

Janssen PMP An Evolution in Innovation Management

Agenda

- Janssen PMP
- Innovation management at Janssen PMP
- yet2, an example of innovative collaboration















BUSINESS AREAS

- Post-Harvest
 - > Fungicides
 - > Imazalil
 - Pyrimethanil
 - Physiological products
 - > 1-MCP

- Microbial Control
 - > Industrial protection
 - > Antifouling
 - > Health & Hygiene

Janssen PMP started thanks to Imazalil and Propiconazole, from the Pharmaceutical division in the 70's











Janssen PMP

Challenges with regards innovation

Higher regulatory requirements

Budget, resources, timing

Complex environment

High technology, IP, legal impact

New external environment

"Natural" solution, climate change, globalization **Technical performance**

"Good" level of efficacy

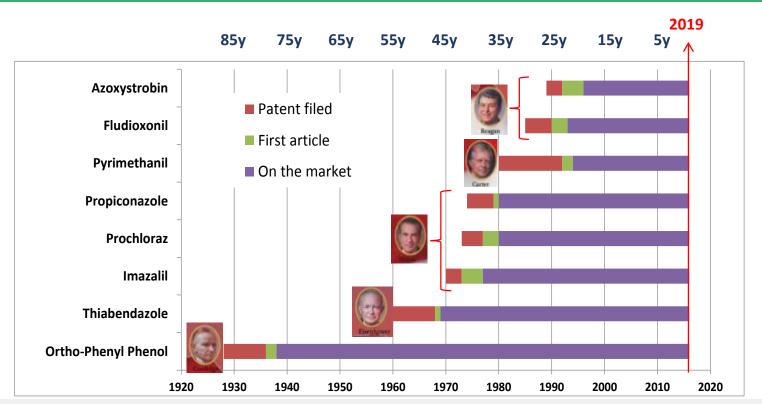


Conservative market

Slow adoption of innovations



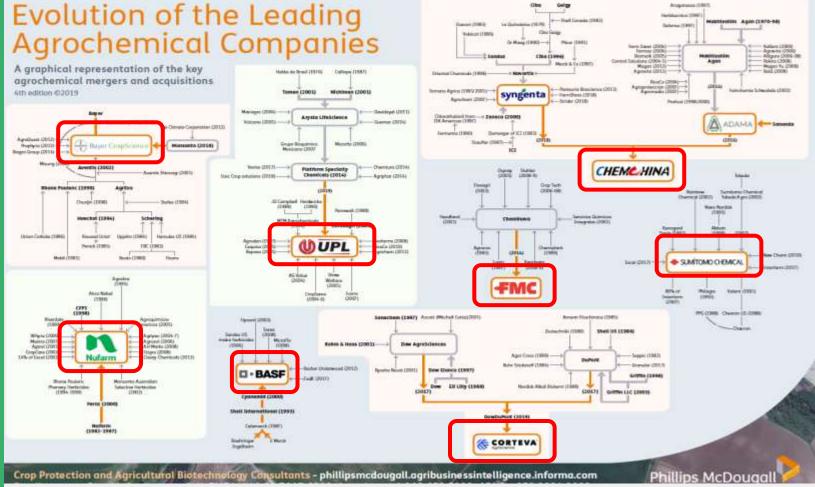
Main Post-Harvest fungicides used at global level







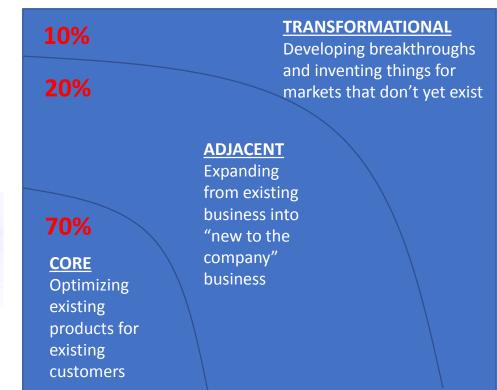
Driver for M&A







Where to place our efforts at Janssen PMP?





