



## Raymond Sell

### Vice President, Business Development

#### PERSONAL PROFILE

When it comes to pandemics, Ray Sell has seen this movie before. In 2009 he was part of the project team for packaging vaccine on an emergency basis to combat the H1N1 pandemic.

“It was a 24/7 operation on multiple production lines,” Ray recalls. “It required ensuring all the components and packaging materials were on hand, then getting our automated lines going as fast as we possibly could. Representatives from the U.S. government were standing by to take the finished vaccines the moment they came off the line, to distribute them around the country.”

Participating in urgent vaccine packaging was certainly a career highlight. But Ray’s 23+ years in the contract pharmaceuticals industry covers a wide range of roles and responsibilities from customer service to business development in drug development and manufacture as well as clinical and commercial packaging, often entailing close cooperation with scientists and engineers developing new molecules for prescription drugs.

Results of his efforts include repeated outstanding sales results (“Three-time President’s Club recognition for being the Top Global Performer” in three different business functions). But the true meaning of such awards is a consistent track record of building strong teams

**“I’m very excited for the opportunity to communicate the value proposition of BFS in the injectable format to the pharma/biotech community.”**

— Ray Sell —

within the company—while forging powerful, long-term alliances between the company and its customers.

“I believe the foundation of a win-win business relationship is the ability to see things from the other person’s perspective,” Ray says. “For me, the team approach begins early in the process with bringing in subject-matter experts. It includes an ongoing commitment to treat others as they want to be treated. This makes it possible to define and achieve the best possible solution in a holistic way.”

After earning a BS in business

administration from King’s College (Wilkes Barre, Pa.), Ray launched his contract pharma career with an entry-level post at New Jersey-based PCI Printed Components. A few months later he was already a customer service rep, and after a couple of years was promoted to Lead Project Coordinator for the company, by then part of Cardinal Health PTS, Packaging Services.

From 2004 to 2015, Ray quickly rose through several increasingly responsible positions at Cardinal, ending as Account Director, Rx Softgel at the organization, by then known as Catalent after another acquisition.

In 2015 he accepted the opportunity to become Director, Business Development for Canada-based Bellwyck Pharma Services. There he played a leading role in expanding Bellwyck’s international presence, while growing its U.S. team’s account volume almost tenfold in 5 years.

Most recently before joining ApiJect, Ray was Director, Business Development, CDMO North America for PCI Pharma Services, the world’s largest pharmaceutical contract packaging company.

“Startups and emerging companies are where much of the excitement and innovation are in pharma and biotech today,” Ray declares. “I’m excited about ApiJect’s vision for injectables and I think the industry will be, too.”

## “Innovation in pharmaceuticals today is often driven by newer companies.”

Consolidation in pharmaceuticals has meant fewer providers, but an innovation-friendly climate for young companies, according to Ray Sell.

Ray Sell has served as an award-winning business development leader for leading national and international pharmaceutical firms for almost 25 years.

Today as Vice President, Business Development for ApiJect, he says the critical success factor for a CMO services provider combines superior performance with hand-in-glove partnership.

**INTERVIEWER:** Ray, from a purely business point of view, what do you see as the most high-impact trend for the pharmaceuticals industry over the past decade?

**RAY:** Consolidation and the outsourcing of innovation. As large pharmaceutical and biotech companies spend less on in-house R&D, they have been doing more acquisitions of smaller startup companies, once those companies establish proof of concept for their pipeline molecules. At the same time, this startup-friendly culture and trend toward acquisition are actually fostering more innovation.

**Why?**

Historically, the only option for R&D experts was to work at a giant drug company with a world-famous name. Now that scientist has other opportunities that are also very attractive, and sometimes more attractive. He or she can often get more operational freedom and other key workplace benefits if they work for a



Ray is shown here collaborating with his international colleagues at an industry event in Frankfurt, Germany in 2019.

small startup or emerging company. For these reasons I think people are incentivized to work for these nimble, flexible, almost boutique-type organizations.

