



Raising the Strategic Profile of Library Services for a Leading Pharmaceutical Organization

How CCC's Managed Knowledge Services Helped One Global Pharmaceutical Research & Development Organization Advance its Information Management and Expertise

One global pharmaceutical organization has a mission of delivering transformational medicines to patients through flawless operational execution of the drug development process, supporting discovery through life-cycle management. To meet researchers' needs to efficiently and compliantly access high-value information and collaborate with colleagues to turn information into insights, it is essential for the Library Services team to provide the right information management expertise and support, according to its head of the Strategy & Operations team.

THE CHALLENGE

Managing Library Services within an Existing Organizational Structure

Despite the recognized importance of Library Services in research and development, the organization was previously operating without an experienced, dedicated contact serving as a resource for its internal customers across the globe. And given the need to control headcount within the department, its leadership was challenged to identify a suitable role within the company for supporting their Library Services and information management solutions.

Additionally, the sheer size and complexity of the organization presented a real challenge in streamlining a comprehensive set of library services. Without prior dedicated support in place, the lack of both awareness for the department and an understanding of user needs, communication breakdowns, and operational inefficiencies were impacting budgets and putting the company at risk of infringement with gaps in coverage.

In order to do her job effectively and focus on other more strategic priorities, the head of the Strategy and Operations team required a qualified information management professional who truly understood researchers' needs to support the information budget, deliver dedicated end-user support for its RightFind® content workflow solutions, provide expertise in collection development, and promote library resources and services company-wide.

"Library Services and Library Management are not considered core capabilities within the organization, nor my personal expertise. So being able to identify what a good profile and candidate would look like was challenging. CCC had already proven to be a great strategic resource in providing insights, expertise and suggestions for improvement. I felt confident they were able to understand my needs and provide strong recommendations on a workable and affordable solution."

— Operations, Portfolio and Strategy Director

THE SOLUTION

Copyright Clearance Center's Managed Knowledge Services

Already a trusted partner in delivering content and licensing solutions, she turned to CCC's Managed Knowledge Services to provide a strategic information management professional with the right expertise to match the Library Services team's unique needs and culture and to serve as an extension of their team without increasing employee headcount.

Utilizing its network of highly skilled information and knowledge management professionals, CCC worked with the team to hire a Library Portfolio Support Manager with 15 years of experience as a document delivery technician, literature searcher, corporate reference librarian, teaching librarian, and associate director of scientific information resources. The candidate's vast information management expertise, which included building, staffing, developing collections for and managing satellite research libraries and reading rooms for a global pharmaceutical company, positioned her well to come into the role ready to hit the ground running.

Upon assessing the current state of the organization's library operations, the new Library Support Portfolio Manager developed a strategy for Library Services that focused on four major areas for improvement:

- **Troubleshooting:** An initial assessment of the current library operations identified inefficiencies, misalignments in the utilization of subscription aggregator and RightFind solutions, missing metadata and usage data, seat licenses for employees no longer with the company, and access issues with publisher platforms and content workflow solutions – all preventing the organization from realizing the full value of its content investments.
- **Relationship Building:** Since many internal stakeholders were unaware of Library Services, the value the department could offer, or whom to contact with related questions, it was an immediate priority to build better relationships with internal library stakeholders including procurement and IT.

Externally, focus was given to reaching out to all vendors and publisher account managers to better understand roles and pain points, and get communication flowing between all involved parties.

- **Understanding the Voice of the Customer:** "Voice of the Customer" interviews with the senior leaders in all therapeutic areas showcased the offerings of Library Services and showed:
 - a) there was a general lack of knowledge of Library Services, and what resources, support and services it could provide.
 - b) there was a lack of awareness of RightFind, indicating an underutilization of the resource — many users were relying on Google Scholar when starting a project.
- **Training:** With dedicated Library Services support in place, and a better understanding of researchers' needs, a plan was put into place to provide increased training, and improved access to information resources.

"Today, our services are much more tailored to the needs of the business. My budget is in control and I am in a much better position to decide on content or tool investments. Issues get resolved without being escalated and our Library Services have a trusted face in our Library Portfolio Support Manager. And in the process I've learned so much about what good library and information services look like, that I now confidently can reach out to business partners to help address their needs."

— Operations, Portfolio and Strategy Director

THE RESULTS

Delivering Company-wide Value and Raising the Strategic Profile of Library Services

- **Increased Productivity:** RightFind solutions became more powerful tools because of increased awareness, user training, and more accurate and up-to-date information. Previous metadata and budget gaps were eliminated, and interrupted access and down time were greatly reduced.
- **Improved Communication:** The Library Portfolio Support Manager role became a conduit for great communication, relationship building and effective project and account management. Silos were eliminated, and information was passed back and forth more smoothly with an intermediary supporting internal employees and external vendors.

Additionally, regular meetings with the library heads and leaders of other business units were instituted. Not only were business unit leaders more aware of how Library Services could better support their needs, but they started identifying and implementing best practices across business units to help derive additional value from existing tools. They also began reaching out more proactively in connection with new initiatives to ensure that Library Services was included from the start.

- **Maximized Content Investment:** Overall, better communication and solid working relationships led to faster problem solving which created efficiencies. Managing content more effectively and enabling the organization to make data-driven content decisions helped to demonstrate the return on content investments.
- **Raised Profile of Library Services:** Word of mouth from the “Voice of the Customer” interviews and presentations brought new awareness to Library Services, so much so that Library Services was added to all new hire onboarding materials to ensure its full utilization.

And more recently, the Library Portfolio Support Manager was invited to present at an “All Hands” meeting so that the organization could better understand Library Services, how it supports R&D, and why Library Services is necessary. As a result, Library Services was called in to help with additional high visibility projects from initiation supporting the most senior leaders in the organization in record speed.



Copyright Clearance Center (CCC) builds unique solutions that connect content and rights in contextually relevant ways through software and professional services. CCC helps people navigate vast amounts of data to discover actionable insights, enabling them to innovate and make informed decisions. CCC, with its subsidiaries RightsDirect and Ixxus, collaborates with customers to advance how data and information is integrated, accessed, and shared while setting the standard for effective copyright solutions that accelerate knowledge and power innovation. CCC is headquartered in Danvers, Mass. and has offices across North America, Europe and Asia. To learn more about CCC, visit www.copyright.com.



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