Galápagos

Research Portfolio Dynamics & Management in a Fast-Changing Biotech Setting

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PM Fair / October 2018

Outline

- Galapagos
- Portfolio manager / Research / Biotech
- Research setting
  - Portfolio / Resources / Challenges
- Dealing with challenges
  - Process / Information system
- Score card & lessons

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Mechelen…

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Biotech
Hardcore Science
Portfolio Managemement
Research
Risks
Speed
Innovation
Bring new cures to patients

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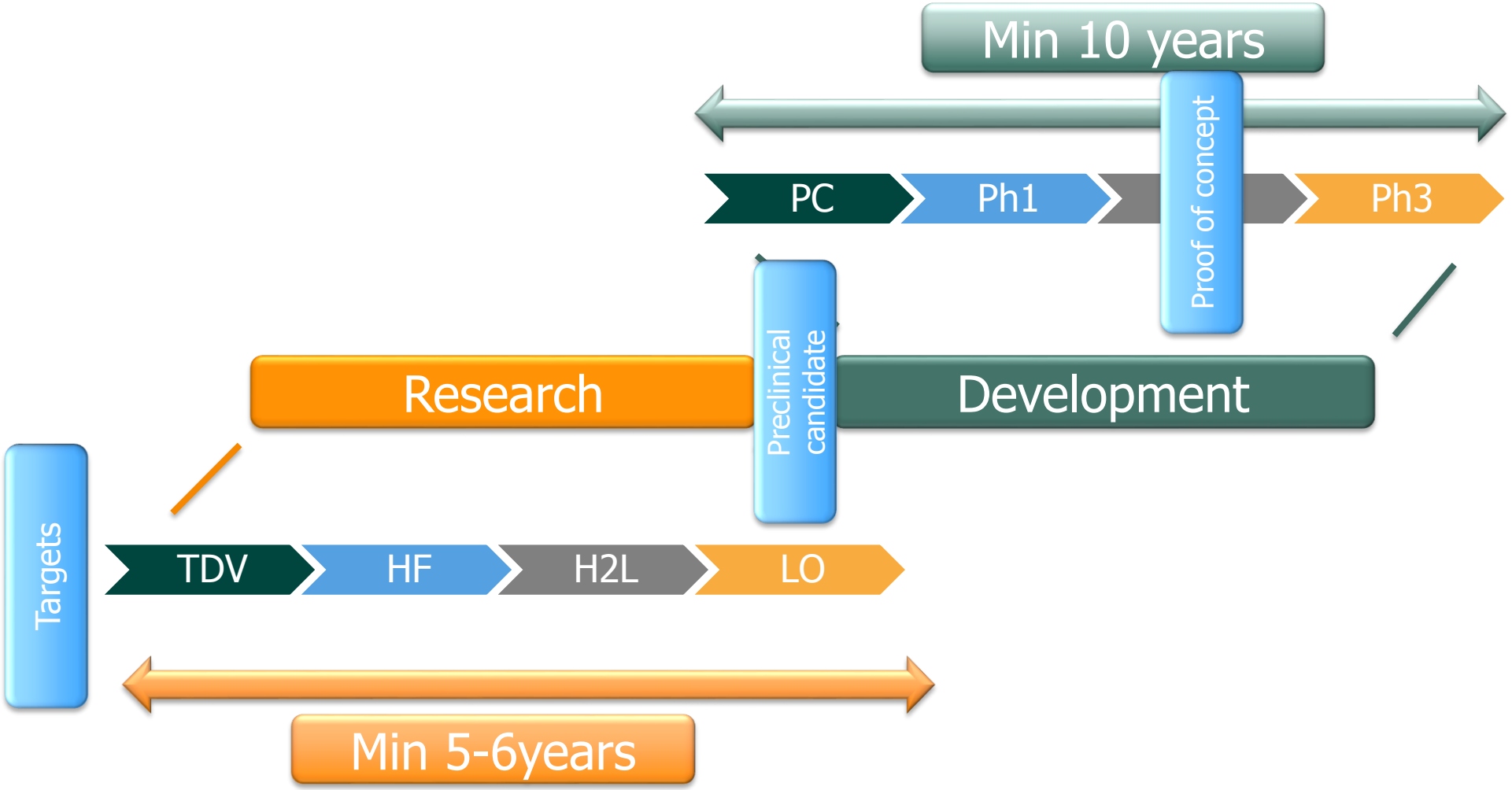
$2.6B
15 years
5%


