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**A Blueprint for an Ideal Corporate
Information Center (ICIC)**

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Why a Blueprint for a ICIC?



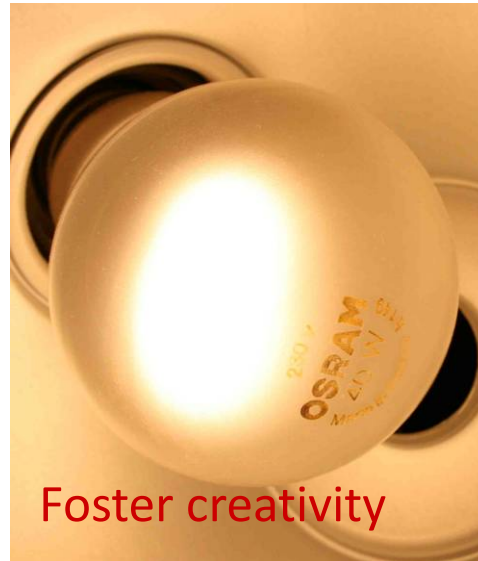
Target Group

- Information Professionals
- Managers
- Senior Management
- Stakeholders

How should an ICIC be built?



Would should an ICIC ideally do?

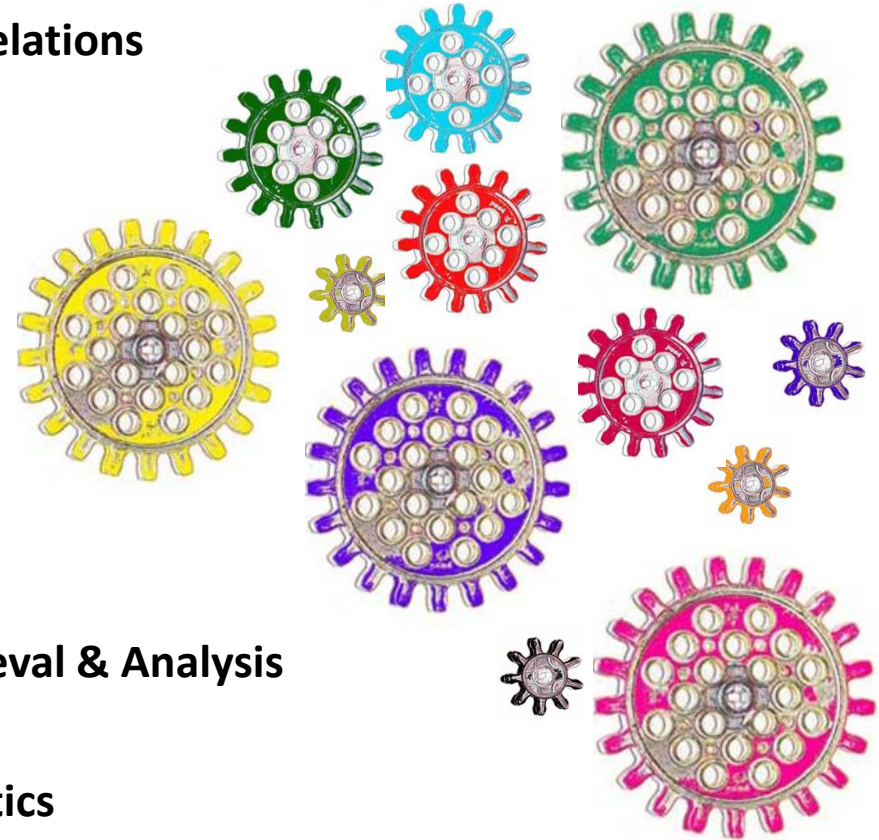


The Machinery for an ICIC?



Components of an ICIC

- 1. Information Acquisition & Vendor Relations**
- 2. Technical Information Management**
- 3. Knowledge Management**
- 4. Information & Library Services**
- 5. Text Analytics**
- 6. Knowledge Discovery**
- 7. Community Management**
- 8. Awareness & Training**
- 9. Information Consulting**
- 10. Expert Searches, Information Retrieval & Analysis**
- 11. News Delivery**
- 12. Information Technology & Informatics**



1. Information Acquisition & Vendor Relations



Need Leverage the corporation's buying power to provide consistent information quality at equitable prices and to ensure effective processes and compliance

>< has interaction with other components

Description

- procurement and licensing of externally published information resources with procurement including information audits
- identification and prioritization of user needs ><
- content and vendor evaluations ><
- access management ><
- ongoing contract and strategic vendor relationship management, including the development of partnerships ><

2. Technical Information Management



Need The company's ability to manage and use information effectively is a key factor in determining how well a company can deal with complexity.

