Key success factors in public-private partnerships:

a broader perspective

Wim-Jan Koot – Director Business Development
Lygature provides independent partnership management

As a not-for-profit organization, Lygature aims to accelerate the development of new medical solutions for patients by driving public-private collaboration between academia, industry and society.

Creating a safe space for innovation & implementation
- We are the independent third party, the neutral enabler
- By initiating, realizing and operationalizing partnerships

Driving the partnership forward to deliver (bio)medical solutions
- We focus all efforts towards the success of the partnership
- By providing scientific program management

Providing specialized support for partnerships
- We make sure the researchers can focus solely on their research
- By our collaborative IT platform, legal, communication and finance roles
Lygature in figures

Committed to the aim of the partnership but no other interests than the success of the partnership
Public-Private Partnerships (PPP)

There is NO typical PPP:

- 1:1 or multiparty or multi-stakeholder
- “Support from” or “collaboration with” private partner(s) funding
- Focus: biomarker, drug research, clinical, registry, medical technology, regulatory, setting up infrastructure, ..... 
- Country specific, EU, global
- Public funding vs private funding
Driver PPP: address a problem that can’t be solved otherwise

Create commitment because of:

**Risk-sharing**
- High investment
- Low margin
  (*social responsibility!*)

**Resource-sharing**
- Access infrastructure
- Equipment

**Expertise-sharing**
- Vertical: different stages in development
- Horizontal: adjacent scientific fields

**Common interest**
- Creating infrastructure
- Creating guidelines
- Precompetitive research
Stakeholders’ roles are changing

- **Large companies**: Moving into open innovation and reducing R&D investment
- **SMEs**: Partnering with others and climbing the value chain
- **Academia**: Dealing with increased pressure to show added value to society
- **Government**: Addressing new political and economic developments
- **Patient organizations**: Articulating the voice of the patient more effectively
- **Health foundations**: Ensuring that public and private funding is well spent
- **Regulatory bodies**: Balancing patient benefit and risk as the environment changes
Many contribute to medical solutions...

... in an everchanging environment

- Academic groups
- Biotech companies
- Patient organizations
- Government
- Medtech companies
- Charities
- Pharma companies
- Regulatory bodies
- Insurers
- NGO’s
MAIN LESSONS LEARNED
FROM RUNNING LARGE PROGRAMS
It is the partnership case that counts

Be transparent about reasons for partnering

• Find solutions for problems too big for one organisation
• Increase efficiency and reduce costs
• Accommodate multi-stakeholder interactions
• Access to “alternative” funding sources
• Sharing: data, compounds, technologies, risks…
It is the partnership case that counts

Be clear about the objective

- Clear project plan, with clear timelines and tasks per partner
- Realistic budget per partner
- Define a challenging yet realistic concrete end-result on forehand

This way, a win-win for all partners can be created
Funding requirements will be critical…

The Netherlands

- Governmental
  - NWO
  - PPS
- Charities
- other

Europe

- H2020
- IMI *(first around the post!)*
- other
From idea to success

By doing so, Lygature drives partnerships.

**Scientific Proposal and Non-Scientific Proposal**

- Opening call-topic
- Idea generation
- Scientists assembled
- Project Proposal
- Project Execution
- Results available
- Creating sustainability
- Medical solution

- Building partnerships
- Contract negotiation
- Launching partnership
- Program Management
- Medical solution
The collaboration will be based on two pillars

- **Scientific plan**
- **Non-scientific part**

**THIS DEFINES THE INPUT**
- Legal (including roles and responsibilities)
- IP
- Finance
- Dissemination/publication

**THIS DEFINES THE RETURN**

Timely involvement of non-scientific colleagues is essential to avoid delays and frustration both within your own organisation and between partners, but also to ensure smooth execution of the scientific plan.
PUT TO PRACTISE

TWO EXAMPLES
Case 1: Data fuels science for society

Key success factors in public-private partnerships: a broader perspective
Why Health-RI?

Optimally profit from Big Data, AI & Deep learning for Personalized Health asks for focus and pooling of expertise in UMCs and nationally.

Many initiatives and infrastructures, often with overlapping scope and people (e.g. D4LS, PSI, etc), defragmentation is desirable.

Momentum for unlocking healthcare vs. research data (VWS/ZiNL) asks for a collective voice.

Key success factors in public-private partnerships: a broader perspective.
Health-RI organizes dataservices and expertise, and combines forces from existing infrastructures in the MW domain.
Status Health-RI, time to deliver …

1 Create awareness 2017 en 2018
- Health-RI conference
- Many stakeholder meetings

2 Mobilize stakeholders 2018
- Facilitated active collaborations
- MEGA declaration signed by Minister Bruins
- 70 stakeholders committed to ambitions of Health-RI
- Management Board established

3 Operationalize & converge 2019
- First seed funds secured
- Coordinate infrastructure investments (NWO GWI)
- Launch services under Health-RI
- Funding small pilots by ZonMw
Case 2: Neglected Diseases

What if …

• You want to develop a (formulation of a) drug for least developed countries
• You want to mitigate the development risks
The Pediatric Praziquantel Consortium

International non-profit R&D consortium, established in 2012, to develop a dispersible formulation for treatment of pre-school age children with schistosomiasis.
**Program status**

**Two Phase I Studies in South Africa (Rac-PZQ and L-PZQ)**
- Relative Bioavailability study in healthy male adults between the current PZQ formulation registered by Merck (Praziquantel 500mg) and the new 150mg tablet.

**Phase II PF/PD dose finding study (in Ivory Coast)**
- In children age 2-6 years infected with *S. mansoni* in Part 1 followed by Part 2, in which children age 3 months to 6 years infected with *S. haematobium* are treated with the selected PZQ ODT dose from Part 1.

**Taste Study of the new ODTs in African children (Tanzania)**
- Cross-over randomized study in African children age 6-11 years (*primary school in Tanzania*).

**Phase III Single arm study with either L-PZQ or rac-PZQ ODTs (TbD)**
- To demonstrate efficacy/safety of selected PZQ ODT in target population.
Typical aspects addressed by Lygature

<table>
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<tr>
<th>Impartial representative towards external funders</th>
<th>Mediating potential conflicts of interest / avoid perceived contractor-subcontractor relationships within partnerships</th>
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<tr>
<td>Management between partners so that a partner’s alliance management can focus on aspects between the partnership and partner’s internal stakeholders</td>
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<tr>
<td>Secured web-based IT platform for project management</td>
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... and a separate organization for consortium management benefits the partnership

Setting up and running (public-private) partnerships is a profession in itself:
Research and business planning (timelines & budget adherence), communication, IT, IP and legal, sustainability development, mediation etc

Creating equal level playing field for all partners

Create sustainable infrastructure for project
(e.g. Honest Broker System, Publication release procedure)

Consortium management combines the various activities but requires a broad view and intrinsic understanding of the (scientific) content to identify potential issues in advance
THANKS FOR LISTENING

Do you have any questions? Please contact us:

info@lygature.org  |  www.lygature.org

Lygature takes its name from the ligatures used to bring components together, in typography, music, and medicine.