Min 10 years
Proof of concept
PC
Ph1
Ph3
Preclinical candidate
Research
Development
Targets
TDV
HF
H2L
LO
Min 5-6years

Tasks and expertise

	TDV	HF	H2L	LO
Tasks	Assay development Pathway mining Target screening Gene KI/KD/KO... Gene expression	Protein production Assay development Screening Compound synthesis	Crystalography Cell Assay development ADMET DMPK Medicinal chemistry	In vivo model Histological read outs Biomarker development Medicinal chemistry Scale up chemistry
Expertise	Cell biologist Bio informaticien	Protein scientist Cell biologist Screener Chemist Modeller	Protein scientist Cell biologist ADMET DMPK Chemist	In vivo pharmacologist ADMET DMPK Histologist TS team Chemist

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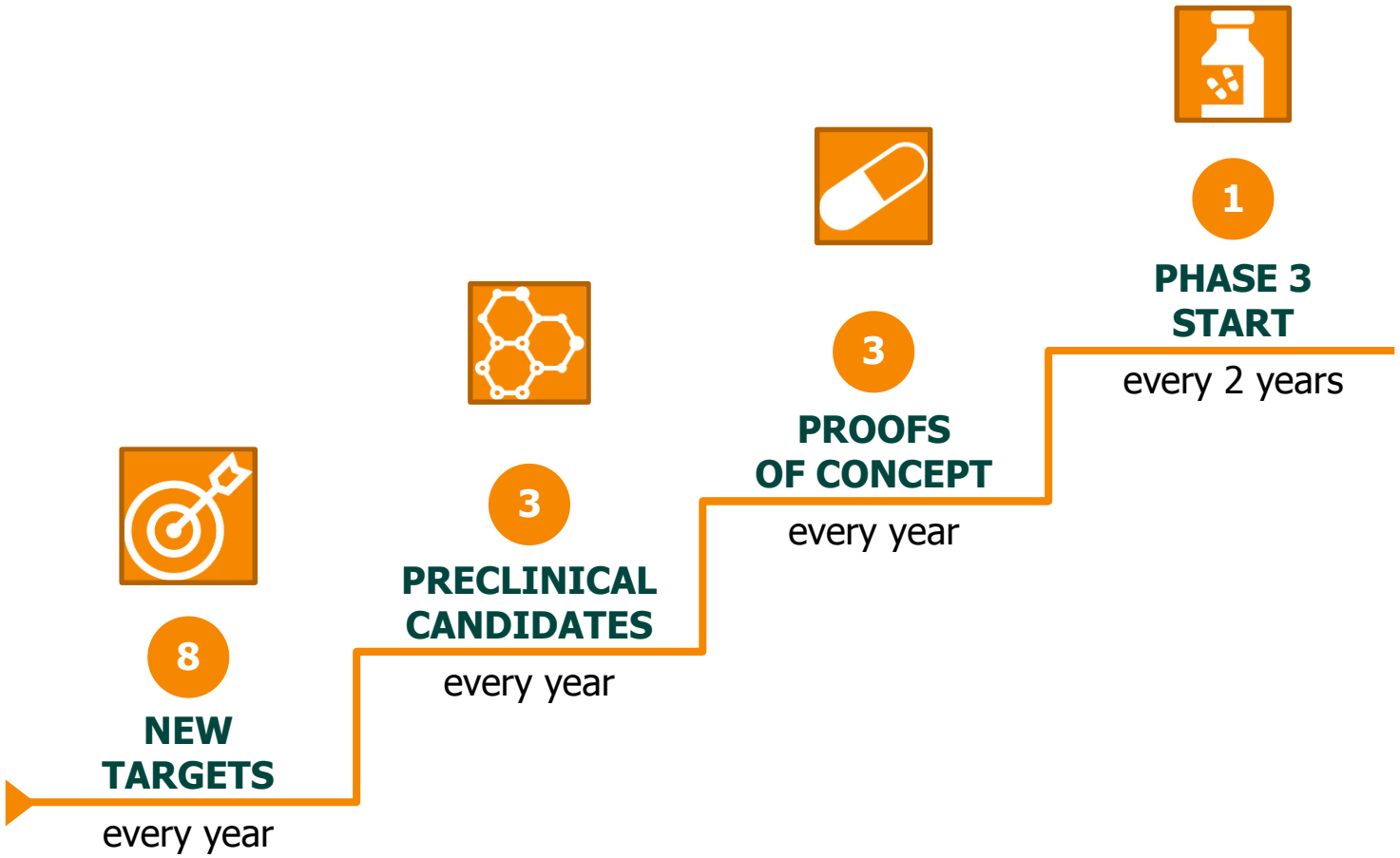
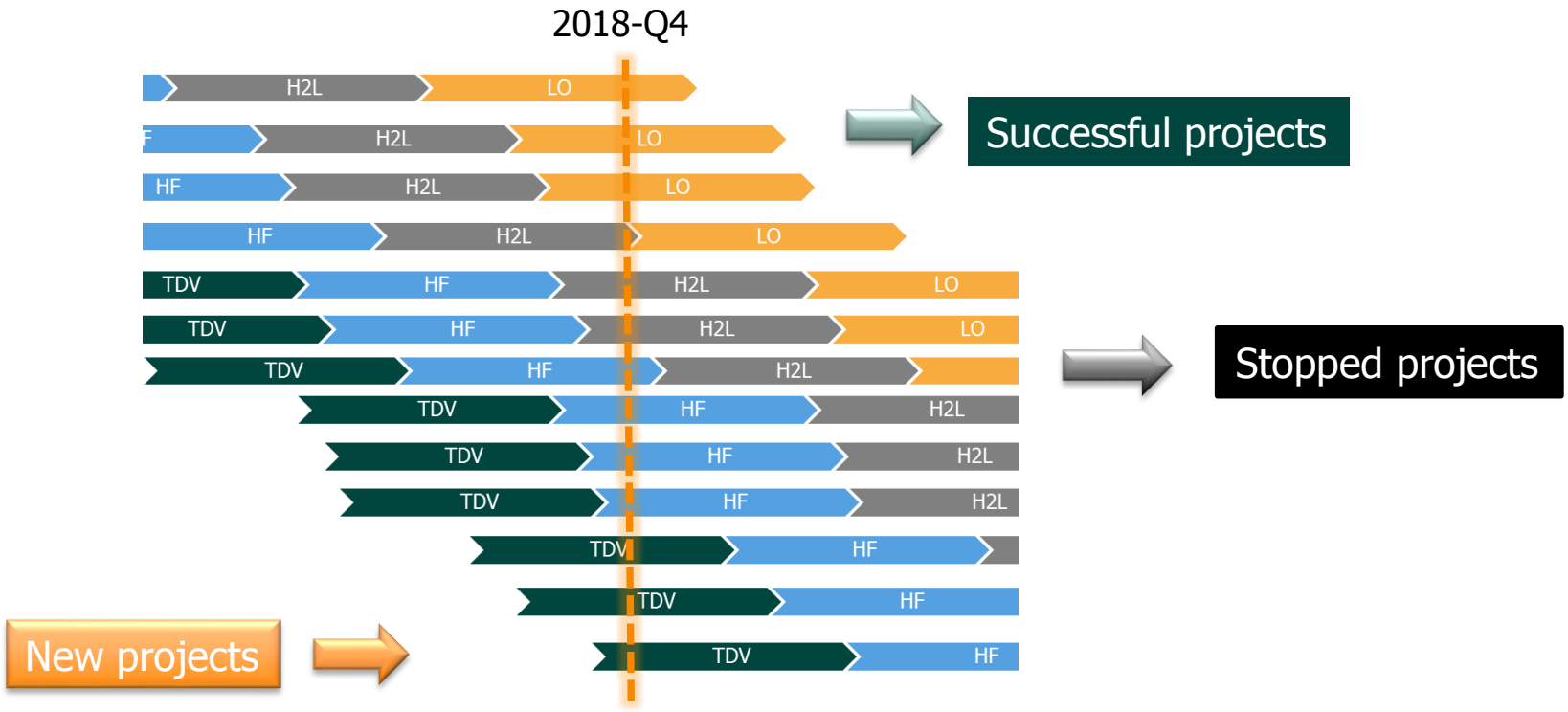
R&D ambition


8
NEW TARGETS
every year
3
PRECLINICAL CANDIDATES
every year
3
PROOFS OF CONCEPT
every year
1
PHASE 3 START
every 2 years

