

Austrian Cohort Research Days 2023

Research Collaborations: Success Factors from an Industry Perspective

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Disclosures

- I'm an employee of Pfizer and a member of the Gesellschaft für Pharmazeutische Medizin (GPMed).
- This presentation reflects my own view and not necessarily those of Pfizer or the GPMed.

Was ChatGPT had to say...



Overall, a successful collaboration between university and industry requires careful planning, clear communication, and an open and cooperative relationship between all parties.

chat.openai.com; translated from German. Question: „Was macht eine Zusammenarbeit zwischen Universität und Industrie erfolgreich?“ („What makes a collaboration between university and industry successful?“); 6.4.2023

What's it all about?

A cross-sector collaboration is defined as the linking of organizations in two or more sectors to achieve jointly an outcome that could not be achieved otherwise.

Why collaborate?



- **Complementing** competences, knowledge and technologies to advance research and development
- **Obtaining access** to resources that are available only from specific partners (e.g., clinical research)
- **Broadening the scope** of the innovation process
- **Exploiting** existing intellectual property (IP) through inclusion of specific competences
- **Attaining critical mass** to address complex projects

☞☞ [The collaboration] allows firms and universities to tap into complementary skills of each other and thus potentially help with saving cost and enhancing research outcomes.

Abuja PM, et al. EATRIS-ERIC / CORBEL Academia - Industry Collaboration Best Practices Guide. <https://eatris.eu/>, accessed 04/2023
Hemmett M, et al. *Technovation* 2014, cited in: O'Dwyer M, et al. *The Journal of Technology Transfer* 2022

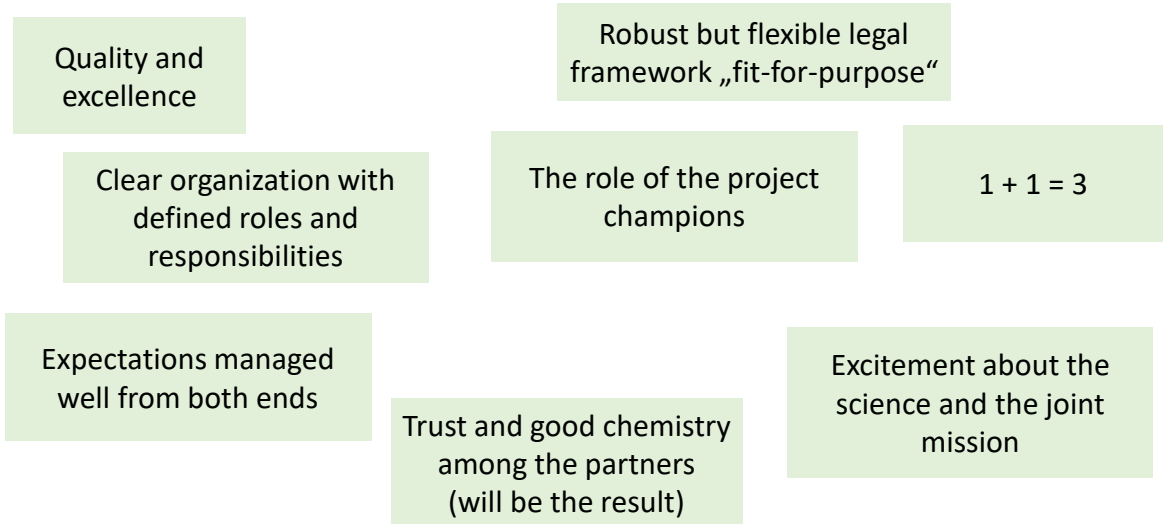
What does that actually mean?

- People from **different professions** are involved
- These people are **members of differing organisations**
- The actual collaboration is **between individuals** and not organisations



