
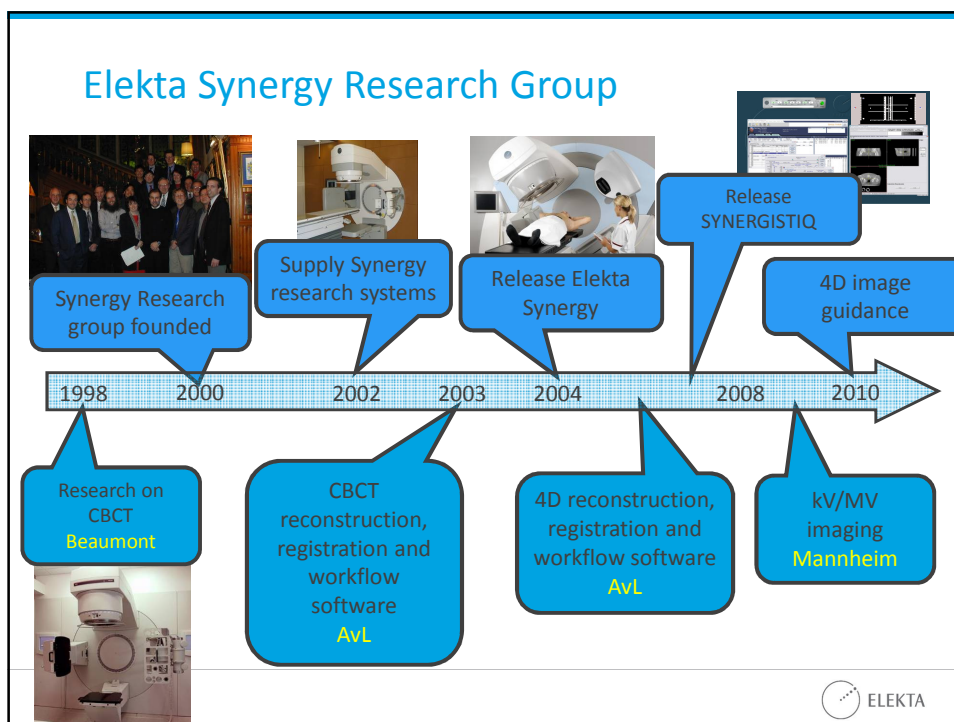


Research and collaboration

Kevin Brown
Global VP Scientific Research

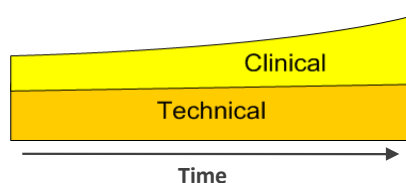




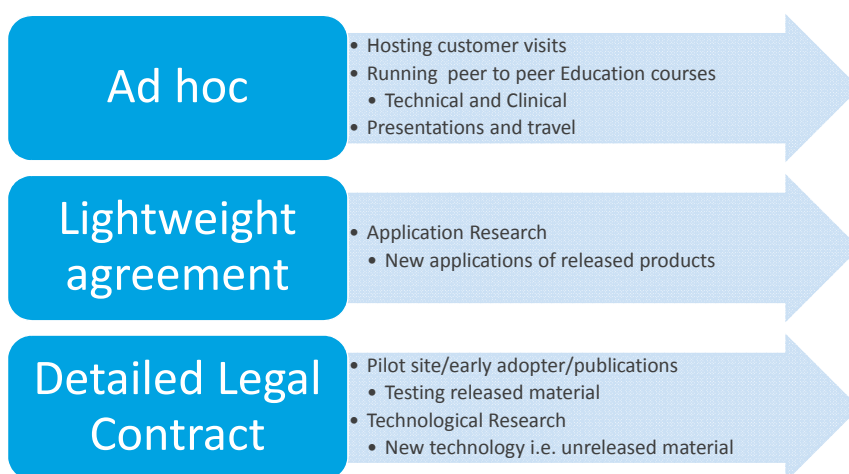
Evolution of Research Consortia

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



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.

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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!*

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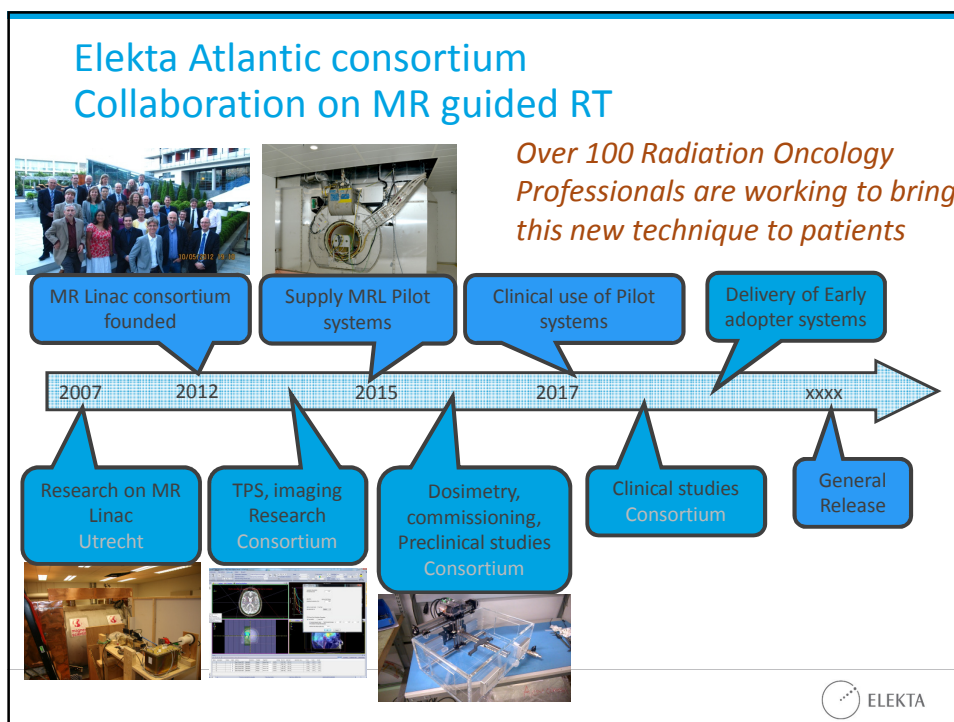


What makes the relationship work?

- 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

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Elekta ...

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

ELEKTA