

Pre Competitive Collaboration on Chemical and Chemical Engineering Technology

Geraldine Taber, Pfizer

NIChE Workshop, June 12-13th 2013

A few thoughts from Pfe perspective..

- 1. We need to keep telling the “Business Case for Action” story with regard to pre-competitive collaborations in Pharma, both internally and externally**
- 2. Pre-competitive collaborations in Pharma will “live or die” by our ability to figure out a mutually successful IP strategy**
- 3. There is a strong appetite in Pfe to build on current momentum, remove obstacles and “just do it”**
- 4. Keep our “Eye on the Prize” – the “why” for pre-competitive collaborations**



We need to keep telling the story of pre-competitive collaborations...

It takes time to engrain a new way of approaching collaborative science – both internally and externally

What is “obviously a good thing” to some, may not appear so to others

Share the successes/quantify the impact
\$, time and scientific impact
What was learned from the failures

Build trust that this approach works, and is worth the effort



Pfe Perspective – The IP factor...

- **Learn to speak the same language –what is pre-competitive space versus competitive space**
 - This may be defined differently depending on the stakeholders frame of reference
- **In the Chemical and Chemical Engineering space, often our primary interest is to have Freedom to Operate**
 - There can be unique exceptions
- **It can be done! We have successful collaborations in many areas**
 - laboratory automation, enabling reactions, biocatalytic enzymatic screening panels
- **Focus on establishing suitable templates for Agreements (CDAs, Guiding Principal Documents) that establish IP boundaries and processes**
 - Clearly establish antitrust transparency
 - Avoid the cycle of complete “Agreement re-do” for every new technology
 - Keep it “simple” – smaller number of partners gives us a better chance to reach a suitable Agreement



Appetite in Pfe to build on momentum...

What would enable more pre-competitive collaboration for Chemical and Chemical Engineering Technologies in Pharma?

Do the current collaborations really well (and Tell the Story)

Never underestimate the value of good Program Management (honest broker)

Do our homework: Pharma, Government and Industry partners need to align on areas of common interest

Align internally before externally

“political science precedes the real science”

Focus, focus, focus - avoid temptation of taking on too much

“kid in a candy store”

Hardwire pre-competitive collaboration into our (and Pharma) workflows:

Work towards a future state where Pharma's development strategies use pre-competitive consortia *as a default rather than exception*, to get the science done

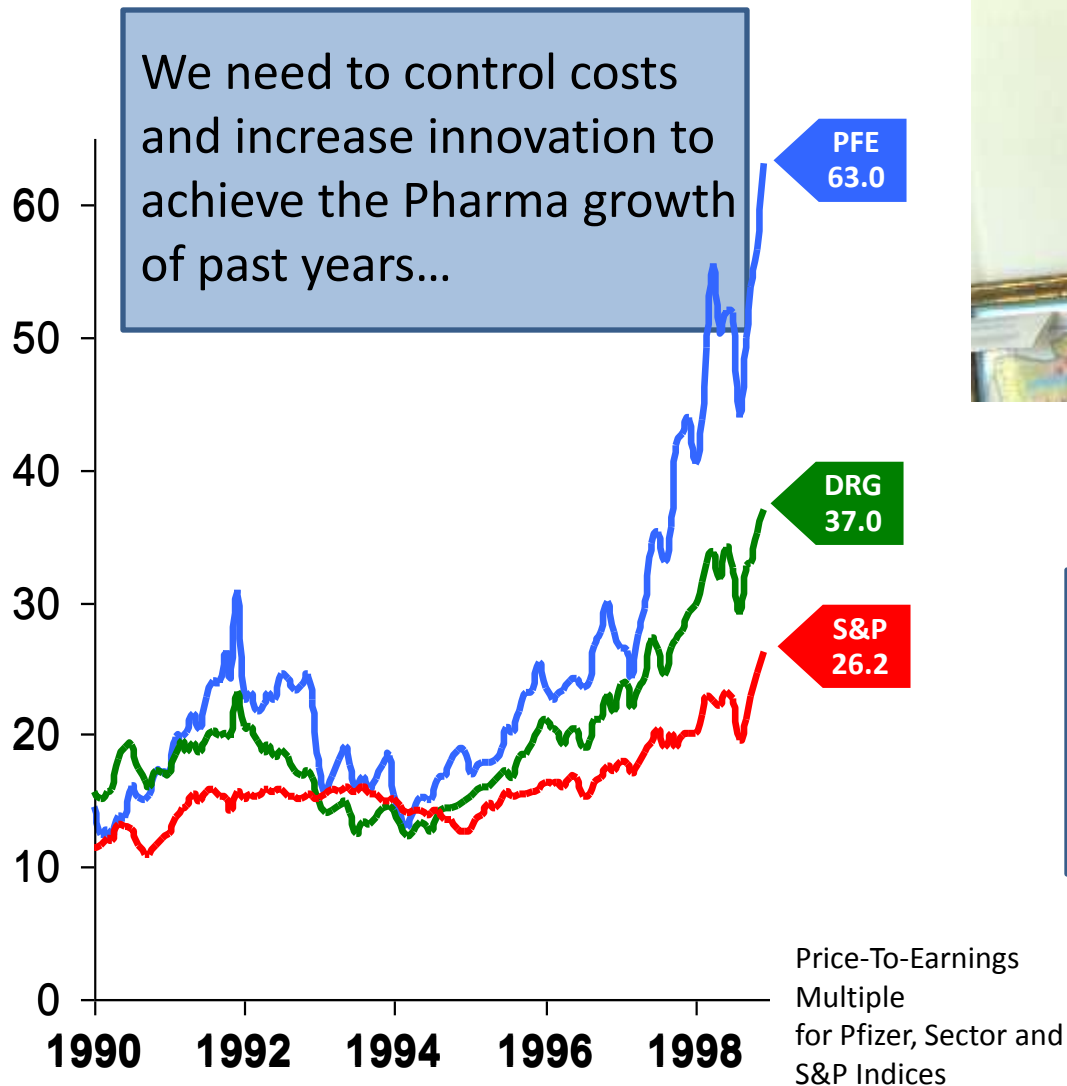


Pfe Perspective – Need to Remove Obstacles

- Historical perception of "slow, bloated projects" that have poor relevance to industry, and/or low quality of results from one-off consortia
 - not true for recent consortia, which are very aligned to our Tech Strategy
- Long set-up time to create consortia
 - Metrics: average=18 mths to get a collaborative project up and running
 - Better structures now in place to enable quicker consortia start up, but its still not fast enough
- Lack of internal FTE time committed to collaboration management and follow through (especially application of the science)
- Consortia funding requirements do not always align with Pfizer's budget planning processes
 - Budget planning process can be lengthy and inconsistent yr on yr



“Eye on the Prize”



One of our patients...

<http://www.wset.com/story/18616416/3-year-old-cancer-free-on-clinical-trial>

But even more importantly... so that vital medicines can be rapidly brought to our patients

Pre-competitive collaborations helped enable crizotinib (Xalkori) to advance from POC to registration in 2 yrs



PharmaTherapeutics Pharmaceutical Sciences