# Olivier Favre-Bulle

Entrepreneur and Senior Life Science Consultant, Founder of 3Biotech

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## Summary

• Proven Executive Leader with international experience in Change Management, Business development, Finance, Operations, and Research within Biotech and Pharmaceutical industries. • Visionary and results driven leader with proven ability to quickly analyze key business drivers and develop and execute strategies that achieve leadership positions and enhance bottom-line profits in the Biotech and Pharmaceutical Industries. • Strong leadership and interpersonal skills capable of resolving multiple and complex issues and motivating staff to top peak performance. • Proven International Project Manager in driving and managing team of experts around process developement, process transfert technology and drug development for the Pharma and Biotech Industries.

## Experience

**President/ Founder at 3Biotech**

January 2014 - Present (2 years 1 month)

We provide solutions customized to the life science industry. 3Biotech vision is defined by the desire to accelerate the development, industrialization and commercialization of products and services in the Phama, Biotech and Medtech industries. We focus on helping Investors/ leaders/ companies in converting laboratory concepts or visions into well defined projects and end products. More information at http://www.3biotech.com

**European Executive Director of Bio/Pharmaceutical Solutions at Covance**

September 2011 - October 2013 (2 years 2 months)

Established Covance BioPharm CMC as the European market leader in Integrated Drug Development services Business responsabilitiy and coordination between 3 European sites: 2 in UK and 1 in France. Proactively evaluated competitive activity and business operations and restructured the organization - Generated a 10% of revenue growth in Europe within a year. - Exceeded annual Profit Margin target per more than 10% since 2011.

**General Manager of Covance Laboratory SAS at Covance**

2011 - October 2013 (2 years)

Led the company in a turnaround that took it from a cost center (R&D SANOFI Site) to a profit center (CRO) in a very sharp deadline. Identified potential people-side risks and anticipated points of resistance and developed specific plans to mitigate or address concerns. Created a client centric 'can-do' attitude. Increased annual sales revenue by 8M€ within 2 years (20% increase). Exceeded annual profit margin by 1.2

M€ each year (11%). Net Promoter Score (NPS®) close to 72% (60% higher than target) 3 reorganizations approved by work council and Unions.

**Mission (3Biotech): Management of Business development at ERA Biotech**

October 2010 - April 2011 (7 months)

Assignement: Lead the company in a turnaround that will take it from a technology platform to a vaccines and therapeutic peptides producer. Identify opportunities for new revenue. Developed a 2-years strategy and plan supporting an annual revenue growth of 1 M€ and the development of 3 products in Preclinical Phase. Prospect decision centers and establish contacts at the highest level. Coordinate research and Business Development teams, to best position our value proposition. Identify and negotiate strategic partnerships

**Consultant/ Founder at 3Biotech**

January 2010 - April 2011 (1 year 4 months)

We provide solutions customized to the Biotech industry (white, red and green). We focus on helping leaders/companies in converting laboratory concepts or visions into well defined projects and end products. Services: Executive Management, Governance, Business development, Strategic partnerships, Product development Planning, Organisational Development, Recruitment strategy. Biotech Process development : Design, Operation, Optimization, Selection of suppliers, equipements and facilities. Project execution plans Project management

**General Manager of NNE Pharmaplan France at Novo Nordisk A/S**

June 2005 - June 2010 (5 years 1 month)

Led the company in a turnaround that took it from an unknown player position to become one of the leaders in its market. Developed a 3-year strategy and plan supporting an annual turnover growth of 2 M€. Led executive, operational and financial direction with full P&L responsibility. Reported to the group CEO. • Increased turnover from 2M€ to 7.8M€ in 3 years by increasing market share and establishing strategic alliances. • Captured exceptional market shares with more than 30 key players in the pharma and biotech industry like Sanofi-Aventis, GSK Biologics, IPSEN, VIRBAC… • Acquired and financially turnaround one of our competitors, then merged. • Open a new office in Lyon to facilitate recruitment and increase our market share. • Implemented and received ISO 9001 certification with a customer satisfaction higher than 94%

**Head of development/ Industrialisation at Proteus SA**

October 2000 - May 2005 (4 years 8 months)

