IMI MASTERCLASS:
SCALING INNOVATIONS EMERGING FROM PUBLIC-PRIVATE PARTNERSHIPS

efpia

imi innovative medicines initiative

forward

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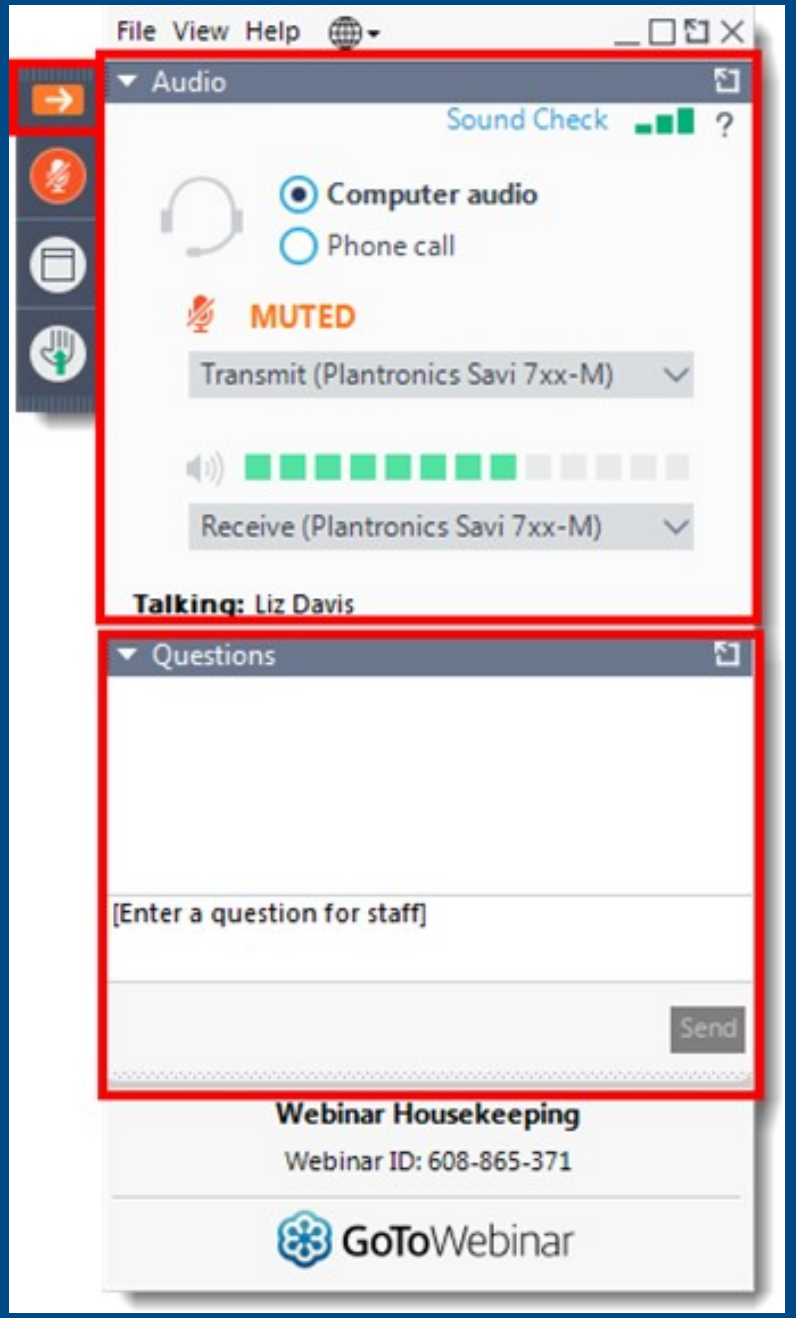
Ask questions



AGENDA

14:00 **Welcome**
Magda Chlebus, EFPIA
Colm Carroll, IMI

14:10 **Introducing the Field Manual**
Lisa Leenhouts-Martin, The Forward Group

14:35 **Case Study**
Lisa Leenhouts-Martin, The Forward Group

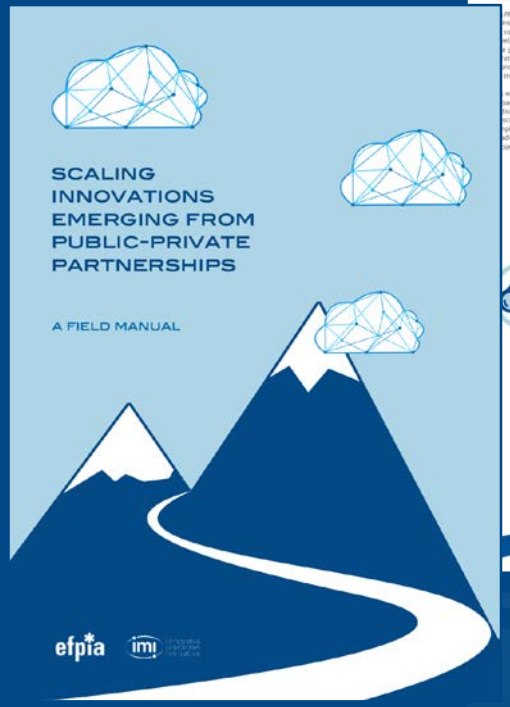
15:00 **Q&A Panel Discussion:**
The Reality of Taking PPP Assets to Scale
Magda Chlebus, EFPIA
Colm Carroll, IMI
Nigel Hughes, Janssen
Kai Langel, Janssen
Lisa Leenhouts-Martin, The Forward Group

