox Road Trip
Stories from the road...

- Key learnings from prior year’s Road Trip
- Critical Assumptions that serve as the basis for this year’s Road Trip
- Monday “Updates”!
ROADmap

Provides clear direction as to the destination and the waypoints along the way for the company...and your career

— Strategic Plan
— Personal Performance/Potential appraisal
Budget

Quite simply, how do we fund the journey??

• Financial Operating plan which includes:
  – Revenue forecasts
  – Expense budgets
Pit Stops

Check the tire pressure, fill up with gas and assess progress

Scorecard
• Assessment of progress vs. plan and prior year
  • Corporate
  • By Sector
Tune-Up

Check the oil, rotate the tires and assess needs for the rest of the Road Trip

Make any necessary adjustments to the Road Trip plan
  • Revenue Re-Forecast
  • Expense Budget Review
Plan for Next Year’s Road Trip

Lay the ground work for hitting the road again...

• Prepare the theme
• Lock it in the calendar
Navigating the Curves
Some of MY Key Learnings…

- Open Innovation model before its time!
- IP outside North America …tax planning!
- Key Influencers and opinion leaders.
- Other peoples money….you get what you negotiate not what you deserve.
- Manage processes not people.
- Plan and organize like a big company, but execute like a entrepreneurial one.
- Ask SO WHAT a lot!
Some of MY Key Learnings...

- Culture is critical.
- Involve as many as possible in the planning and they will own the journey.
- Use analogies and tell stories.
- Validate your Critical Assumptions as many ways as possible.
- List and discuss your Key Learnings.
- Be right “most of the time”
Some of MY Key Learnings…

When starting out!

Make sure there is not much month left at the end of the money.