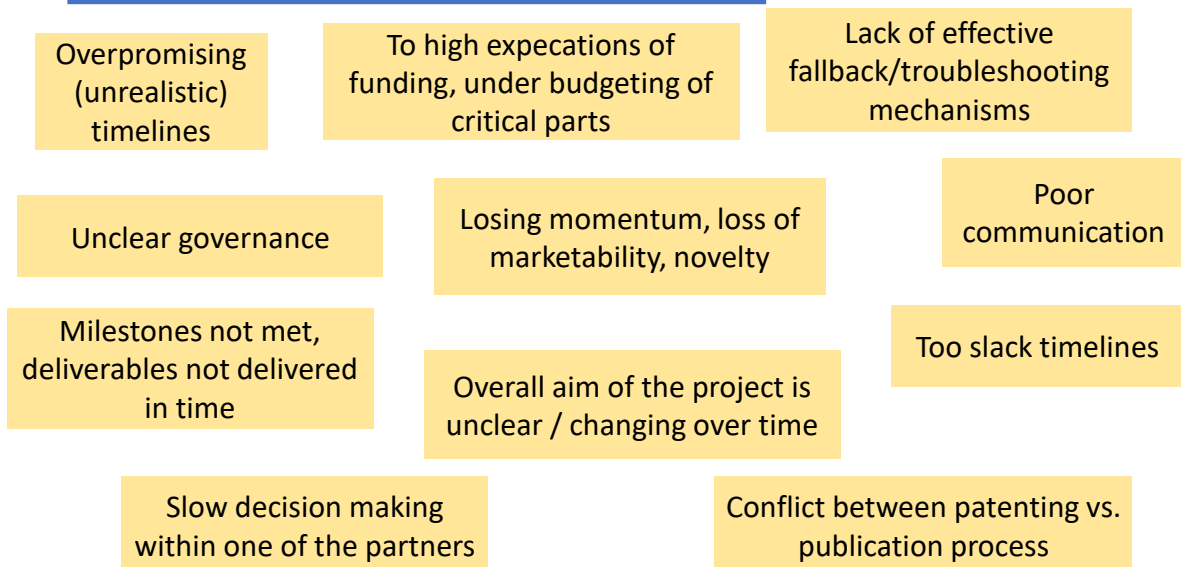
O'Dwyer M, et al. *The Journal of Technology Transfer* 2022

Characteristics of a well-functioning PPP



Abuja PM, et al. EATRIS-ERIC / CORBEL Academia - Industry Collaboration Best Practices Guide. <https://eatris.eu/>, accessed 04/2023
 PPP, public private partnership

Much could go wrong...



Abuja PM, et al. EATRIS-ERIC / CORBEL Academia - Industry Collaboration Best Practices Guide. <https://eatris.eu/>, accessed 04/2023

A different culture

Public research institutes and private industry are very different...

- **divergent missions**
- **divergent organisational structures**
- **divergent management systems**



Universities are interested in research that creates and disseminates new knowledge and may require longer development horizons, while industry generally requires more focused research that seeks to exploit knowledge as quickly as possible.

Abramo G, et al. *Technovation* 2009, cited in: O'Dwyer M, et al. *The Journal of Technology Transfer* 2022
Cyert RM, Goodman PS, *Organizational Dynamics* 1997, cited in: O'Dwyer M, et al. *The Journal of Technology Transfer* 2022

Factors from a conceptual model

Institutional factors	relationship factors	output factors	framework factors
<ul style="list-style-type: none"> - resources - structure - willingness to change - processes - controlling 	<ul style="list-style-type: none"> - communication - commitment - trust - culture - partner selection - image - expectations - experience - role of leadership - team expertise - conflicts 	<ul style="list-style-type: none"> - objectives - knowledge transfer - technology transfer 	<ul style="list-style-type: none"> - environment - IP rights - contracts - geographical distance

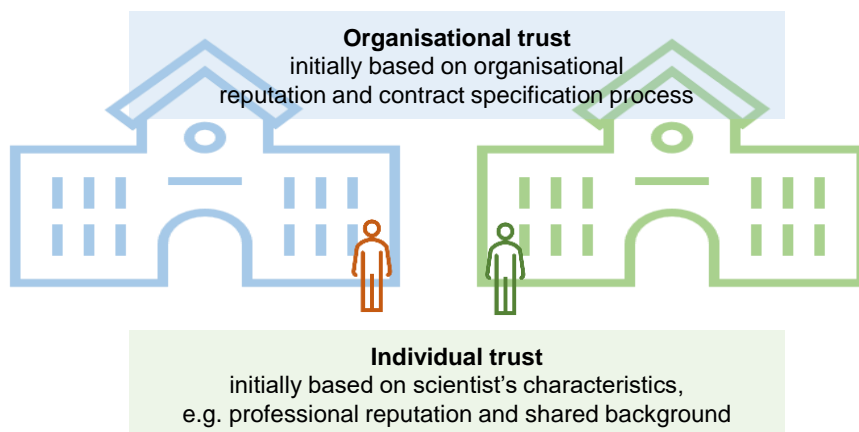
Adapted from Rybnicek R, Königgruber R. *Journal of Business Economics* 2019;89:221-250
IP, intellectual property

Key aspects - Rybnicek & Königsgruber

Factor group	Key aspect	Examples
Institutional factors	Flexibility	<ul style="list-style-type: none"> • Be flexible regarding own priorities (partner might have others) • Understand and accept cultural differences • Create collective goals, share same vision and interests • Flexible management to cope with instability and change
Relationship factors	Honesty	<ul style="list-style-type: none"> • Treat partner fairly, communicate openly and honestly, commit to promises • Inform partners of current development immediately • Transparency and honesty regarding goals, IPR policies & knowledge transfer • Trust and trust building
Output factors	Clarity	<ul style="list-style-type: none"> • Clear aims, realistic planning • Agree on responsibilities and extent of contribution of each partner • Be clear about expectations regarding IPR policies and exploitation of results • Take enough time to understand partner's interests, discuss, negotiate
Framework factors	Awareness	<ul style="list-style-type: none"> • Keep up do date regarding economic, legal, political, social developments (and their potential impact on the project) • Monitor changes in the market environment • Be aware of corporate instability

