

# Value-Driven Drug Development

**Christopher D. Breder, MD PhD**  
Medical Officer, US FDA  
Johns Hopkins University, Advanced  
Academic Programs – Regulatory Science

# Disclaimer

The views expressed in this talk represent my opinions and do not necessarily represent the views of the FDA.

*With Special Thanks!*



Dr. Wenny Du, MS, PhD  
Deputy Director CMC, Global  
Regulatory Affairs at Bayer  
HealthCare

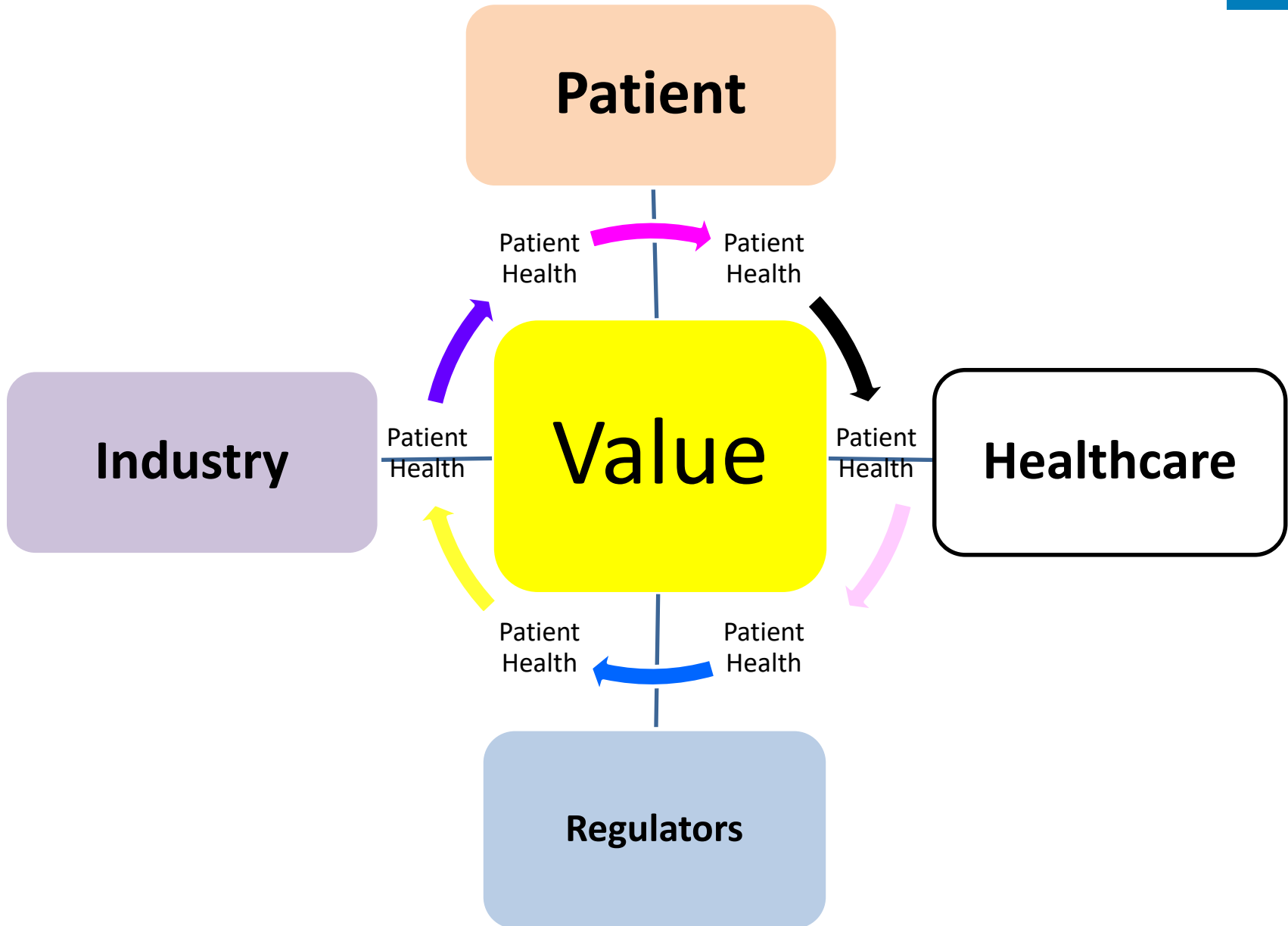


Adria Tyndall, MS RAC  
Regulatory Research  
Manager at Perrigo  
Company plc

# Value

- *noun* The regard that something is held to deserve; the importance, worth, or usefulness of something.
  - *‘your support is of great value’*

# Common Values



# The Value of Planning; Planning for Value



“Give me six hours to chop down a tree and I will spend the first four sharpening the axe.”

– Abraham Lincoln



“If you don't know where you are going, you'll end up someplace else.”

– Yogi Berra

IT TAKES AS MUCH ENERGY  
TO WISH AS IT DOES TO  
PLAN.

- ELEANOR ROOSEVELT -

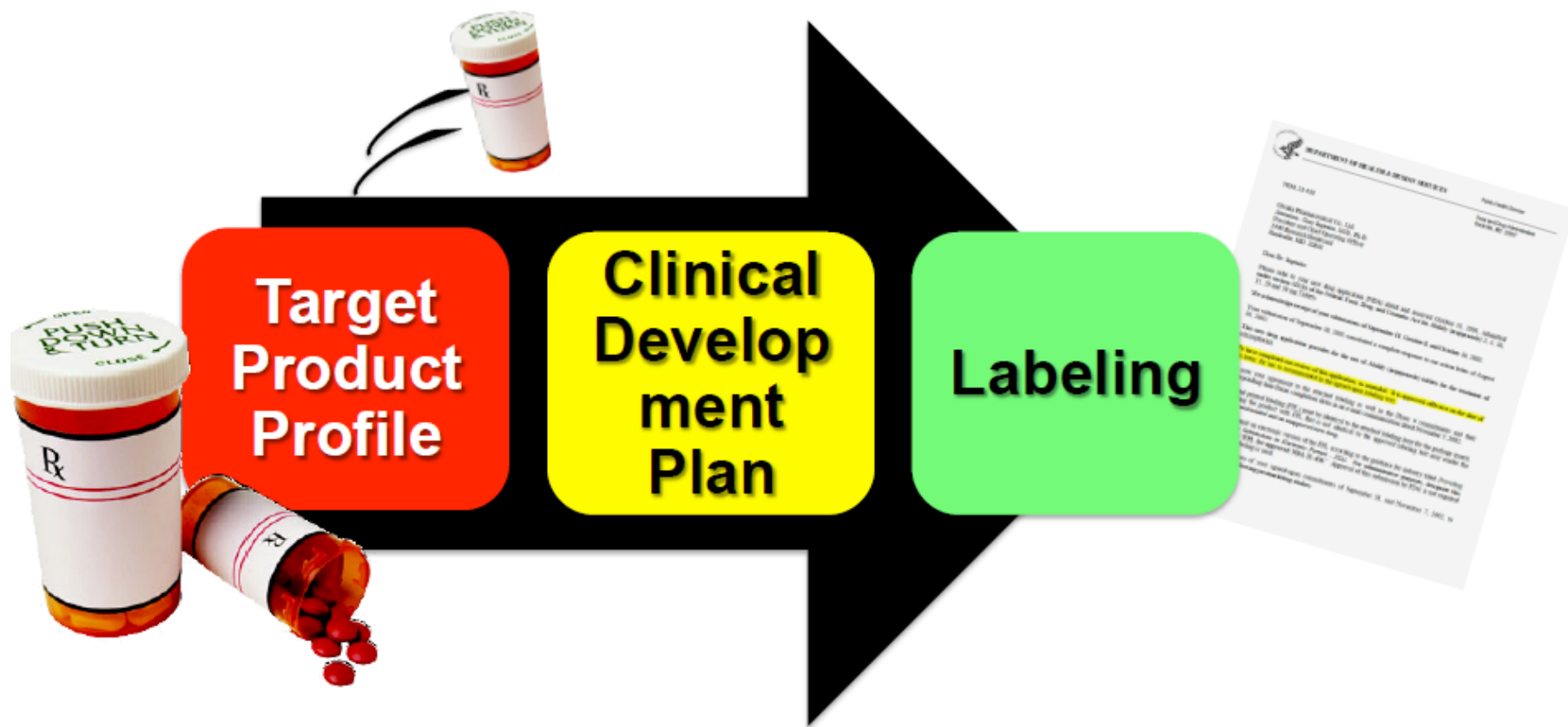


“Plans are of little importance, but planning is essential.”

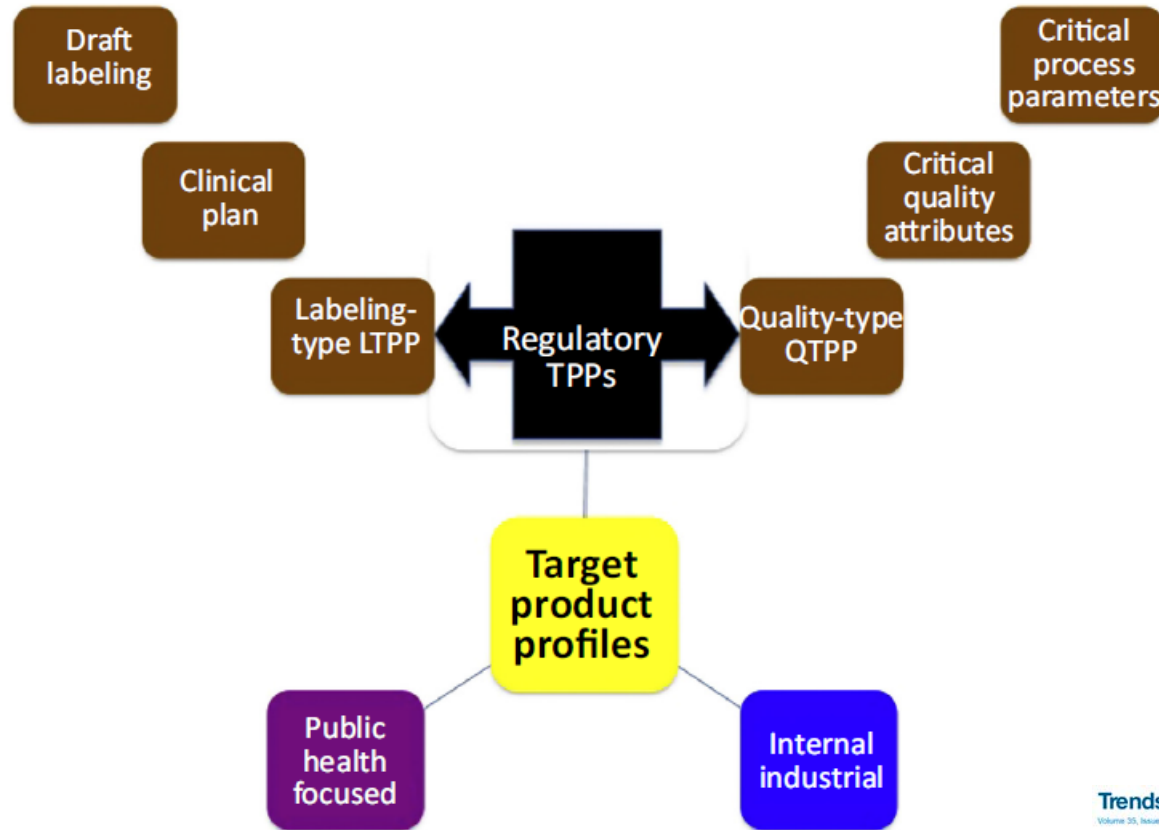
– Winston Churchill

*It is sometimes not so important what you think,  
but that you think about it.*

