

4th Meeting of the PRISME Forum

Special Interest Group Meeting

Delivering Innovation through Collaborative, Networked R&D

From 18:00 Wednesday 24th October 2012
To 18:00 Thursday 25th October 2012

Merck & Co., Inc. - Whitehouse Station, NJ 08889-0100, USA

Meeting Check-in Reception in Main Building
(Note: Please have picture ID available)
One Merck Drive, Whitehouse Station

Meeting Room **WS 2A65**

On-site liaison: Eileen Daley
eileen_daley@merck.com
Eileen's Office: +1.215.652.7299
Nico's Mobile: +1.312.622.1234

PRISME Forum Chair: Matteo di Tommaso, *Pfizer Inc.*
PRISME Forum SIG Chair: Alastair Binnie, *BMS*

Wednesday, 24th October, 2012

18:30	Assemble for walk to dinner	Hotel Lobby
19:00	Joint PRISME Forum <> SIG Dinner <i>Maggiano's Restaurant</i> <i>600 Commons Way, Bridgewater, NJ 08807, Tel: +1.908.547.6045</i>	

Thursday, 25th October, 2012

SIG: "Delivering Innovation through Collaborative, Networked R&D"

07:30	Meet in Hotel Lobby for transport to Merck, Whitehouse Station (Picture ID required)	
08:00 – 08:25	<i>Pre-meeting continental breakfast</i>	
08:25 – 08:30	Welcome & Logistics	Alastair Binnie , VP, Research Informatics & Automation, BMS
08:30 – 09:00	Introductory Remarks	Clark Golestani , CIO, Merck & Co., Inc.
09:00 – 09:30	Consumerisation - Friend or Foe?	Ashley George , Global Director of Innovation and Consumerisation CoE, GlaxoSmithKline
09:30 – 10:00	Social Media and Mobile Technologies	Mark Yuzuk , Director Collaboration Services - BioPharma IT, R&D Informatics, BMS
10:00 – 10:30	<i>Coffee Break</i>	
10.30 – 11.10	Social networking: how it can be used with suppliers and customers to bring value to technology solutions for pharma	Andrew Harrod , Senior Director Enterprise Architect, Perceptive Informatics
11:10 – 11:50	A Fully Integrated Pharmaceutical Network	Sebastien Lefebvre , Head of R&D Information Architecture Practice, AstraZeneca
11:50 – 12:30	Centers for Therapeutic Innovation	Jeanne Magram , Site Head, CTI New York, Pfizer Inc. Steve Howes , Senior Director, Research Business Technology, Pfizer Inc.
12:30 – 13:30	<i>Lunch</i>	
13:30 – 14:15	The Consultant's Perspective	Steve Arlington , Global Lead Partner Pharmaceutical Consulting, PwC
14:15 – 14:40	The Academic Perspective – Part 1	Rainer Fuchs , CIO, Harvard Medical School
14:40 – 15:00	Analyzing Collaboration Using Harvard Catalyst Profiles	Griffin M Weber , CTO, Harvard Medical School
15:00 – 15:30	The Connected Organization – A BT Case Study	Richard Dennison , Intranet and Channel Strategy Manager, BT
15:30 – 16:00	<i>Coffee Break</i>	
16:00 – 16:30	The Technology Perspective—Microsoft	Les Jordan , CTO, Life Sciences Industry Unit at Microsoft
16:30 – 17:00	Pharma and the Mobility Journey	Elby Nash and Suresh Ganesan , Cognizant
17:00 – 17:30	PRISME Members Individual Readouts	All PRISME Forum Members
17:30	Wrap Up and Return to Conference Hotel	

The Enterprise Perspective: Consumerisation—Friend or Foe?

With the advent and continued March of the Millennials, the role and expectation of Consumerisation is an ever growing Force within R&D. But what is the technological and cultural impact of the Consumerisation of R&D? How could it impact our Innovation & Collaboration? How could we start to prepare for a possible fundamental tipping point in approach and mind-set?

By the use of a few examples, we'll investigate this Force, and how potentially it can be harnessed for Good, or is it simply, a Force from the Dark Side?

