



"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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# BIOTECH SUPPLY CHAIN ACADEMY

## Supply Chain Talent Development in Life Sciences

An Industry Survey

November 7, 2011

Nancy Nix and Muffie Dalton

with the BSMA Talent Development Committee



# BSMA Talent Development Committee

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- **Committee Purpose:**

- Attract, retain and develop top talent in bio supply chain management.
- Identify best practices in education and career development for supply chain leaders and professionals.
- Analyze successes and failures in developing and retaining top talent to understand best practices within the industry.
- Once defined, the committee will work to refine and implement best practices in talent development throughout the industry.

# BSMA Talent Development Team

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- Chairperson: Muffie Dalton, Genentech/Roche
- Vice Chairperson: Keith Launchbury, Keith Launchbury and Associates
- Members:
  - Richard Dawe, Golden Gate University
  - Phil Kaminsky, University of California, Berkeley
  - Dave Malenfant, Alcon
  - Devendra Mishra, Executive Director BSMA and Pepperdine
  - Nancy Nix, Neeley School of Business, TCU
  - Kevin Pegels, Bayer
  - Adam Zak, Adam Zak Executive Recruitment

# Survey Purpose

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- Survey Purpose:
  - Identify development needs and best practices in education and career development for supply chain leaders and professionals
  - Help organizations refine and implement best practices to develop and retain critical talent and achieve sustainable competitiveness

# Survey Approach



- Learned from other talent development initiatives
  - AMR / Gartner
  - CSCMP
- Identified critical skill and knowledge requirements
  - Functional skills and knowledge
  - Specialized expertise
  - Strategic process knowledge
  - Interpersonal and integrative skills
- Examined importance versus existing expertise in each of these areas

# Survey Approach

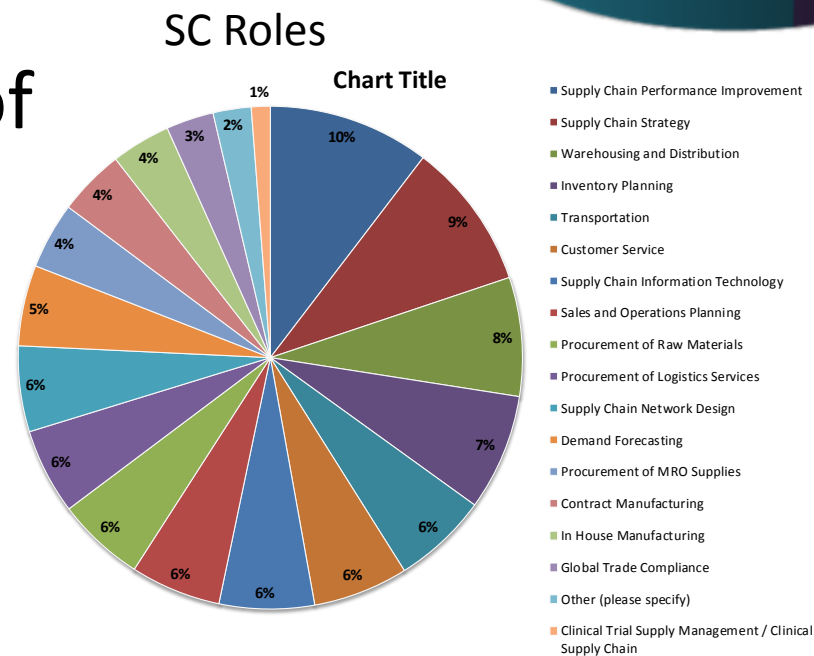
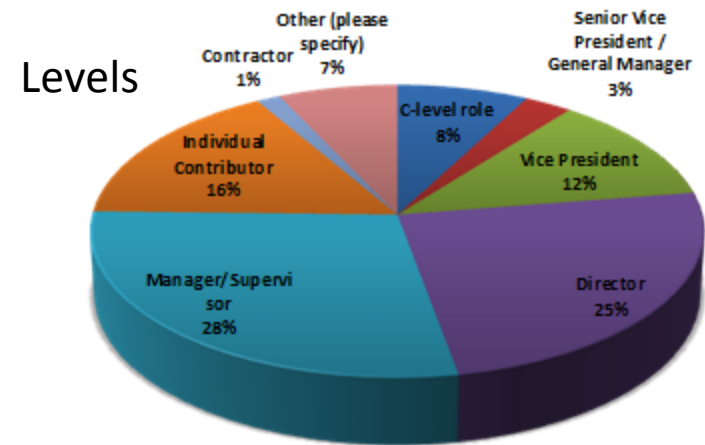