# Developing a Clinical Development Strategy



# Multiple Faces of the Target Product Profile



Trends in Biotechnology   
Volume 35, Issue 7, July 2017, Pages 576-579

Science & Society  
What's the Regulatory Value of a Target Product Profile?  
Christopher D. Bredt<sup>1,2,3,4</sup>, Wenny Du<sup>1,2</sup>, Adria Tynstall<sup>1,4</sup>





# Guidances and Literature on Target Product Profiles and Associated Topics

**Quality by Design for ANDAs:  
An Example for  
Immediate-Release Dosage Forms**

**Introduction to the Example**

This is an example pharmaceutical development report illustrating how ANDA applicants can meet toward implementation of Quality by Design (QbD). The purpose of the example is to illustrate the types of pharmaceutical development studies ANDA applicants may use in their implementation of QbD in their generic product development and to present discussion on how OGD would use this information in review.

Although we have tried to make this example as realistic as possible, the development of a real product may differ from this example. The example is for illustrative purposes and, depending on applicants' experience and knowledge, the degree of experimental for a particular product may vary. The impact of experience and knowledge should be thoroughly explained in the information. The risk assessment process is not unique for this explanation. At many places in this example, alternative pharmaceutical development approaches would also be appropriate.

Notes to the reader are included in italics throughout the text. Questions and comments may be sent to [GenericDrug@fda.hhs.gov](mailto:GenericDrug@fda.hhs.gov).

The AAPS Journal, Vol. 16, No. 4, July 2014 (1-6) 2014  
DOI: 10.1209/1522-0119-0990-3

**Review Article**

**Understanding Pharmaceutical Quality by Design**

Lawrence X. Yu,<sup>1,2</sup> Gregory Andison,<sup>3</sup> Mansoor A. Khan,<sup>4</sup> Stephen W. Hoag,<sup>5</sup> James Palli,<sup>6</sup> G. K. Raju,<sup>7,8</sup> and Janet Woodcock<sup>1</sup>

Received 17 November 2013; accepted 24 March 2014; published online 23 May 2014

**Abstract** This review further defines the concept of pharmaceutical quality by design (QbD) and describes its objectives. QbD consists of the following: (1) quality target profile (QTP) that identifies the critical quality attributes (CQA) of the drug product; (2) process design and understanding, including identification of critical material attributes (CMA); (3) process design and understanding, including identification of critical process parameters (CPP), link to CMA and CQA; (4) a control strategy that includes specification for the drug substance(s), excipient(s), and drug product as well as controls for each step of the manufacturing process; and (5) process capability and product improvement. QbD risk studies include prior knowledge, risk assessment, mechanistic models, design of experiments (DoE) and data analysis, and process analytical technology (PAT). As the pharmaceutical industry moves toward the implementation of pharmaceutical QbD, a common terminology, understanding of concepts and expectations are necessary. This understanding will facilitate better communication between those involved in risk based drug development and drug application review.

**KEY WORDS** control strategy; critical quality attributes; pharmaceutical quality by design; process understanding; product understanding.

**INTRODUCTION**

Quality by design (QbD) is a concept that developed by the quality pioneer Dr. Joseph M. Juran (1). Dr. Juran believed that quality should be designed into a product, and that most quality crises and problems relate to the way in which a product was designed in the first place. Woodcock (2) defined a high-quality drug product as a product free of contamination and reliably delivering the therapeutic benefit promised in the label to the consumer. The US Food and Drug Administration (FDA) encourages risk-based approaches and the adoption of QbD principles in drug product development, manufacturing, and regulation. FDA's emphasis on QbD began with the recognition that increased testing does not necessarily improve product quality. Quality must be built into the product.

Over the years, pharmaceutical QbD has evolved with the issuance of ICH Q8 (R2) (Pharmaceutical Development), ICH Q9 (Quality Risk Management), and ICH Q10 (Pharmaceutical Quality System) (3-5). In addition, the ICH Q10 Working Group (WG) and Q10 Questions and Answers (the ICH Q10/Q9/Q8 Points to Consider document and ICH Q11 (Development and Manufacture of Drug Substance) have been issued, as have the conclusions of FDA/EMA's parallel assessment of Quality by Design elements of marketing applications (6-9). These documents provide high level direction with respect to the scope and definition of QbD as it applies to the pharmaceutical industry.

Nevertheless, many implementation details are not discussed in these guidances or documents. There is confusion among industry, academia, and regulators despite recent publications (10-13). This paper is intended to describe the objectives of pharmaceutical QbD, detail its concept and elements, and explain implementation tools and studies.

**PHARMACEUTICAL QUALITY BY DESIGN OBJECTIVES**

Pharmaceutical QbD is a systematic approach to development that begins with predefined objectives and emphasizes product and process understanding and control based on sound science and quality risk management (3). The goals of pharmaceutical QbD may include the following:

1. To achieve meaningful product quality specifications that are based on clinical performance.
2. To increase process capability and reduce product variability and defects by enhancing product and process design, understanding, and control.
3. To increase product development and manufacturing efficiency.
4. To enhance root cause analysis and postapproval change management.

© AAPS 771 1522-0119/14/070171-06 © 2014 American Association of Pharmaceutical Scientists

INTERNATIONAL CONFERENCE ON HARMONISATION OF TECHNICAL REQUIREMENTS FOR REGISTRATION OF PHARMACEUTICALS FOR HUMAN USE

ICH HARMONISED TRIPARTITE GUIDELINE

1

ICH HARMONISED TRIPARTITE GUIDELINE

PHARMACEUTICAL DEVELOPMENT

Q8(R2)

Current Step 4 version dated August 2009

**Guidance for Industry**

**Q8, Q9, & Q10**

**Questions and Answers**

**Appendix**

**Q&As from Training Sessions**

This Guideline has been developed by the appropriate ICH Expert Working Group and has been subject to consultation by the regulatory parties, in accordance with the ICH Process. At Step 4 of the Process the final draft is recommended for adoption to the regulatory bodies of the European Union, Japan and USA.

U.S. Department of Health and Human Services  
Food and Drug Administration  
Center for Drug Evaluation and Research (CDER)  
Center for Biologics Evaluation and Research (CBER)

July 2012  
ICH

**Guidance for Industry and Review Staff**

**Target Product Profile — A Strategic Development Process Tool**

**DRAFT GUIDANCE**

This guidance document is being distributed for comment purposes only.

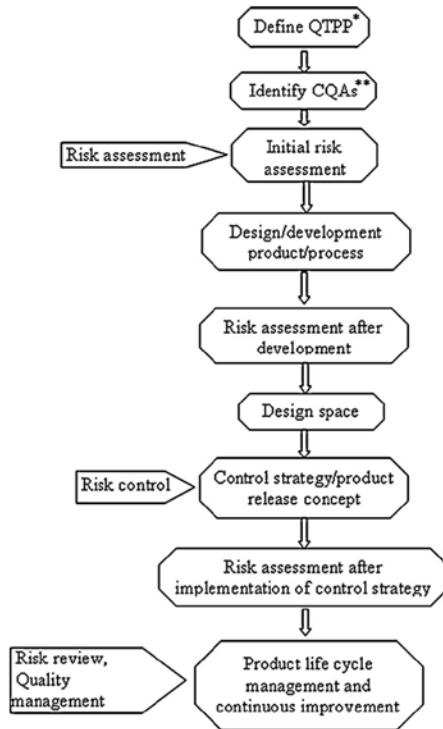
Comments and suggestions regarding this draft document should be submitted within 60 days of publication in the *Federal Register* of the notice announcing the availability of the draft guidance. Submit comments to the Division of Dockets Management (HFA-305), Food and Drug Administration, 605 Fishers Lane, rm. 1061, Rockville, MD 20852. All comments should be identified with the docket number listed in the notice of availability that publishes in the *Federal Register*.

For questions regarding this draft document contact Joanne M. Delacko at 301-796-9900.

U.S. Department of Health and Human Services  
Food and Drug Administration  
Center for Drug Evaluation and Research (CDER)

March 2007  
Precedural

# Sample of the QTPP



\*QTPP- Quality target product profile  
 \*\*CQAs- Critical quality attributes

TPP and QTPP for a generic dispersible tablet dosage form.

Attribute	QTPP		Criticality
	TPP	TPQP	
Dosage form	Dispersible tablet	DT (<3 min), dissolution (not less than 85%(Q) in 30 min in pH 6.8 buffer medium)	Ensures complete dispersion, release of drug, efficacy and ease of administration
Appearance	Uncoated tablets	IR round tablets	Patient acceptability and compliance
Strength	46.5 mg	Identification (positive), Assay (±5%), content uniformity (complies)	Efficacy
Route of administration	Oral	Palatable	Patient compliance to therapy
Proposed indications	Treatment of pain associated with arthritis	Dissolution and bioequivalence	Ensure therapeutic efficacy
Impurities	-	Qualified to meet ICH Q3B and Q6A criteria	Safety is assured by controlling any impurity at NMT 0.2% and total impurities at NMT 0.5%. Limit has been qualified in toxicological studies.