**What is the impact of that on the industry structure and economics?**

Big pharma clearly sees the innovation that is coming out of these high-performance startups. So to keep their R&D pipeline full of promising new drugs and technologies, the large companies are increasingly relying on acquisitions of these smaller startup companies, as opposed to solely relying on organic growth from within.

**So it's a good time to be a young company with innovative technology in the pharmaceutical industry.**

Yes, it is!

**Is this a classic case of disruptive innovation, where large, established companies can often perform better by outsourcing their R&D, rather than attempting to develop new concepts exclusively under their own roof?**

There is no magic bullet for R&D. The industry experts all have been schooled and trained in the same companies; this business model has simply been very effective for all parties in recent years. The big pharma companies have large departments staffed with people who are assigned to conduct this type of analysis on the emerging companies to evaluate whether to engage them in their M&A strategy.



Ray is committed to the development and cross-pollination of his leadership skills.

**Ray, you have seen and experienced the pharmaceuticals industry from many different perspectives—from sales to coordinating an emergency vaccine packaging program, to working with scientists on drug and molecule product development. What is your favorite part of this business?**

Relationship building! Or to put it another way, satisfying a client and reinforcing and increasing the value of what they do for their patients, by supporting it with the value of what we do as a Contract Manufacturing Organization.

Building strong relationships with pharma biotech customers is especially satisfying when the arc of that cooperation spans the entire product lifecycle, starting from initial development of a molecule and going right through the clinical trial phase, and then finally seeing the drug into a successful commercial launch and ongoing supply.

**And, because you have performed so many different kinds of functions over the years, you have experienced the same client working with you when you both have different roles at different times.**

Correct. When we first met 20+ years

ago, they were a mid-level manager and I was a customer service rep; and now they are the vice president of sourcing or supply chain, and I'm the business development leader.

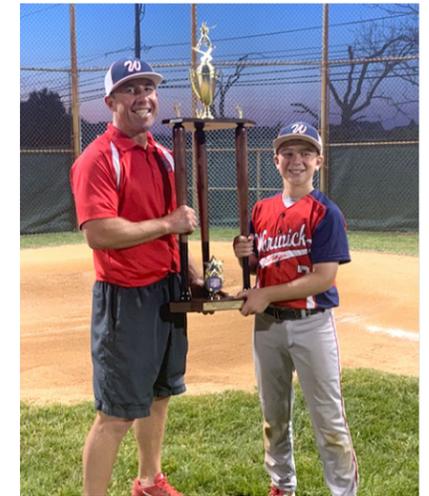
**Does that create a halo effect that extends beyond the one-to-one personal relationship?**

In many cases it does. You create a level of trust on the part of the customer that is larger than just one person or just one department of your company. That trust becomes a tremendous asset because when they trust you and your company in a holistic way, they'll empower you and your organization with the responsibility for their product. Or at least, they'll introduce me to the decision-makers so we can have a seat at the table.

**“Once a few pharmaceutical and biotech companies fill their injectable drugs in ApiJect's BFS Prefilled Injector, and gain market share due the many benefits of this innovation, the whole industry will want to use it.”**

— Ray Sell —

In fact, I would say the halo effect goes farther. If a colleague at another company knows me and trusts me, and I trust a certain third party, then my trust can in effect transfer over to my longtime colleague, and they are more willing to open the doors for that third party, too.



Ray has stayed active in his community by coaching amateur baseball at multiple levels for over 20 years.

**Taking into account both the pharmaceutical industry's openness to innovation from newer companies, and its very human tendency to trust the people they know and have worked with before, where does this leave the BFS Prefilled Injector? ApiJect is a young company but it is using well-established technology it's led by a team that includes a number of world-class pharma executives.**

All of those factors work strongly in favor of getting acceptance from pharmaceutical and biotech customers for BFS single-dose injectors.

Assuming the product performs as expected, there are so many advantages that will drive market acceptance.

When pharmaceutical companies realize the BFS Prefilled Injector offers lower cost, faster speed to market and that the U.S. Government has adopted this technology, I think they'll be very eager to try their product in our delivery system.

I'm not saying it will be easy; nothing new and worthwhile ever is. But it's very, very promising.

**Thank you, Ray.**