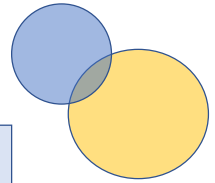
Adapted from Rybnicek R, Königsgruber R. *Journal of Business Economics* 2019;89:221-250

Trust – at two levels



Oliver AL, et al. *The Journal of Technology Transfer* 2019, cited in: O'Dwyer M, et al. *The Journal of Technology Transfer* 2022

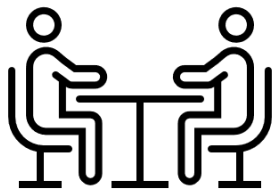
Transparenz



Sharing plans and goals
(without disclosing confidential information)

- Why do we do that? Where do we want to go?
- Are there overlaps, common interests?
- Do we want to collaborate? Why?
- Can we collaborate? How?

Let's keep up the dialogue



- Companies have different thematic interests, cultures and requirements
- Let's keep up the conversation, even when there is no upcoming concrete project
- Early planning is very important, given long timelines for reviews and approvals

European Health Data & Evidence Network

EHDEN's mission is to **reduce the time needed to provide answers** in real world, health research. Impact our understanding of, and improvement of, clinical outcomes for patients within diverse healthcare systems in the EU. Establish a self-sustaining **open science collaboration** in Europe.

Project coordinator

Peter Rijnbeek
Erasmus Universitair Medisch Centrum
Rotterdam

- 13 EFPIA industry partners
 - 7 universities, research organisations, non-profit group
 - Several trained, certified small and medium-sized enterprises
- develop the required infrastructure in a federated network at scale across Europe
 - collaboration on research methodologies
 - education

<https://www.imi.europa.eu/projects-results/project-factsheets/ehden> (accessed 04/2023)

Health Outcomes Observatory



Aim: to create an unprecedented, **standardised data governance and infrastructure system across Europe to incorporate patients' experiences and preferences** in decisions affecting their individual health care and those of the entire patient community.

- 9 EFPIA industry partners
- 11 universities, research organisations, public bodies non-profit groups

Project leads:

Meni Styliadou, Takeda
Tanja Stamm, Meduni Wien

H2O aims to create a **robust data governance model** that gives patients control of their data and enables ethical, secure analysis of the data when patients consent to this, in the interest of society, science and patient care.

<https://health-outcomes-observatory.eu/> (accessed 04/2023)

Gesellschaft für Pharmazeutische Medizin



www.gpmed.at

- Non-profit society, founded 1992 als industry-independent association for clinical research
- Scientific forum, centered on the topic of clinical drug development, focus on quality improvement
- For physicians, scientists, academia, industry, authorities and other institutions
- Membership is possible for individuals interested in clinical research and related areas, e.g., pharmacovigilance, regulatory and legal aspects, production, or monitoring

Recent research paper

Quality Criteria for Real-world Data in Pharmaceutical Research and Health Care Decision-making: Austrian Expert Consensus

[Peter Klimek](#)^{1,2}, [Dejan Baltic](#)³, [Martin Brunner](#)⁴, [Alexander Degelsegger-Marquez](#)⁵, [Gerhard Garhöfer](#)⁴, [Ghazaleh Gouya-Lechner](#)³, [Arnold Herzog](#)⁶, [Bernd Jilma](#)⁴, [Stefan Kähler](#)⁷, [Veronika Mikl](#)³, [Bernhard Mraz](#)³, [Herwig Ostermann](#)⁵, [Claas Röhl](#)⁸, [Robert Scharinger](#)⁹, [Tanja Stamm](#)⁴, [Michael Strassnig](#)¹⁰, [Christa Wirthumer-Hoche](#)⁶, [Johannes Pleiner-Duxneuner](#)

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⁶Austrian Medicines and Medical Devices Agency (AGES Medizinmarktaufsicht), Vienna, Austria.

⁷Verband der pharmazeutischen Industrie Österreichs (PHARMIG), Vienna, Austria.

⁸EUPATI Austria, Vienna, Austria.

⁹Federal Ministry of Social Affairs, Health, Care and Consumer Protection, Vienna, Austria.

¹⁰Vienna Science and Technology Fund, Vienna, Austria.

[JMIR Med Inform 2022;10\(6\):e34204](#)

Thank you!

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