



"Building the Foundation for Future of Supply Chain of Biopharma:
The Business Imperative for Cost-Effective Quality Patient Care"

BIOTECH SUPPLY CHAIN ACADEMY



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World Class Purchasing

Translating a Vision Into Results

Isaac Young

Senior Director, Supply Chain Operations

BioMarin Pharmaceutical Inc.





BIOTECH SUPPLY CHAIN ACADEMY

Rationale / Introduction

- Abandoning clichés
- Designing the compass
 - Defining a frequently used term to make it useful in establishing alignment and direction
 - Benchmarking
- Road Map for Transforming
 - From the transactional, overhead support function to the strategic partner to the business

Clerical

Mechanical

Proactive

World Class





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42 elements grouped into 7 areas:

- Procurement Operations (7)
 - Information (4)
 - Supplier Management (7)
 - Human Resources (9)
 - Communications (6)
 - Organizational Integration (5)
 - Continuous Improvement (4)
- Inter-connected & overlapping
 - Structured as affirmative statements which to some degree characterize the operations





BIOTECH SUPPLY CHAIN ACADEMY

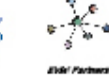
Procurement Operations

1. Processes have been automated or streamlined to increase efficiencies.

- Paper versus electronic record management
- Procurement cards, etc.
- Processing speed
- Rational authorization processes
- Data collection



Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





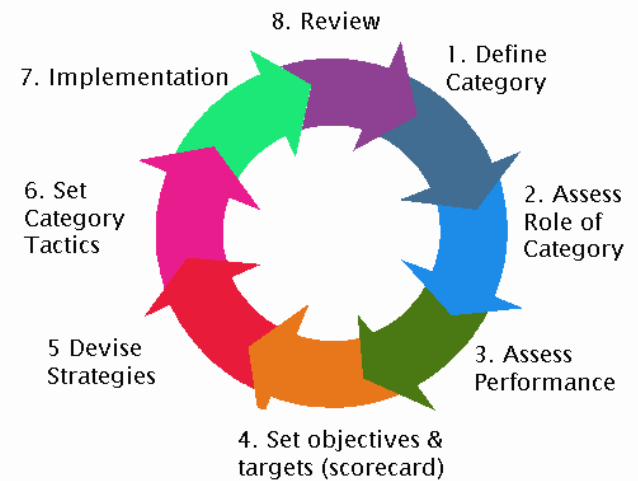
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Procurement Operations

2. Defined processes and policies are adhered to for sourcing decisions.

- Documentation requirements of the process and the results

Category Management 8 step cycle



Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





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Procurement Operations

3. Operations are compliant with all applicable regulations.

- FDA, ATF, NRC, DEA
- ISO
- EH&S
- GAAP, FSAB
- SOX
- California
 - Serialization & ePedigree
 - California Transparency in Supply Chains Act of 2010

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





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Procurement Operations

4. Supply risk is formally measured, analyzed, and mitigated.

- Single source / sole source
- Industry factors
- Demand variability
- Regulatory
- Environmental
- Social

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





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Procurement Operations

5. There exists a conscious and deliberate balance between short term and long term activities.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



BIOTECH SUPPLY CHAIN ACADEMY

Procurement Operations

6. The pace of the environment is quick and aggressive. An agility is readily apparent in the functions reaction to challenge and change.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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Procurement Operations

7. “Robust, precise, and accurate specifications exist clearly specifying the material, service, or equipment being procured”

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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Information

8. Broad data sets are collected, standardized, and distributed across the organization.
 - “If we only knew what we know”

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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Information

9. A specific, articulated strategy exists for the establishment of electronic systems to support procurement activity (e-procurement, eRFx)

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





BIOTECH SUPPLY CHAIN ACADEMY

Information

10. Credible business cases have been established, with performance measures, in support of e-business initiatives.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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Information

11. Active incentives or other measures are in place to drive adoption of electronic systems. Utilization assessment is ongoing and reported.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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BIOTECH SUPPLY CHAIN ACADEMY

Supplier Management

12. There is a clear delineation of suppliers based on their strategic importance.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





BIOTECH SUPPLY CHAIN ACADEMY

Supplier Management

13. Formal, characterized structures exist that define the relationship with a supplier.

- Primary vs. preferred vs. key
- Vendor vs supplier vs partner
- Transactional / Collaborative / Alliance