Quality by design approach for formulation development: A case study of dispersible tablets<sup>5</sup>

Naseem A. Charoo<sup>5</sup>, Areeq A.A. Shamsheer<sup>5</sup>, Ahmed S. Zidan<sup>1,d</sup>, Ziyaur Rahman<sup>6,a</sup>

# [INSERT STORY HERE]

Oh no...not another story



# A History of Multi-Attribute Optimization

**TABLE 2.** ‘Standardized Sensory Language’ for the Quantitative Description of Vanilla Ice-creams. Flavor References for Vanillin, Caramel, Whey-like and Phenolic were only Smelled During the Language Familiarization Sessions.

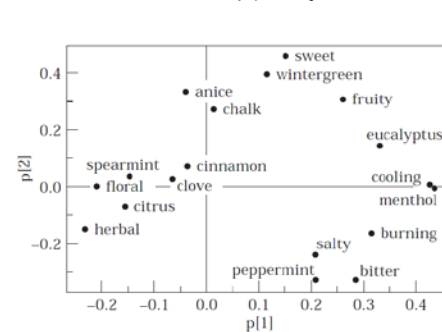
Manual firmness	<p><b>Definition:</b> mechanical textural attribute relating to the force required to achieve a given deformation or penetration of a product.</p> <p><b>Procedure:</b> manual force required to cut with a standardized spatula horizontally through the ice-cream middle section. Spatula size: thickness: 1 mm, width: 7 mm; ice-cream volume: 40 ml; testing temperature between <math>-7</math> and <math>-12^{\circ}\text{C}</math>, depending on ice-cream composition.</p> <p><b>High reference standard (a):</b> cooking butter, 82% fat, Bura AG, Switzerland; <math>4^{\circ}\text{C}</math>.</p> <p><b>Low reference standard (b):</b> margarine, 40% fat, Delice Mabona Minarine Brand, Migros Supermarket, Switzerland; <math>4^{\circ}\text{C}</math>.</p>
Cold sensation	<p><b>Definition:</b> thermal cooling sensation given by the sample on the tongue and palate during the ice-cream melting phase. Not to be confused with the trigeminal cooling of menthol.</p> <p><b>Procedure:</b> by putting a whole spoon (side with sample facing the tongue) of ice-cream in the mouth, between tongue and palate, evaluate this sensation while the sample is melting.</p> <p><b>High reference standard (a):</b> sample <math>3 \times 8 \times 12</math>; <math>-7^{\circ}\text{C}</math>.</p> <p><b>Low reference standard (b):</b> sample <math>3 \times 8 \times 20</math>; <math>-10^{\circ}\text{C}</math>.</p>
Ice crystal	<p><b>Definition:</b> presence of ice crystals in the sample. The smoother the sample, the less (or the smaller) ice crystals are perceived.</p> <p><b>Procedure:</b> by putting a whole spoon (side with sample facing the tongue) of ice-cream in the mouth, between tongue and palate, evaluate this sensation right after the sample is placed in the mouth.</p> <p><b>High reference standard (a):</b> sample <math>3 \times 8 \times 12</math>; <math>-7^{\circ}\text{C}</math>.</p> <p><b>Low reference standard (b):</b> sample <math>3 \times 8 \times 20</math>; <math>-10^{\circ}\text{C}</math>.</p>



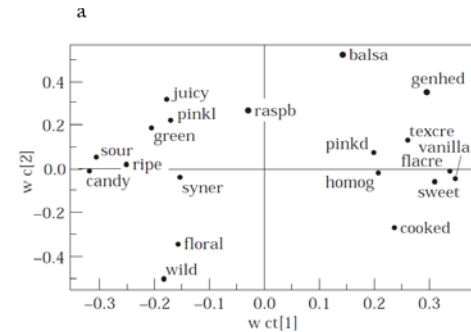
“The Physiology of Taste”



CORNELL UNIVERSITY  
DAIRY SCIENCE

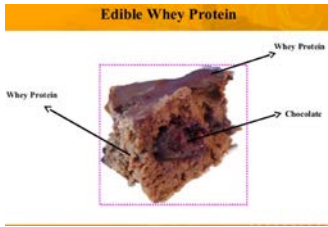


**Fig. 1** Principal component analysis of the South American flavour space. Attribute loading for principal components one (p[1]) and two (p[2]), which explained 43.3% of the variance



**Fig. 5** PLS regression analysis (55.4% (X), 81.4% (Y)) of consumer acceptance data on sensory analytical data from flavour profiling, with genhed = general preference

# Optimization in the Real World



...Control of surface moisture content can significantly reduce the growth of microorganisms and the rate of deteriorative reactions, thereby increasing the storage stability of foods (Kester and Fennema, 1986)...Edible films and coatings with good water and/or oxygen barrier properties are usually not adequate by themselves to retard microbial growth. Therefore, the incorporation of antimicrobial agents into edible coating formulations is needed to obtain stronger inhibitory effect against microbial growth

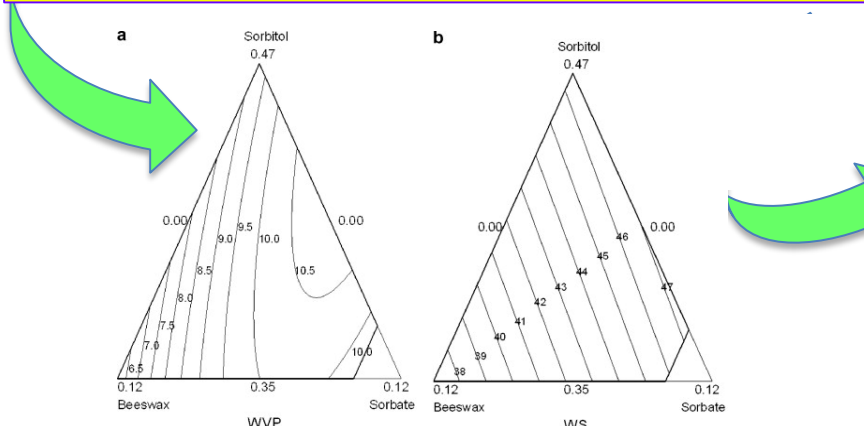


Fig. 5. Computer generated mixture contour plots for (a) water vapor permeability ( $\text{g mm}^{-2} \text{h}^{-1} \text{kPa}^{-1}$ ); (b) water solubility (% dry matter); (c) stickiness and (d) appearance at 53.3% protein concentration.

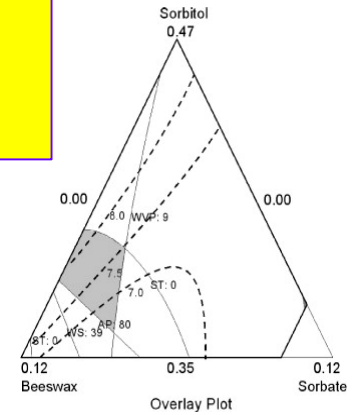


Fig. 6. Optimum region obtained by superimposing contour plots of all four responses generated at 53.3% protein concentration. Shaded area represents optimum region with minimum stickiness,  $\text{WVP} < 9 \text{ g mm}^{-2} \text{h}^{-1} \text{kPa}^{-1}$ ,  $\text{WS} > 39\%$  and  $\text{AP} > 80$ . Dashed lines show the change in potassium sorbate diffusivity ( $10^{-11} \text{ m}^2 \text{ s}^{-1}$ ).



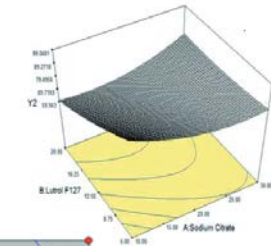
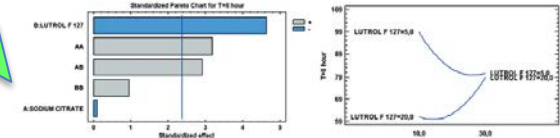
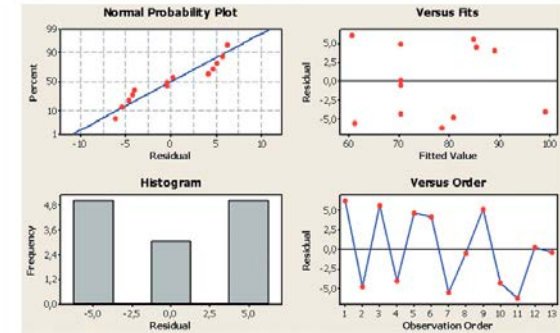
# Process Analytical Technology

**Table 1.** Quality target product profile (QTPP) for the pH-independent controlled release matrix tablet.

QTPP element	Target
Dosage form	Controlled release monolithic matrix tablet
Route of administration	Oral
Dosage strength	80 mg
Stability	Should be stable at least 6-month shelf life at long term stability conditions
Physical properties	Should have sufficient hardness to be resistant to transportation
Dissolution	pH independent controlled release for 12 h

**Table 2.** Critical quality attributes (CQAs) of the pH-independent controlled release matrix tablet.

CQAs	Target	Justification of criticality
Assay	80 mg ± 5.0 %	The minimum dose to achieve pharmacological effect for Valsartan is 80 mg. Must meet compendia standards
Hardness	Min 40 N	Hardness has impact on friability, dissolution, and bioavailability
Dissolution	In vitro dissolution at 2nd hour in acidic medium (0.1N HCl) should be more than 20% and in vitro dissolution at 8th hour in basic medium (pH 6.8 phosphate buffer) should be more than 85 % for maintenance of bioavailability higher than commercial pH dependent IR dosage form	Dissolution is significantly effective on bioavailability of solid dosage forms



**Table 3.** Risk assessment of critical material attributes (CMAs) on drug product CQAs, with control strategies.

Drug Product CQAs	Formulation variables				
	pH modifier type	pH Modifier level	Filler type	Polymer type	Solubility enhancer level
Assay	Low	Low	Low	Low	Low
Dissolution	High Type should be identified and fixed by OFAT	High Level range should be identified and fixed within DoE design space	High Type should be identified and fixed by OFAT	High Type should be identified and fixed by OFAT	High Level range should be identified and fixed within DoE design space
Chemical stability	Low	Medium Chemical Stability should be identified with compatibility and stability study	Low	Low	Medium Chemical Stability should be identified with compatibility and stability study

Relative risk ranking: Low risk: no further investigation is needed.; Medium risk: further investigation may be needed.; High risk: the further investigation is needed.

