Knowledge Management in the Pharmaceutical Industry
Enhancing Research, Development and Manufacturing Performance
Elisabeth Goodman and John Riddell

The Pharmaceutical Industry has been undergoing a major transformation since the heady days of 'big pharma' in the 1970s and 80s. Patent expiry, the rise of generics, and the decline of the blockbuster drug have all changed the landscape over the last 10-15 years. It's an environment where products can take 10 years or more to come to market, billions are spent on research and development, jobs are being shed in the western pharma homelands and regulators and the public are more demanding than ever. So what part is Knowledge Management playing and going to play in this vital international industry?

Knowledge Management (KM) has many facets from providing comprehensive knowledge bases for workers, through the sharing of advice and problem solving, to providing an environment for innovation and change. This book, focusing on research and development, and manufacturing-based companies, explores how a range of techniques and approaches have been applied in the unique environment of the Pharmaceutical Industry, and examine how it can help the industry in the 21st century.

Whilst the book is centered on the Pharmaceutical Industry, its objective will be to discuss and demonstrate how Knowledge Management can be applied in a variety of environments, and with a range of cultural issues. KM practitioners, and potential practitioners, both within and outside the Pharmaceutical Industry, will be able to gain valuable guidance and advice from both the examples of good practice and the lessons learned by the authors and contributors.

Contents
Foreword, Jackie Hunter; Preface. Part I Pharmaceutical Knowledge Management: Setting the parameters; Relating people and content; Realising pharmaceutical value. Part II Operational Knowledge Management: Research and development; Manufacturing; Functional and commercial areas. Part III Knowledge Strategy: Supporting and sustaining knowledge management; The future of knowledge management. Appendix: the interviewees; Bibliography; Index.

About the Author
Elisabeth Goodman (BSc Biochemistry, MSc Information Science) has 25+ years experience in Information Management and Business Consulting in Pharmaceutical R&D. She co-led SmithKline Beecham Information Management's organisational Knowledge Management strategy and later joined an internal GSK business consulting team to foster knowledge working within the team and more widely. Elisabeth now runs RiverRhee Consulting, whose primary aim is to enhance team effectiveness.

John Riddell (BSc Chemistry) has 30+ years' experience in pharmaceutical manufacturing. He played a key role in GlaxoSmithKline Manufacturing's Knowledge Management programme, spread across 80 global locations, from inception through to its embedding in operational functions. John was responsible for a wide range of activities including leading the communities of practice programme, managing the expertise location system, and developing knowledge transfer techniques.

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