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





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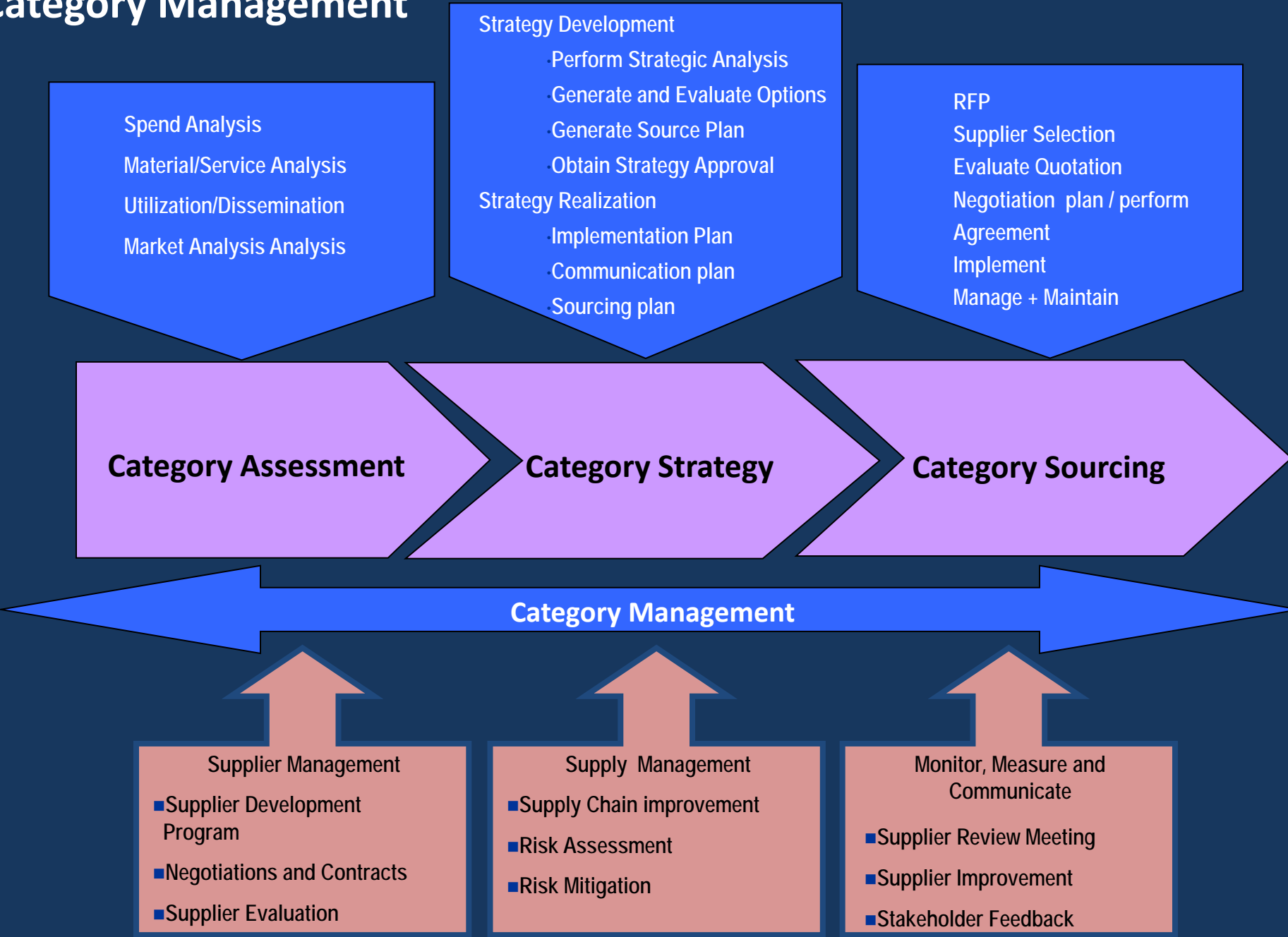
Supplier Management

14. Supply base strategies exist and are based on robust industry intelligence.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



Category Management





BIOTECH SUPPLY CHAIN ACADEMY

Supplier Management

15. Supplier relations are structured around common goals

- Pricing agreements vs supply agreements vs alliance contracts
- Shared reward structures

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





BIOTECH SUPPLY CHAIN ACADEMY

Supplier Management

16. Opportunities for innovation transfer have been maximized and monitored.

- Promote the role of supplier originated innovation in new product realization

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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Supplier Management

17. A quality system based supplier performance and development program is in place.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



For Q2 2007

Attn: Account Manager

BioSupplier Inc.

