

Regi's 'Innovating in Health Care' Case Corner

This issue of the Case Corner focuses on a case co-written by Tom Gleave and Will Mitchell, Anthony S. Fell Chair in New Technologies and Commercialization and Professor of Strategic Management at the Rotman School of Management, University of Toronto.

Case: Commercialization of Regenerative Medicine Science: The BlueRock Opportunity in Toronto

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Authors: Tom Gleave and Will Mitchell

Synopsis: Michael May, CEO of the Centre for Commercialization of Regenerative Medicine (CCRM), wanted to make doubly sure that his organization was prepared to lend strategic support to BlueRock Therapeutics, a biotechnology company being formed by Versant Ventures and the Bayer Life Science Center (BLSC), a division of Bayer AG (Bayer). May hoped that the commercialization and cell manufacturing expertise of his team would be well placed to help the start-up achieve its technical and strategic objectives.

This case gives students the opportunity to evaluate the following questions:

- Was the BlueRock opportunity truly a strategic fit for CCRM?
- What rewards could CCRM earn from the deal, and what risks went along with these

potential gains?

- How could May and his team develop a sufficient understanding of the other ecosystem partners to trust their intentions and capabilities, knowing CCRM was not party to all the agreements being negotiated?

Materials

- **Case:** [BlueRockOpportunity-VentureCreation-2019](#)
- **Supporting materials:** [BlueRockOpportunity-VentureCreation-Slides-2019](#)