Mehtap Saydam & Sevgi Takka (2018) Development and *in vitro* evaluation of pH-independent release matrix tablet of weakly acidic drug valsartan using quality by design tools, Drug Development and Industrial Pharmacy, 44:12, 1905-1917, DOI: 10.1080/03639045.2018.1496450

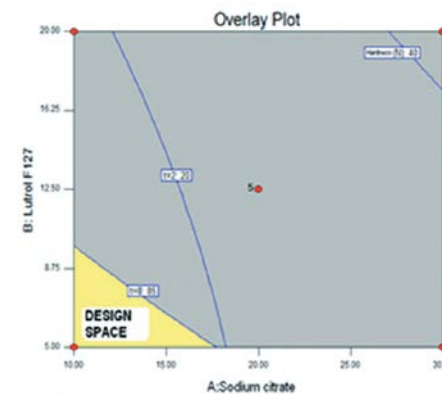


Figure 9. Experimental design space.

# Benefits of 'Quality by Design'

Survey Topics
<ul style="list-style-type: none"> <li>Elements of QbD                             <ul style="list-style-type: none"> <li>Does the company apply elements of QbD?</li> <li>What business units apply QbD, i.e., new/legacy products; R&amp;D/manufacturing?</li> </ul> </li> <li>Drivers for QbD, i.e., regulatory, management, other?</li> <li>Benefits of QbD, including metrics and possible examples, i.e., regulatory flexibility, cost reduction?</li> <li>Additional level of resources and cultural changes to achieve QbD</li> <li>Regulatory flexibility, i.e., experiences from QbD interactions/filings</li> <li>QbD for in-licensed products and third party manufacturers</li> <li>Use of modelling in QbD</li> <li>Regulatory response to modelling</li> <li>PAT tools to support QbD</li> <li>Desired sensor technology</li> <li>Future of QbD in your company (interviewees opinion)</li> </ul>

Table A. Survey Topics.

Companies in the Survey
<ol style="list-style-type: none"> <li>Abbott (USA)</li> <li>AstraZeneca (UK)</li> <li>Bristol Myers Squibb (UK and USA)</li> <li>GSK (USA)</li> <li>Jazz Pharmaceuticals Inc. (USA)</li> <li>Eli Lilly and Company (USA)</li> <li>Merck (USA and Ireland)</li> <li>Pfizer (USA, 2)</li> <li>Centocor Biologics (J&amp;J) (Ireland)</li> <li>Vertex Pharmaceuticals (USA)</li> <li>United Therapeutics Inc (USA)</li> </ol>

Table B. Companies Interviewed that Perform Elements of QbD. Where there are two locations mentioned it indicates that we received a completed questionnaire from each location; from one company we received two completed questionnaires from different groups in the USA (14 questionnaires in total).

QbD Benefits
<b>Company A</b> <b>Benefits from Cost Savings</b> <ul style="list-style-type: none"> <li>Saved more than \$60 million</li> <li>QbD processes have “zero process atypicals” to date</li> <li>Saved API costs in technology transfer</li> <li>Advanced enhanced control strategies with global regulatory ac that provided greater manufacturing flexibility</li> </ul> <b>Benefits in Process Understanding</b> <ul style="list-style-type: none"> <li>Greater process understanding and greater assurance of produc</li> <li>We gained experience following the science- and risk-based fra and advanced our understanding of defining design spaces base principles and mechanistic understanding.</li> <li>Advanced use of enhanced control strategies by integrating PA technology platforms.</li> </ul> <b>Benefits in Work Practices</b> <ul style="list-style-type: none"> <li>Manufacturing is closer to development</li> <li>Improved internal business processes (e.g., technical reviews ar more integrated)</li> <li>API and Formulation Development are much closer as a lot of th work is done jointly</li> <li>Ensuring we have adaptable quality systems to support advanc scientific concepts and enhanced control strategies (e.g., predic modelling and PAT)</li> <li>We highlight that QbD also can be another mechanism to unleas scientific and innovative creativity of our scientists</li> </ul>
<b>Company B</b> <b>Benefits from Cost Savings</b> <ul style="list-style-type: none"> <li>QbD processes have “zero process atypicals; we used to have p with high batch failures in a year”</li> <li>Improved product quality</li> <li>Improved product robustness</li> <li>A stable product with a long shelf life</li> </ul> <b>Benefits in Process Understanding</b> <ul style="list-style-type: none"> <li>Greater process understanding</li> <li>Improved formulation design:                             <ul style="list-style-type: none"> <li>Simplifying the number of unit operations.</li> <li>In development, we have taken on more complex formulations and made them work (e.g., one development provided a stable product with a long shelf life, whereas initially this was not the case). This was achieved by thorough investigation and understanding of the processes involved.</li> </ul> </li> </ul>

Table F. Benefits of QbD – Companies A&B.

QbD Benefits
<b>Improved Process and Product Knowledge and Understanding</b> <ul style="list-style-type: none"> <li>It has meant clearer understanding of what matters, improved understanding of the specifications, we are proposing more meaningful specifications</li> <li>Advanced our understanding of defining design spaces based on first principles and mechanistic understanding</li> <li>Helping manufacturing sites understand the potential impact of some changes they might want to make</li> <li>Achieved in some cases full mechanistic understanding which we didn't have in the past</li> </ul> <b>Improvement in Product Quality and Product Robustness/Reproducibility</b> <ul style="list-style-type: none"> <li>Corresponding improvement in product quality has been clearly demonstrated</li> <li>Improved product robustness</li> <li>Gain idea has been in robustness (e.g. avoid bio-equivalence failures)</li> <li>Improved product reproducibility</li> </ul> <b>Improved Control Strategy</b> <ul style="list-style-type: none"> <li>Better process control with on line techniques demonstrated and established. Have gone through the challenge of validating on-line sensors</li> <li>Advanced use of enhanced control strategies by integrating PAT in our technology platforms</li> <li>Advanced enhanced control strategies with global regulatory acceptance that provided greater manufacturing flexibility</li> <li>Ensuring we have adaptable quality systems to support advanced scientific concepts and enhanced control strategies (e.g., predictive modelling and PAT)</li> <li>Control strategy is more holistic than just specifications on drug substance and drug product, the control strategies have become more explicit, are more integrated across the entire process, and are focused on patient impact (CDAs)</li> </ul> <b>Fast and Reliable to Market</b> <ul style="list-style-type: none"> <li>QbD is viewed as a means of reliably getting products to the market</li> <li>The specific site business that they have a head start on the other sites and competitors having been through the QbD tech transfer process before</li> </ul> <b>Increased Process Capability/Process Robustness; Reduced Atypicals</b> <ul style="list-style-type: none"> <li>Cpl has increased significantly, we have demonstrated increase process capability by comparison of Cpk values for legacy products versus QbD products</li> <li>In the manufacturing process, we used to have high batch failures in a year, and now we have zero</li> <li>Processes are more robust</li> <li>Each batch has been reduced significantly</li> <li>Certainly, we are improved process robustness and the potential for improved manufacturing efficiency worldwide</li> <li>Improve process robustness, reduced variability</li> <li>Amount of rejected batches is below industry norms</li> <li>Reduced number of deviations per batch for QbD products</li> <li>Increased process knowledge and efficiency/robustness</li> <li>Implications of process robustness leading to process validation</li> <li>QbD processes have zero process atypicals to date</li> </ul> <b>Reduce Impact of Raw Material Variability</b> <ul style="list-style-type: none"> <li>Variability in raw materials has been detected and impact reduced using QbD principles</li> <li>Each batch due to raw materials have been reduced significantly</li> <li>Broadened the acceptable range of raw materials and developed knowledge of sensitive areas which are then highlighted</li> <li>Better understanding of material quality requirements</li> </ul> <b>Improved Product Stability</b> <ul style="list-style-type: none"> <li>A stable product with a long shelf life</li> <li>Greater shelf life stability achieved</li> </ul> <b>Improved Scale Up Efficiency/Speed</b> <ul style="list-style-type: none"> <li>Applied a leading PAT tool that improved scale up understanding and efficiency</li> <li>Improved scale up speed (due to science based approach)</li> </ul> <b>Standardize Way of Working</b> <ul style="list-style-type: none"> <li>Streamlining the process</li> <li>Standardizing the platform for bringing new products on stream</li> </ul>
<b>Improved Development Capability, Speed, and Formulation Design</b> <ul style="list-style-type: none"> <li>Better development processes has been our main gain</li> <li>More structured and using science to improve product and process understanding</li> </ul> <b>Capability of Development has Improved</b> <ul style="list-style-type: none"> <li>There has been a step change in the capability of the development organizations</li> </ul> <b>Speedy development</b> <ul style="list-style-type: none"> <li>Develop a formulation in six weeks rather than six months using knowledge base</li> <li>Reduced experimentation time</li> </ul> <b>Improved development efficiency</b> <ul style="list-style-type: none"> <li>Drug Product Development has data (metrics) that demonstrated improved development efficiency</li> </ul> <b>Fast tech transfer to manufacturing</b> <ul style="list-style-type: none"> <li>Our overall goal double the number of products introduced in half the time taken</li> </ul> <b>Improved formulation design</b> <ul style="list-style-type: none"> <li>Simplifying the number of unit operations</li> <li>Converting a cold chain product into a room temperature product in development, we have taken on more complex formulations and made them work, e.g., one development provided a stable product with a long shelf life, whereas initially this was not the case. This was achieved by thorough investigation and understanding of degradation processes</li> </ul> <b>Cost Reduction Benefits</b> <ul style="list-style-type: none"> <li>Saved more than \$50 million</li> <li>Looser and more agile supply chain; reduced stocks</li> <li>Main benefit is having a more and more agile supply chain, reduced cost of supply, drug product has gone via shorter supply chains and we measure that</li> <li>RTTI has given benefits on improved supply chain</li> <li>Significant stock improvements involving tens of millions of dollars</li> <li>Saved API costs in technology transfer</li> <li>Savings due to reduced number of investigations                             <ul style="list-style-type: none"> <li>Improved process robustness improves indirect product costs (investigation time, rework, etc.)</li> </ul> </li> <li>Reduced development cost</li> <li>Reduction in lab expenses for each batch, as a result of RTTI                             <ul style="list-style-type: none"> <li>RTTI has had a positive impact on direct product costs due to the reduction in lab expenses for each batch</li> </ul> </li> </ul> <b>Yield Increases</b> <ul style="list-style-type: none"> <li>We are now measurably producing more product.</li> </ul> <b>Engaging Science in Profitable Ways</b> <ul style="list-style-type: none"> <li>We gained experience following the science- and risk-based framework and advanced our understanding of defining design space based first principles and mechanistic understanding</li> <li>Has provided an awareness of application of PAT methods. (Before QbD, it was somewhat weak). Use of PAT has provided enhanced understanding of the process. (See detailed section on PAT later)</li> <li>Due to PAT, testing moved upstream and RTTI enabled. (See effect on cost reduction.)</li> </ul> <b>Improvement in Collaboration between Business Units and Enhanced Work Practices</b> <ul style="list-style-type: none"> <li>Two way feedback between R&amp;D formulation and manufacturing/commercial: watch exchange/focus on the key parameters to deliver a robust product to manufacture</li> <li>Closer cooperation between development and commercial operations</li> <li>Improved relationships and links</li> <li>Manufacturing is closer to development</li> <li>API and Formulation development are much closer as a lot of the QbD work is done jointly</li> <li>Internal business processes (e.g., technical reviews) are much more integrated</li> <li>Better understanding of the process and control strategies for an individual project has led to a greater shared knowledge resulting in a more consistent approach across functions and projects</li> <li>QbD development, e.g., bringing in new skills such as modelling, chemometrics</li> <li>We highlight that QbD also can be another mechanism to unleash the scientific and innovative creativity of our scientists</li> </ul>

Table G. Benefits of QbD – All Companies. The table includes answers from A&B to provide a complete picture of the benefits mentioned. Comments under each benefit are verbatim comments from companies.