Risk Assessment Rating: Low

score: 48 points out of possible 60 points

0-20 pts = high, 21-40 pts=moderate,41-60pts-low

Metric Features:

1. Delivery Rating
2. Quality Rating
3. Service Rating
4. Root Cause
5. Corrective Action

Commodities Purchased:

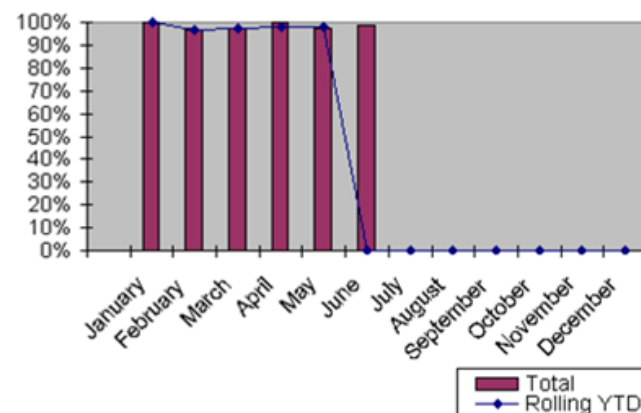
Chemicals, Buffers, Lab Supplies

Purchasing Agent:

B. Savvy
GMP Buyer
South San Francisco, Ca

Supplier Performance Rating

Month	Delivery			Quality			Service			Total	Rolling
	Hits	Total	%	Hits	Total	%	Hits	Total	%	%	YTD
January	2	2	100%	2	2	100%	1	1	100%	100%	100.0%
February	52	54	96%	2	2	100%	1	1	100%	97%	97.0%
March	23	23	100%	26	27	96%	1	1	100%	97%	97.2%
April	26	26	100%	31	31	100%	1	1	100%	100%	98.3%
May	30	31	97%	39	40	98%	1	1	100%	97%	98.0%
June	25	26	96%	22	22	100%	1	1	100%	99%	98.1%
July	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A
August	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A
Sept.	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A
October	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A
Nov.	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A
Dec.	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A



Items Missed

Deliver Issues:

May - PO#90892 for Z1074 was due 5/11 but docked 5/3 (6 days early)

June - PO#90916 for Z4044 was due 6/7 but docked 6/12 (3 days late)

Quality Issues:

May - Z2096 CIP200 assigned UEC# 0209 for particles in detergent

Root Cause

Corrective Action

Date

Supplier Rating: 100%=World Class; 95%-99% = Class A (Preferred); 90%-94% Class B (Qualified); 0%-89% Not Classified

Rating Weights: Delivery = 25%; Quality = 50%; Service = 25%



BIOTECH SUPPLY CHAIN ACADEMY

Supplier Management

18. The supplier base reflects a conscious implementation of documented policies in support of diversity and sustainability.

- Valuing diversity
- Compliance now and in the future
- Sustainability as a competitive edge

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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Human Resources

19. A broad based assessment mechanism is utilized in the hiring process. Simplistic formulas are absent. Organizational sensitivities weigh favorably with the technical skill sets of the Procurement Professional.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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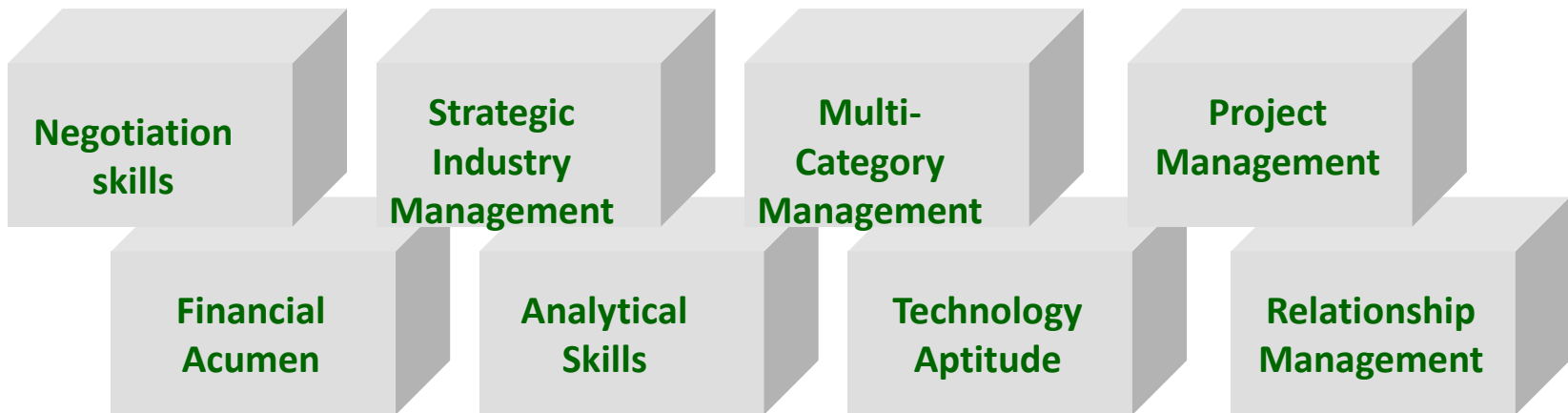
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Human Resources