Description

- provide a framework for IM, both in a technical approach (together with colleagues from IT ><) and by defining processes and workflows for data and information handling
- provide corporate-wide definitions and values, taxonomies and/or ontologies ><
- responsible for designing information management systems (conceptual design of full-text linking services, document delivery systems, e-resources systems, rights management systems, role-based personalization of services) ><



3. Knowledge Management

Need The success of a pharmaceutical company is based on knowledge, on druggable targets, on how to develop and optimize a compound for first clinical trials, on how to conduct the clinical development until submission.

Description

- Defined as a **concept**, rather a function, that involves the putting together of disparate sources of knowledge ><
- Establish the total knowledge bank of the organization, including tacit knowledge
- Foster knowledge sharing and exchange ><



4. Information & Library Services

Need The function ensures that the company benefits most from more cost effective subscription deals with the publishers to access literature. This function also ensures that legitimate copies of the material are used.

Description

- Enabling access, via link resolution technology, to subscribed e-resources and to document delivery services for any articles or reports or chapters not owned or licensed ><
- Act as the front line on copyright compliance ><
- Collect feedback from clients and analysis of usage statistics for renewal process ><



5. Text Analytics

Need Information overload. Text Analytics provides tools that allow knowledge discovery in (unstructured) licensed text.

Description

- The function needs to be a framework for text analytics
- This includes software (commercial and/or open source tools) as well as the infrastructure (hardware for running the software, the queries and the storage of the information that is indexed and annotated for analyses)
- Mining the textual content of the web in addition to proprietary and licensed resources ><
- Helps solving scientific questions ><



6. Knowledge Discovery

Need Exponential growth of structured (and unstructured) **database** information, knowledge inside data silos must be made available

Description

- Provides a framework for data mining, including preparation of data as well as analysis of mining results ><
- Delivers tools that optimize database access, i.e. searching, browsing, organizing, and reporting scientific information ><
- Provides visualization tools ><
- Coordinates any alliances and external cooperations, especially in a pre-competitive environment ><



7. Community Management

Need Vital importance that ICIC shows its value, by marketing the function and focusing on the benefits

Description

- Stakeholder management ><
- communication strategy ><
- branding, marketing of information resources and services ><
- Helps solving Budgeting issues ><



8. Awareness & Training

Need Information, particularly scientific information, and subsequently the knowledge derived from published information, is the vital resource of all knowledge workers.

Description

- Ensures that any employee who can benefit from available internal and licensed information resources and tools and is fully aware of what is available and information savvy ><



9. Information Consulting

Need Impossibility both to oversee the market, especially for knowledge workers in a pharmaceutical company, and to familiarize with the increasing number of databases which are continuously receiving additional functionalities.

Description

- Is familiar with all licensed and free information resources and solutions, crucial for portfolio management ><
- Focuses on supporting end users with a particular scientific issue to solve ><
- Advices on utility of information resources and tools in field of expertise ><



10. Expert Searches, Information Retrieval & Analysis

Need Business critical as work is supporting decision making, is adding competitive advantage, and last but not least, is addressing information overflow.

Description

- Supports decision-making (intelligence) for Patents Departments, R&D, Medical, and Business Analyses & Development, which have either a need for retrieving reliably *all* published information (Patents) ><
- or for other areas where particular knowledge about the where and how to retrieve requested information is required ><



11. News Delivery

Need Business critical need for a function that provides relevant business and scientific news that are targeting the specific communities in a corporation.

Description

Responsible for the global and concurrent

- surveillance,
- evaluation, and
- dissemination of news in media relating to the corporation, its competitors, its business areas, and other issues representing threats or opportunities ><

12. Information Technology & Informatics



Need The ICIC relies upon the smooth running of its information services and the availability of published content for its clients.

Description

- Owns the support of a number of IT solutions required to operate the ICIC's products and services
- required to proactively drive technology improvements to enhance
- to recommend new technology and devices through pilot programs

The ICIC within the corporation

How to ensure that the ICIC is adequately backed and fueled?