15:20 **Closing Remarks**
Colm Carroll, IMI

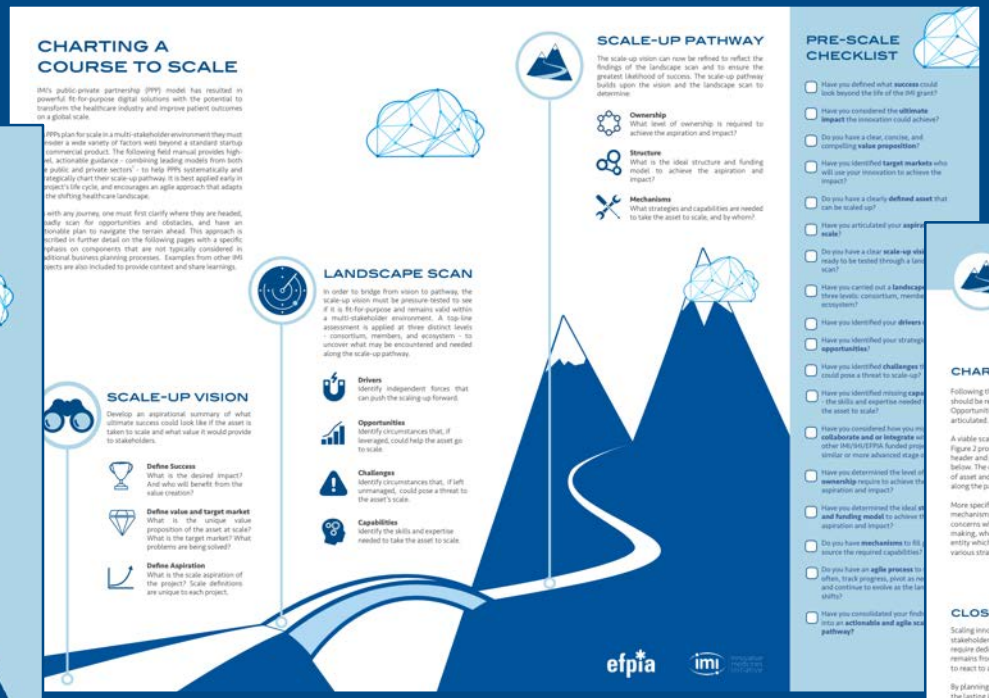
INTRODUCING THE FIELD MANUAL

FIELD MANUAL

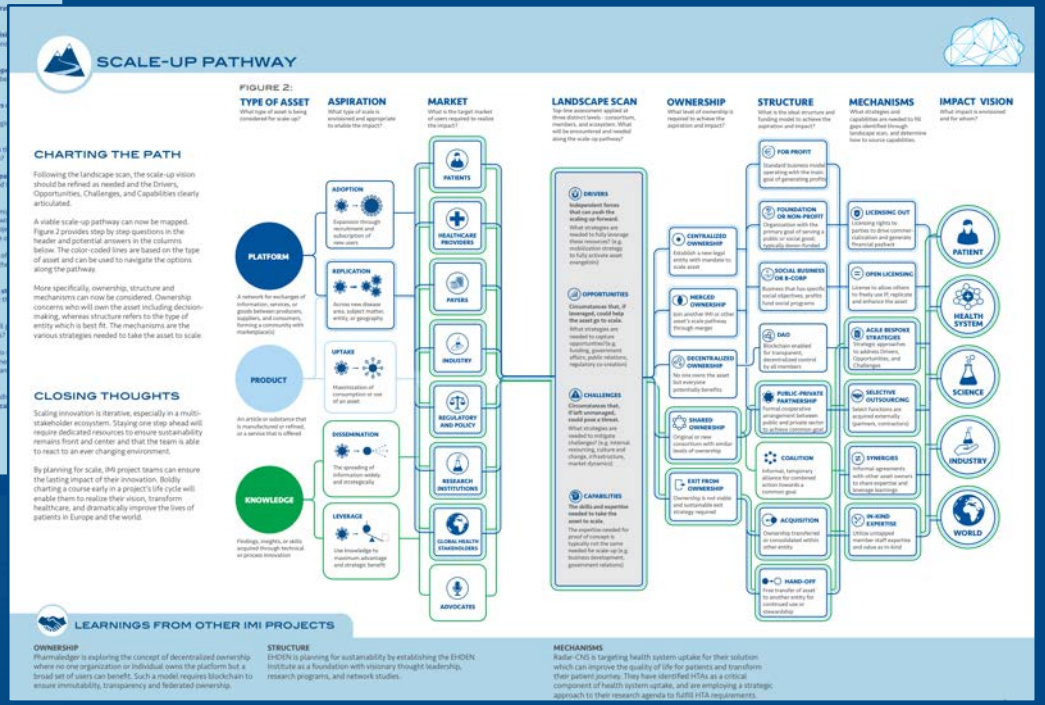
RESOURCING IMI PROJECTS WITH SCALE AND UPTAKE BLUEPRINT



Accessible field manual format to encourage broad use



Pragmatic process and checklist to inform robust sustainability planning and execution



Actionable public-private framework to define what scale means for each project, and to assess and anticipate internal and external opportunities and challenges

CHARTING A COURSE TO SCALE

As with any journey, one must first clarify where they are headed, broadly scan for opportunities and obstacles, and have an actionable plan to navigate the terrain ahead.