20. Required functional competencies for the procurement function are defined and documented.



Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





BIOTECH SUPPLY CHAIN ACADEMY

Human Resources

21. A thorough analysis of the existing skill sets, contrasted against the required competencies, has been conducted and a remedial plan is in place to reduce the “gap”.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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Human Resources

22. Team members are knowledgeable of the underlying technologies employed by their internal clients and the end use of the products and services requested by those clients.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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Human Resources

23. Systems are in place for advancing the skill sets of employees providing both remedial and elective opportunities for self-motivated development.

Importance - Now				Importance - Future				Performance			
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Human Resources

24. A formal process for differentiating performance is in place with prescribed action plans for each level of performance.

- Unacceptable performance
- Mediocre performance
- Average / Median performers
- Above average performance
- Stellar achievers

Importance - Now				Importance - Future				Performance			
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BIOTECH SUPPLY CHAIN ACADEMY

Human Resources

25. There exists an acknowledgement in the organizational hierarchy delineating and valuing the differences in Managerial and Leadership capacities, with greater emphasis placed on the evolving role of the Leader in the organization.

Importance - Now				Importance - Future				Performance			
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Human Resources

26. Continuous initiatives are employed to measure and address organizational morale. The culture of the environment can be characterized as vital, positive, and progressive.

Importance - Now				Importance - Future				Performance			
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Human Resources

27. Well defined, documented, and distributed guidance on Business Practices are in place. Training is repeated on defined intervals and commitment to compliance is documented.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





BIOTECH SUPPLY CHAIN ACADEMY

Communication

28. There are identifiable vehicles for communication through all levels of stakeholders both internal and external to the organization.

- Periodic reports to management
- Newsletters / e-letters
- Websites
- Supplier meetings

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





BIOTECH SUPPLY CHAIN ACADEMY

Communication

29. Vision, mission, and governing philosophy of the procurement function is stable and readily visible.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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Communication

30. Robust metrics related to business objectives have been defined and created.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





BIOTECH SUPPLY CHAIN ACADEMY

Communication

31. Regular reporting of performance and impact using credible, defined metrics is conducted.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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Communication

32. Tracking of project related activity involving procurement staff is conducted with periodic reporting of status and impact.

- Number of projects
- Project types
- Projected impacts
- Status
- Resource utilization

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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Communication

33. Expectations for procurement related business practices of non-procurement staff have been defined, communicated, and documented.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





BIOTECH SUPPLY CHAIN ACADEMY

Organizational Integration

34. There is a predominant adherence throughout the company to policies and “deals” as measured and reported with precise and accurate tools.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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BIOTECH SUPPLY CHAIN ACADEMY

Organizational Integration

35. Department strategies are aligned with corporate strategies. Functional goals and objectives are clearly derived from higher level goals of the company.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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BIOTECH SUPPLY CHAIN ACADEMY

Organizational Integration

36. Procurement team members have active roles on cross-functional project teams with demonstrable impact on organizational goals.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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BIOTECH SUPPLY CHAIN ACADEMY

Organizational Integration

37. Established, structured, and repeatable linkages are in place to foster communication and cooperation between the Procurement Group and other functions within the organization.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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BIOTECH SUPPLY CHAIN ACADEMY

Organizational Integration

38. Organizational awareness of the critical nature the Procurement function fills in the achievement of corporate objectives is evident and compelling. Procurement plays an active role in the setting of corporate strategy.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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BIOTECH SUPPLY CHAIN ACADEMY

Continuous Improvement

39. A continuous program researching best in class methods and results (benchmarking) is in place. “Gap” analysis gives rise to identifiable modifications to drive improvement.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4





BIOTECH SUPPLY CHAIN ACADEMY

Continuous Improvement

40. Best demonstrated practices are disseminated within a framework that provides subsequent evaluation of any modifications in adoption.

