

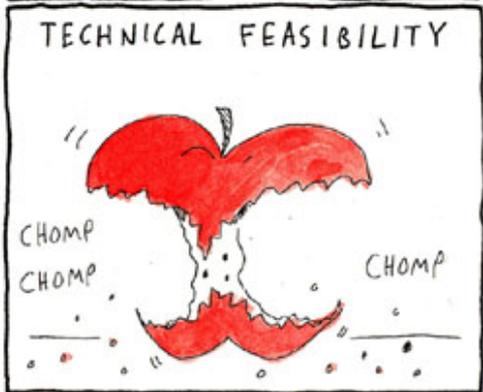
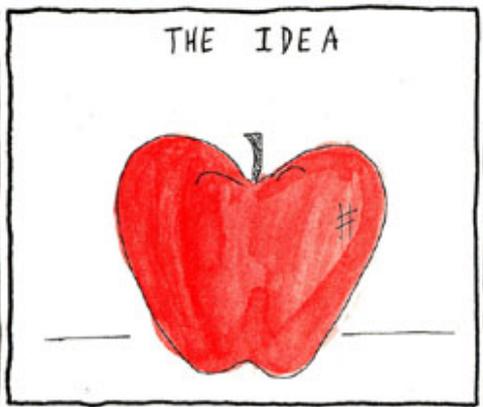


**Maintaining Credibility and Mitigating  
Conflicts of Interest in New Research  
Funding Models—Perspectives from  
the Corporate Side  
William (Bill) C Weldon, Elanco  
Animal Health**

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# BRAND CAMP

by Tom Fishburne



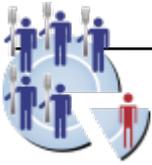
www.skydeckcartoons.com

# **So.... My disclaimer**

- The views expressed in this paper are the views of one person, on a given day. They do not necessarily represent the views of the industry or of a specific company. The speaker withholds the right to change his mind without notice!

# Where are we headed?

- Why this topic is important
- Maintaining credibility and mitigating conflicts of interest are shared responsibilities
  - Independence
  - Relevance
  - Collaboration
- New funding models
- My outlook



# The wave of global hunger



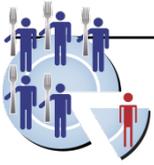
In the year **2050**,  
world **population**  
will require



**100%**  
more **food**,<sup>1,2</sup> and



**70%** of this  
food must come from  
efficiency-improving  
**technology**<sup>3</sup>



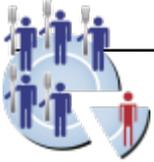
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# **Technology..** *The vital ingredient to making safe, affordable and abundant food a reality*

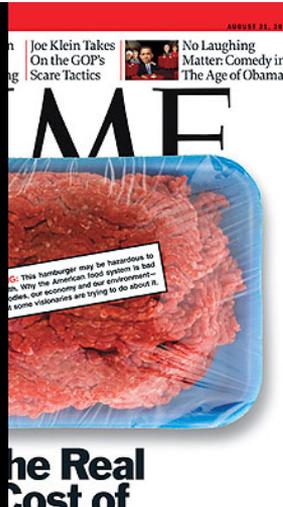
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Technology- practices, products, genetics

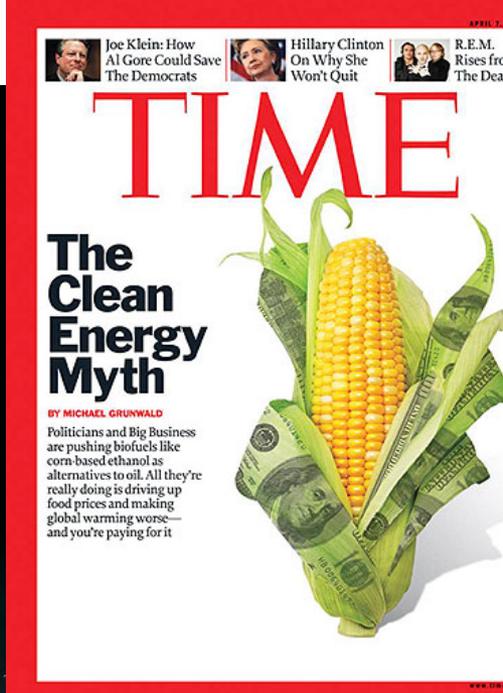
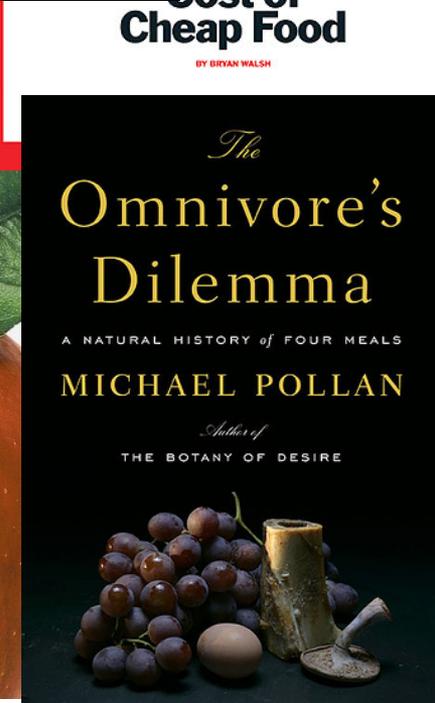