SCALE-UP VISION

Develop an aspirational summary of what ultimate success could look like if the asset is taken to scale and what value it would provide to stakeholders.

Define Success
What is the desired impact? And who will benefit from the value creation?

Define value and target market
What is the unique value proposition of the asset at scale? What is the target market? What problems are being solved?

Define Aspiration
What is the scale aspiration of the project? Scale definitions are unique to each project.

LANDSCAPE SCAN

In order to bridge from vision to pathway, the scale-up vision must be pressure-tested to see if it is fit-for-purpose and remains valid within a multi-stakeholder environment. A top-line assessment is applied at three distinct levels - consortium, members, and ecosystem - to uncover what may be encountered and needed along the scale-up pathway.

Drivers
Identify independent forces that can push the scaling-up forward.

Opportunities
Identify circumstances that, if leveraged, could help the asset go to scale.

Challenges
Identify circumstances that, if left unmanaged, could pose a threat to the asset's scale.

Capabilities
Identify the skills and expertise needed to take the asset to scale.

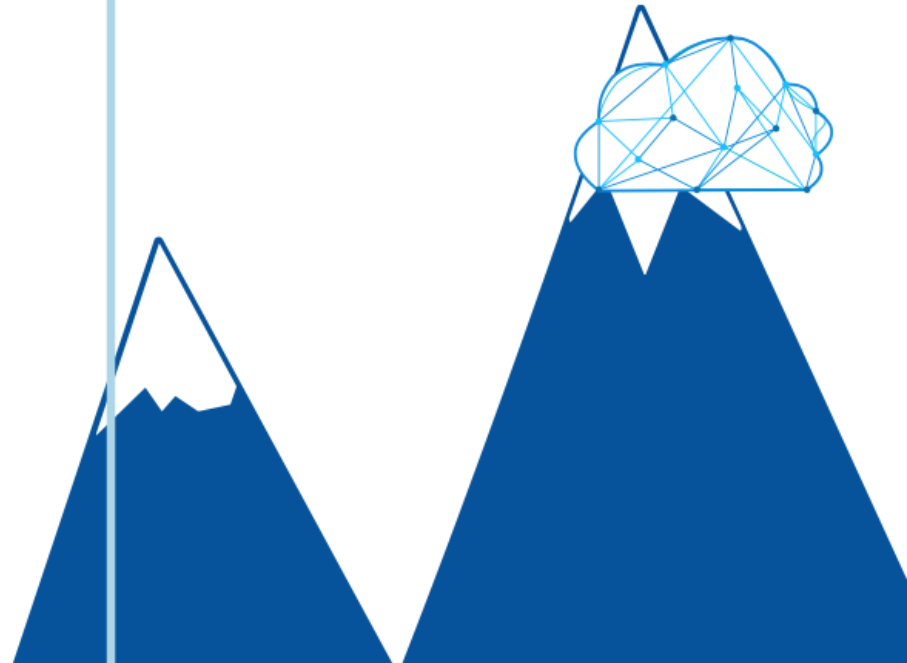
SCALE-UP PATHWAY

The scale-up vision can now be refined to reflect the findings of the landscape scan and to ensure the greatest likelihood of success. The scale-up pathway builds upon the vision and the landscape scan to determine:

Ownership
What level of ownership is required to achieve the aspiration and impact?

Structure
What is the ideal structure and funding model to achieve the aspiration and impact?

Mechanisms
What strategies and capabilities are needed to take the asset to scale, and by whom?