Ashley George, *GlaxoSmithKline, Innovation and Consumerisation Centre of Excellence*



Ashley George started his career as a Chemist, but quickly found out that his practical skills would not carrier him through his career. Therefore he moved to progress a Computational Chemistry PhD at the Royal Institution in the heavy and petrochemical industry. During his Life Science Pharma career, he has worked for Ciba Geigy, SmithKline Beecham, a start-up Biotech which reverse IPOed to become a publically traded company, Vernalis, then GlaxoWellcome and is now with GlaxoSmithkline.

Ashley has held various roles initially, as the Director of the Chemistry Domain and then a Discovery-wide role as Director of the Strategic IT portfolio for GSK Discovery. Ashley is now Global Director of the GSK-wide - Centre of Excellence for Innovation and Consumerisation. As such he is charged with helping GSK Business Units and IT transform themselves by the use and exploitation of novel technology for business transformation. He has delivered many Proof of Processes and in Mar-2012, three opportunities were externally recognised by the Corporate IT Forum and received Real IT awards. In 2009, Ashley received Fellow of the Royal Society of Chemistry, FRSC, and is also a co-founder & treasurer of the non-profit Pistoia Alliance (<http://www.pistoiaalliance.org>).

Social Media and Mobile Technologies

Benefits of collaboration are promising, yet collaboration is seldom practiced. So what is the problem? The lack of a shared definition is one barrier. Additionally, the complexity of collaboration and the skills required to facilitate the process are formidable. Emerging social technologies, new processes, and changing behaviors are all areas that need to be addressed. As more and more work is done outside of the organization with key partners, defining and executing on a collaboration strategy is becoming more important both to individuals and team effectiveness across the organization.

This discussion will be focused on adoption of new collaboration capabilities like SharePoint, common challenges experienced, and approaches to practically leverage collaboration best practices in teams and working with partners.

Mark Yuzuk, *Bristol-Myers Squibb*



Mark leads the group responsible for enabling collaboration technologies within R&D while driving adoption and value realization of these capabilities. Mark and his team are tasked with the identification, prioritization and execution of high-impact opportunities that demonstrate the value of collaborative cultures, work practices, and behaviors for team, individuals and the enterprise. Mark led the rollout and support of SharePoint for R&D, as well as other platforms like Ideation, OCS, LiveMeeting, and evaluation of other collaborative solutions.

Previously at BMS Mark led the Solution Delivery and Support organization for R&D Operations. He has also been the capability management lead for the M&A organization - Strategic Transactions, and has lead work streams integrating acquired companies into BMS.

Prior to joining BMS, Mark was an executive in the R&D practice of Accenture. Mark specialized on strategy and implementation of large scale technology and process capabilities working with various clients in the Life Sciences.

Social Networking: How it Can Be Used with Suppliers and Customers to Bring Value to Technology Solutions for Pharma

Within Perceptive Informatics (PI) our engineering teams are spread around the world, we work with various IT partners and vendors in the creation of our products, this creates us a huge challenge in the way we all interact. Traditional methods of collaboration only go so far along the road to helping our teams, so we launched a Cloud based collaboration environment named PIECE.

PIECE is built on one of our partner's software platforms and has allowed us internally to get early visibility on the capability of our partner's offerings and how we can integrate them into our products in the coming years. This approach drives open communication and encourages the sharing of knowledge across the world for PI. We believe that having a working environment where collaboration is at the heart of our development processes allows us to meet our business objectives and support our customers with their business challenges. At the SIG, I will be sharing our approach to PIECE and what it has contributed to Perceptive as well as how we will be taking forward in the future.

Andrew Harrod, *Perceptive Informatics*



Andrew Harrod is the Senior Director for Enterprise Architecture, Perceptive Informatics. Andrew is a highly experienced Senior Manager and Strategy Consultant who joined the organization in early 2010 after many years working in the IT Consulting & Outsourcing business. Originally an engineer, his technical skills were built up in Infrastructure and Service Delivery across a range of industry sectors including Steel, Insurance, Hotel & Leisure, Government, and IT Services.