Kourti T. Davis B. The Business Benefit of Quality by Design (QbD). Pharm Eng Off Magazine of ISPE. 2012;32(4):1-10.

# Making Use of Attributes

## Target Product Profile Awakenol® for the Treatment of Sleeping in 410.651.82 Lectures

ATTRIBUTE	Gold Standard Dontsnuzenol®	Low Case	High Case
<b>Dosing and Formulation</b>			
• Frequency	BID	BID	QD
• Food Effect	Food effect - ↑ Cmax	No Food Effect	No Food Effect
• Capsule size	Size 1 capsule	Size 0 capsule	Size 2 capsule
• Formulation	Dry fill	Dry fill	Bead with IP advantage
<b>Population</b>			
	Adult, Children age 12-16	Adult, Children age 12-16	Adult, Children Age 12-16
<b>Efficacy</b>			
• % Responders <sup>1</sup>	53	53	60
• Mean change in GPA	+ 0.04	+0.15	+0.25
<b>Safety</b>			
• Warnings and Precautions	Black box warning for head spinning and hyperchloremia	Black box warning for head spinning and hyperchloremia	Warning for head spinning or hyperchloremia
<b>Tolerability</b>			
• Common (>5%) adverse events	<ul style="list-style-type: none"> <li>10% Nausea</li> <li>07% Apathy</li> <li>05% Confusion</li> </ul>	<ul style="list-style-type: none"> <li>10% Nausea</li> <li>07% Apathy</li> <li>05% Confusion</li> </ul>	<ul style="list-style-type: none"> <li>1-2% less in key AEs</li> <li>Clinically significant reduction in key AEs</li> <li>Reduction in AEs with Superior efficacy</li> </ul>
<b>Indications</b>	Falling Asleep in 410.651.82	Falling Asleep in 410.651.82	+ Falling asleep in other JHU courses

The low case may be the same or reasonably lower than the GS if there are other attributes in favor of your drug

You may not want any of a particular GS attribute, even in the low case

It is not uncommon to incorporate intellectual property positions in the TPP

Differences in numerical results are tricky to assign; be reasonable; What is clinically significant?

Same point as efficacy; This is my common tolerability strategy

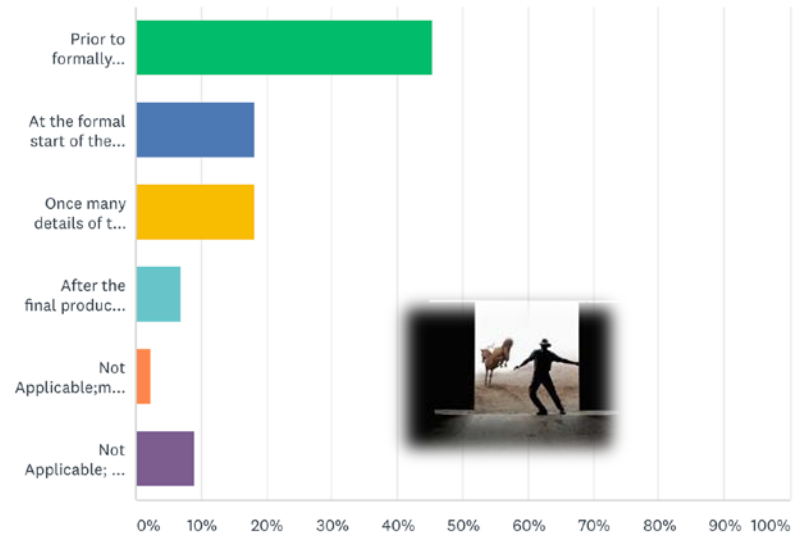
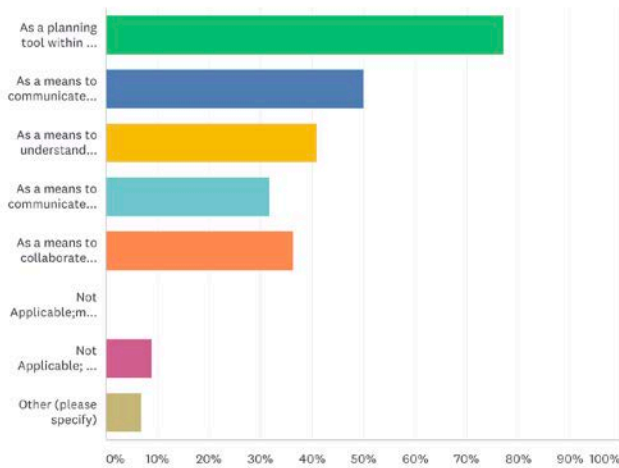
<sup>1</sup> % patients with a score of at least 85 on the Rockville Sleep Scale (RSS)



# Actual TPP Use Patterns

When I use TPPs, I start the process (select your most typical occasion)

I use Target Product Profiles in the following ways (check all that apply):



ANSWER CHOICES	RESPONSES
As a planning tool within the project team for product development	77.27% 34
As a means to communicate product attributes to senior management	50.00% 22
As a means to understand projects proposed by those I supervise	40.91% 18
As a means to communicate with regulatory agencies about product attributes	31.82% 14
As a means to collaborate with other organizations in projects where we have a common goal	36.36% 16
Not Applicable;my company doesn't use target product profiles	0.00% 0
Not Applicable; I do not know what a target product profile is	9.09% 4
Other (please specify)	Responses 6.82% 3

# Regulatory TPPs: Under- and Misused!

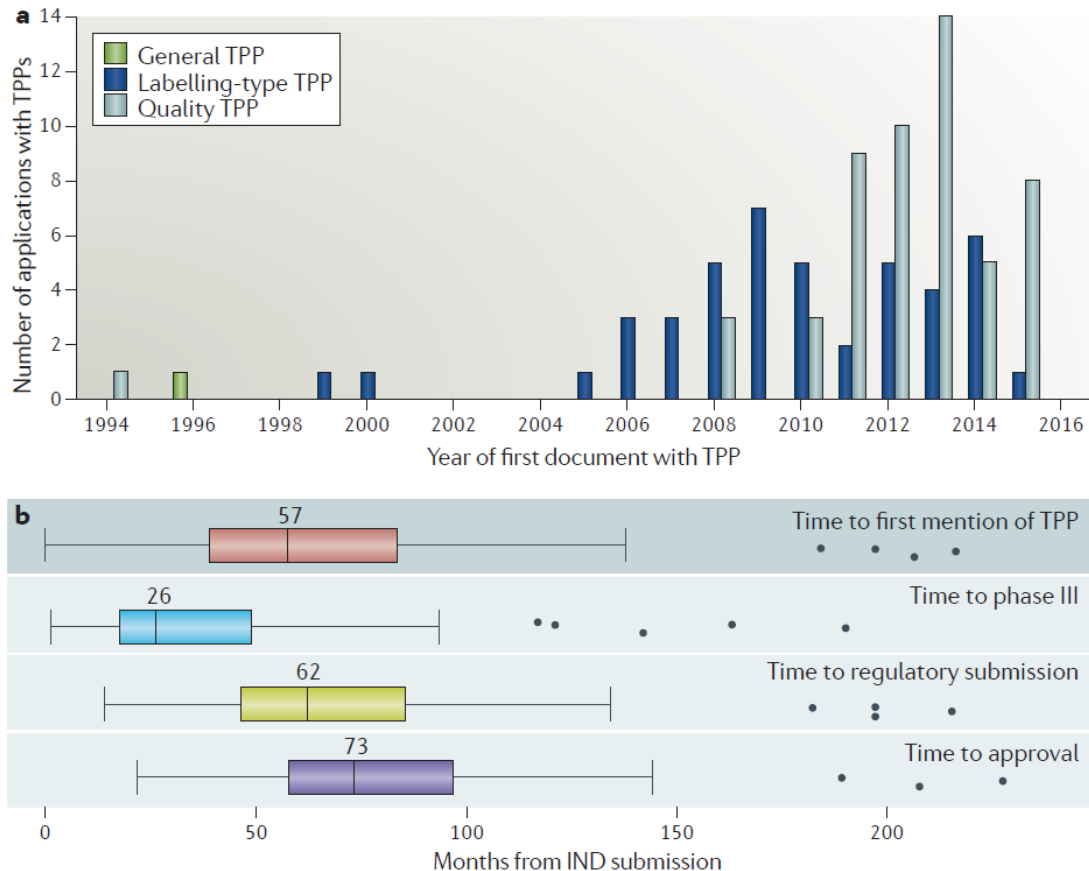
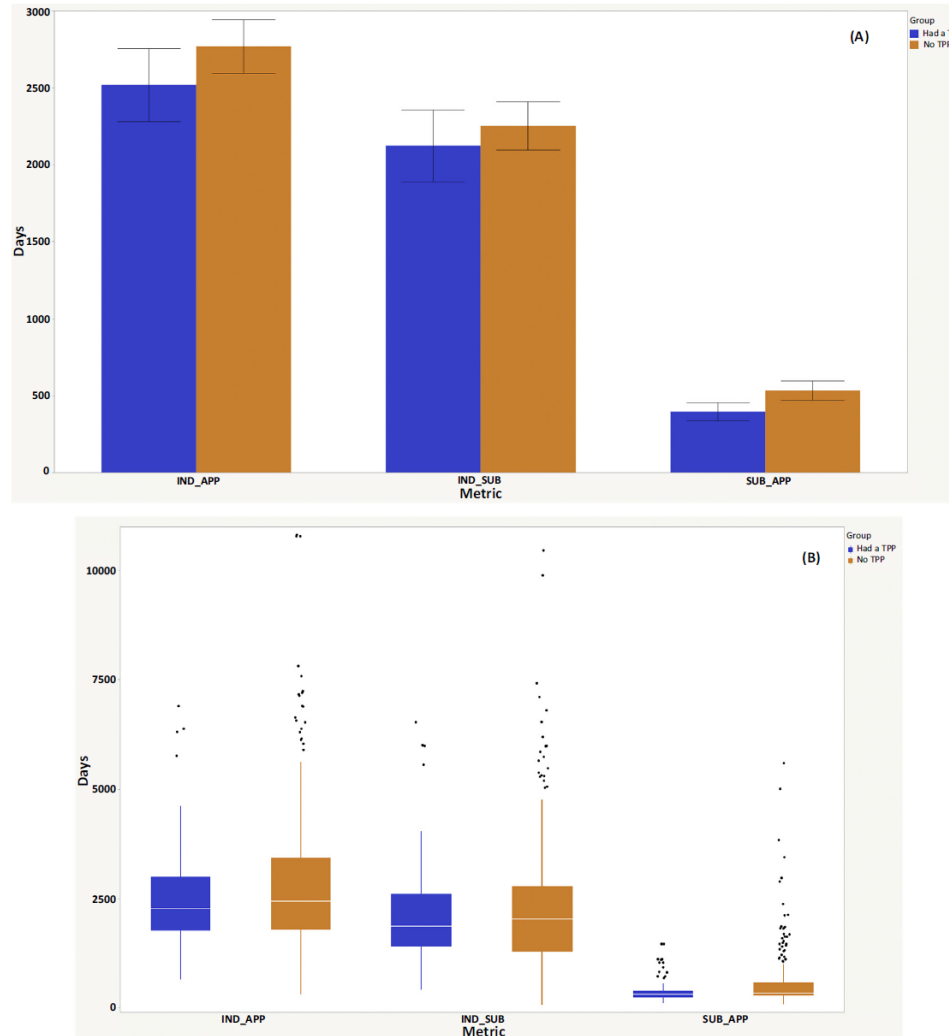