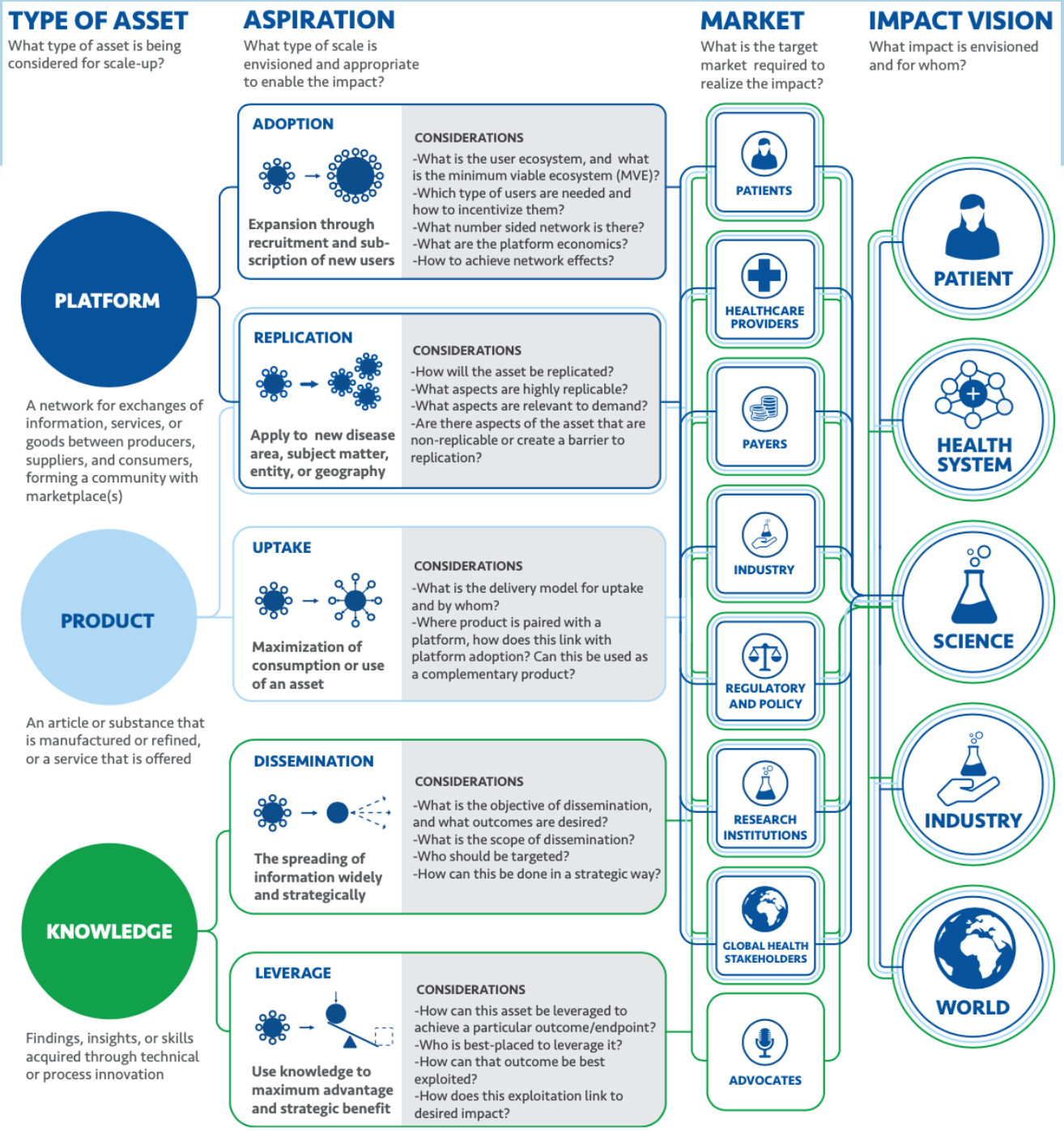
Q:

What can be an asset?

a. A new biomarker
b. A new method to assess value
c. A clinical trial network
d. A database
e. **All of the above**

SCALE-UP VISION

Develop an aspirational summary of what success could look like if the asset is taken to scale and what value it would provide to stakeholders. The scale up vision needs to be concrete enough to be pressure-tested via the landscape scan, but not too narrow as to prevent big picture thinking. Think beyond the life of the grant and don't limit based on political or financial constraints at this point.



Q:

When speaking about scaling an asset, what is uptake?

a. Expansion through recruitment and subscription of new users
b. Application to a new disease area, subject matter, entity, or geography
c. **Maximization of consumption or use of an asset**
d. The spreading of information widely and strategically

LANDSCAPE SCAN

The scan is applied at three distinct levels - consortium, members, and ecosystem - that may be run simultaneously.

For each level, the primary objective is to identify Drivers, Opportunities, Challenges, and Capabilities (DOCCs) that may impact the trajectory. Once DOCCs are identified, they will inform the scale-up pathway, and further analysis may be needed to inform bespoke strategies for each.

DRIVERS

Independent forces that can push the scaling up process forward.

For example, champions often drive the scaling up process by unlocking pathways and connections otherwise difficult to access. Other drivers could include pandemics, pressure from outside actors, and more.

OPPORTUNITIES

Circumstances that, if leveraged, could help the asset go to scale.

For example, other IMI projects that are complimentary and looking to partner, a new funding call from a government or foundation, or policy co-creation opportunities.

CHALLENGES

Circumstances that, if left unmanaged, could pose a threat to scale-up.

For example, there may be an internal budget discontinuation anticipated or a potential shift in market dynamics that could impede growth.

CAPABILITIES

The skills and expertise needed to take the asset to scale.

The skills needed for initial proof of concept are not the same needed for scale(e.g. business development, government relations). These capabilities may be identified within members or potential partners.

