

# R&D Management

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## Book of Abstracts

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R&D

(Fast?) Connecting R&D

Institute of Management



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### Connecting competences: The case of ABACAVIR in Italy

Most of the studies on pharmaceutical innovation focus on the drug discovery and the R&D process. This paper looks at the story behind the attempt to revive ABACAVIR, a drug employed in the treatment of patients with HIV/AIDS since it was discovered that hypersensitivity reactions to the drug were significantly associated with a genetic trait. The study is based on the historical method: through a series of interviews and secondary documentation we have explored the network of Italian research centres sponsored by ViiV Healthcare and the competences brought in to play to develop a strategy to keep the compound on the market and assure patients' safety. The historical reconstruction shows that the 'point of entry' of pharmacogenetics into the mainstream pharmaceutical market was determined by the needs of the patent holder rather than technology driven dynamics and subject to the availability of technologies, standardised guidelines and pharmacogenomics-specific competences (Crews et

al, 2012). In this pursuit, the patent holder has been targeting the integration of pharmaceuticals core-activities either in pharmaceutical science and/or research and development and benefitting from connecting with the science base outside the pharmaceutical industry involving university virology and pharmacology laboratories, clinical and diagnostic centres. The participants to the Italian network seem to self-organise around themes set out together with ViiV Healthcare and on the basis of the personal competences, capabilities and capacity of the individuals. The organisation does not fully reflect current collaborative management practices such as open innovation or other contractual collaborative R&D arrangements (i.e R&D outsourcing).

### How to enhance patent commercialization? An analysis of patent aggregators in Europe

This paper explores a phenomenon of patent aggregators, entities that acquire third party patents with the goal of commercializing them by means of sale, licensing, enforcement, or creation of new patent-based companies. Based on the existing literature, we provide a classification of distinctive types of patent aggregators. Using several qualitative research methods, we construct a comprehensive mapping of patent aggregators established in Europe. By means of four case studies, we illustrate various characteristics of patent aggregator business models and their strategies. Finally, we identify main barriers and key success factors for functioning of patent aggregators, leading to several policy and practical recommendations.