# Public Issues



YOU'LL NEVER LOOK AT THE SAME WAY

The Real Cost of Cheap Food  
BY BRYAN WALSH



# Company perspectives

- Cause – It is bigger than just selling products
- Products – Science based, safe and effective
- Customers – Creating value
- Shareholders – Responsible, sustainable returns

# **Maintaining credibility and mitigating conflicts of interest**

## **Shared Responsibilities**

- ***Independent*** – Remain unbiased
- ***Relevant*** – Doing work that is relevant
- ***Collaborative*** – Across multiple stakeholders, withstand the pressures

**INDEPENDENT**

---

# **Remaining unbiased**

## ***For Sponsors and Universities***

- Transparency – Increased expectations
  - Need to consider expanding our “supported by” statements describing relationships in more detail
  - Commitment to publish
  - Add to the scientific body of knowledge

# Remaining unbiased (cont)

- Build systems that will support discovery and development research at universities
  - Clinical research to prove efficacy, select dose and determine safety
  - Separates research from promotion
  - External verification through regulatory authorities
  - Early indications of product potential
  - Negative - longer lead times to publication
  - Confidentiality

# Remaining unbiased (cont)

- Diversify collaborations
- Careful consideration of participation in marketing materials
- Degree and nature of personal consulting
- Grants are grants, contracts are contracts

**RELEVANT**

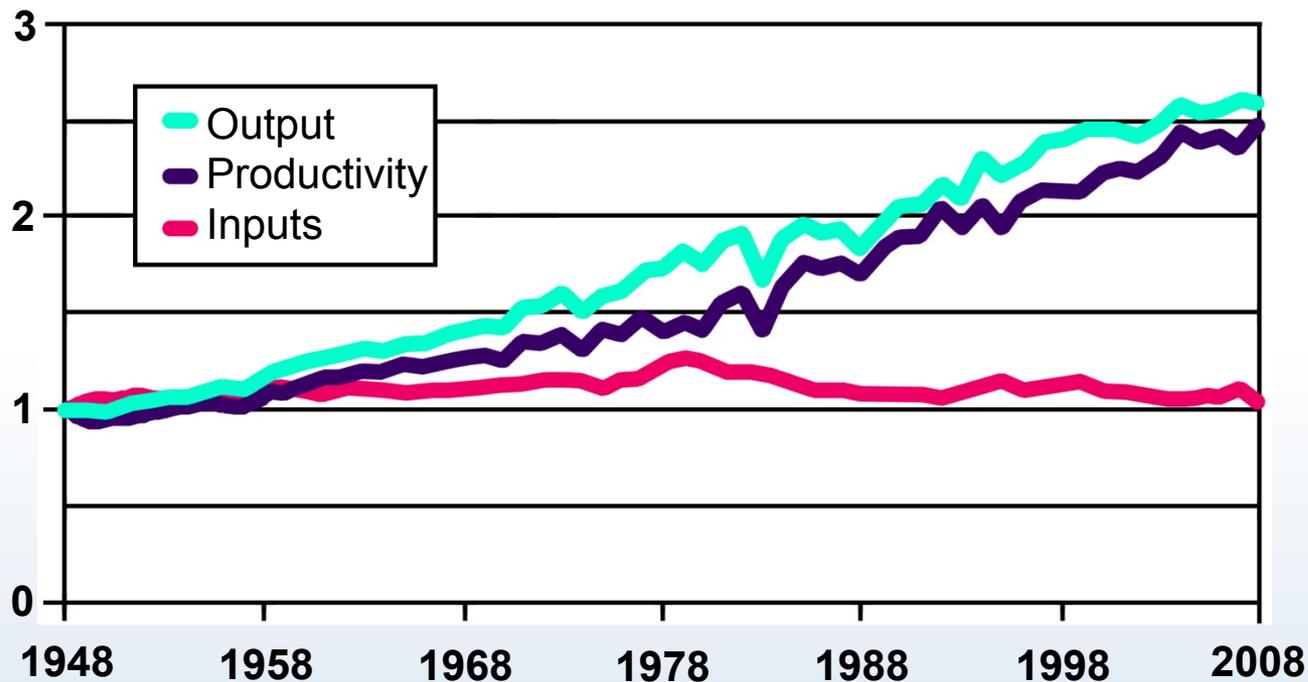
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# The benefits of technology