Q:

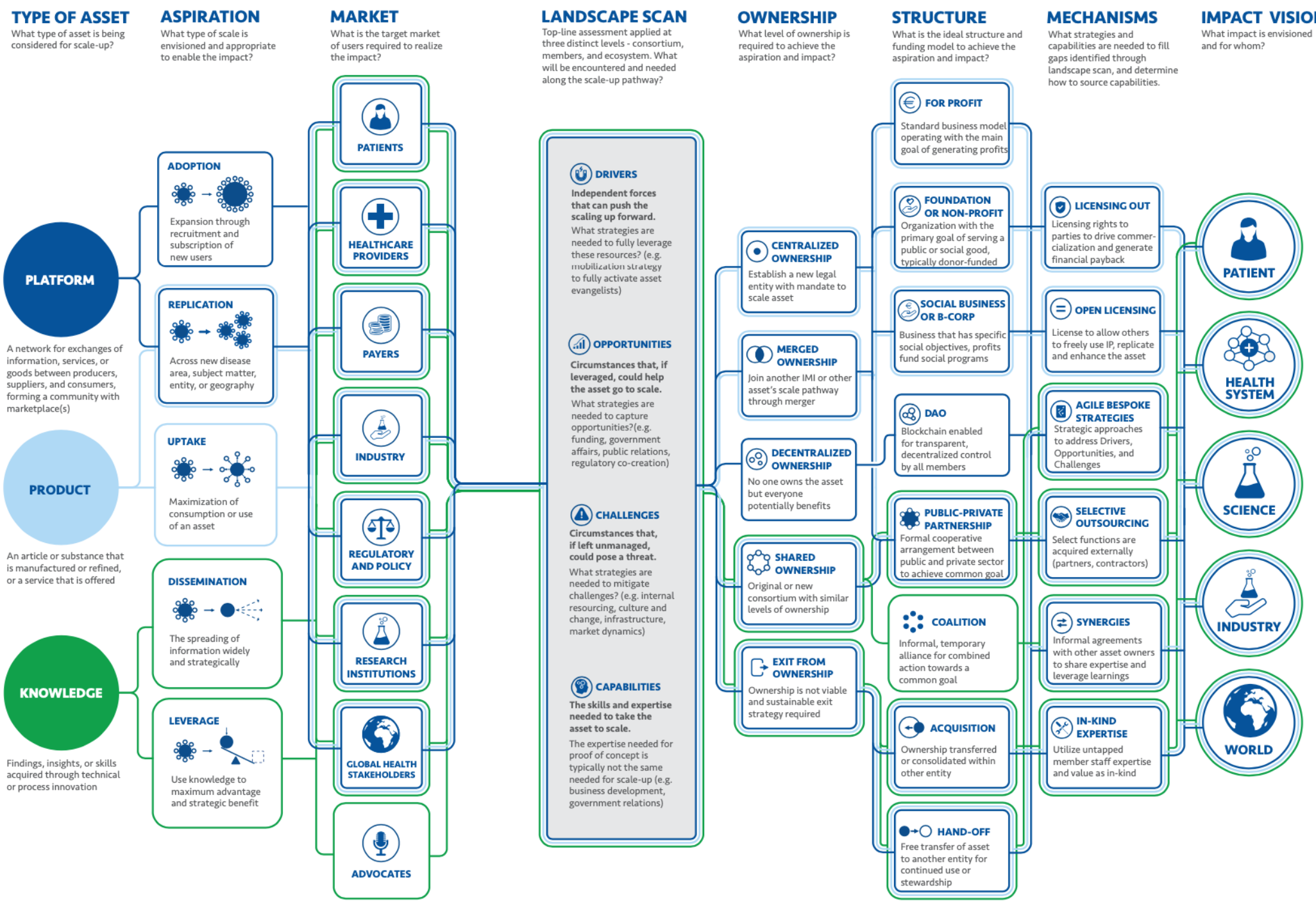
Joining forces with another IMI project to go to scale is an example of a

a. Driver
b. Opportunity
c. Challenge
d. Capability

scale-up pathway

A viable scale-up pathway can now be mapped. Figure 2 provides step by step questions in the header and potential answers in the columns below. The color-coded lines are based on the type of asset and can be used to navigate the options along the pathway.

FIGURE 2:



Q:

Which type of assets are best suited for a for-profit or B corporation?

a. Product
b. Platform
c. Knowledge
d. a & b
e. b & c

Scale and uptake canvas

IMPACT VISION

What impact is envisioned and for whom?

TYPE OF ASSET

What type of asset is being considered for scale-up?

ASPIRATION

What type of scale is envisioned and appropriate to enable the impact?

MARKET

What is the target market of users required to realize the impact?

OWNERSHIP

What level of ownership is required to achieve the aspiration and impact?

STRUCTURE

What is the ideal structure and funding model to achieve the aspiration and impact?

MECHANISMS

What strategies and capabilities are needed to fill gaps identified through landscape scan, and determine how to source capabilities.

Gaps identified through landscape scan	**Strategies and capabilities** required to address gaps	**Responsible** person who owns this stategy

Q:

What do you see as the greatest challenge to scaling your asset?

a. Governance & Ownership
b. Financing
c. Legal & IP
d. Strategy development
e. All of the above

DISCUSSION

CASE STUDY

RADAR-CNS
Today
2
Completed
Your next task starts in 7hrs.
43x
7min
19:50
Requires a quiet
Start

RADAR-CNS

RADAR-CNS

WEARABLES TO HELP PREDICT AND PREVENT RELAPSE

ABOUT

A collaborative research programme exploring the potential of wearable devices to help prevent and treat depression, multiple sclerosis, and epilepsy.

VALUE PROPOSITION

RADAR-CNS aims to improve people's quality of life and change how conditions are managed and treated. Data from mobile devices can give a full picture of a person's condition at a level of detail which was previously impossible. This offers the potential to detect changes in behavior, sleep, or mood before the individual themselves is aware of it, helping them to predict – or even avoid – a relapse.

