

Increasing the Impact of the Information and CI Professional *Ways to Build Successful Partnerships*

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Trouble shooting your information services

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Why focus on partnerships

- Continued focus on development and growth as well as demonstrating value to the organisation
 - Are we still dealing with this problem in the same way as we have addressed other problems before?
- Collaborative technologies and KM techniques are being used
 - What about the more formal ways for collaborative working?
- Information professionals work closely with many internal and external groups
 - Can some relationships be developed into partnerships?

Associations

- **Partnership:** pool money, skills and resources to share profit/rewards or loss/risks (give and get)
- **Alliance:** Coming together of two or more firms to create a unique organizational entity (eg a JV) in which each firm retains its individual identity and internal control.
- **Collaboration:** Cooperative arrangement in which two or more parties work jointly towards a common goal.

Types of partnerships in our areas

EXTERNAL

- Contracting out: MI enquiries
- Contracting in: consultants, trainers
- Suppliers of content – publishers, e-content, J management
- Specialist software/hardware – bespoke developments, desktop engineering, IT support
- Expertise in a ‘different’ area

McLaren and GSK

GSK is looking outside its sector for inspiration and a fresh perspective on how they can achieve their strategic goals

- High tech research and innovation
- GSK Nutritionals aims to develop and improve the planning process, data modelling tools, real-time monitoring, scenario planning and forecasting
- To make better and more informed business choices while remaining agile and adaptable
- MacLaren GSK Centre for Applied Performance

Lilly and Open Innovation Drug Discovery

- Focuses on the interface between industry and academia
- Target drug discovery and phenotypic drug discovery
- Test molecules are submitted from universities, institutes etc
- Lilly will make molecules available without charge to investigators
- Data and IP rights will be retained by the submitting investigator
- Lilly will retain first rights to negotiate access to molecule or to partner with investigator

INTERNAL

- Scientific/Medical colleagues to work with on a project eg help provide value added opinion to our information products
- Scientific/Medical colleagues to produce/approve copy/manuscripts etc
- IT
- Other information departments – Bioinformatics, Library, Medical Information, R&D Information
- Information cousins: Knowledge Managers, Competitive Intelligence, Intranet content managers, records managers etc etc
- Others: e-learning, communications, PR
- Corporate or affiliate colleagues

Why form partnerships? Benefits

1. Respond and adapt more quickly to change and seize opportunities before they disappear
2. Provide additional or temporary resources/expertise where they are lacking in-house
3. Gain access to new/combined expertise or competence
4. Solve more and more complex problems
5. Ability to work more closely together to understand the work and to focus/target information

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6. Reduce overheads
7. Access to facilities and technology
8. Stay focused on core competencies
9. Reduce risk
10. Bring different (eg creative vs business) minds together

Successful partnerships

Creative and Business minds

- Fashion industry - continuous innovation
 - Creative Director and Brand Manager
- HP
 - Bill Hewlett, engineer and David Packard, business manager
- Apple
 - Steve Jobs and Tim Cook
- Starbucks
 - Howard Schultz, coffeehouse format and Orin Smith, rapid growth of the chain

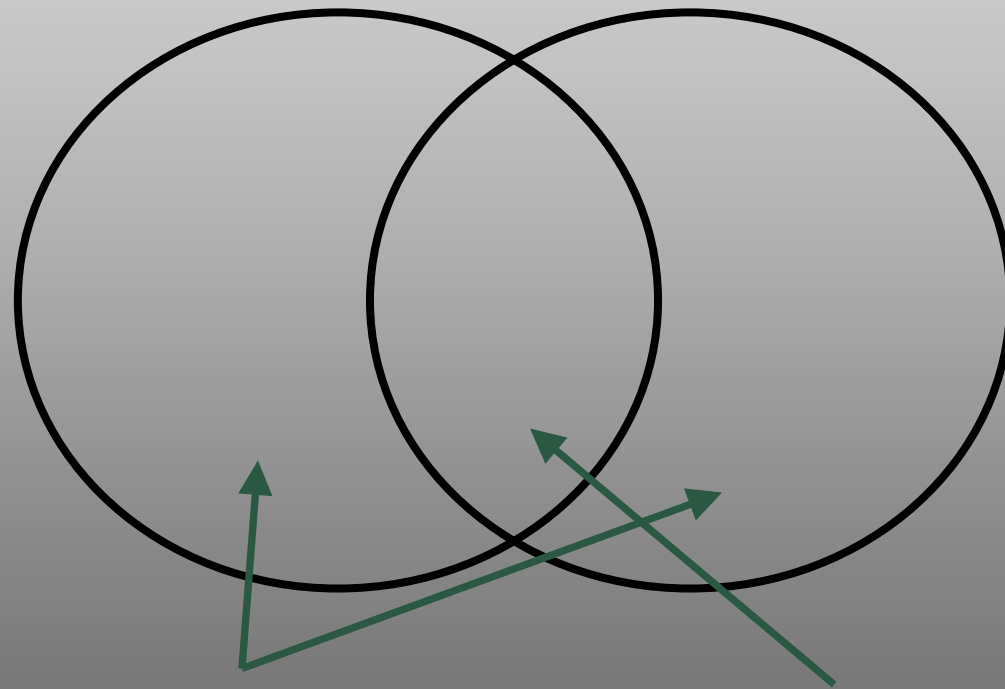
Risks

1. Expertise is lost
2. Different cultures
3. Different expectations
4. Cost
5. Resources expended in developing and managing the partnership
6. Creating a potential competitor

Partner attributes

1. Common interest and shared aims
2. Shared expectation of outcomes
3. Complementary expertise
4. Common understanding of each other and common language
5. Commitment to work together
6. Trust
7. Aim for a resulting win win situation

Skills and competencies



Unique features?

Common features?

Skills

Credible – have the expertise

Predictable – they know what to expect

Reliable – you will do what they want you to do

Trustworthy – you will deliver on time, with
expected quality

Likeable

Persuading skills

Presentable - Speak fluently, look the part

*What will you look for in others
and*

How will you look to others

10 partnering mistakes

1. Not thinking through your plan before you start - Don't lose sight of your goals and core values
2. Cutting yourself too good a deal where your partner is taken advantage of – it's a long term relationship not a transaction
3. Lack of an exit strategy – plan ahead. Long term interests may change
4. Failure to document the deal – what is expected from each side
5. Negotiating from an ivory tower – Communicate, don't work in isolation

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..... 10 partnering mistakes

6. Misplaced haste, don't take too many shortcuts
7. Ignoring the details – by focusing only on the excitement, the personalities and the big picture. It is a long term partnership and things may change
8. Trapping yourself into awkward positions by making decisions too quickly. Examine full implications
9. Impair your ability to get up and walk away – stay uncommitted until deal closes, keep alternatives open
10. Don't forgo other opportunities – you may not be able to partner two organisations