# Table 1: Description of four co-current international strategic alliances

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| **Alliance Partners**  **Alliance Aspects** | **CBI** | **US DBF 1** | **US DBF 2** | **US DBF 3** |
| Brief description of the partners | CBI is the commercial arm of a socialist country’s research center. | US DBF 1 is a privately held biotechnology company based in the US. It is engaged in the discovery and development of novel therapeutic antibodies | US DBF 2 was a small US based research company, which had developed a proprietary technology to enable oral delivery of protein, peptide and small molecule drugs.  The company went bankrupt in 2008. | US DBF 3 is a privately held biotechnology company engaged in the discovery and development of novel immunoconjugates for the treatment of cancer and infectious disorders. |
| Purpose of the alliance | Commercialization of pre-existing products of CBI in India and  Co-development of new drugs for the treatment of different forms of cancer | Discovery and co-development of four fully humanized antibodies for the treatment of focused on cancer, inflammation and autoimmune diseases | Co-development and commercialisation of oral insulin. | Discovery and co-development of an exclusive new class of immunoconjugates for targeted immunotherapy of cancers and infectious diseases |
| Governance mechanism of the alliance | Joint venture  (Indo-Bio 51% - CBI 49%) | Contractual partnership although Indo-Bio made a minority equity investment | Contractual partnership | Contractual partnership although Indo-Bio made a minority equity investment. |
| Alliance formation | 2003 | 2004 | 2004 | 2008 |
| Status of the alliance in 2008-09 | Indo-Bio acquires the stake of CBI and enters into a long term research partnership with its parent research centre | One out of four co-development programmes was under development. The partners have decided not to extend the relationship further. | Indo-Bio successfully bid for and acquired US DBF 2 assets to develop oral insulin on its own after US DBF 2 went bankrupt in 2008 | The partners had identified two molecules for co-development |

# Table 2: List of interviewees

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| **Designation of the interviewees** | **Profile of the interviewee and the nature of the interviews** | **Number of times interviewed**  **(No of hours)** |
| Head of R&D | Overview of the broad strategy of Indo-Bio including focus on new therapeutic areas as well as an overview on the various collaborations. | 2 (4 hours) |
| Head of Legal Team | Legal and contractual issues relating to all alliances. | 1 (2 hours) |
| Member of BOD, SMC | He was the previous head of R&D and was one of the members of Alliance Management Committee overseeing Indo-Bio’s alliances with Socialist-Bio, US Bio1 and US-BIO2. | 1 (2 hours) |
| Project Manager 1 | He is the project manager for one product development programme as part of the alliance with Socialist-Bio.  He is also the project manager for one product development programme as part of the alliance with US Bio1. | 3 (6 hours) |
| Project Manager 2 | He is the project manager for the second product development programme as part of the alliance with US Bio1. The project faced severe problems as a result of which it was terminated in 2009. He subsequently became the project manager for the development programme relating to US-Bio3  As his role as the leader of molecular biology group, he had an insight on the developments in the project relating to Socialist-Bio. | 3 (5 hours) |
| Project Manager 3 | He has been heading developing of a new drug (Oral insulin) being developed with US-BIO2. In 2006-07 Indo-Bio acquired IP relating to the oral insulin when US-BIO2 filed for bankruptcy. | 1 (2 hours) |
| Group leader – Fermentation | In his role as a group leader he has insights on all the products under development including those relating to US Bio1 and Socialist-Bio | 1 (2 hours) |
| Group leader – Protein Purification | In her role as the group leader she too insights on all the products under development | 1 (2 hours) |
| **Total Interviews and Approximate Time** | | 8 managers  (appx 25 hours of formal interviews) |