Andrew successfully built consultancy and architecture practices within the IT Services industry. This has involved introducing new methodologies, building value propositions and ensuring that they were profitable. As a TOGAF certified architect he was the Lead Architect and Technical Manager on the highly successful business transformation project that constructed the eGovernment services for Her Majesty's Revenue & Customs (HMRC) in the UK.

With over 23 years' experience in IT a key strength is a wide technical & business understanding and the ability to pick up new technical areas quickly and be able to relate these to the business. He achieved his MBA early in his career. This helped him be a pragmatic business and commercially focused individual from a good solid technical and architecture background. A key skill that he brings is the ability to look at the solution end-to-end, including the on-going service.

Andrew has worked very closely with sales and marketing teams building propositions, communicating them both internally and externally and has acted as the main technical & delivery review authority on large scale bids.

A Fully Integrated Pharmaceutical Network

Earlier this year, the AZ R&D strategy acceleration announced a new approach to delivering our Neuroscience pipeline – the creation of a virtual iMed. As part of the acceleration, an increase in flexibility and externalization across multiple cross-iMed functions was also announced. To enable both the virtualization and externalization objectives of the R&D strategy, a novel Informatics/IS program is being delivered by R&D Information (RDI): the Fully Integrated Pharmaceutical Network, or FIPnet. The RDI FIPnet program is providing platforms that enable the orchestration of information and material across complex networks of partners.

Sebastien Lefebvre, *AstraZeneca*



Sebastien Lefebvre has been in the pharma industry for over 13 years working closely with scientists in all parts of R&D helping them with their day to day challenges trying to cope with an ever changing environment both scientifically and technologically. He has played many roles in the information sciences and technologies space. As a leader, he had the opportunity to be part of the site leadership team in AstraZeneca R&D Montreal center and led the implementation of various site improvement initiatives to fruition.

As the head of R&D Information Architecture Practice, Sebastien leads a team of 35 architects deployed across R&D programmes and he personally focuses on the design of the target state IS/IT landscape that will enable R&D to implement its three years strategy. He has recently relocated to Waltham to co-lead and architect an informatics platform that enables the orchestration of a fully integrated pharmaceutical network (termed FIPnet) essential to the operation of our newly created virtual neuroscience innovative medicine unit.

Sebastien has an MSc in Computer Science and an MSc in Chemistry.

Centers for Therapeutic Innovation

The Centers for Therapeutic Innovation (CTI) is a newly created, entrepreneurial Research Unit at Pfizer, Inc. dedicated to the establishment of global partnerships between Academic Medical Centers (AMCs) and Pfizer to transform research and development through a focus on translational medicine.

CTI is a pioneering collaborative partnering model that Pfizer designed to accelerate drug discovery and development. CTI laboratory staff include Pfizer employees working side-by-side with leading basic and translational science investigators and post-docs from the AMCs. This model offers leading investigators the resources to pursue scientific and clinical breakthroughs by providing collaborative use of select Pfizer compound libraries, proprietary screening methods, and antibody development technologies that are directly relevant to the investigators' work. CTI has established partnerships with 20 leading academic medical centers across the United States, and supports collaborative projects from four dedicated labs in Boston, NYC, San Francisco, and San Diego.

Steve Howes, Pfizer Inc.



Steve Howes is Senior Director of Pfizer's East Coast Research Business Technology team and IT Partner for Biotherapeutics R&D Leadership. He and his team provide computational biology expertise and scientific computing support to Pfizer Research sites in Massachusetts and Connecticut, Pfizer Centers of Therapeutic Innovation (CTI), and enable biomolecule workflows globally.

Steve received a BS in Molecular & Cellular Biology, from the University of Connecticut and a PhD in Biochemistry from Tufts University. Steve's career at Pfizer began in 1995 as a Postdoctoral fellow and Bioinformatic scientist in Genetics Institute. Steve assumed overall leadership of Bioinformatics for Wyeth in 2000, and was responsible for developing, maintaining and applying Wyeth's Bioinformatic Infrastructure and expertise to projects throughout Discovery Research and R&D. Additionally, Steve led the NextGen project for Wyeth Discovery from 2005-2010, which co-developed Tripos' D360 Framework and put critical functionality into the hands of over 800 Discovery scientists by improving their ability to access and analyze data, as well as to collaborate within and across project teams. Steve transitioned to his current role in 2010, where his contributions to Pfizer's Informatic portfolio continue to benefit scientists throughout Worldwide R&D.

