IMI MASTERCLASS:
SCALING INNOVATIONS EMERGING FROM PUBLIC-PRIVATE PARTNERSHIPS
GoToWebinar

- Open/Close dashboard
- Full screen
- 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

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
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
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
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
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: 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?

### 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?

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

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

<table>
<thead>
<tr>
<th>Gaps identified through landscape scan</th>
<th>Strategies and capabilities required to address gaps</th>
<th>Responsible person who owns this strategy</th>
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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
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

How it works diagram with key points:
- Patient data from wearable/mobile device
- Radar Platform for real-time analytics
- Healthcare specialist who applies and communicates insights for better patient outcomes
- Patient Insights: analysis and data visualization of patient condition
- Clinical trials

potential use in clinical trials
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.
Q: Radar is a:

a. Product
b. Platform
c. Knowledge
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
**Radar-base:**

**Scale and uptake canvas**

**Impact Vision**
- 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

**Type of Asset**
- Platform

**Aspiration**
- Replication across different disease areas in niche markets

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

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

**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"

**Mechanisms**
- "Gaps identified through landscape scan (to leverage Drivers, Opportunities, Challenges & Capabilities)"
  - Strategies and capabilities required to address gaps
  - Responsible person who owns this strategy

- "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 expert 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](https://europa.eu/!XP94Yp)
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](https://europa.eu/!XP94Yp)

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/](https://www.innoradar.eu/)
Three free-of-charge services:

- Portfolio Dissemination & Exploitation Strategy
- Business Plan Development
- Go To Market

[Link to Horizon Results Booster website](https://www.horizonresultsbooster.eu/)

Webinar: [Link to Europa.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