

Establishing successful research-industry collaborations:

perspectives from both sides of the fence

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- 2006: Founder of BioAssayLINK – first online linking service for discovery and preclinical research services
- Adjunct appointments at University and Research Institutes



- PART 1 -

Establishing the collaboration and ongoing management

- **What is collaboration?**
- Types of collaboration
- **Important initial considerations**
- Managing the partnership
- **Case studies**
- Examples of complaints by customers

- PART 2 -

Expanding your collaborative options

- The R&D big picture
- **The challenge of finding the right partner**
- Expanding the potential options using online marketplaces
- **Choosing the right partner: factors influencing the decision-makers**

10 Best practice principles

- PART 1 -

Establishing the collaboration and
ongoing management

What is collaboration?

- Cooperative arrangement in which two or more parties work jointly towards a common goal (businessdictionary.com)
- **A process where two or more people or organizations work together to realize shared goals (Wikipedia)**
- To work jointly with others or together especially in an intellectual endeavor (Webster)
- **The act of working with another person or group of people to create or produce something (Oxford)**

Types of collaboration?

- Contract research (fee-for-service)
- Outsourcing (generally more well defined)
- Partnership
- Research funding (ARC linkage grants)
- Alliance

OTHERS

- Joint R&D; Joint venture; Acquisition; Merger; Licensing; Consortium; Network

Important initial considerations (1)

- Understand each party's respective work culture, strengths, weaknesses, constraints and limitations
- **What is your end goal of the collaboration?** More independent scientific evidence for claims made; competitive advantage; media announcement; raising capital.
- Ask the question *'what's in it for me?'*
- **Learn what are the motivational factors**
- Most researchers are rewarded for winning research grants, PhD completions and publications

Important initial considerations (2)

- Clear understanding of what is expected on both sides (verbal and written)
- **Have realistic expectations**
- Don't put all eggs in one basket
- **Assess all available options – seek help to identify all possibilities**
- Consider all issues important to you – *e.g.* quality, budget, time-lines etc
- **Short-list options**
- Honesty is the best policy

Managing the partnership

- Regular, clear and open communication
- Maintain flexibility and commitment
- Don't stop after contract is delivered

Case Studies

University researcher

Multi-national
pharmaceutical

Biotech start-up

Natural product
therapy company

Multinational



Complementary
medicine company

University group

Engages consultants

Approaches university
group

Seeking collaborators
with 3D skin models

Examples of complaints by customers

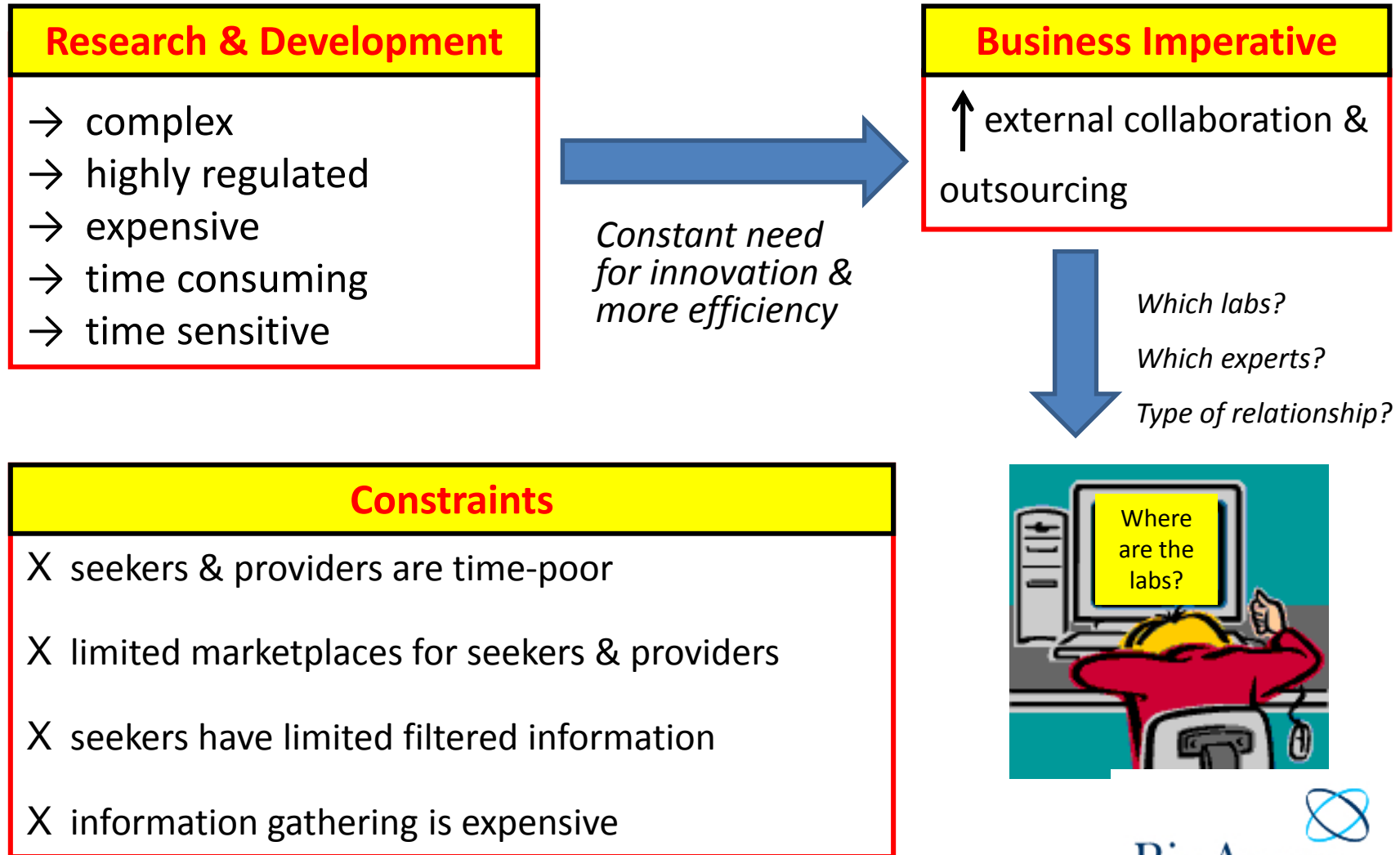
(Contract Pharma 2010 Outsourcing Survey)