Research portfolio composition



- ~25 active projects
- High level of risk / Scientific challenges
- Resources per projects from 4-14FTEs

Portfolio dynamics

Handling turnover

~ 7-8 new targets
per year

~ 6-7 projects stopped
per year

12 PCCs
over the last 3 years

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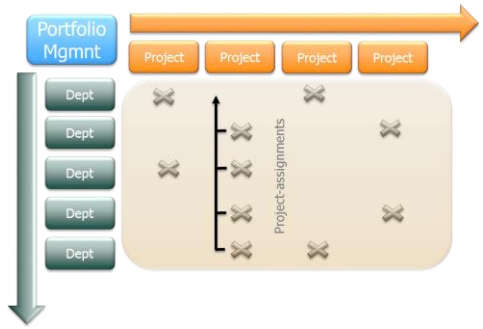
Resource management

The challenge



- Projects
  - Dynamic
  - 20-25 on going projects
  - Phases distribution
  - Turnover / attrition
  - Multiple scientific challenges
- Resources
  - Around 250 FTEs
  - >10 different expertise's
  - 3 different sites
    - France, Belgium, Netherlands
  - Supporting CROs

Prioritization & optimal resources allocation

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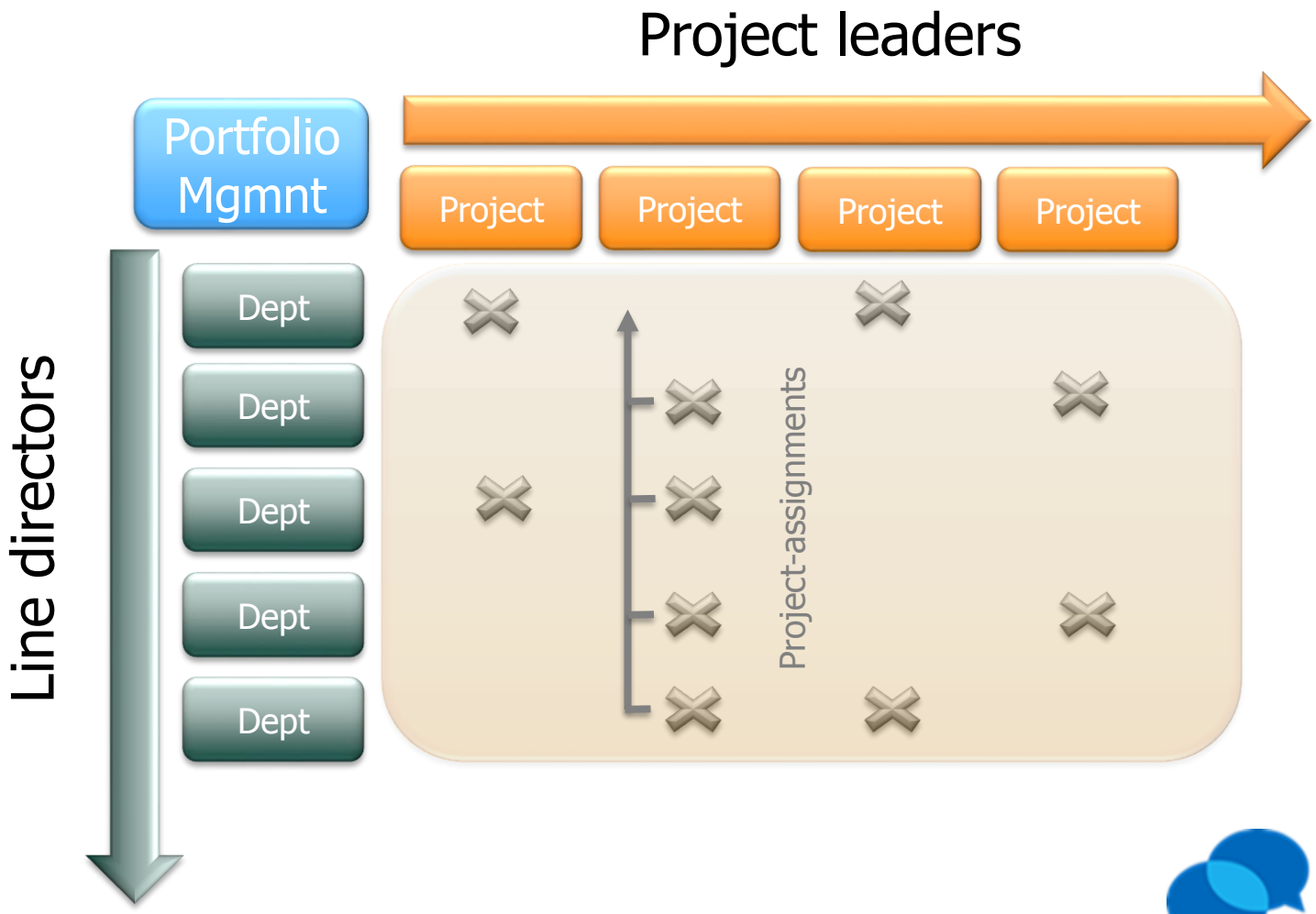
Organization