## U.S. agricultural output, inputs, and total factor productivity, 1948-2008

Index, 1948=1



- 60 years
- 250%+ output
- Same input

Source: ERS data product, Agricultural Productivity in the United States.



## **Choice**, *a consumer right*

- Do consumers want technology?





## **Choice**, *a consumer right*

- International Consumer Attitudes Study (ICAS) review of consumer attitudes & behaviors
- Key criteria:
  - Unaided questions
  - Spending data





# **Choice, a consumer right**

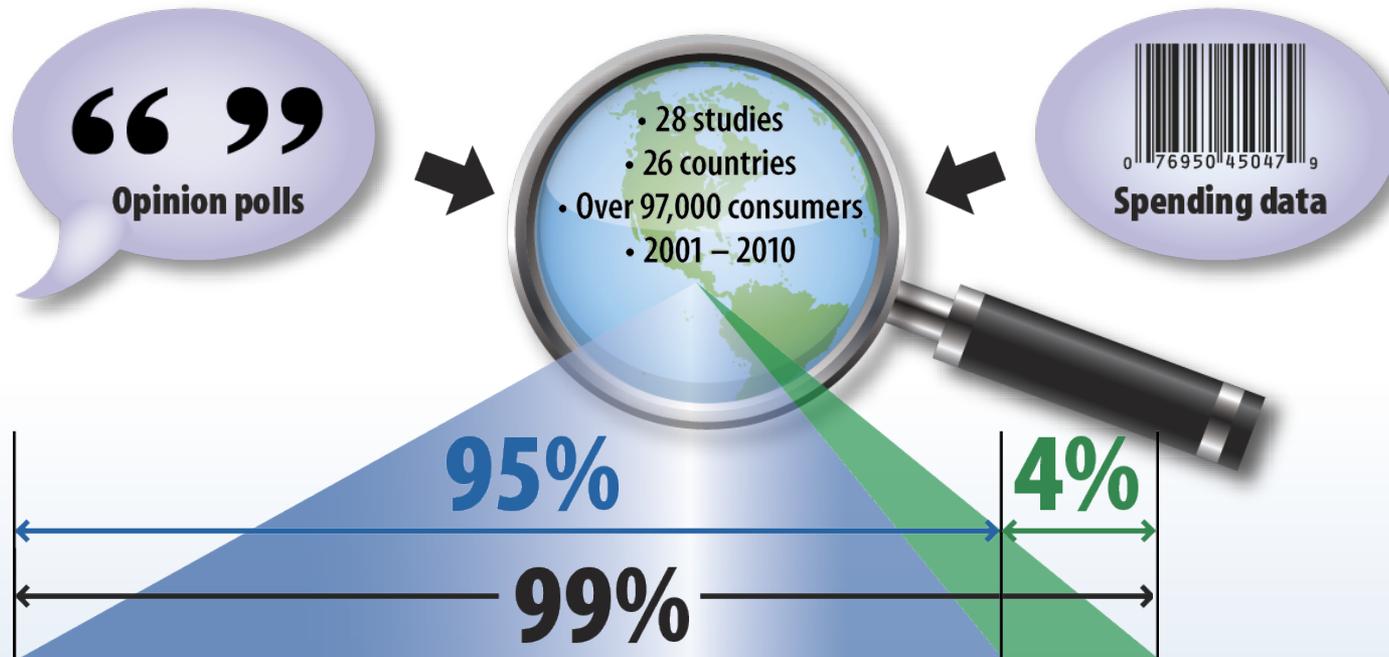
## **The International Consumer Attitudes Study (ICAS)**