Figure 1 | **Use and impact of target product profiles.** **a** | Numbers of target product profiles (TPPs) per year found in regulatory documentation from the summary basis of approvals documents of drugs and biologics approved by the US FDA. **b** | Plots of median time following submission of an investigational new drug (IND) application until the first appearance of a TPP in regulatory documentation, compared with time to the first phase III study, time to submission of a new drug application (NDA) or biologics licence application (BLA), and time to approval. Boxes indicate the 25th to 75th quantile, whiskers indicate  $\pm 1.5 \times$  the interquartile range and dots are outliers.

**NATURE REVIEWS** DRUG DISCOVERY  
 Published 27 February 2017  
 Regulatory watch  
 The target product profile as a tool for regulatory communication: advantageous but underused  
 Alistair Tyrrell, Wendy Yu & Christopher S. Grinde  
 Nature Reviews Drug Discovery 16, 124 (2017) | Download Citation

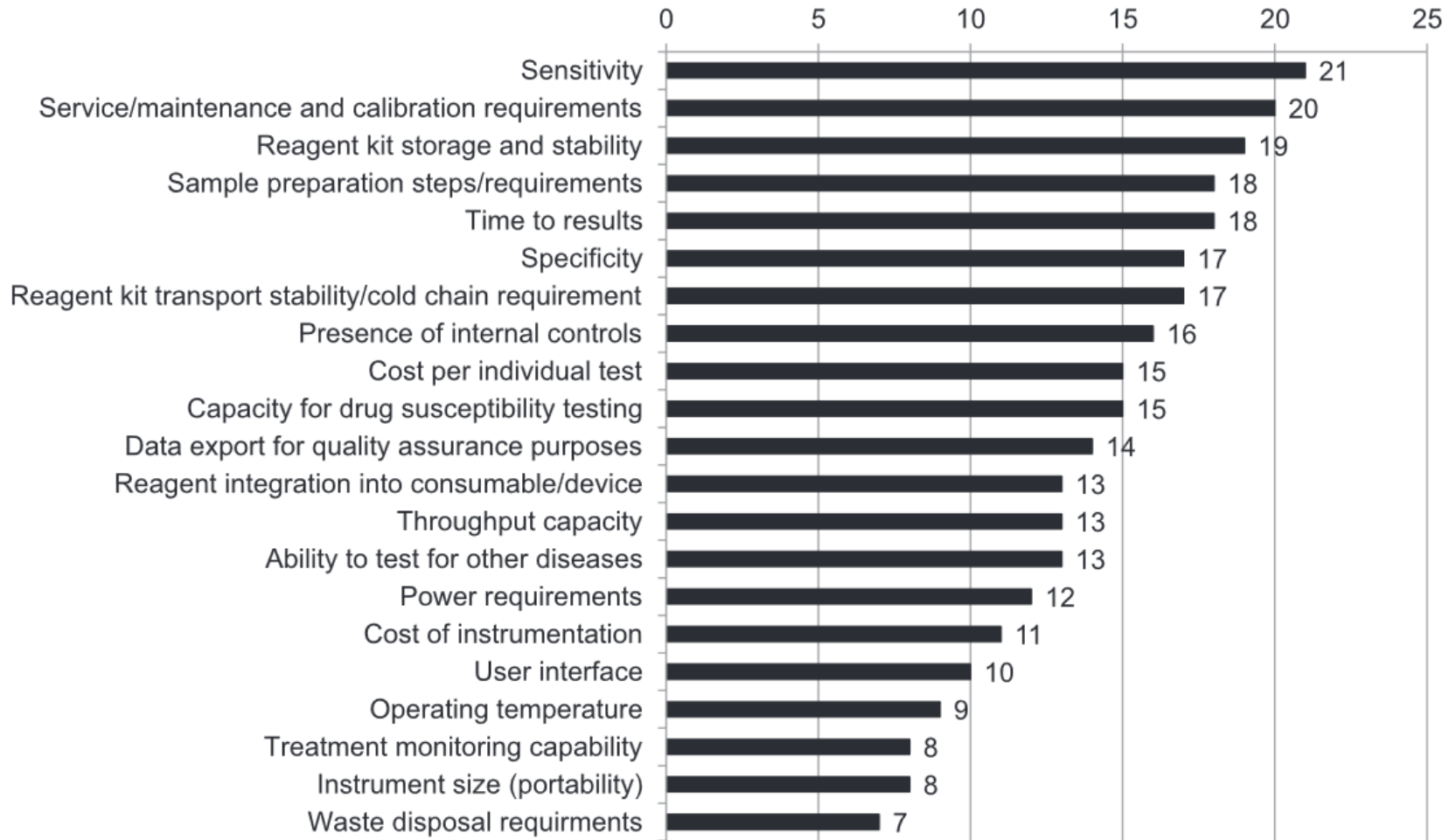
# Benefits of 'Development by Design'



Trends in Biotechnology

Figure 2. Comparisons of Submission and Approval Metrics for New Drug and Biologic License Applications Based on Whether They Utilized Target Product Profiles. (A) Mean submission and approval metrics (error bars are 95% confidence intervals). (B) Box-and-whisker plots comparing approval metrics. The box-and-whisker plots display the median (line in box), the range of data from the 25th to the 75th quantile (box), and  $\pm 1.5 \times$  interquartile range (whiskers). Dots represent outliers beyond  $1.5 \times$  interquartile range. IND\_APP, (B) time from Investigational New Drug (IND) application submission to approval; IND\_SUB, time from IND to first marketing application submission; SUB\_APP, time from first marketing application submission to approval.

# Making Use of Attributes



Diagnostic test attributes ranked by survey respondents in order of importance.

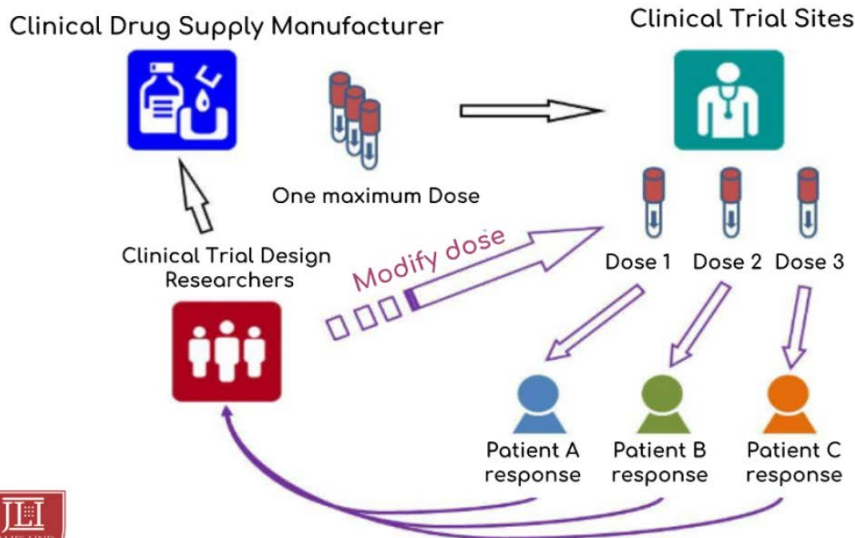
INT J TUBERC LUNG DIS 22(4):425-428  
 © 2018 The Union  
<http://dx.doi.org/10.5588/ijtld.17.0312>

Which attributes within target product profiles for tuberculosis diagnostics are the most important to focus on?

