Research and collaboration

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Elekta Synergy Research Group

- Synergy Research group founded
- Supply Synergy research systems
- Release Elekta Synergy
- Release SYNERGISTIQ
- 4D image guidance
- Research on CBCT Beaumont
- CBCT reconstruction, registration and workflow software AvL
- 4D reconstruction, registration and workflow software AvL
- kV/MV imaging Mannheim

Timeline:
Evolution of Research Consortia
Increasing Clinical Focus

- Elekta Synergy® Research Partnerships
  - Lead to development of Synergy® Systems
  - Served as model for other technology research groups
- Recent medical, technical, financial and political trends
  - Clinical focus required to better align with trends
- Disease-based clinical research groups formed in response

Different levels of engagement and corresponding contractual relationship

Ad hoc
- Hosting customer visits
- Running peer to peer Education courses
  - Technical and Clinical
  - Presentations and travel

Lightweight agreement
- Application Research
  - New applications of released products

Detailed Legal Contract
- Pilot site/early adopter/publications
  - Testing released material
  - Technological Research
  - New technology i.e. unreleased material
Think broadly about what sort of research support you need and the company can bring

- **Support for publicly available grants**
  - National and regional
  - You have the idea and make the application and we provide a letter of support
- **Early access to new product features**
  - Evaluation and testing
- **Research tools and material**
  - Access to restricted research interfaces
  - Unreleased material to facilitate customer research program
- **Direct Research Grant**
  - Limited number of tightly managed research projects
  - This is the most difficult to provide, detailed contracts
  - Preferably associated with matching funding from National Funding Bodies

Do you have something to offer a company?

- **Is the idea in or adjacent to their scope of business?**
  - It is very difficult and expensive for a company to change its scope
- **Is it novel?**
  - Quite often ideas are not new
  - Do your research and be prepared to present the background
- **Is it valuable?**
  - How does your idea solve existing problems or create new opportunities?
- **Can it be protected?**
  - Often the value in an idea is patent protection if you have already publicised the idea you may have destroyed that possibility
How to approach the company

• We do not like signing non-disclosure agreements
  – There is a reasonably high probability that we have already thought of the idea being proposed – this can lead to dispute and bad feelings
  – We prefer you to have filed a provisional patent and then be prepared to make a non-confidential disclosure

• Explore the idea of a collaboration
  – What do you need?
  – What does the company need/can provide?

• If mutually compatible then a contract should be developed
  – Covers definition of work
  – Responsibilities of each party
  – IP, confidentiality etc.

What are we looking for?

• Researchers with a demonstrated track record of innovation
• Clearly thought out research project
• Clear deliverables
  – Can be updated as the project progresses
• Benefit to Company through advancement or application of our products
  – This is often the tricky one
  – For you to be able to make a meaningful contribution you need to fully understand our products and future roadmap
  – It has to be something that we are not already doing
  – This usually means that you will not be ‘strangers’ to us
  – You will already be involved in deep discussions with us about the future possibly at a level of detail that requires an NDA
Compliance and integrity

- Neither party should use research as a means to achieve improper gain
  - Especially to influence a commercial transaction and especially in the USA
- Needs to be clear and evident value for money
  - Companies have to use their shareholders’ money in their best interest
  - It cannot be frivolous or a hobby
- Research Plan with clear milestones
  - Can be amended with mutual agreement
  - Progress reports*
  - Demonstrate that appropriate work has been done for the payment

*Well written progress reports are also an opportunity for you to help the company research staff promote you and your work within the company – help them to help you!

What makes the relationship work?

- Mutual Respect
  - Recognising each others priorities, needs and constraints
  - Also between researchers in multi-site consortia
- Open Communication
  - Good news and bad
- Patience
  - Most good ideas are initially met with scepticism
  - Deciding to bring a product to market and doing so is very complex and takes much longer than you would think
- Realistic
  - There are times when things don’t work out and it is nobody’s fault
  - If you are too demanding financially or otherwise the company will probably find it cost effective to find another way to do this work
Elekta Atlantic consortium
Collaboration on MR guided RT

Over 100 Radiation Oncology Professionals are working to bring this new technique to patients

MR Linac consortium founded 2007
Supply MRL Pilot systems 2012
Clinical use of Pilot systems 2015
Delivery of Early adopter systems 2017

Research on MR Linac Utrecht
TPS, imaging Research Consortium
Dosimetry, commissioning, Preclinical studies Consortium
Clinical studies Consortium
General Release

Elekta ...

...goes beyond collaboration seeking long term relationships built on trust with a shared vision to deliver clinical advances that improve patient outcomes.