# ICAS: Lifestyle buyer

## The International Consumer Attitudes Study (ICAS)



### Food Buyer: 95%

- Taste
- Cost
- Nutrition

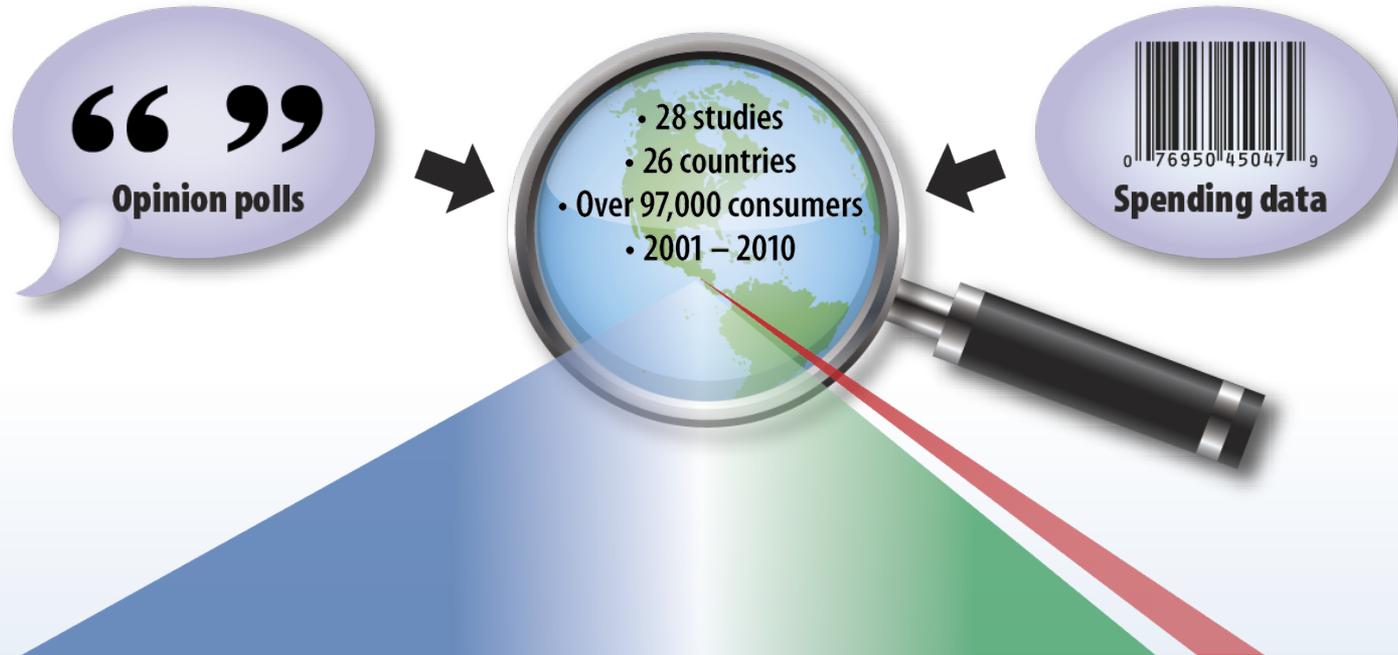
### Lifestyle Buyer: 4%

- Luxury/Gourmet
- Organic/Local
- Gardens



# ICAS: Fringe

## The International Consumer Attitudes Study (ICAS)



### **Fringe**

- Food bans
- Restrictions
- Propositions

# Address the fringe

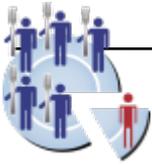
- Company
  - Realize our customer has changed
  - Think about our products through the lens of consumer perspectives
  - Integrity beyond reproach - food
- University
  - Unique position
  - Seek the truth
  - No-one will be happy

# Future leaders

- You are training and equipping the future leaders in animal research
  - What will their opinions be about technology?
  - How are we modeling the leadership needed to feed 9 billion people with the same planet?
- Tremendous opportunities to shape the future together