Brought on board to transform laboratory concepts to industrial commercialized products and to prepare an IPO. • Designed and implemented a platform for development and production of therapeutics and industrial proteins: 90 m2 with a total investment cost of 400k€. • Hired, trained, evaluated, and discharged staff, and resolved personnel grievances. • Set-up and monitored product standards, examining samples of raw products or directing testing during processing, to ensure finished products are of prescribed quality according to GMP standards. • Reviewed operations and confered with technical or administrative staff to

resolve production or processing problems. • Reviewed plans with research and support staff to develop new products and processes. • Successfully industrialized more than 10 products for key players like Degussa, Adisseo, Henkel… • IPO has been postponed due to the events of the 11th of September

**Senior Project Manager at Rhone-Poulenc Industrialisation**
September 1995 - October 2000 (5 years 2 months)
Discovered and industrialized an innovative biochemical route to a key feed ingredient. Key activities entail development and management of budget, training, interfacing with staff and client during project cycle, contract negotiations, product European approval, and meeting project milestones and delivery dates. Manage an international and multidisciplinary team of 15 persons and control budget of up to 1.5 M€. • Saved 10% on production costs and reduction of over 80% of solid waste • Recipient of the Rhône-Poulenc Research award.

**Chemical engineer at Rhone-Poulenc**
September 1992 - September 1995 (3 years 1 month)
R&D engineer in Biocatalysis

**PhD Student at University of Groningen**
1988 - 1992 (4 years)
Biosynthesis in two-liquid phase environment (aqueaous/ organic phases)

## Skills & Expertise

**Biotechnology**
**Pharmaceutical Industry**
**Strategy**
**Business Development**
**Change Management**
**Project Management**
**GMP**
**Executive Management**
**International Project Management**
**Commercialization**
**Clinical Development**
**CRO**
**Drug Development**
**Pharmaceutics**
**Vaccines**
**Biochemistry**
**Biopharmaceuticals**
**Competitive Analysis**
**International Business Management**
**GLP**

**Management**
**Lifesciences**
**Protein Chemistry**
**Mergers & Acquisitions**
**Clinical Trials**
**Business Transformation**
**Product Development**
**Leadership**
**Organizational Development**
**Finance**
**Bioengineering**
**New Business Development**
**Staff Development**
**Leadership Development**
**Strategy Implementation**
**Product Innovation**
**Innovation Management**
**Board of Directors**
**Advisory Boards**
**Coaching**
**Innovation**
**Business Innovation**
**CMC development**
**R&D**
**Life Sciences**
**CMC**

## Courses

**Ph.D., Biotechnology**
University of Groningen
PhD in Biology

**Ingeneer, Chemistry**
Ecole Nationale Supérieure de Chimie de Montpellier
Chemical degree

**MBA, Finance and accounting Executive MBA administration Program**
SIMI
Accounting and Finance

## Organizations

**PLAN**

## Publications

**Bioconversion of N-Octane to Octanoic Acid by a Recombinant Escherichia Coli Cultured in a Two-Liquid Phase Bioreactor**

Nature Biotechnology 9, 367 - 371 1991

Authors: Olivier Favre-Bulle, Bernard Witholt

The alk genes from the catabolic OCT plasmid of Pseudomonas oleovorans, which encode the enzymes involved in the oxidation of n-alkanes to carboxylic acids, were introduced into E. coli W3110. The resulting recombinant converts n-octane in a two-liquid phase medium into the corresponding alkanoate and excretes this compound into the aqueous phase. The rate of octanoic acid production by the recombinant E. coli is equal to or better than the alkane oxidation rate of P. oleovorans, suggesting that two-liquid phase fermentations with E. coli might have future industrial applications.

**Continuous bioconversion of n-octane to octanoic acid by recombinant Escherichia coli (alk+) growing in a two-liquid-phase Chemostat**

Biotechnology and Bioengineering Volume 41, Issue 2, pages 263–272 1993

Authors: Olivier Favre-Bulle, Hans Preusting

Escherichia coli is able to grow on sugars in the presence of a bulk n-alkane phase. When E. coli is equipped with the alk genes from Pseudomonas oleovorans, the resulting recombinant strain converts n-alkanes into the corresponding alkanoic acids. To study the effects of growth rate and exposure to a bulk apolar phase on the physiology and the productivity of E. coli, we have grown this microorganism in two-liquid-phase continuous cultures containing 5% (v/v) n-octane. In contrast to batch cultures of wild-tape E. coli grown in the presence of n-octane, cells remained viable during the entire continuous culture, which lasted 200 h. Bioconversion of n-octane to n-octanoic acid by a recombinant E. coli (alk+) in a two-liquid-phase continuous culture was made possible by optimizing both the recombinant host strain and the conditions of culturing the organism. Continuous production in such two-phase systems has been maintained for the least 125 h without any changes in the product concentration in the fermentation medium. The volumetric productivity was determined as a function of growth rate and showed a maximum at a dilution rate D = 0.32 h#1, reaching a continuous production rate of 0.5 g octanoate/L · h (4 tons/m3 · year)