Jeanne Magram, Pfizer Inc.



Dr. Jeanne Magram recently joined Pfizer as Site Head, Centers for Therapeutic Innovation (CTI)-NY. CTI is an innovative partnership between Pfizer and Academic Medical Centers with the goal to accelerate the translation of innovative discoveries into proof of mechanism in the clinic and ultimately enable the development of differentiated new medicines to treat diseases of high unmet medical need. Prior to CTI, Jeanne was Vice President, Immunology & Inflammation Research at Boehringer Ingelheim overseeing a department committed to drug discovery that addresses unmet medical needs in autoimmune disease and delivered candidates into clinical testing. Jeanne was appointed to this position in December 2005 after serving as Associate Director, Cellular Immunology in the same department for three years. Prior to joining Boehringer Ingelheim in October 2001, Jeanne was an Associate Director of

GPCR Drug Discovery at OSI Pharmaceuticals after OSI's acquisition of Cadus Pharmaceutical's Drug Discovery programs in August 1999. At Cadus, she served as Group Leader for Drug Discovery. Prior to joining Cadus in January 1998, Jeanne spent over five years at Hoffmann-La Roche focused on using model systems to understand the pathophysiology of disease and to identify new therapies. Jeanne completed her post-doctoral training in the laboratory of Nobel Laureate Dr. J. Michael Bishop at the University of California, San Francisco and obtained her PhD in 1987 in the laboratory of Dr. Frank Costantini in the Department of Genetics and Development at Columbia University and holds a BA (honors) in chemistry from Rutgers University.

The Consultant's Perspective

The pharmaceutical industry has a strong future when we look out to 2020 and beyond.

For the industry to prosper in the future it has to make sure it has a future.

The pressures on healthcare expenditure coupled with the innovation deficit and conflicting agendas between the regulators, payers, providers and pharma have pressurised the ecosystem to a point where change is inevitable.

We predict new R&D structures, an altered regulatory environment and many more collaborations and networks will form.

New technologies will disrupt the status quo in the healthcare area and pharma will have to respond to the realities of the new normal.

Growth is shifting to the east and pharma has to cope with this as well. In short, pharma needs to change and make these changes stick.

Steve Arlington, *PwC*



Steve has considerable experience of working in and consulting to the pharmaceutical industry, strategic studies, new product and business development and manufacturing across the healthcare industry. Steve has over 17 years experience within the industry in pharmaceutical research and development both as a team leader and group research manager. He has worked in diagnostics and medical devices, and has been involved in the development and launch of world class drugs and diagnostic tests. He has also set up a patient compliance business.

Within PwC, Steve leads the Global Pharmaceuticals and Life Sciences Advisory team where he works extensively with company boards and senior management, in the areas of strategy, marketing, R&D and regulatory affairs. He has over fifteen years of experience in leading complex, multi-national programmes within the healthcare environment. He leads the recently released thought leadership reports Pharma 2020 focussing on strategy, R+D and marketing and sales. Previously, he authored the highly acclaimed thought leadership points of view: "Pharma 2005: An Industrial Revolution in R&D", "Pharma 2005: The Race to e-R&D," "Pharma 2005: Marketing to the Individual" and "Pharma 2010: The Threshold of Innovation".

In 2005 Steve set up a new venture medAmigo. This company was set up to improve patient compliance and persistence in the field of marketed Rx drugs. Funding was secured from 3i ventures (\$6m). Previously, he led the IBM Life Sciences and Pharmaceutical Global Team. Steve is a visiting professor at University College London, Department of Biochemical Engineering and he is a member of the Royal Society of Medicine, the Drug Information Association (DIA), and teaches at FDA, SFDA and EMA Drug Development Programmes.