Matrix structure, project centric



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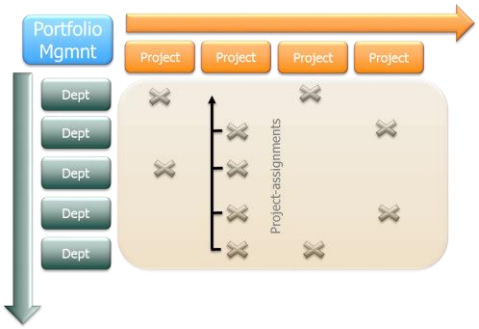
Resource management

Quarterly process



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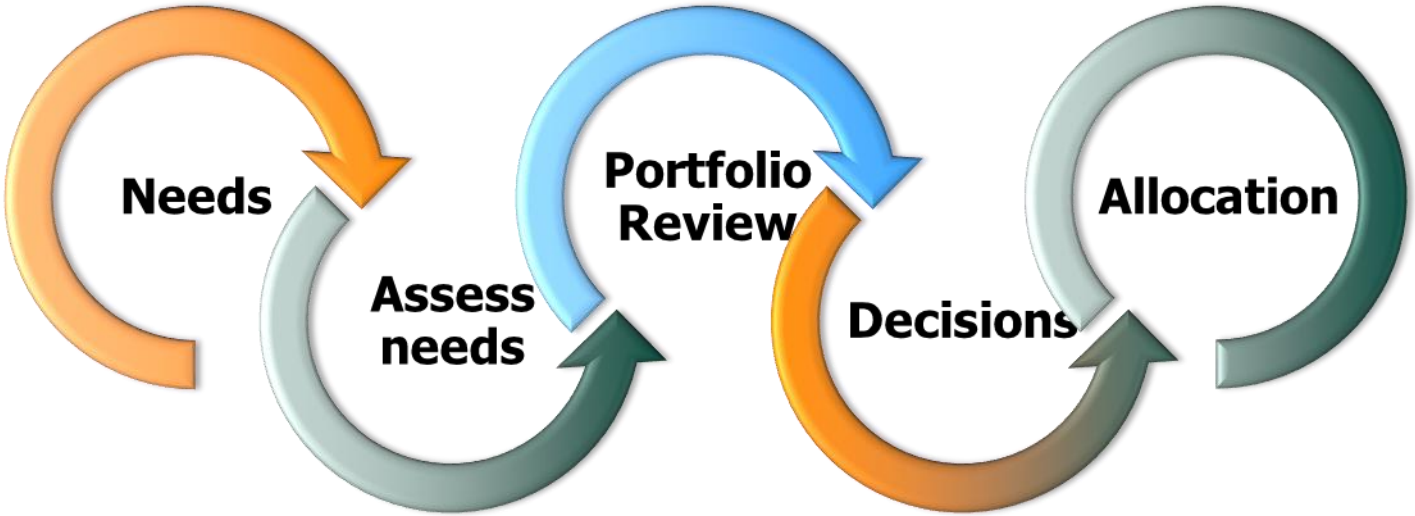
PL

