

# Book Review: Knowledge Management in the Pharmaceutical Industry: Enhancing Research, Development & Manufacturing Performance

Goodman, Elisabeth and Riddell, John  
Gower Publishing 2014.  
978-1-4094-5335-2  
ISBN 978-1-4094-5336-9 (ebook)

Reviewed by John Wickenden, FCLIP  
Retired, ex. Eli Lilly & Co. Ltd

The Pharmaceutical Industry is intensely information and knowledge rich across all of the significant disciplines it embraces so is an ideal sector to demonstrate the value of Knowledge Management (KM). The authors have extensive experience with the UK's biggest pharmaceutical company GlaxoSmithKline (GSK) and its predecessor SmithKline Beecham. As part of their research they interviewed twenty-seven leading pharmaceutical KM practitioners and used their experiences to detail various practical applications of KM. This gives the book real insight into the value of KM across the industry.

The pharmaceutical value chain has gone through radical change in recent years and the book reviews in detail how KM can be applied to catalyse further change and improvements in order to speed up the process of bringing effective new products to market. Each of the pharmaceutical development cycles are reviewed, including Research and Development, Manufacturing, Functional and Commercial areas. These later areas are also relevant to other industries.

The book starts by detailing the different ways of approaching and defining Knowledge Management to bring added value to information in the organisation, so that it moves from being just information to being usable and effective knowledge ('wisdom'). It then goes into the importance of linking people to content, while the following chapters look at its application in different functional areas of the pharmaceutical industry. The final two chapters look at strategy (supporting and sustaining) and the future of KM.

I recommend this well written and easy to read book to everyone interested in Knowledge Management, as it gives numerous practical examples of how to undertake KM in organisations using various techniques, (e.g. Communities of Practice). It will encourage readers to look for opportunities of applying KM in their own organisations.

[Sample Chapter \(Ch.3 'Realising Pharmaceutical Value'\)](#)

### **Additional Reviews**

This book demonstrates the critical importance of knowledge management and data sharing to translate the new vision of drug development into concrete actions. This is a timely endeavor since more than ever therapeutic advances depend on integrative analysis of big data by scientists acquainted to the principles of collective intelligence.

*Michel Goldman, Executive Director, Innovative Medicines Initiative (IMI)*

This isn't just a book describing the theory of knowledge management, but rather an illustration of how it can be applied to the real, challenging world of the pharmaceutical industry. For those attempting to improve ways of working collaboratively in pharma, look here for some practical and pre-tested ideas, even if a formal KM strategy is already in place.

*Alison Zartarian, AstraZeneca*

With little published in this area, this book provides valuable, concrete evidence of the value of Knowledge Management (KM) to Pharma operations. Key KM principles are exemplified by a blend of case material and anecdote - easy to read and tempting to adopt. The content should stimulate readers to seek the KM opportunities in their own organisations - in Pharma and beyond.

*Sandra Ward, Principal Consultant, Beaworthy Consulting*

Goodman and Riddell have extensive experience in supporting pharmaceutical development through information management and bring their expertise to the text. ...the authors not only impart their combined knowledge but also collect and document the experiences of many interviewees with relevant industry backgrounds. ...it does give a clear overview of the theory of knowledge management and provides the reader with the key elements needed to create a culture that supports it. ...detailed and descriptive, with diagrams to aid understanding where necessary. ...Those wanting to implement or improve knowledge management within their own companies can learn from the successes and failures of others through this text. This book will be of most interest to those managing research and development or manufacturing processes. However, the principles discussed could be applied to other areas of the pharmaceutical business.

*The Pharmaceutical Journal, vol. 293, no. 7835 2014*