The Academic Perspective – Part 1

Rainer Fuchs, *Harvard Medical School*



As Chief Information Officer for Harvard Medical School, Rainer Fuchs provides vision and leadership to the school's IT department. Its mission is to leverage leading edge information technologies and enable researchers and educators at HMS gain breakthrough insights into disease mechanisms and train the next generation of outstanding physicians.

Dr. Fuchs joined Harvard Medical School in 2012. Prior to that, he spent almost twenty years in the biopharmaceutical industry including twelve years with Biogen Idec, where he held the position of Vice President of R&D Information Technologies. He was also creator and executive director of the Biogen Idec Innovation Incubator (BI3) and instrumental in launching three startup drug discovery companies.

His experience in the biopharmaceutical sector includes senior leadership positions in life science informatics at Aventis, Ariad, and Glaxo Wellcome. Prior to industry, Dr. Fuchs was a bioinformatics scientist at the European Molecular Biology Laboratory in Heidelberg.

He holds a PhD in Biochemistry from the University of Darmstadt and a Masters degree in Microbiology from the University of Frankfurt.

Analyzing Collaboration Using Harvard Catalyst Profiles

Harvard Catalyst Profiles (<http://profiles.catalyst.harvard.edu>) is an open source website that creates research profiles for an institution's faculty. It links these profiles together through both Passive Networks, which are automatically generated based on information known about investigators, and Active Networks, which users themselves create by indicating their relationships to other researchers. These networks have numerous applications, ranging from finding individual collaborators and mentors to understanding the dynamics of an entire research community. This presentation will describe Harvard Catalyst Profiles and its ability to connect people within an organization and across institutions.

Griffin M Weber, *Harvard Medical School*



Dr. Griffin Weber is the Chief Technology Officer of Harvard Medical School and an Assistant Professor of Medicine in the Department of Medicine at Beth Israel Deaconess Medical Center in Boston, Massachusetts.

He invented the Harvard Catalyst Profiles website, and his research is in the area of expertise mining and social network analysis.

Dr. Weber is also an investigator on Informatics for Integrating Biology and the Bedside (i2b2), an NIH National Center for Biomedical Computing, for which he helped develop a web-based open source platform for querying and analyzing clinical data repositories. Dr. Weber received his MD and PhD in computer science from Harvard University and has worked on numerous biomedical informatics projects, such as analyzing DNA microarrays, modeling the growth of breast cancer tumors, developing algorithms to predict life expectancy, and building a medical education web portal.

The Connected Organization—A BT Case Study

We all aspire to work in organisations where great things happen and where we feel respected and our contributions are valued and recognised. However, with workforces becoming increasingly dispersed globally and travel budgets being trimmed to the bone, the challenge is facilitating and supporting this on-line. And, not just anywhere on-line, but somewhere safe for both the organisation and its employees.

The temptation is to crave what we see happening on the internet on social sites like Facebook and Twitter and then think we can magically recreate this inside our organisations. Let's face it, most company internal on-line information spaces are not fertile ground for little Facebook seedlings! And that's before we've even considered company culture ...

In 2005, BT started experimenting with social channels on its intranet ... it tried some things ... succeeded ... failed ... learned ... failed a few more times ... learned a few more hard lessons ... and then continued in this vein to the present day when the BT Intranet was benchmarked by the global Intranet Benchmarking Forum as being one of the best in the world.

So what did BT learn? What worked ... and what didn't?

Richard Dennison, BT Intranet and Channel Strategy Manager, will share some of these experiences, including:

- what impact going social has had on its intranet and corporate culture
- how the company has responded
- what works, what doesn't and why
- how BT supports innovation, formally and informally on its intranet
- What next?

Richard Dennison, *BT*



Richard Dennison is BT intranet & channel strategy manager responsible for managing one of the world's most successful intranets. He has unique experience of deploying social tools in a corporate context and is a thought leader in the use of social technologies for improved communication and collaboration within the enterprise.

A persuasive and innovative communicator and strategic thinker, he led the deployment of social media tools on BT's intranet and is responsible for BT intranet and channel strategy across BT.