LM



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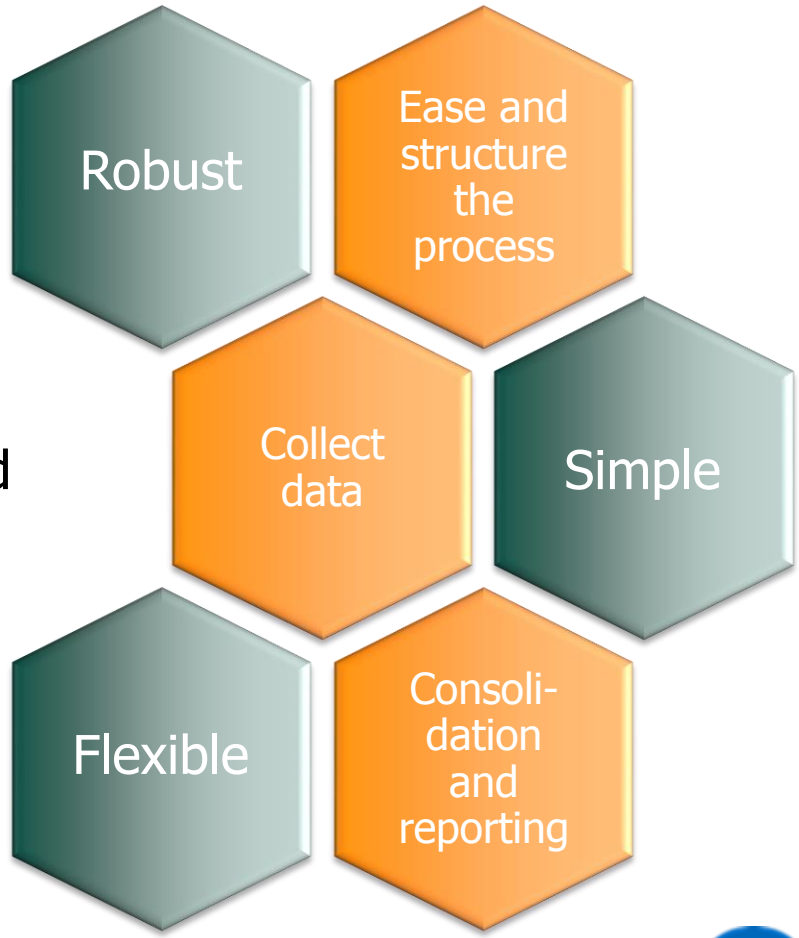
Information system
Requirements

Tailored application / interface
Based on Microsoft SharePoint and Microsoft Project



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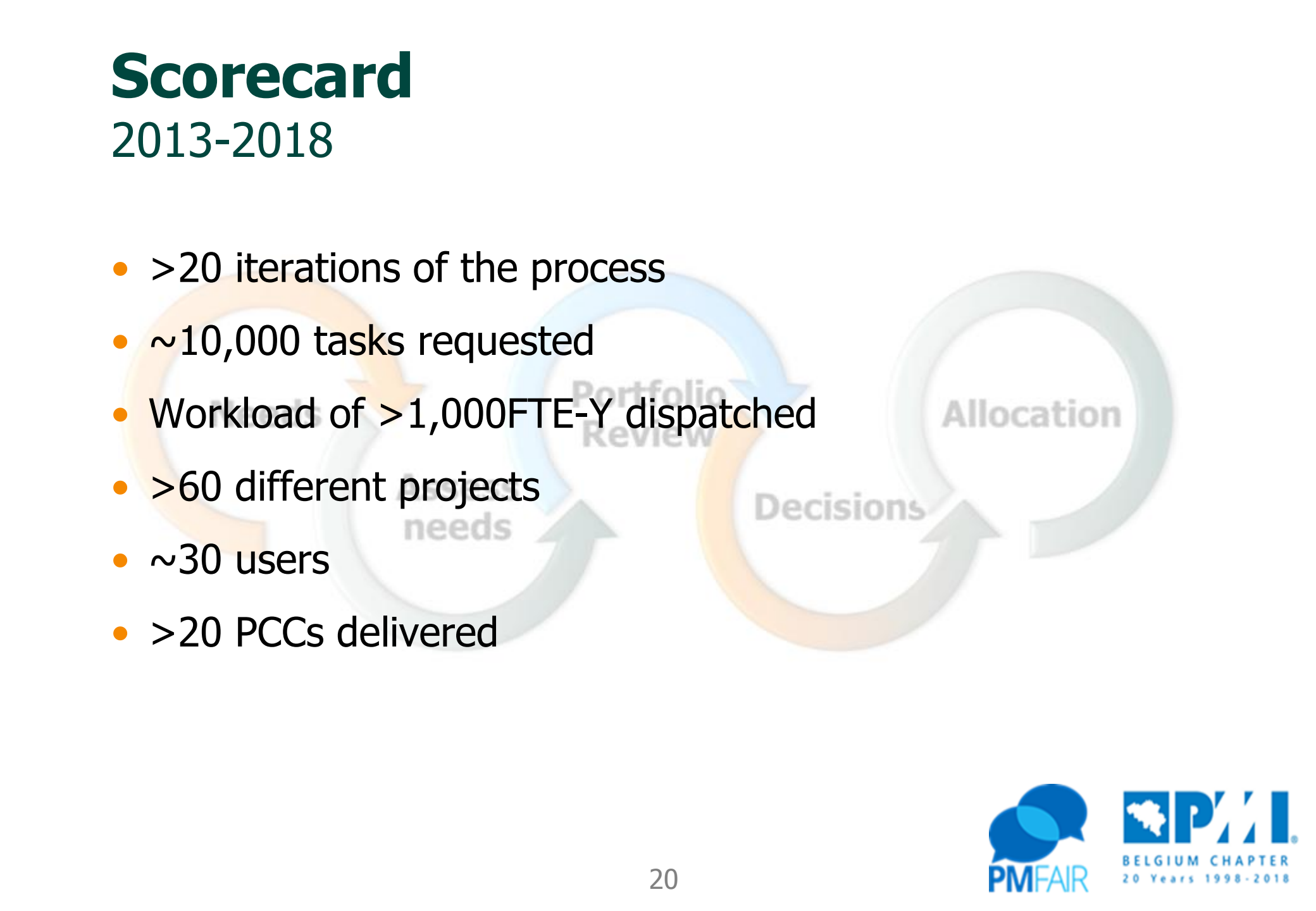
Scorecard
2013-2018

