Collaborative vs. Competitive

- Can you be both, and create shared value?
Imperatives for Collaboration

• Patient Safety
• Counterfeiting
• Theft
• Rising Costs
• Drug Discovery & Time to Market

Opportunities for Shared Value
Approach to Collaboration

• Open vs. Closed
  – Information & Technology
  – Participation (Working Groups)
  – Trust

• Business Requirements & Process
  – Process improvements (speed, cost, safety)
  – Standards enablement

• Global Alignment & Local Implementation
“Shared value offers corporations the opportunity to utilize their skills, resources and management capability to lead social progress in ways that even the best-intentioned governmental and social sector organizations can rarely match.”

-- Harvard Business Review, Jan/Feb 2011