- MS: gain understanding of disability, disease course and patient journey
- Epilepsy: track, predict and prevent seizures
- Depression: predict and preempt relapse

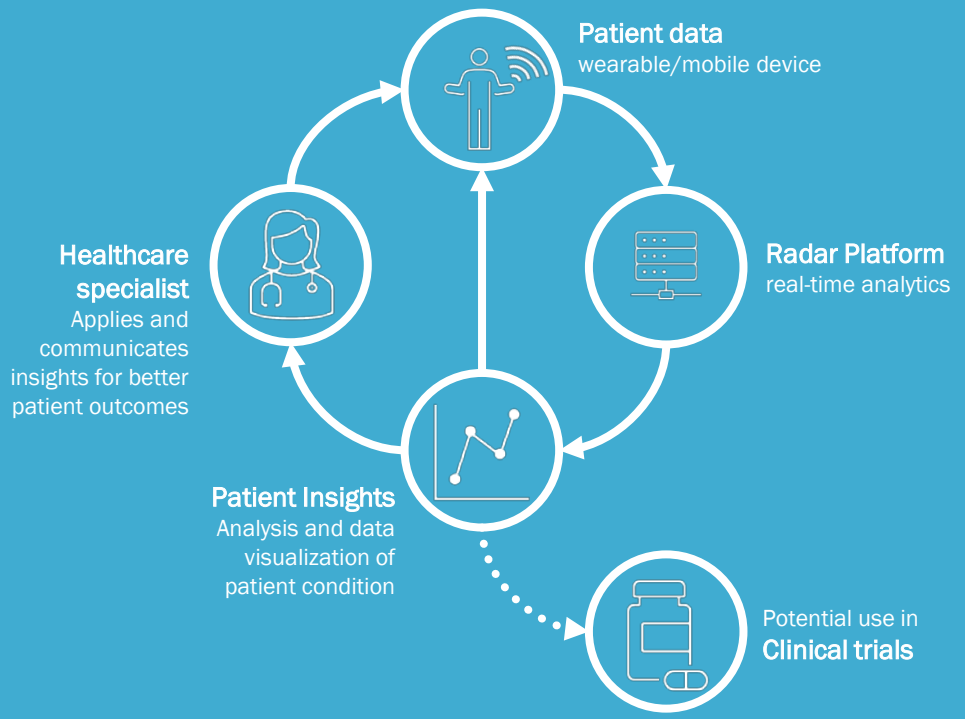
KEY FACTS

22
PARTNERS
EU, UK, US

€26
MILLION
BUDGET

2016-2020
PROJECT
DURATION

HOW IT WORKS



RADAR-CNS

RADAR-CNS
THE ASPIRATION AT SCALE

WHY IT MATTERS

The future:
Predict relapses,
before they happen.

PATIENT

New model for patient empowerment and enhanced patient experience

Accelerated patient-centered care, better quality of life and outcomes

Improved outcomes for epilepsy, depression and MS

Physician and patient understanding of trajectory yields enhanced care

Prevents hospitalizations and burden on healthcare/clinical system

SCIENCE

Powerful tool for clinical insights

Biomarker data for clinical trials

Establish new standard of care

ID new inter-related predictive factors for disease management

New guidance on use of predictive biomarkers for disease

INDUSTRY

Accelerated time market due to smarter, faster clinical trials

Digital technology creates new business models for growth: open-source, open-data, flexible, scalable, data-driven, data privacy

Aligned to outcome-based care

WORLD

Scaled across geographies

Scaled to other diseases: cardiac, stroke, etc.