**COLLABORATIVE**

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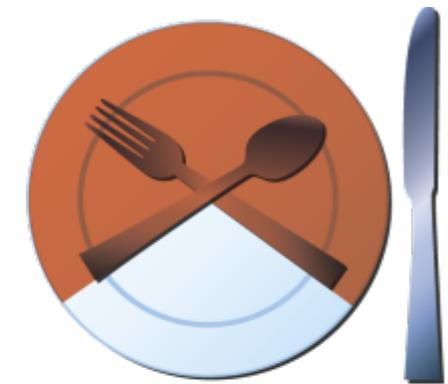
# The wave of global hunger



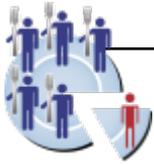
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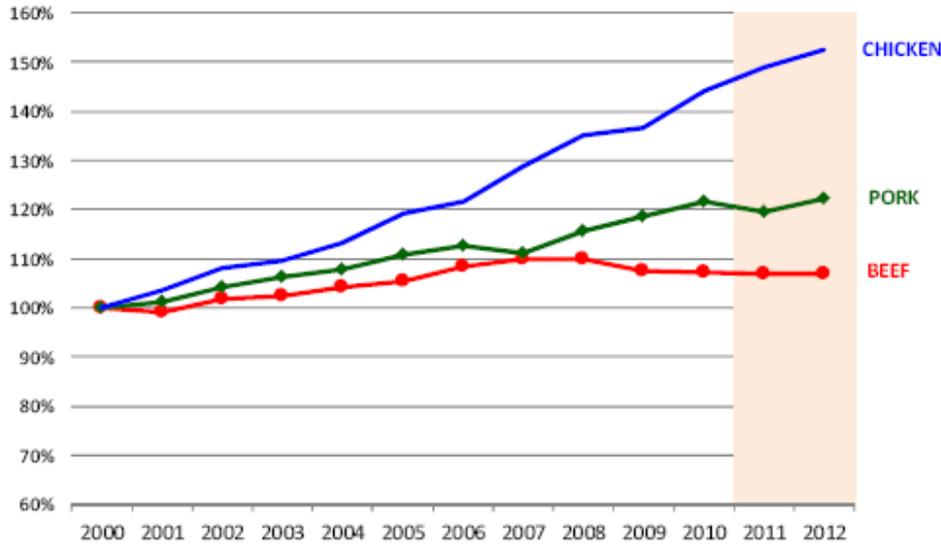
# Rising Demand for Meat

- **3 billion people** trying to move into middle class in emerging economies, driving meat demand
- Can we have economic stability without food security?

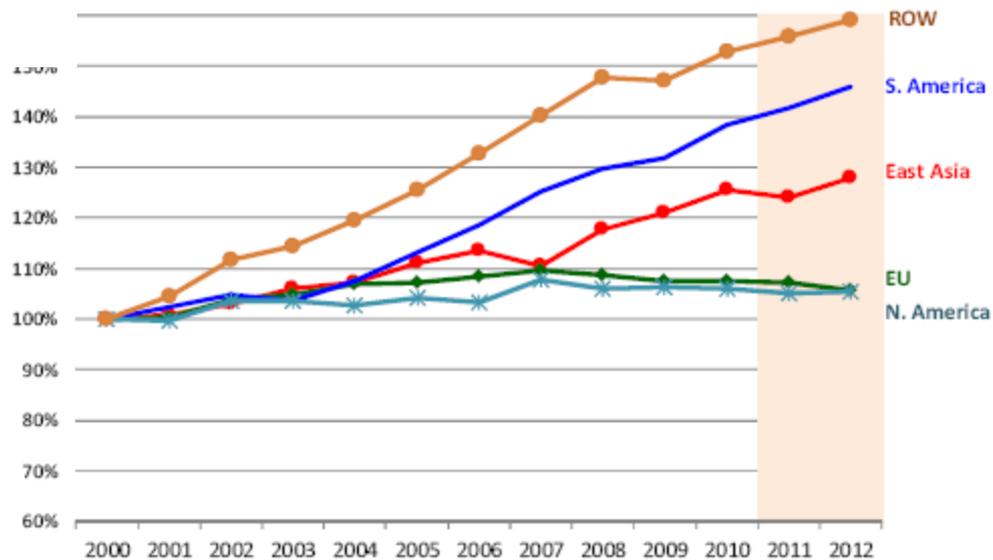


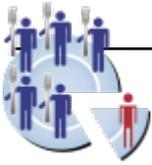
# Broader more global vision

**WORLD BEEF, PORK AND CHICKEN PRODUCTION**  
INDEXED TO YEAR 2000 = 100%



**TRENDS IN BEEF, PORK AND CHICKEN CONSUMPTION**  
Based on Combined Consumption in Main Regions + Rest of World (ROW), 2000 = 100%

