

## Innovation management in drug discovery

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Discovering new drugs is not only the most useful approach to combat a disease for which available therapy is insufficient, but is also the only source for the sustainable growth of pharmaceutical industry. In drug discovery, we cannot stress more the importance of identifying innovative drugs with significant superiority to the available therapies at the time of launch. New drug targets with sound scientific evidence give a basis for an innovative therapy, but it takes several years before such scientific basis is proven in a clinical setting, and even longer until the drug is proven to provide significant overall benefit to patients. Management in drug discovery is therefore the management of such uncertainty over several years to achieve two apparently 'incompatible' aims; innovation and productivity.

Although scientific rationale should always be a platform, target setting of each project plays a role in drug discovery, since various aspects need to be taken into consideration for this process, such as expertise and experience in disease biology, therapy and discovery technology, level of science, resource availability, financial aspects, alliance strategy, capability in development and so on. Strength and weakness in each component vary from an organization to another, consequently making optimization of strategy and management critical for success. In this presentation, I am going to talk about our oncology discovery in a mid-sized research focusing on how we have managed drug discovery to differentiate ourselves from big competitors. A few examples will be shown.