**Is pyrophosphate an analog of adenosine diphosphate for beef heart mitochondrial F1-ATPase**

J Biol Chem October 5, 1987

Authors: Olivier Favre-Bulle, lunardi

Beef heart mitochondrial F1 possesses three pyrophosphate-binding sites, which comprises one high affinity binding site (Kd approximately equal to 1 microM) and two lower affinity sites (Kd approximately equal to 20 microM). High affinity pyrophosphate binding required the presence of Mg2+ in the incubation medium. Pyrophosphate competed with ADP, but not with Pi for binding to mitochondrial F1. Upon binding of 3 mol of pyrophosphate/mol of F1, one of the three tightly bound nucleotides present in native F1 was released. Like ADP and in contrast to Pi, pyrophosphate enhanced the fluorescence intensity of F1-bound aurovertin, and it prevented the photolabeling of F1 by 2-azido-ADP. As aurovertin and 2-azido-ADP are ligands of

the beta subunit of F1, it is likely that pyrophosphate binds preferentially to the beta subunit. Whereas the binding affinity of F1 for Pi was increased by concentrations of pyrophosphate lower than 100 microM, it was decreased by a higher concentration of pyrophosphate. This biphasic effect of pyrophosphate on Pi binding was not observed with ADP, which, at all concentrations tested, inhibited Pi binding. Except for the effect of pyrophosphate on Pi binding to F1, for all the other effects, pyrophosphate mimicked ADP. It is suggested that pyrophosphate and ADP share the same binding site on F1 and that pyrophosphate interacts with the same amino acid residues as those interacting with the alpha and beta phosphate groups of ADP.

**Biosynthesis of synthons in two-liquid-phase media.**

Biotechnol Bioeng October 16, 1996

Authors: Olivier Favre-Bulle

he Pseudomonas oleovorans alkane hydroxylase and xylene oxygenase from Pseudomonas putida are versatile mono-oxygenases for stereo- and regioselective oxidation of aliphatic and aromatic hydrocarbons. Pseudomonas oleovorans and alkanol dehydrogenase deficient mutants of Pseudomonas have previously been used to produce alkanols from various alkanes and optically active epoxides from alkenes. Similarly, P. putida strains have been used to produce aromatic alcohols, aromatic acids, and optically active styrene oxides. A limitation in the use of Pseudomonas strains for bioconversions is that these strains can degrade some of the products formed. To counter this problem, we have constructed Escherichia coli recombinants, which contain the alk genes from the OCT plasmid of P. oleovorans [E. coli HB101 (pGEc47)] and the xylMA genes from the TOL plasmid of P. putida mt-2 [E. coli HB101 (pGB63)], encoding alkane hydroxylase and xylene oxygenase, respectively. Escherichia coli HB101 (pGEc47) was used to produce octanoic acid from n-octane and E. coli HB101 (pBG63) was put to use for the oxidation of styrene to styrene oxide in two-liquid phase biocatalysis at high cell densities. The alk(+) recombinant strain E. coli HB101 (pGEc47) was grown to 40 g/L cell dry mass in the presence of n-octane, which was converted to octanoic acid by the alkane oxidation system, the product accumulating in the aqueous phase. The xyl(+) recombinant E. coli HB101 (pBG63) was grown to a cell density of 26 g/L cell dry mass in the presence of around 7% (v/v) n-dodecane, which contained 2% (v/v) styrene. The recombinant E. coli (xyl(+)) converted styrene to (S)-(+)-styrene oxide at high enantiomeric excess (94% ee) and this compound partitioned almost exclusively into the organic phase. Using these high-cell-density two-liquid-phase cultures, the products accumulated rapidly, yielding high concentrations of products (50 mM octanoic acid and 90 mM styrene oxide) in the respective phases.

