

# Strategic Consulting and Transaction Advisory

Capability Statement

Sept 2025



# Partnering with life science organizations in the Middle East to drive value creation and sustainable growth



# Comprehensive strategic solutions for pharma growth and market success



## Launch Excellence

- End-to-end planning of launch objectives, milestones, and execution pathways
- Assessment of launch preparedness, KPI frameworks, and stakeholder engagement
- Tracking outcomes, identifying gaps, and driving corrective actions for sustained success



## Pricing & Market Access

- Pricing strategy development & value-based pricing models
- Market access pathway design & reimbursement submissions
- Competitive pricing intelligence & scenario modeling



## Localization strategy

- Distributor benchmarking (Commercial terms structuring, Benchmarking of commercial terms)
- Local Manufacturing (CMO selection, Commercial terms benchmarking)
- Feasibility Studies



## Strategy Consulting

- Market entry, geographic expansion, and commercial strategy development
- Portfolio optimization, asset prioritization, and investment feasibility assessments
- Cross-functional alignment, organizational design, and operational excellence



## Transactions

- Commercial, technical, and regulatory due diligence with valuation and deal structuring
- Strategic partnerships, licensing, and negotiation support
- Post-deal integration planning, execution, and value capture.

# List of commercial diligences and feasibility studies executed by the Averon team

**Not Exhaustive**

#	Sector	Geography	Project Details	Customer
1	Formulation	Egypt	CDD of Nutraceutical player for the proposed PE investment	UAE based PE fund
2	Formulation	KSA	Feasibility study of Insulin plant in KSA	Group of investors
3	Formulation - Biosimilars	KSA	Feasibility study of biosimilar plant in KSA	Group of investors
4	Formulation	KSA	Feasibility study of corticosteroid plant in KSA	Distributor from UAE
5	Formualtion	KSA	Feasibility study of hormonal product plant in KSA	Egypt based formulator
6	Formulation	KSA	Feasibility study of Oral solid and Injectable plant in KSA	Group of investors
7	Formualtion	Egypt	Commercial Diligence of Pharmaceutical company in Egypt	Egypt PE fund
8	Formulation	Egypt	Commercial Diligence of Top 5 pharma player in Egypt	London based PE fund
9	Formulation	India	Commercial Diligence of injectable plant in India	London based PE fund
10	Formulation	UAE	Commercial Diligence of Injectable facility in UAE	UAE based pharma company
11	Formulation	KSA	Feasibility study for blood plasma manufacturing facility in KSA	Sovereign fund

# List of commercial diligences and feasibility studies executed by the Averaon team

**Not Exhaustive**

#	Sector	Geography	Project Details	Customer
12	Distribution	KSA	CDD of pharma distributor in KSA – potential acquisition by a family office	Family office
13	Formulation	KSA	CDD of virtual company – providing access to ME markets to the biotech companies	Healthcare holding company
14	Distribution	KSA	CDD of largest wholesaler in the country	PE fund based in KSA
15	Formulation	KSA	CDD of specialty generics manufacturer based in KSA	PE fund based in KSA
16	Formulation	Morocco	CDD of generic player in Morocco	PE fund based in Morocco
17	Formulation	India/USA	CDD of US generic player with plants in USA and India	PE fund based in Singapore
18	Formulation	Egypt	CDD of pharma and nutraceutical player in Egypt	PE fund based in Egypt
19	Formulation	Tunisia	CDD of generic player in Tunisia	PE fund based in Egypt
20	Diagnostic labs	KSA	CDD of greenfield genomic labs	PE fund based in KSA
21	Distribution	KSA	CDD of pharma distributor in KSA – potential acquisition by a family office	Family office
22	Formulation	KSA	CDD of virtual company – providing access to ME markets to the biotech companies	Healthcare holding company

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**Not Exhaustive**

#	Sector	Geography	Project Details	Customer
23	API	India	Commercial diligence of cephalosporin API manufacturer	Active healthcare PE
24	API	India	Commercial & technical diligence of corticosteroid API manufacturer	Diversified global PE
25	API	India	Commercial diligence of controlled substance API manufacturer	Strategic pharma buyer
26	API	India	Commercial & technical diligence of API manufacturer	Asia-focused growth fund
27	API	India	Commercial & technical diligence of API manufacturer	Diversified global PE
28	API	India	Commercial & technical diligence of corticosteroid API manufacturer	Mid-market buyout fund
29	API	India	Commercial & technical diligence of API manufacturer	Strategic-leaning fund
30	API	India	Commercial & technical diligence of API manufacturer	Large Indian generic pharma
31	API	India	Commercial & technical diligence of API manufacturer	Mid-to-large India PE fund
32	API	India	Commercial & technical diligence of pharma intermediate manufacturer	India-focused healthcare and life sciences
33	API	India	Commercial diligence of API manufacturer	Global PE giant