T. Adepoiyibi,\* L. Lillis,\* H. Greb,\* D. Boyle\*

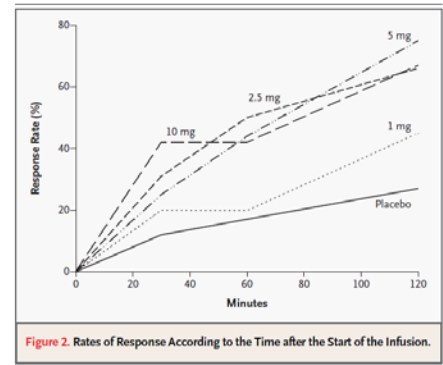
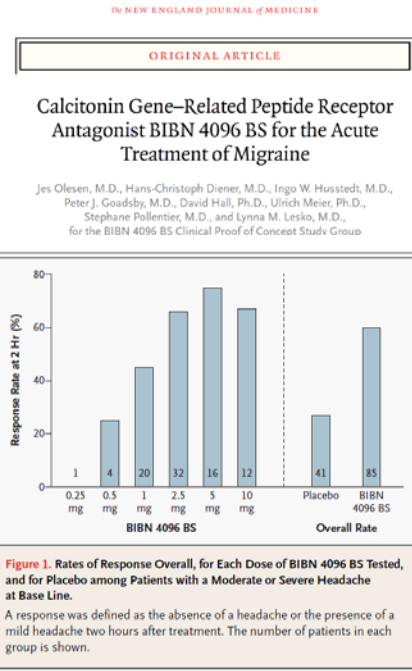
\*PATH, Seattle, Washington, USA; †Burnet Institute, Melbourne, Victoria, Australia

# The Present and Future of Optimizing Drug Development

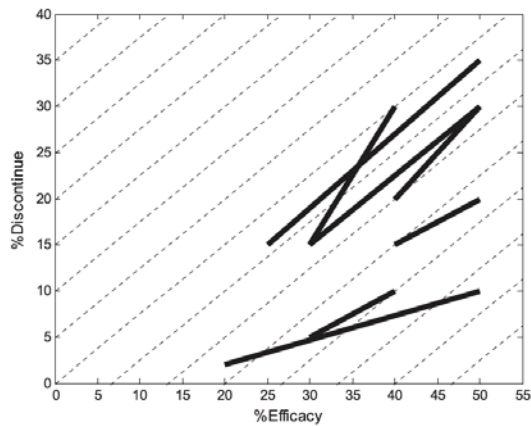


<https://www.jliedu.com/blog/>

...next generation, utility functions containing BOTH efficacy and safety?



# Optimizations are Possible in Development



**Figure 2.** Trade-off between the efficacy and discontinuation combinations as elicited from the clinical team (each solid line represents a pair). The efficacy and tolerability tradeoff was determined by taking the average of ratio of change in discontinuation (tolerability) and change in efficacy across scenarios. This resulted in 0.7595 so we decided on 0.75 (4 points efficacy=3 points discontinuation).



RESEARCH ARTICLE  
**Optimizing Trial Designs for Targeted Therapies**

Thomas Ondra<sup>1\*</sup>, Sebastian Jobjónsson<sup>2\*</sup>, Robert A. Beckman<sup>3,4</sup>, Carl-Fredrik Burman<sup>5,6</sup>, Franz König<sup>7</sup>, Nigel Stallard<sup>8</sup>, Martin Posch<sup>1\*</sup>

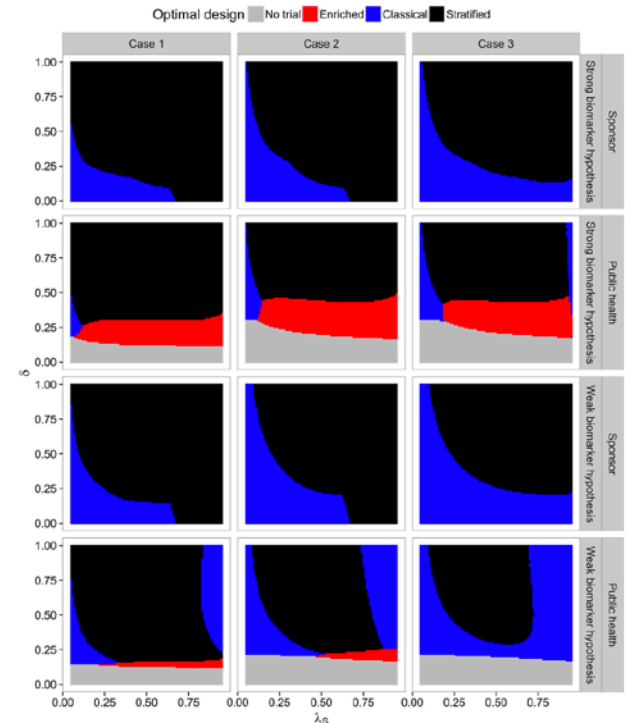
Research Article

Received 12 December 2014, Accepted 26 July 2015, Published online 9 August 2015 in Wiley Online Library (wileyonlinelibrary.com) DOI: 10.1002/sim.6624



**Utility-based optimization of phase II/III programs**

Marietta Kirchner,<sup>a†</sup> Meinhard Kieser,<sup>b</sup> Heiko Götte<sup>b</sup> and Armin Schuler<sup>b</sup>



**Fig 4.** Optimal designs for different combinations of the prevalence  $\lambda_S \in [0.05, 0.95]$  and effect size parameter  $\delta \in [0, 1]$ . Optimized designs for the sponsor and the public health authority are shown for both the weak and the strong biomarker prior (as defined in Table 1) under the three different cost structures defined by Cases 1, 2 and 3. The colour in a specific point indicates the type of the optimal design. Grey area correspond to regions where all optimized designs have negative utilities, implying that the optimal choice is to perform no trial. doi:10.1371/journal.pone.0163726.g004

# Why Johnny Can't 'Adapt'

Biotech

Gottlieb criticizes sponsors' 'continued reluctance' to rethink clinical trials

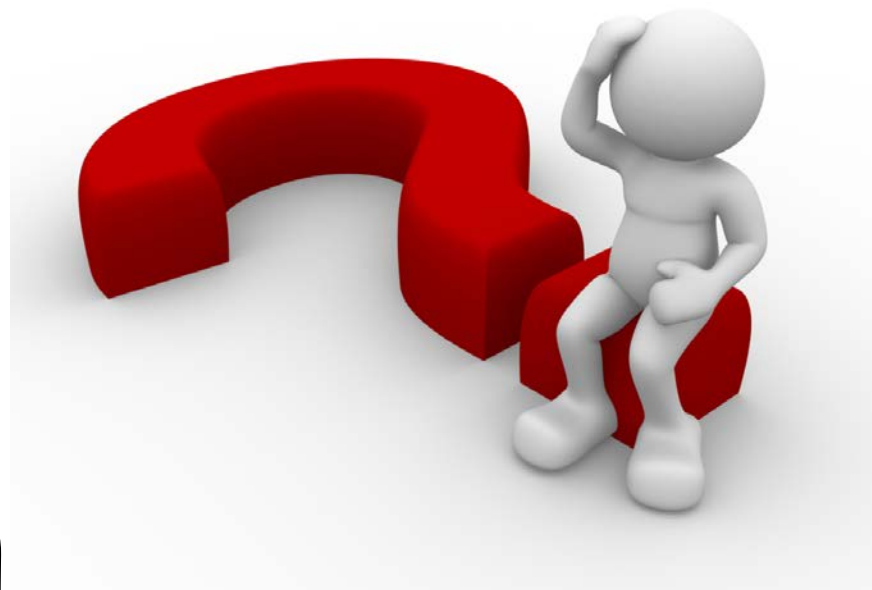
by Nick Paul Taylor | Mar 15, 2019 8:44am



Text from recent publication on optimizing trial design

$$\begin{aligned}
 E[c(n_2, \kappa)] &= (c_{02} + c_2 \cdot n_2 / \pi_2) + \left( c_{03} \cdot \int \int_{-\infty}^{\infty} 1_{\hat{\theta}_2 \geq \kappa} \cdot f(\hat{\theta}_2 | \theta) \cdot f(\theta) d\hat{\theta}_2 d\theta + c_3 / \pi_3 \cdot \right. \\
 &\quad \left. \int \int_{-\infty}^{\infty} n_3 \cdot 1_{\hat{\theta}_2 \geq \kappa} \cdot f(\hat{\theta}_2 | \theta) \cdot f(\theta) d\hat{\theta}_2 d\theta \right) \\
 &= (c_{02} + c_2 \cdot n_2 / \pi_2) + \left( c_{03} \cdot \int \int_{\kappa}^{\infty} f(\hat{\theta}_2 | \theta) \cdot f(\theta) d\hat{\theta}_2 d\theta + c_3 / \pi_3 \cdot \right. \\
 &\quad \left. \int \int_{\kappa}^{\infty} n_3 \cdot f(\hat{\theta}_2 | \theta) \cdot f(\theta) d\hat{\theta}_2 d\theta \right)
 \end{aligned}$$