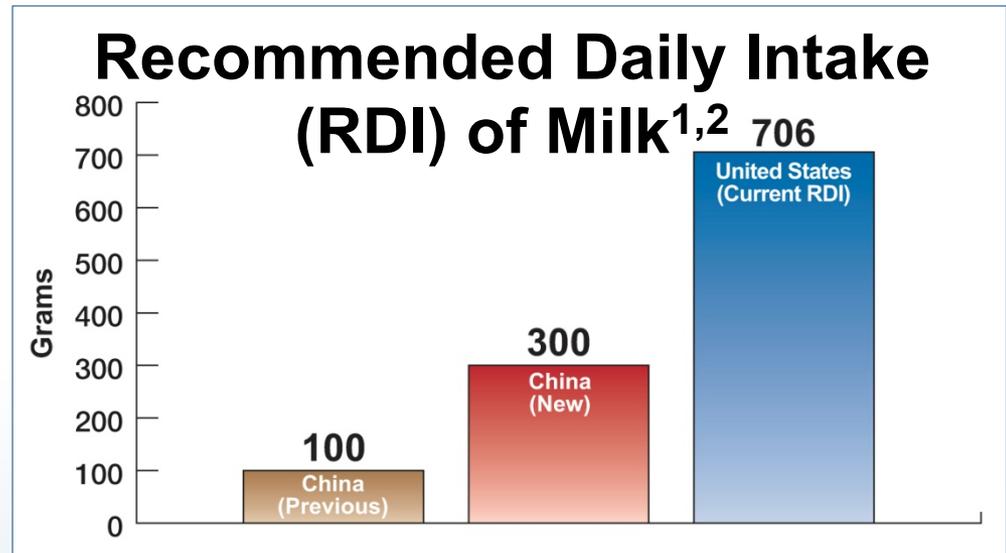




## Developing countries want protein...period

*"I have a dream to provide every Chinese, especially children, sufficient milk each day."*

**Wen Jiabao,  
Chinese Premier, 2007**



100g → 300g = 36M cows  
(with current production levels)<sup>3</sup>



## Thought leader on sustainability

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“To feed 9 billion people and maintain the planet, **we must freeze the footprint of food.**”<sup>1</sup>

- Dr. Jason Clay,  
World Wildlife Fund



# Unconventional partners

- Education mission expanded to the role of technology
- Address misinformation as it relates to technology
- Broader more global vision, majority of meat consumption will not be in the US
- Engage the NGO's, where the criticism will come from
- Regulatory authorities

# Collaboration

- Animal health industry will spend approximately \$2 billion for research in 2012
  - After fixed expenses, still in excess of \$500 million annually
  - Continual move to external research networks
- In 2011, globally there were 595 animal health products approved by 97 companies
- Products that will play a key role in improving the health wellness and wellbeing of livestock and pets

# Collaboration killers

- Where we need to work together to build collaboration
  - Intellectual property
  - Publication timing
  - Overhead expenses
  - Documentation
  - Institutional view of product development
    - Not the same as product testing

***So what do we do  
differently?***

---

# **New funding models**

- Ongoing shift of funding from government to the private sector
- Consistent move by companies to conduct research and development “outside”
- Are universities getting their share of this funding?
- Significant opportunities to participate while fulfilling the mission

# **Build it, don't break it - ideas**

- Incentive based discovery
  - Company market knowledge
  - University creativity
- Development challenges
  - Overcome – share
- Early use programs
  - Pre-clinical
- Industrial post-docs

# Summary

- The work we do is critically important
  - 50 – 100 – 70 Challenge
  - Technology is the answer
- Keys to our credibility are shared
  - Independence
  - Relevance / Leadership
  - Collaboration
- Historic opportunities
  - New funding
  - New models

# My outlook

- There has never been a better time to be in agriculture and specifically animal and dairy sciences
  - It's cool
  - It's on the front page
  - There is a real challenge
  - Opportunities are endless
- We need to lead together