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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BIOTECH SUPPLY CHAIN ACADEMY

Continuous Improvement

41. Measurement and reporting of project activity is segregated or otherwise discernable as to its reactive or proactive origins.

- Remedial or crisis management activity versus “Raising the Bar”

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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BIOTECH SUPPLY CHAIN ACADEMY

Continuous Improvement

42. Project methodology and portfolio management are adopted and promoted under a recognizable philosophy that establishes consistency and communication of the process.

- Operational Excellence
- Six Sigma
- Lean Manufacturing
- Quality Leadership Process

Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4



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BIOTECH SUPPLY CHAIN ACADEMY

Getting There

- Identify Stakeholders
 - Utilize both internal and external sources
- Survey to determine Stakeholder's weighting of each element's importance now and in the future

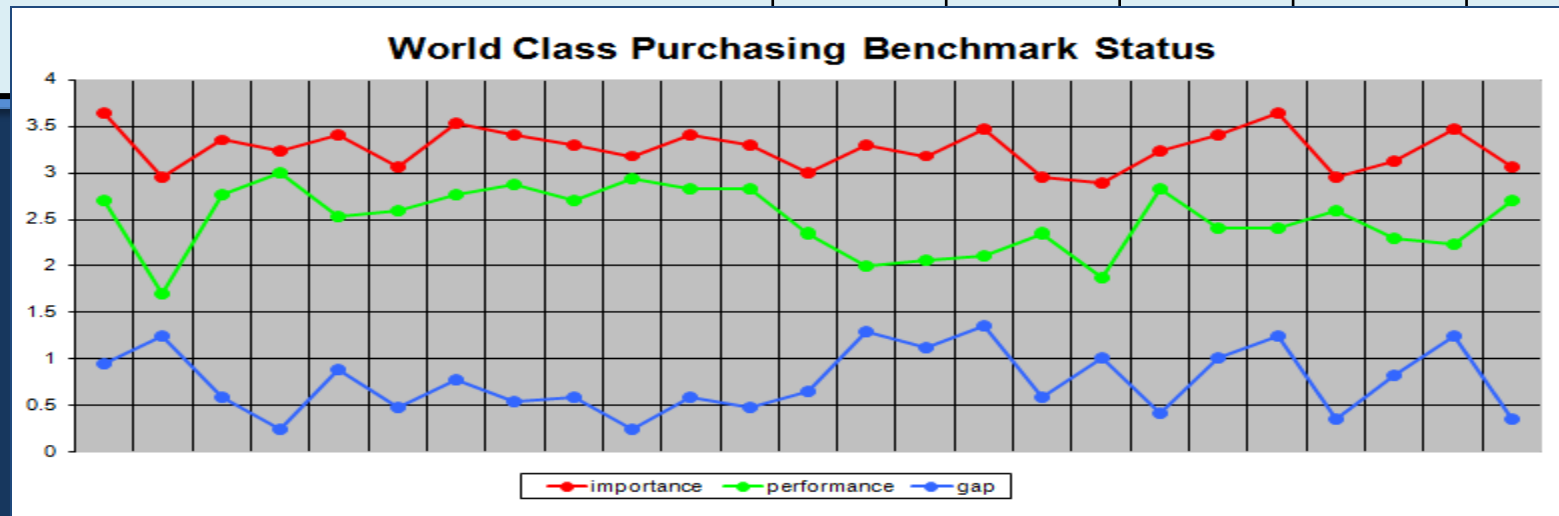
Importance - Now				Importance - Future				Performance			
1	2	3	4	1	2	3	4	1	2	3	4

- Survey to determine Stakeholder's interpretation of performance for each element
- Conduct gap analysis