- >20 iterations of the process
- ~10,000 tasks requested
- Workload of >1,000FTE-Y dispatched
- >60 different projects
- ~30 users
- >20 PCCs delivered



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Lessons learned

- Keep it as simple as possible
  - Pragmatic and flexible
- This is a change management project
  - Listen to the stakeholders
  - Revisit your process on a regular basis
- Communication, communication, communication

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Thank you for your attention

Questions?

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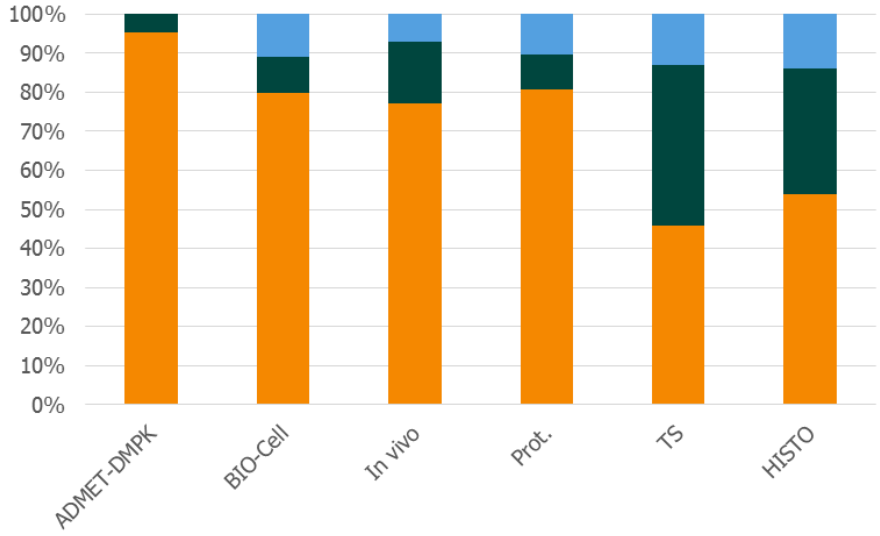
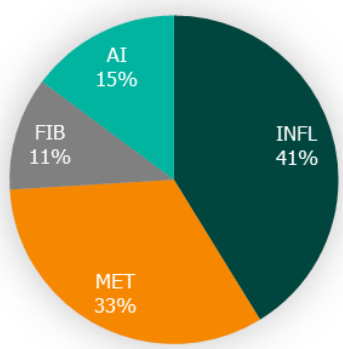
Resources management

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