

# SUCCESS FACTORS FOR BIG AND SMALL TO COOPERATE AND COLLABORATE TO CREATE INNOVATION

Innovation Pioneers Tank meeting 4-2016

This briefing paper includes key take-aways from the 36th tank meeting, #4 2016, hosted by AstraZeneca in Mölndal. Mats Sundgren, Magnus Björsne together with Anders Welin and other representatives from AstraZeneca, led the tank meeting, that explored the success factors for big and small companies to cooperate and collaborate to create innovation – so called asymmetric collaboration.

**“IT IS NOT THE BIG FISH THAT EATS THE SMALL ONE BUT THE FAST FISH WHICH WILL EAT THE SLOW ONE!”**

**BENGT JÄRREHULT**

**“WE NEED TO QUESTION OURSELVES: ARE WE REALLY LOOKING OUTSIDE THE BOX OR LOOKING IN THE OTHERS’ BOXES?” DARIUSH GHATAN**

## PURPOSE

The purpose of the workshop was for the participants to explore how big and small companies can collaborate to create innovation. To discuss possibilities and potential hurdles of asymmetric collaboration by sharing experiences from their own organisations in order to come away from the process with insights to take action on in their own organisations.

## METHOD

The tank meeting contained presentations about the description of asymmetrical collaboration and the different asymmetrical collaboration types as well as the explanations of risks, constraints and benefits of such different types. By illustrating AstraZeneca’s BioVentureHub the presentations showed how AstraZeneca manages such asymmetrical collaborations from a practical perspective.

## TAKEAWAYS

- Focus more on long-term value creating future value investments
- Leave SOY (shits of yesterday) behind
- Innovative speed of the companies are vital
- Right strategy for the right objective
- Utilize “silent innovation” in large companies
- Co-creation of value for both the small and big companies through collaboration
- BioVentureHub model can be a “Best Practice”
- Balance between “everything to lose” and “nothing to lose”
- Medium-term timing, average risk and low costs with asymmetric collaborations



*Magnus Björsne*

The day was divided in a morning and an afternoon block, each starting with a presentation followed by a workshop, and ending in a take-away session where participants presented their results to each other in an open forum, where questions were also welcome.

The morning started out with a brief look into the modern Life Science industry and its challenges, as well as a short introduction to the AstraZeneca site where the event was hosted, followed by a presentation created by Professor of Innovation Bengt Järrehult (presented by Dariush Ghatan), on the characteristics of cooperation between big and small companies.

In the afternoon, Magnus Björsne, CEO of AstraZeneca BioVentureHub, presented the journey leading to the creation of the AstraZeneca innovation hub, and how the hub works today.

In the workshops, representatives from both big and smaller companies were divided into smaller groups and explored together which the hurdles and success factors of collaboration and cooperation might be, by discussing around a number of specific questions.

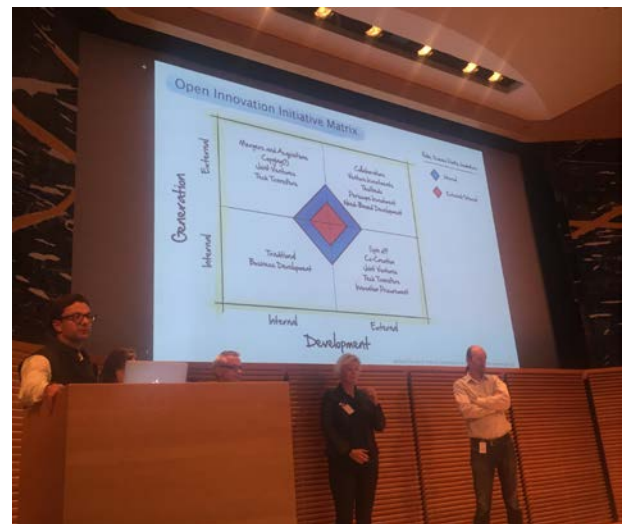
**DESCRIPTION**

**WORKSHOP – I**

During the Workshop-I, participants were divided into smaller groups of 5-6 people. Each group was tasked to come up with a solution to a given business case. The case in question, provided by hosting AstraZeneca, focused on the effect of asymmetric collaboration on innovativeness. The teams are asked to select two of the eight types of asymmetric collaboration favoring to nurture innovation and to describe their rationales as well as to explain the benefits and constraints for their selection.

**WORKSHOP- II**

Having been introduced the AstraZeneca BioVentureHub, the participants were asked to work in groups to find possible ways and patterns to make such model be applicable to the various industries that they represent. In this respect, for Workshop-II the participants were divided in the same groups as in Workshop-I to find possible answer for the questions what they find attractive and challenging in BioVentureHub format, in what way they can take the principles of the BioVentureHub and implement these principles into their own industries and to illustrate concrete examples of how they could make a similar format happen for their businesses.



## LEARNING & RESULTS

In general, the participants thought it to be very interesting and insightful to explore the different possibilities of asymmetric collaboration in their own organisations, together with the groups, and then also hear from members of the other groups on the same topic. Especially to have specific examples presented, to consider. Comprised, the presentations in the open forum and the following discussions gave many ideas to take home for further consideration. Some possible collaboration between participants were also considered.

In addition, representatives of companies selected by AstraZeneca for a place in the BioVentureHub conveys that AZ is very involved and extremely interested in their development and success.

Furthermore, there were several voices raised to the fact that in their own experience, traditional mergers and acquisitions increasingly have a less than satisfactory success rate.

Lastly, to summarize, maybe the most important factor for success is to decide to trust and respect each others cultures and differences when setting up a collaborative space where smaller companies can use the resources of the big, that is what will let innovation happen.



### 5 STEPS HOW TO ENGAGE MORE WITH START-UPS

1. Talk to a pool of startups: NOT just 1 or 2!
2. Your objective, resources and time frame steer HOW
3. It is ok to start small but AIM BIG!
4. Work at the SPEED of your startups
5. SELECT the right partners

*Thank you all participants and welcome to next years first [tank meeting at CGI](#) Stockholm 15/3.*

*Innovation Pioneers Wishes you a joyful, Merry Christmas and a Happy New Year!*