# List of commercial diligences and feasibility studies executed by the Aviron team

**Not Exhaustive**

#	Sector	Geography	Project Details	Customer
34	API	India	Commercial diligence of API manufacturer	Asia-focused alternative investment
35	API	India	Commercial diligence of pharma intermediate supplier	Agrochemicals major diversifying into APIs
36	API	India	Commercial diligence of vitamin K2 manufacturer	Strategic buyer
37	API	India	Commercial diligence of pharma intermediate manufacturer	PE/VC platform with pharma bets
38	API	India	Commercial diligence of API manufacturer	Emerging markets PE
39	Formulation	Egypt	CDD of Nutraceutical player for the proposed PE investment	UAE based PE fund
40	Formulation	KSA	Feasibility study of Insulin plant in KSA	Group of investors
41	Formulation - Biosimilars	KSA	Feasibility study of biosimilar plant in KSA	Group of investors
42	Formulation	KSA	Feasibility study of corticosteroid plant in KSA	Distributor from UAE
42	Formulation	KSA	Feasibility study of hormonal product plant in KSA	Egypt based formulator
44	Formulation	KSA	Feasibility study of Oral solid and Injectable plant in KSA	Group of investors

# DR. KHALED ALMOSA

## Founding Partner & Senior Advisor

### Experience

#### Overview

- Member of the Kingdom of Saudi Arabia's RDI Supreme Committee (2021–2024), chaired by HRH Crown Prince and Prime Minister Mohammed Bin Salman under the Council of Ministers
- Senior healthcare management administrator and certified management consultant with 23 years of leadership in private sector innovation and 12 years in senior government positions
- Visionary leader and Key contributor to the development and transformation of Saudi Arabia's biotechnology manufacturing sector

#### Key Engagements

- **Founder & Chairman of transformative ventures:**
  - **SAUDIBIO** – KSA's first insulin & biologics manufacturer
  - **Vaccine Industrial Holding Company** – Largest human vaccine facility in the Middle East
  - **MedTech Group** – Day surgery & clinical services
  - **Bioera Company** – Industrial engineering
  - **Biotech Innovation Company** – Advanced R&D
  - **Biotech Training Institutes** – In partnership with **NIBRT**, first of its kind in Middle East
  - **Averon Consulting** – Strategic advisory in healthcare & biotech
  - **Dr. Khaled Almosa Consulting** – Global investment & business development

#### Education

- Certified Senior Consultant in Healthcare & Biotech Manufacturing
- PhD in Professional Studies – Univ. of Hull (UK), DBA – Swiss Business School (Switzerland)
- Masters in Healthcare Management – Univ. of Birmingham (UK),
- PG Diploma in Leadership – Harvard Business School (USA)



### Professional Bio

35+ years of leadership across biotech, healthcare management, vaccine manufacturing, business development & global trade. Known as the “**Godfather of Biotechnology Manufacturing**” in Saudi Arabia

### Author

My Mission to Save Lives in Saudi Arabia – Story of localizing insulin, vaccines & cancer therapies through biotech manufacturing



# MADAVA HEGDE

Founding Partner and CEO

## Experience

### Overview

- Madava has 12+ years of strategy consulting and Due diligence experience across the sectors like Pharma and Lifesciences
- He has experience of 100+ transactions across the geographies like US, Europe and Emerging markets
- He has advised major global funds like – ADIA, TA Associates, Apax Partners, Bain Capital, Kedaara, TVM, TCV, CX Partners, PAG, Olayan – for their investment in the Lifesciences sector
- He has worked with many generic players in shaping their portfolio strategy, geography expansion and operational effectiveness improvement initiatives
- He worked with IQVIA, PwC-Deal Strategy team and EY-Parthenon in their commercial diligence practice

### Key Engagements

- Feasibility of Insulin manufacturing plant in KSA for a group of investors
- Commercial Diligence Insulin manufacturing plant in Saudi Arabia
- Commercial Diligence of Insulin manufacturing plant in India
- Portfolio Selection and Feasibility Study – for an envisaged greenfield oral solid plant in KSA
- Commercial Diligence of fastest growing generic player in KSA market for proposed PE investment in the firm
- 100+ Diligences across pharma sector (Formulators, Packaging material suppliers etc.) in emerging markets
- 15+ diligence in API sectors of India

### Education

- MBA from Indian Institute of Management, Indore – Gold Medalist
- BE (Mechanical Engineering) from NITK, Surathkal



## Professional Bio

With over a decade of experience in the pharmaceutical sector, he has provided advisory services to investors and companies within the industry. His expertise spans across multiple geographical regions, including regulated markets such as the United States and Europe, as well as emerging markets such as India, Southeast Asia, the Middle East, and Africa.