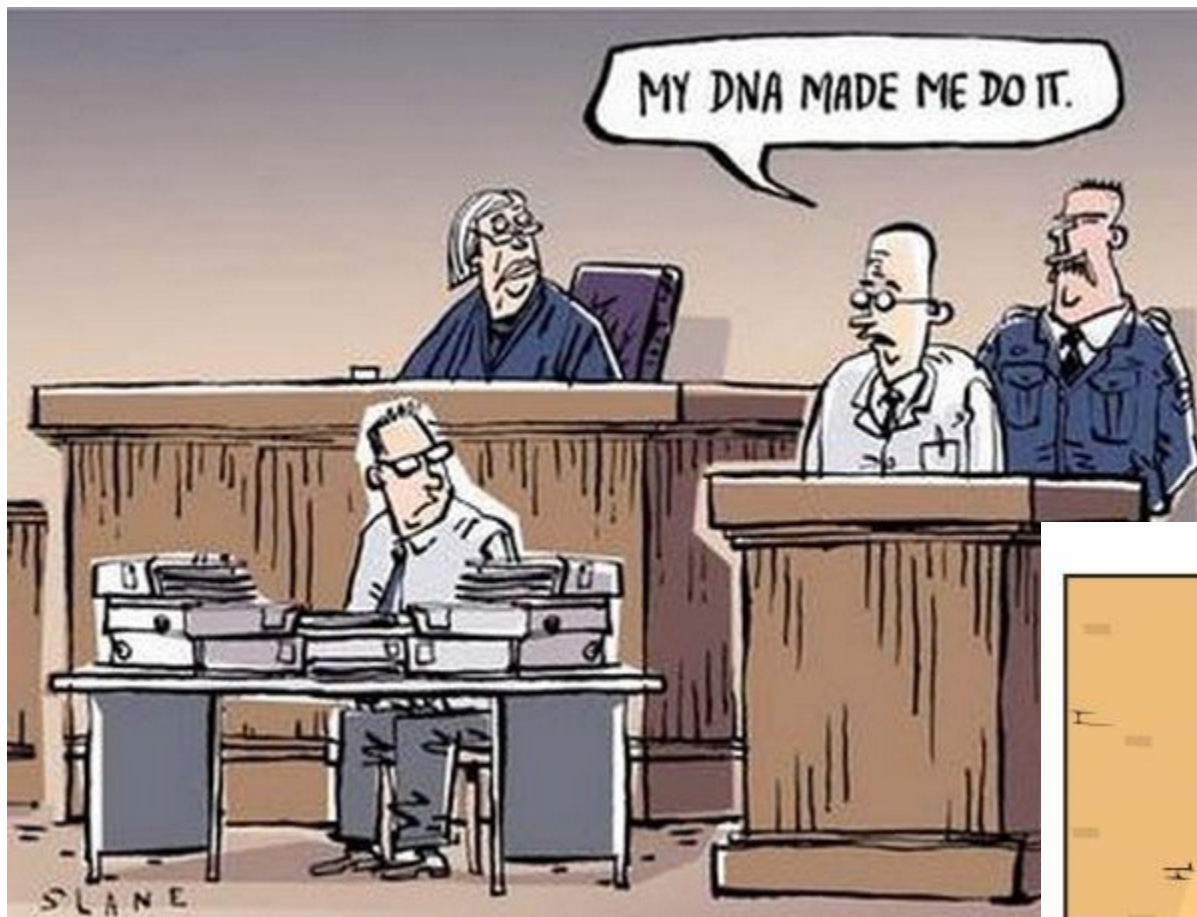
$$\begin{aligned}
 E[g(n_2, \kappa)] &= \sum_{j=1}^3 b_j \cdot \int \int_{-\infty}^{\infty} \int_{-\infty}^{\infty} 1_{T_3 \in I_j} \cdot f(t_3 | \theta, \hat{\theta}_2) \cdot f(\hat{\theta}_2 | \theta) \cdot f(\theta) d\hat{\theta}_2 dt_3 d\theta \\
 &= \sum_{j=1}^3 b_j \cdot \int \int_{I_j} \int_{\kappa}^{\infty} f(t_3 | \theta, \hat{\theta}_2) \cdot f(\hat{\theta}_2 | \theta) \cdot f(\theta) d\hat{\theta}_2 dt_3 d\theta.
 \end{aligned}$$



# HOW & WHEN TO USE YOUR PLANS



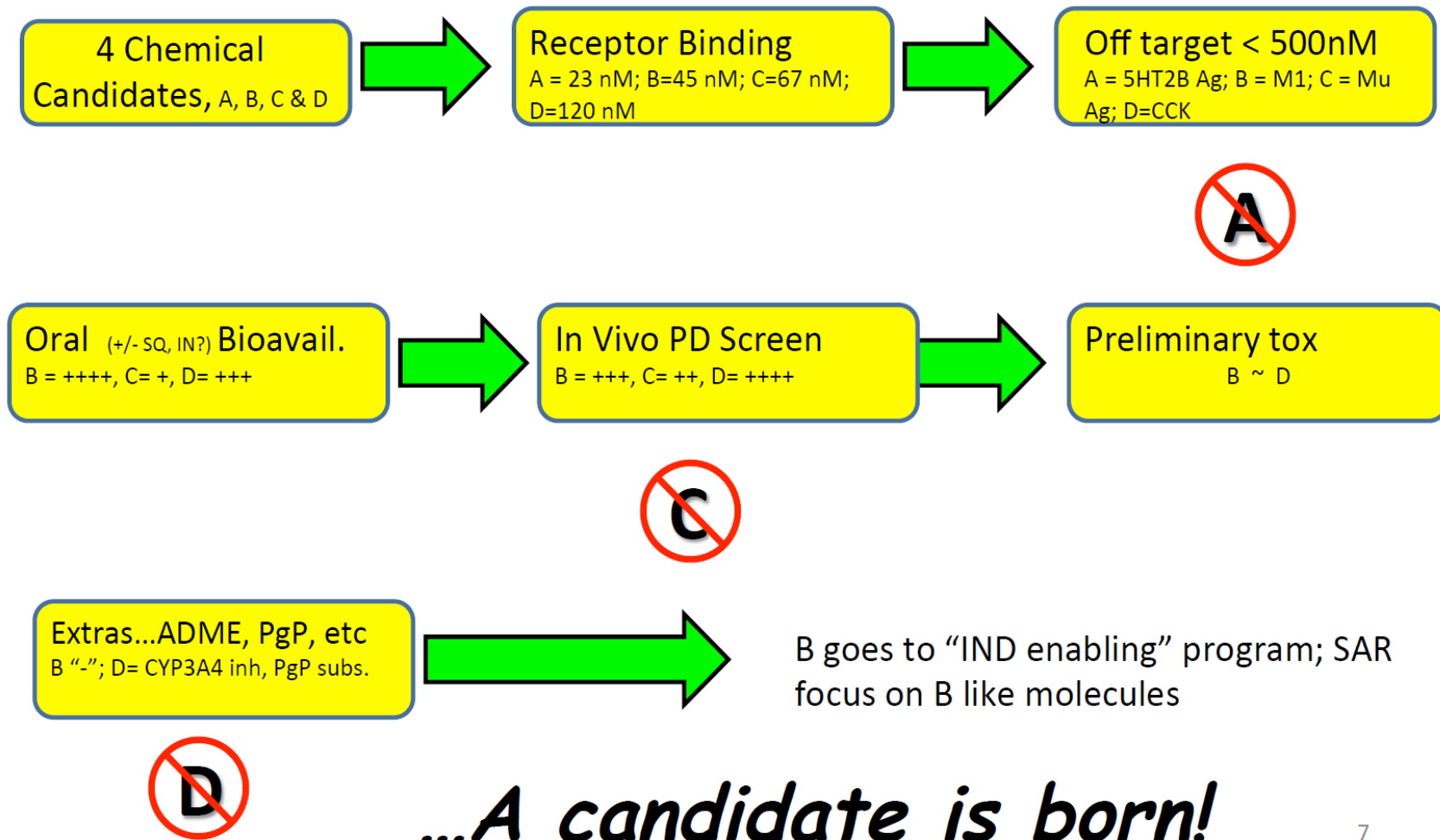
Once a drug is synthesized\*, its fate is sealed!



\* + formulated

In one brief moment his fate was sealed

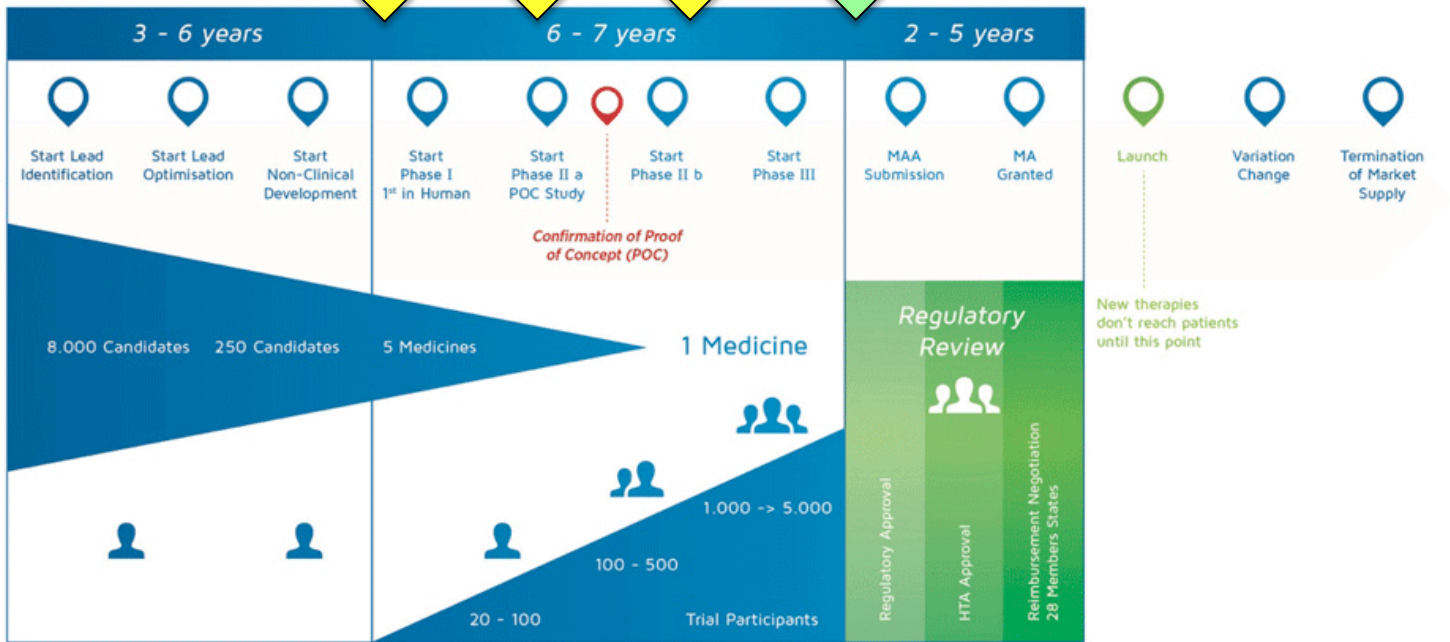
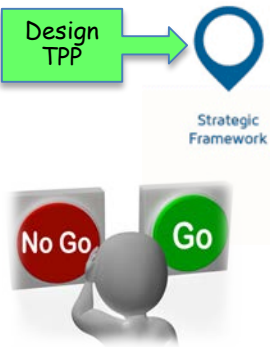
# Lead Development Candidate Screening



# Opportunities to Evaluate Value

Overview of Decision Points and Development Steps in Medicines

Nonclinical Go/NoGo    Phase I Go/NoGo    Phase II Go/NoGo    Phase 3 / Reg Go/NoGo



# Summary and Conclusions

- Proactive incorporation of optimized development features is the current standard in Quality aspects of drug development;
  - trial and program design will benefit from this methodology
- Planning and testing for trial and program design should begin before the candidate is nominated;
- Sponsors, CROs, and Regulators need to familiarize with the ‘language of planning’ and recognize the needs of other stakeholders