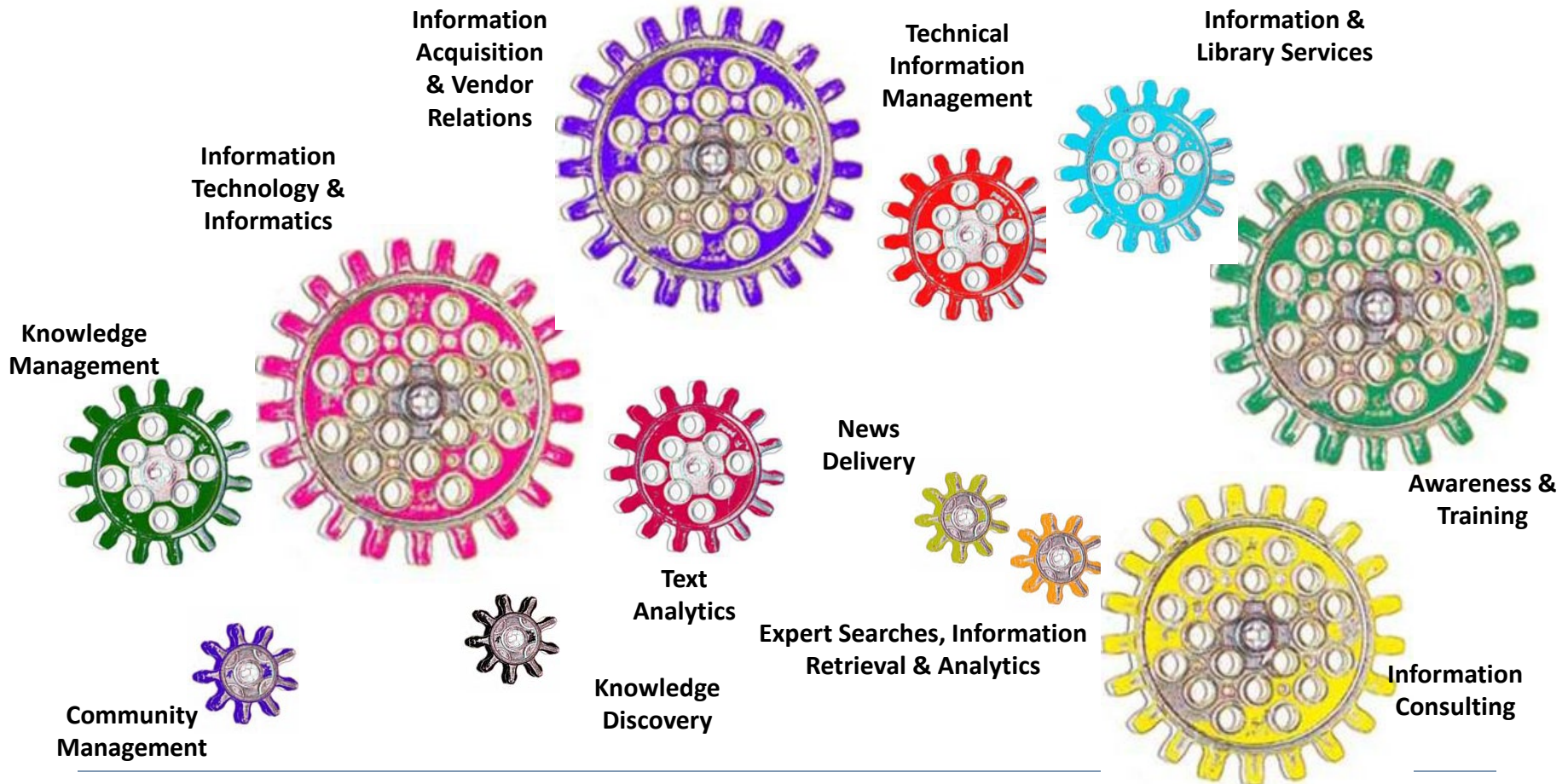
1. Budgeting

- ❑ Ideal way of budgeting: take the cost centrally with no **individual** backcharging. This guards against missing information which is too expensive, however it is important to also guard against the view that information is free because the department does not pay directly for it („isn't this free on the internet“).
- ❑ Prices of many information resources are based on the number of employees in a company so the budget could be set as a \$ figure for each “professional“ employee - or each R&D employee if preferred.
- ❑ Another way of arriving at an information budget would be as a percentage of total spend, or total spend on R&D.
- ❑ **General funding by all user groups is seen as being most effective.**