## Patents

**METHOD FOR PREPARING METHIONINE**

France Patent FR2785609

Inventors: Olivier Favre-Bulle

**ENZYMES AND MICROORGANISMS HAVING AMIDASE ACTIVITY FOR HYDROLYSING POLYAMIDES**

France Patent WO/1997/004084

Inventors: Olivier Favre-Bulle

**Industrial scale process for the preparation of 2-hydroxy-4-methylbutyric acid using a nitrilase**
United States Patent 6180359
Inventors: Olivier Favre-Bulle

This invention relates to a process for the preparation of 2-hydroxy-4-methylthiobutyric acid or the ammonium salt of 2-hydroxy-4-methylthiobutyric acid by enzymatic hydrolysis of 2-hydroxy-4-methylthiobutyronitrile, comprising:a) preparing a biological material having a nitrilase activity;b) immobilizing the biological material,c) exposing the 2-hydroxy-4-methylthiobutyronitrile to the biological material thus immobilized to obtain the ammonium salt of 2-hydroxy-4-methylthiobutyric acid; andd) optionally converting the salt obtained to the corresponding acid.

**Coated enzyme-containing catalyst**
United States Patent 7247462
Inventors: Olivier Favre-Bulle

Coated enzyme-containing catalyst

## Languages

**English** (Native or bilingual proficiency)
**French** (Native or bilingual proficiency)

## Education

**SIMI**
MBA, Finance and accounting Executive MBA administration Program, 2007 - 2007
**University of Groningen**
Ph.D., Biotechnology, 1988 - 1992
Activities and Societies: Education of Biochemistry
**Ecole Nationale Supérieure de Chimie de Montpellier**
Ingeneer, Chemistry, 1985 - 1988

## Honors and Awards

Rhône-Poulenc researcher of the year, 1998

## Interests

HiFi, New Technology, Space, go, Baroque Music (Bach, Vivaldi, Lully, Charpentier...), Ski, Golf.

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## 7 people have recommended Olivier

"I had the pleasure of working closely with Olivier for approximately a year. During this period, Olivier helped his organization better define a 'strategy for success' in the crowded and competitive CRO landscape. His leadership demonstrated a clear understanding of the business, his knowledge of the market and his ability to shape/execute a strategic plan. Beyond these strong leadership abilities, Olivier has an open and engaging personality that I will greatly miss as he moves onto bigger and better career objectives."

**— Raymond Kaiser**, managed Olivier at Covance

"I worked with Olivier in his capacity as Site Director for Porcheville. He took over the site during a period of great change and quickly started work on key areas such as communications and winning work. He developed a business plan for the site and provided direction. He has a strong commercial background and is focussed on delivering a high quality service to clients."

**— Jane Johnston**, managed Olivier indirectly at Covance

"Olivier was hired as the General Manager of the Porcheville site which was acquired from Sanofi in 2010. Olivier is a very capable and dynamic leader with strong knoweldge of drug development. He understands very well the sensitivity of working with the Unions and Works Councils in France, and was instrumental in creating a client centric 'can-do' attitude at the site."

**— John Robson**, managed Olivier at Covance

"I hired Olivier for project- and line-management tasks during my time as General Manager at NNE France SAS in 2005. Olivier has a very broad professional background and has during the years I have known him developed an even broader range of management competences. One particular highlight where I believe Olivier stands out is his project management skills within complex projects. Whether it’s establishment of new Biotech- or Aseptic production facilities or integration/merger of a former competitor branch office after acquisition, Olivier’s drive and attention to detail ensures the success."

**— Jesper Vedel**, worked directly with Olivier at Novo Nordisk A/S

"I have had the pleasure of working with Olivier over many years all of which have been influenced by his professionalism, knowledge and enthousiasm. His energy and dedication as well as his humor has been a constant pleasure to work with. During build-up and business development he has been a good and loyal colleague to work with and a very dedicated general manager."

**— Gert Moelgaard**, worked directly with Olivier at Novo Nordisk A/S

"I've been working successfully with Olivier on various engineering contracts. Olivier has been impressive in his ability develop NNE Pharmaplan's business in France."

**— Eric Drapé**, was Olivier's client

"I have appreciated Olivier's efficient and professionnal handling of the matters we worked on together. More importantly, he is a very nice guy!"

**— Antoine Gautier-Sauvagnac**, was with another company when working with Olivier at Novo Nordisk A/S

Contact Olivier on LinkedIn