- **Timeliness**
- **Quality issues**
- Lack of responsiveness
- **Inflexible**
- Lack of project ownership
- **Contract withdrawal - can earn more elsewhere**
- Commitment to deliverables
- **Communication gaps**
- Lack of progress updates
- **Staff turnover**

- PART 2 -

Expanding your collaborative options

The R & D Big Picture



The challenge of finding the right partner

- In-house staff
- Existing networks and word of mouth
- Use previous provider/research group
- Engaging a consultant or CRO
- Hard copy of print directories
- Social networking sites
- **Online repositories (e.g. PubMed) and marketplaces**

Expanding the options – use of online marketplaces

Company (year launched)	Service offerings	Service attributes
Contractlaboratory.com (2004)	non-clinical & clinical	providers view seekers requests and respond
BioAssayLINK (2006)	non-clinical	pre-qualified providers listed in seekers' report
Assay Depot (2008)	non-clinical & clinical	search directory; two-way communication
Pharmatching.com (2009)	non-clinical & clinical	providers view seekers requests and respond
goBalto (2009)	non-clinical & clinical	search directory; <i>Tracker</i> for clinical study start-up
BioPharma Market (2009)	non-clinical & clinical	search directory
CMOLocator (2010)	contract manufacturing services	search directory

Choosing the right partner: factors influencing the decision-makers

VALUE PROPOSITION =
 Σ weighted value of
categories 1 to 6

Category 1
**TRUST &
TRUSTWORTHINESS**

Respect for each other
Effective communication
Cultural differences
minimized
I.P. protection
Valued partnership

Category 2
SERVICE & PRICE

Speed of delivery
Human resources
Communication
Flexibility
Realistic price

Category 3
QUALITY

Standards required:
GLP/GMP
Documentation
Industry orientated?
Standard of contract
report

Category 4
STAKEHOLDERS

Investor acceptance
Ethical considerations
Potential conflicts
Relationship between players
Dominant or passive role

Category 5
EXPERTISE & EXPERIENCE

Familiarity with technology
Earned legitimacy
Success in new product
development
With disease targets
Number of alliances
Specialization
Track record
Proximity to related technologies

Category 6
**INFRA-
STRUCTURE**

Is it adequate

More than

QUALITY
SERVICE
PRICE

10 Best Practice Principles

for successful research-industry collaborations

1. **Start with your end goal in mind**
2. **Carefully select the type of collaboration that will deliver your overall objectives**
3. **Ensure there is a clear understanding of expectations**
4. **Explore all possibilities before deciding**
5. **Give meticulous attention to managing the project from concept through to post-completion**
6. **Don't lose your cool when things don't go to plan**
7. **Regular, clear and open communication**
8. **Maintain flexibility and commitment throughout**
9. **Follow-up after completion**
10. **Honesty goes a very long way**



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First online linking service for discovery and preclinical research services

BioAssayLINK is a unique online service for linking expert providers of biomedical research, such as model systems and functional assays, with pharmaceutical and related healthcare industry research functions for the purpose of outsourcing and external collaboration.

as seen in

TheScientist

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