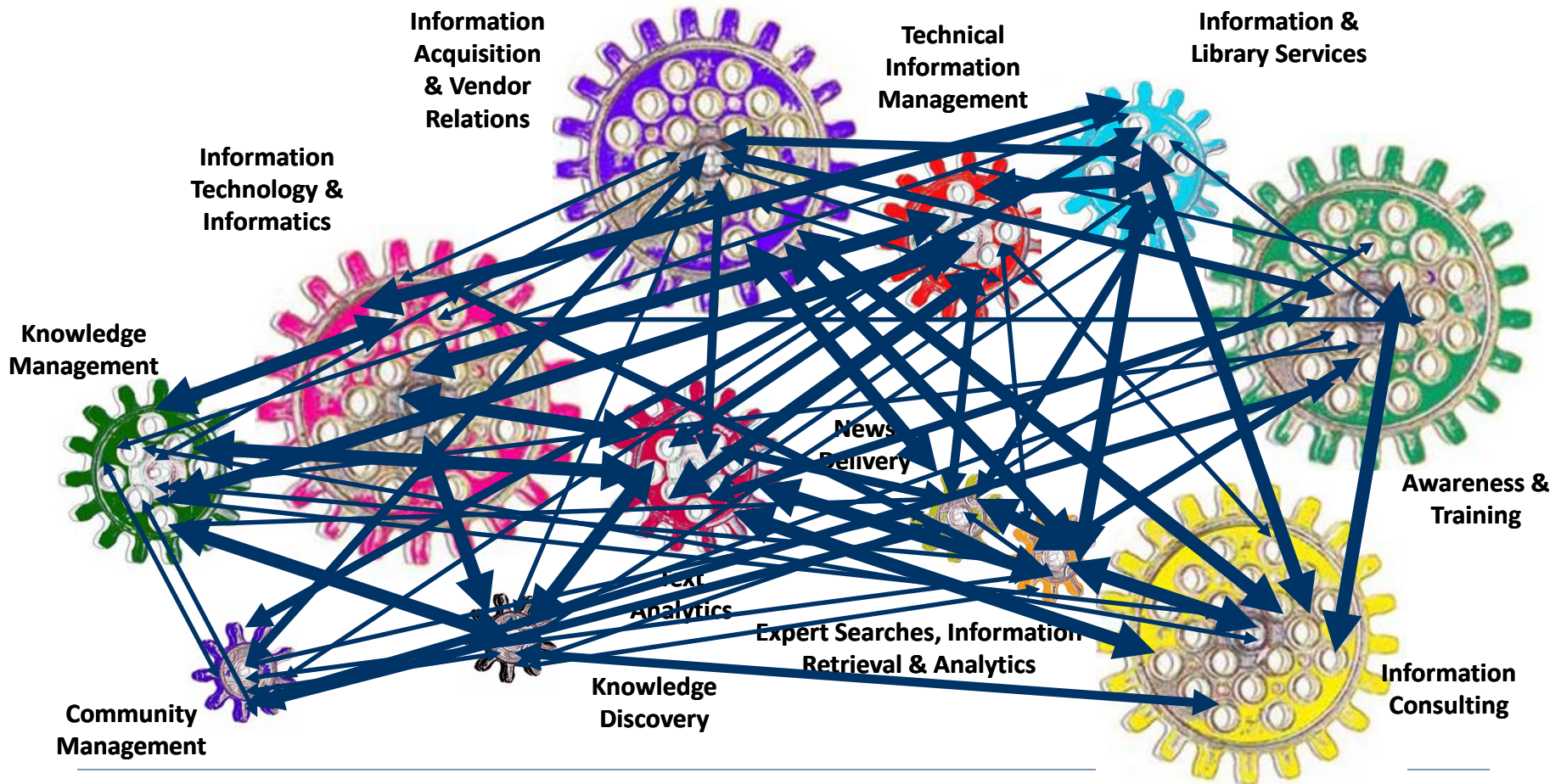
2. Reporting line of the ICIC

- Disadvantage of reporting to any customer area when serving the whole company. For a fair prioritization of the budget it is better to report into a corporate function serving the whole company.
- Big disadvantage of reporting into IT is that as IT is used in delivering the services and both have “information” in their names, they are seen as doing the same job, so the information center is an IT activity.
- The ideal reporting would be at a high level reflecting the value of information in a research organization reporting to a board level chief information officer who understands all aspects of information management.