### Areas of Expertise

- Portfolio Development – Dossier Sourcing, Negotiation and finalization of contracts
- Growth Strategy – Product portfolio expansion, Geography Expansion
- Commercial Diligence – Proposed Investment

# AMAN PREET

Pharma and healthcare specialist

## Experience

### Overview

- Aman has 8+ years of strategy consulting, strategic planning, feasibility studies and due diligence experience across pharma
- Extensive experience in the pharmaceutical sector, having worked with global firms on market expansion, portfolio strategy, and investment advisory.
- Led strategic consulting projects focused on enterprise effectiveness, digital transformation, and operational optimization for global healthcare clients
- He worked with IQVIA – Financial Institutions Consulting, Cognizant-Healthcare consulting and Accenture – Life Science practices

### Key Engagements

- Led commercial due diligence and portfolio analysis for a U.S.-based pharmaceutical firm evaluating acquisition opportunities in Sub-Saharan Africa and strategic alignment with global growth objectives
- Assessed commercial attractiveness and investment viability for insulin manufacturing and greenfield pharmaceutical operations in Saudi Arabia, drawing benchmarks from U.S. manufacturing and regulatory standards
- Conducted market sizing and opportunity assessments for rare disease and specialty generics in the U.S. and MENA markets, informing cross-regional product launch strategies
- Formulated U.S. market entry strategies and product line extensions for international pharmaceutical retailers expanding into the U.S. pharmacy and healthcare retail sector

### Education

- MBA from XLRI Jamshedpur
- B. Tech. (Computer Science and Engineering) from Amity University, Noida



## Professional Bio

Aman is a healthcare and pharma specialist with 10+ years of experience across the U.S., U.K., Middle East, and Southeast Asia. He has led commercial and strategic due diligence for payors, providers, and pharma firms, supporting market entry, digital transformation, and growth. His strength lies in evaluating complex businesses and driving actionable, high-impact strategies.

## Areas of Expertise

- Commercial due diligences, feasibility studies, market entry strategies, and go-to-market planning
- Geo-expansion strategies to increase market share and enhance revenue streams.
- Strategic Planning, operational excellence and cost optimization

# FARIS ALMOSA

Project Manager, Cross Sector Advisory

## Experience

### Overview

- Certified Industrial Engineer (Saudi Council of Engineers) with expertise in project management, quality systems, and biotech manufacturing
- Brings a blend of technical precision and strategic insight across industrial operations and cross-sector project coordination
- Experienced in regulatory frameworks, process optimization, and innovation-driven execution

### Education

- MBA (Project Management) – Swiss Business School
- BSc in Industrial Engineering – Al-Yamamah University
- Certificate in Organizational Leadership – Harvard Business School Online



## Professional Bio

Faris is a Certified Industrial Engineer (Saudi Council of Engineers) with strong expertise in project management, quality systems, and biotech manufacturing. He combines technical precision with strategic insight, bringing experience across industrial operations and cross-sector project coordination. His background includes regulatory frameworks, process optimization, and innovation-driven execution.

### Areas of Expertise

- Project coordination | Quality systems | Regulatory compliance | Strategic execution
- Fluent in English, with experience across public and private sectors

# Other key profiles



**John Ward**  
Principal Biotech Consultant

- 10+ years of experience in CQV for top pharma firms across Europe, Australia & the Middle East
- Specialist in greenfield biotech facility start-ups & regulatory-compliant execution (FAT, SAT, IQ, OQ, PQ)
- Expert in integrating Industry 4.0 technologies to drive efficiency & operational excellence
- Led cross-functional teams from concept to commercial  
Delivered major projects for Pfizer, MSD, WuXi Biologics, BMS, Amgen, Takeda, LEO Pharma
- Managed systems including bioreactors, centrifuges, clean utilities, QC lab equipment
- ISPE speaker & advisor for global biotech stakeholders
- Known for technical leadership & driving strategic growth in biotech manufacturing



**Dr. Chiemela F. Anyanwu**  
Senior Research Scientist

- 20+ years of experience in plant breeding, microbial innovation & environmental science
- Developed Indigenous Microorganism (IMO) technology for organic fertilizer & sustainable agriculture
- Proven impact on crop yield enhancement & ecological resilience
- Held research roles across Europe, Asia, Africa & UAE
- Supervised 50+ graduate theses & led community biotech training programs
- Known for translating scientific research into practical solutions for food security & sustainability



**Mary Joy Salonga**  
Lead Services Manager

- 10+ years of experience across healthcare, education & consulting in GCC & Asia
- Director of Business Development at Avocet Health Partners & BIOERA
- Leads life sciences & healthcare infrastructure initiatives across MENA, especially KSA & UAE
- Strategic partnerships | Digital engagement | Sustainable public health solutions
- Focused on aligning health and economic priorities
- Co-founder of Your Quest – promoting values-led leadership (character, capacity, credibility)
- Advocate for intentional living & stewardship in individual and institutional growth



# Access to 150+ Minds. One Vision. Infinite Possibilities.



Our European affiliate, Zyme Biotech, serves as a cornerstone of Averon Consulting's international reach. Based in the United Kingdom, Zyme Biotech brings together a dynamic team of consultants with deep expertise across multiple sectors—including biotechnology, life sciences, pharmaceuticals, healthcare innovation, and regulatory strategy.

With access to over 150 consultants operating across Europe, Zyme Biotech offers a powerful blend of scientific rigor and strategic insight. Their contributions are instrumental in driving forward complex projects, supporting cross-border collaborations, and delivering tailored solutions that meet the highest standards of global excellence.

This partnership strengthens Averon Consulting's ability to serve clients with agility and precision, ensuring that every engagement benefits from both local market knowledge and international best practices.



Thank You



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