RADAR-CNS

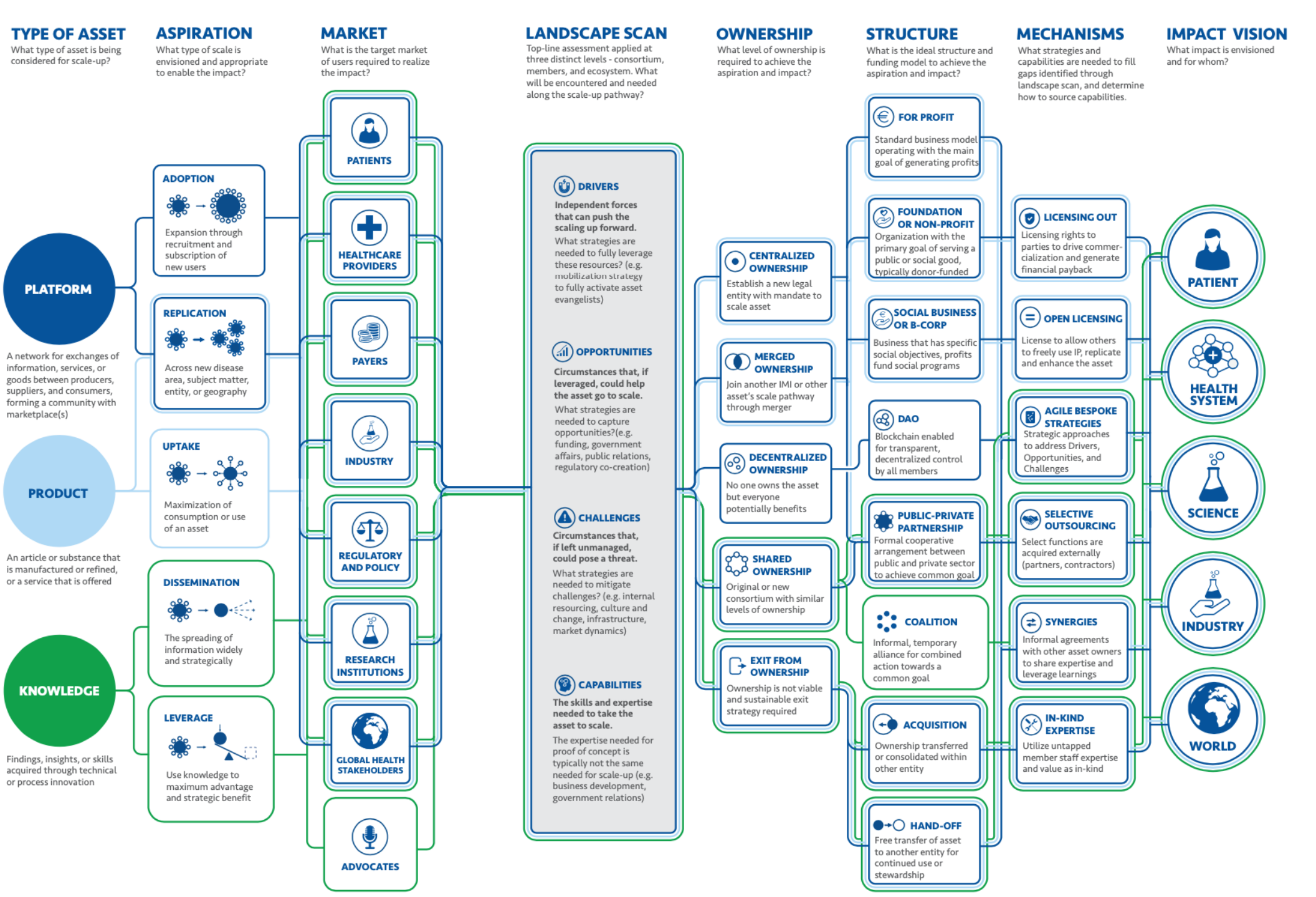
Q:

Radar is a:

a. Product
b. Platform
c. Knowledge

scale-up pathway

A viable scale-up pathway can now be mapped. Figure 2 provides step by step questions in the header and potential answers in the columns below. The color-coded lines are based on the type of asset and can be used to navigate the options along the pathway.



Q:

Radar is best suited for:

a. Adoption
b. Replication
c. Uptake
d. Dissemination
e. Leverage

scale-up pathway

TYPE OF ASSET
What type of asset is being considered for scale-up?

PLATFORM
A network for exchanges of information, services, or goods between producers, suppliers, and consumers, forming a community with marketplace(s)

PRODUCT
An article or substance that is manufactured or refined, or a service that is offered

KNOWLEDGE
Findings, insights, or skills acquired through technical or process innovation

ASPIRATION
What type of scale is envisioned and appropriate to enable the impact?

ADOPTION
Expansion through recruitment and subscription of new users

REPLICATION
Across new disease area, subject matter, entity, or geography

UPTAKE
Maximization of consumption or use of an asset

DISSEMINATION
The spreading of information widely and strategically

LEVERAGE
Use knowledge to maximum advantage and strategic benefit

MARKET
What is the target market of users required to realize the impact?

- PATIENTS
- HEALTHCARE PROVIDERS
- PAYERS
- INDUSTRY
- REGULATORY AND POLICY
- RESEARCH INSTITUTIONS
- GLOBAL HEALTH STAKEHOLDERS
- ADVOCATES

LANDSCAPE SCAN
Top-line assessment applied at three distinct levels - consortium, members, and ecosystem. What will be encountered and needed along the scale-up pathway?

DRIVERS
Independent forces that can push the scaling up forward.
What strategies are needed to fully leverage these resources? (e.g. mobilization strategy to fully activate asset evangelists)

OPPORTUNITIES
Circumstances that, if leveraged, could help the asset go to scale.
What strategies are needed to capture opportunities?(e.g. funding, government affairs, public relations, regulatory co-creation)

CHALLENGES
Circumstances that, if left unmanaged, could pose a threat.
What strategies are needed to mitigate challenges? (e.g. internal resourcing, culture and change, infrastructure, market dynamics)

CAPABILITIES
The skills and expertise needed to take the asset to scale.
The expertise needed for proof of concept is typically not the same needed for scale-up (e.g. business development, government relations)

OWNERSHIP
What level of ownership is required to achieve the aspiration and impact?

- CENTRALIZED OWNERSHIP — Establish a new legal entity with mandate to scale asset
- MERGED OWNERSHIP — Join another IM or other asset's scale pathway through merger
- DECENTRALIZED OWNERSHIP — No one owns the asset but everyone potentially benefits
- **SHARED OWNERSHIP** — Original or new consortium with similar levels of ownership
- EXIT FROM OWNERSHIP — Ownership is not viable and sustainable exit strategy required

STRUCTURE
What is the ideal structure and funding model to achieve the aspiration and impact?