Corporate venturing, hackathons, Boot camps intrapreneurship



Roadmaps Stage-gated innovation NPD processes

Source: Nagji & Tuff (2012)





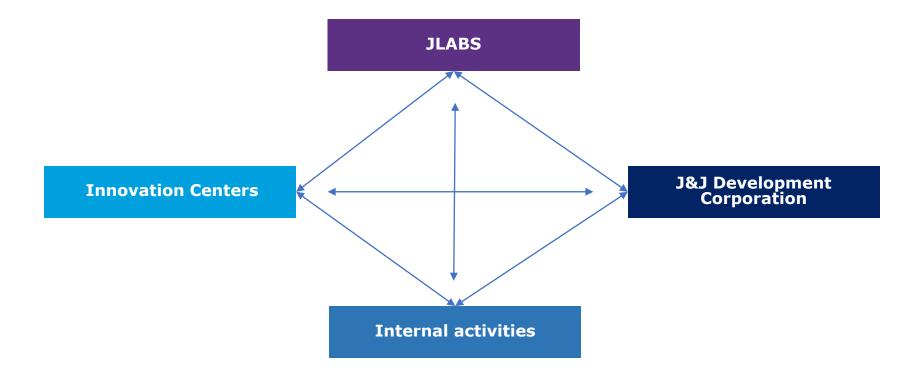
Closed innovation versus open innovation

Concept	Closed innovation	Open innovation
1. All the smart people	1 in our organization.	1 in & out our organization.
2. <u>R&D</u>	2. Everything ourselves	2. Also external R&D
3. <u>Be the first</u> to commercialize	A technology that comes from our research	A discovery that does not have to be ours.
4. The <u>best ideas</u>5. Control over the	4 have to come from us to win the battle.	If we make better use of external and internal ideas and unify the knowledge created, we will win.
innovation process	5. If we have full control over the innovation process our rivals will not be able to profit from our innovative ideas.	5. We should optimize innovation management (in & out-licensing)





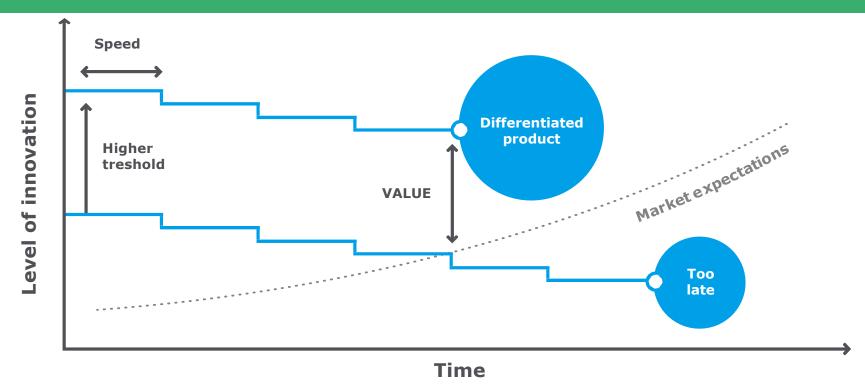
J&J Innovation Matrix







Significantly increase the level of innovation

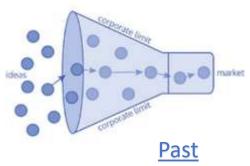






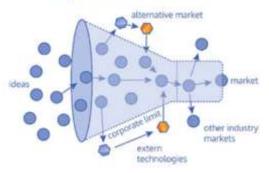
Past versus future at Janssen PMP

Closed Innovation Model



- Before 2001:
 - 80 000 substances screened until 2001 > 0 in our portfolio
- 2000 2010 :
 - > 250 ai's evaluated > 9 in our portfolio

Open Innovation Model



- Many partnerships at several levels
 - From early stage to late development

Many connections with J&J

Now





Some examples of innovation at Janssen PMP

Innovation in Post-

Harvest

- 1-MCP: Existing market but new for PMP
- FYSIUM: new technology in-licensed



Market extension in anti-fouling

- ECONEA used first on vessels
- · And extended on fish nets







Antimicrobial (AM) built inside material

- » Mainly applicable for polymeric materials
- » AM embedded in material during manufacturing

Antimicrobial applied as coating on material

- » Applicable on most materials
- » AM present in durable coating on material

Need to focus and sometime to disinvest





Strategy in wood protection

- Defend what we have as much as we can
- No investment on innovation made
- Disinvest current technology related to this business area
 - Example: A patent of a "Water repellent" technology
- Externalisation of that work to yet







yet2 collaboration with Janssen PMP

Value created:

Canvassed the market

- >200 reached
- 24 sought more info
- 4 technical evaluations



Focused – Efficient – Comprehensive





Conclusion

Critical success factor:

- 1. Focus
- 2. Open innovation
- 3. Expertise

PLANT
PROTECTION
POST-HARVEST



ANTIFOULING



HEALTH & HYGIENE