Analysis of Results

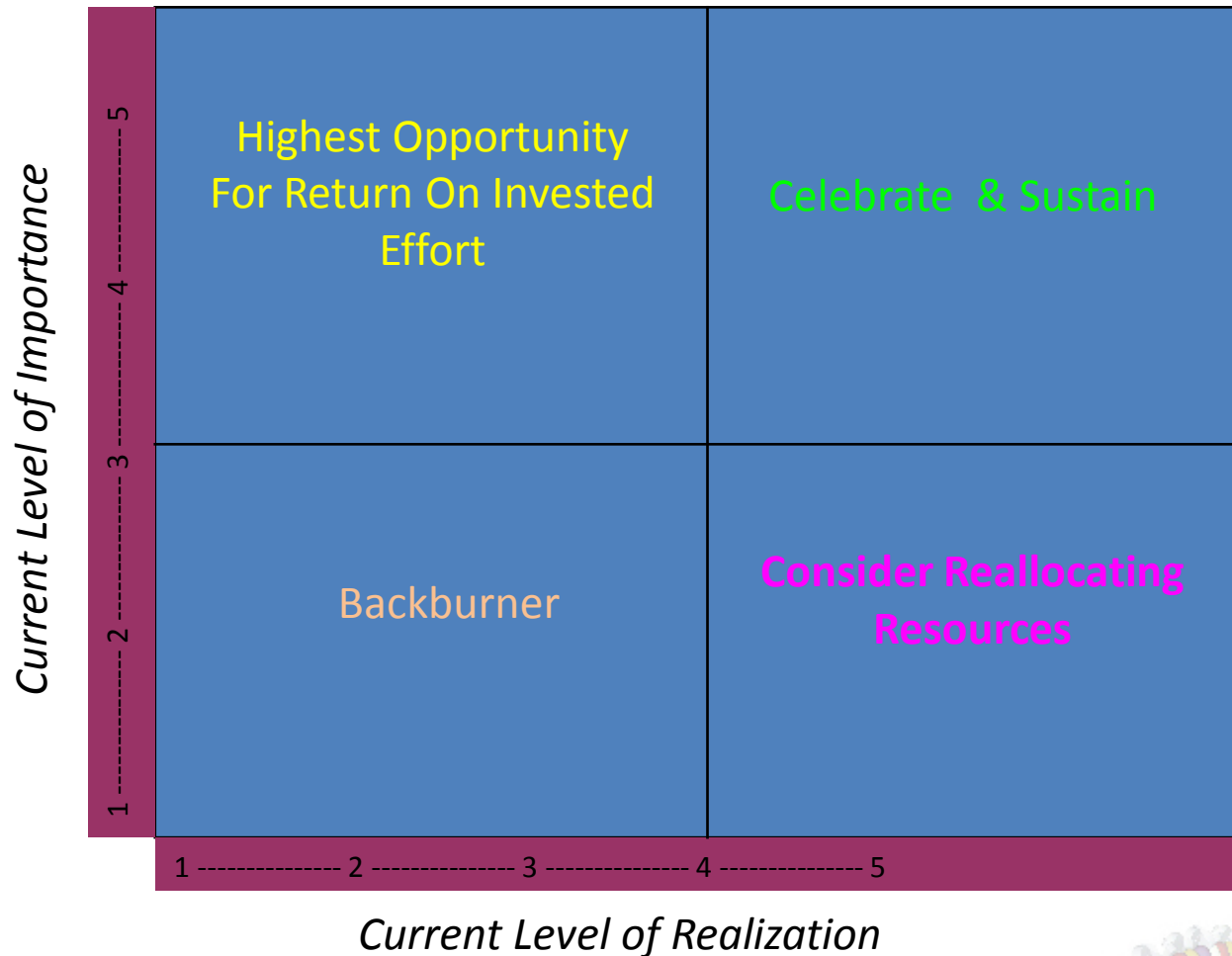
		Importance		Current	Gap	
Element		Now	Future	Rating	Now	Future
20.	Required functional competencies for the procurement function are defined and documented	3	4	3	0	1
21.	A thorough analysis of the existing skill sets, contrasted against the required competencies, has been conducted and a remedial plan is in place to reduce the "gap".	2	4	1	1	3
22.	Team members are knowledgeable of the underlying technologies employed by their internal clients and the end use of the products and services requested by those clients.	1	4	0	1	4





BIOTECH SUPPLY CHAIN ACADEMY

Analysis of Results





BIOTECH SUPPLY CHAIN ACADEMY

Getting There

- **Prioritize**
 - Do not attempt to address all at once – align with the organization
- **Recognize the dynamics of the environment**
 - Repeat the survey periodically and adjust your plan
- **Don't reinvent the wheel - Best Demonstrated Practices are out there**
 - Peers – B.S.M.A.
 - Suppliers
 - I.S.M.
 - P.S.C.
 - C.A.P.S.
 - University of San Diego
 - Arizona State University
 - A.P.I.C.S.
 - Industry Groups
 - Consultants





BIOTECH SUPPLY CHAIN ACADEMY

Thank You



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