- FOR PROFIT — Standard business model operating with the main goal of generating profits
- **FOUNDATION OR NON-PROFIT** — Organization with the primary goal of serving a public or social good, typically donor-funded
- SOCIAL BUSINESS OR B-CORP — Business that has specific social objectives, profits fund social programs
- DAO — Blockchain enabled for transparent, decentralized control by all members
- PUBLIC-PRIVATE PARTNERSHIP — Formal cooperative arrangement between public and private sector to achieve common goal
- COALITION — Informal, temporary alliance for combined action towards a common goal
- ACQUISITION — Ownership transferred or consolidated within other entity
- HAND-OFF — Fee transfer of asset to another entity for continued use or stewardship

MECHANISMS
What strategies and capabilities are needed to fill gaps identified through landscape scan, and determine how to source capabilities.

- LICENSING OUT — Licensing rights to parties to drive commercialization and generate financial payback
- OPEN LICENSING — License to allow others to freely use IP, replicate and enhance the asset
- **AGILE BESPOKE STRATEGIES** — Strategic approaches to address Drivers, Opportunities, and Challenges
- SELECTIVE OUTSOURCING — Select functions are acquired externally (partners, contractors)
- **SYNERGIES** — Informal agreements with other asset owners to share expertise and leverage learnings
- **IN-KIND EXPERTISE** — Utilize untapped member staff expertise and value as in-kind

IMPACT VISION
What impact is envisioned and for whom?

- PATIENT
- HEALTH SYSTEM
- SCIENCE
- INDUSTRY
- WORLD

radar-base:
scale and uptake canvas

IMPACT VISION
What impact is envisioned and for whom?

RADAR-BASE established as a niche platform of choice for researchers requiring customizable real-world evidence. The platform enables large scale studies and accelerates health research.

TYPE OF ASSET
What type of asset is being considered for scale-up?

Platform

ASPIRATION
What type of scale is envisioned and appropriate to enable the impact?

Replication across different disease areas in niche markets

MARKET
What is the target market of users required to realize the impact?

Sponsors/PIs of large research studies:

Medium Term:
Clinical researchers who are doing real world cohort studies in clinical settings with thousands of people

Long Term:
Eventually, public health studies and citizen science studies with hundreds of thousands or millions of participants

OWNERSHIP
What level of ownership is required to achieve the aspiration and impact?

Hybrid model of ownership, with both focused leadership/platform management and broad engagement of community of researchers.

STRUCTURE
What is the ideal structure and funding model to achieve the aspiration and impact?

Foundation. Sustainability through revenue generation. Catalytic transition funding required in the interim.

MECHANISMS
What strategies and capabilities are needed to fill gaps identified through landscape scan, and determine how to source capabilities.

Gaps identified through landscape scan (to leverage Drivers, Opportunities, Challenges & Capabilities)	Strategies and capabilities required to address gaps	Responsible person who owns this stategy
Articulate & define USP and target niche to address pressures in Healthcare system	Market research on target niche and further develop value proposition	WP Lead and consultant
Business model expertise: how to sustain revenue stream with pragmatic plan	Develop business plan	WP Lead and in-kind BD expert from partner A
Fundraising for short term until transition to sustainable revenues	Explore donor funding options	External fundraising consultant in collaboration with Project Leads
Leverage RADAR data streams, algorithms, data base, in addition to managing RADAR-base.	Create additional asset development plan	WP Lead
Ensure robust community uptake	Identify incentives for community growth	WP and in-kind community expert
Consider other potential opportunities for RADAR-base	Develop BD approach	WP lead and in-kind expet from Partner A
IP: Datasets are not open source and IP issues need to be considered in handover to foundation	Develop legal and IP framework	In-kind legal expert from Partner B

Q:

When is the best time to start planning for scale?

a. **Before the grant application is submitted to IMI/IHI**
b. Once the project funding is approved
c. Halfway through the project
d. After the project is finished

Q&A PANEL DISCUSSION:
THE REALITY OF TAKING PPP ASSETS TO SCALE

CLOSING REMARKS

A public platform that hosts and promotes **research results** thereby **widening exploitation opportunities**. It helps to bridge the gap between research results and **generating value for economy and society.** You can create your own page to showcase your results, find collaboration opportunities and get inspired by the results of others!
https://europa.eu/!XP94Yp

Horizon Results Platform

A public platform that hosts and promotes research results thereby **widening exploitation opportunities**. It helps to bridge the gap between research results and **generating value for economy and society.** You can create your own page to showcase your results, find collaboration opportunities and get inspired by the results of others!
https://europa.eu/!XP94Yp

Innovation Radar

An **expert-led** method focused on the **identification of high potential innovations** and the key innovators behind them in EU-funded Research and Innovation projects.
https://www.innoradar.eu/

Horizon Results Booster

Three free-of-charge services:

https://www.horizonresultsbooster.eu/

Webinar: https://europa.eu/!NGPxuu

Pitching
Support and guidance for IPR
Training in Innovation Management
Business services
Examining options for exploitation
Access to non-EU funding

MORE INFORMATION

https://www.imi.europa.eu/resources-projects/exploitation-project-results

- Field Manual
- Webinar recording & slides
- Links to EC resources