3. Organizational model of the ICIC



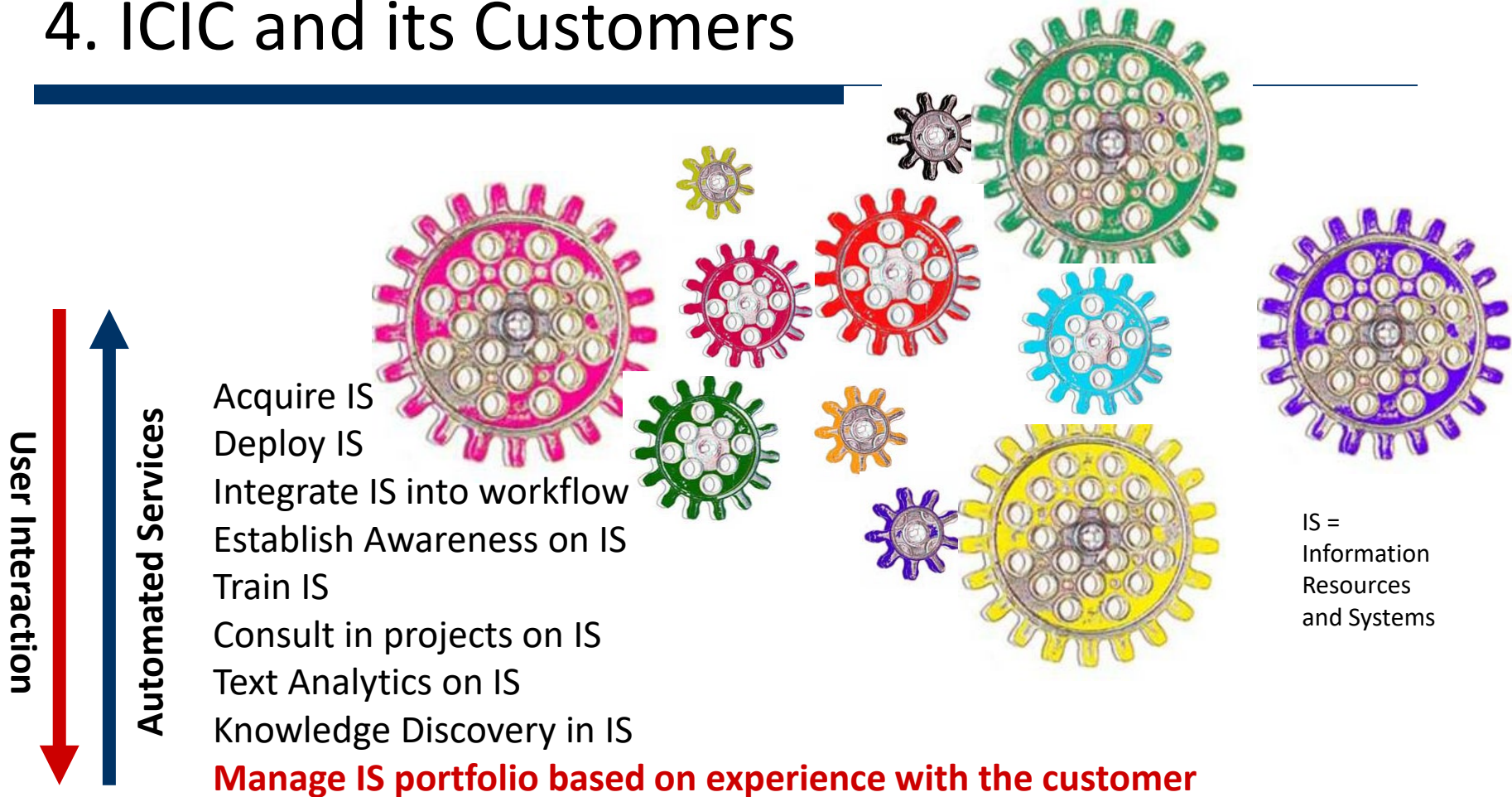
3. Organizational model of the ICIC



3. Organizational model of the ICIC

- There are many ways to organize the twelve components into an ICIC should consist of, there are quite often strong dependencies and even overlaps between these functions.
- Thus, all twelve components should be combined in an organizational unit.
- Information science is one of the most emerging and changing profession, and the ICIC is thus far apart from managing business processes that stay over years.
- It would be clearly an advantage if the ICIC is having some sort of matrix structure. This would allow a flexible and agile organization and would speed up the (international) project work most of the ICIC's business is based on.

4. ICIC and its Customers



5. Does an ICIC need a physical (library) space?

No.

Contents and services need to be integrated into the workflow of knowledge workers.

If there is a physical space, designed as a “knowledge center”, the space could

- be an informal exchange place with users.
- provide a quiet working environment for employees visiting from other sites.
- have a training room.

6. Benefit of an ICIC

Harvard University Chemistry Professor Frank Westheimer's discovery: **“A month in the laboratory can often save an hour in the library”** - is even more true in this time of the electronic Knowledge Center.

The cost of not having access to information for a research-based company **can not be measured.**

Thanks for listening to
the Blueprint preview.

Your questions, comments and
feedback may change our Blueprint
draft paper!