He blogs at: <http://richarddennison.wordpress.com/> and tweets at: @RichardDennison

The Technology Perspective –Microsoft

The notion of Collaborative R&D has evolved over the last few years from simple shipping of documents and data files back and forth to enabling other companies – and competitors in other areas - direct access not only to data files but also enable access to internal applications. The fact that this evolution is almost completely technology-enabled is obvious. Not so obvious is that much of the enabling technology has been around for years, but hasn't been adopted as completely as necessary to enable Collaborative R&D. Less obvious is that this notion not only includes business partners in science or even in the clinical trials space, but is now evolving to include interactions with patients themselves. As such, this presentation will focus on how the evolution of technology has enabled Collaborative R&D in three main areas:

- 1) Collaborative Science,
- 2) Compliant Collaboration,
- 3) Patient Engagement.

Les Jordan, *Microsoft, US Life Sciences*



As the Chief Technology Strategist for Microsoft's life sciences team, Les Jordan serves in the role of CTO, providing architectural, technical, and industry specific guidance to internal product teams, partner companies and Microsoft's largest pharmaceutical and health products enterprise customers.

Les brings over 15 years of pharmaceutical industry experience and over 20 years of IT and IS management experience to Microsoft with particular expertise in medical device product design, the intersection of eHealth and Clinical Trials, collaboration in regulatory compliant environments, workflow, identity management, security and governance, risk and compliance management.

Pharma and the Mobility Journey

The session will begin with a broad experienced-based survey of current and emerging mobile technology trends in the pharmaceutical and medical device industry, including a summary of the progress of a representative cohort of firms on their “mobility journey.” The session will explore the practical application of mobile technology to the R&D function, including context-aware multi-modal mobile computing and collaboration tools and will discuss experiments being conducted today by pharma R&D which are utilizing social media and “big data” related tools for more effective collaboration. If there is sufficient time, the session will close with a brief demo of some of the tools addressed in the presentation.

Elby Nash, *Cognizant*



Dr. Elby Nash is a Principal with Cognizant Business Consulting’s Life Sciences practice. Dr. Nash has been a senior management consultant, executive and innovation leader in the pharmaceutical, medical device and other industries for over 30 years and is an expert on mobile technology, e-Health and the deployment of emerging technologies to drive business differentiation and productivity. Dr. Nash is a thought leader and successful practitioner on the establishment of enterprise innovation capabilities and has successfully led the development and deployment of mobile solutions for patient-centered medicine for “Big 5” global pharmaceutical firms.

Dr. Nash works with senior executives Life Sciences firms to identify and deploy transformational mobile solutions across the life sciences value chain, including the application of mobile solutions and social media to improve the effectiveness and efficiency of clinical field monitoring and field representative/provider interaction. Dr. Nash holds a doctorate in Strategy and Information Management and lectures at the graduate level. He recently led the development and successful ‘industry-first’ global deployment of an iPad-based solution for clinical trial field monitors.

He is co-author of a successful graduate textbook on managing IT organizations and was a speaker at the recent MDDI conference Wireless Connectivity on the topic of emerging standards and the impact on short-range and long-range medical device applications.

Suresh Ganesan, *Cognizant*



Suresh Ganesan heads the Technology consulting for Healthcare and LifeSciences industry sector of Cognizant and brings over 22 years of professional experience in the areas of Enterprise Architecture, distributed computing, real time transaction processing, mobility, cloud and various Internet technologies. In addition to heading the technology consulting in this role, he is responsible for driving Cognizant’s Healthcare and Life Sciences Mobility strategy, technology agenda and direction and incubation of new service offerings. Prior to Cognizant, Suresh held senior management positions within Software groups of Transarc and IBM.

Working with many large enterprises customers and fortune 100 companies, Suresh has deep expertise in designing and developing complex, high volume, high throughput mission critical systems that involved multiple technologies. In the area of Enterprise Architecture, Suresh has led several architectural transformation, technology blue printing and strategy development initiatives for fortune 100 companies across multiple industry segments. He is also author of several US patent pending technologies in the distributed computing arena. He is an active work group member of Open source initiatives like Application Life Cycle Framework and sits in the technology council of vendors like IBM, Sun (Oracle) and SAP.

His areas of interests include Mobility, Enterprise Architecture, multimodal technologies, SOA, middleware, grid, cloud and utility computing.

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