- Identified and examined effectiveness of talent development methodologies
- Sample frame
  - Multiple industries and sources
    - BSMA Life Sciences industry
    - BIO
    - BayBIO
    - ISM members
    - CSCMP members
    - TCU Supply & Value Chain Center mailing list

# Respondents



- ~140 useable responses
- All levels of the organization
- Nearly all parts of the supply chain represented



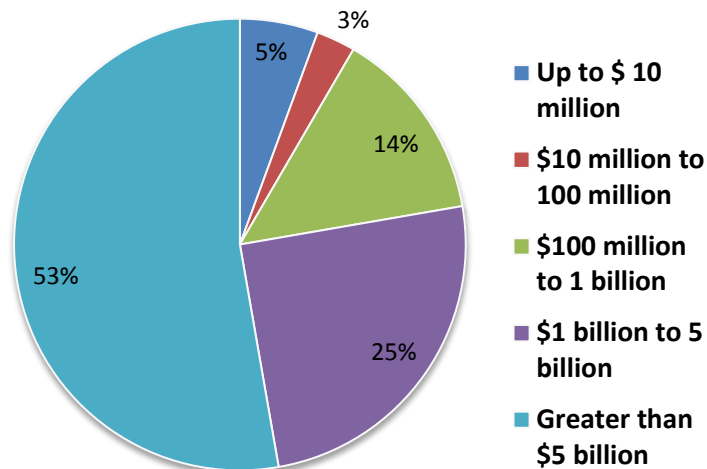


# Life Sciences Respondents

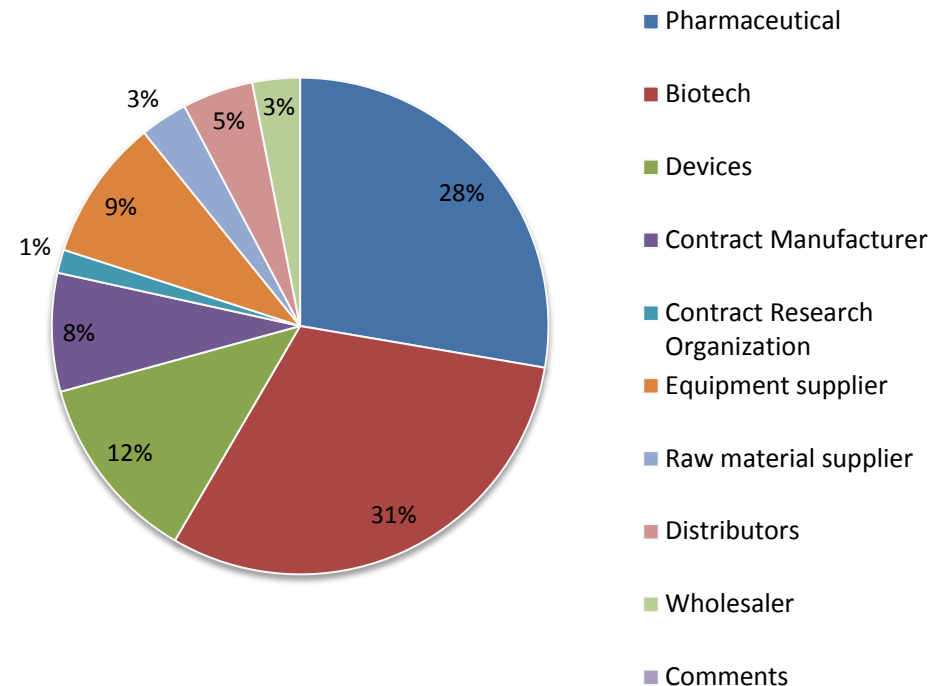


- 25% from Life Sciences
- Multiple companies
- All segments represented

Annual Sales



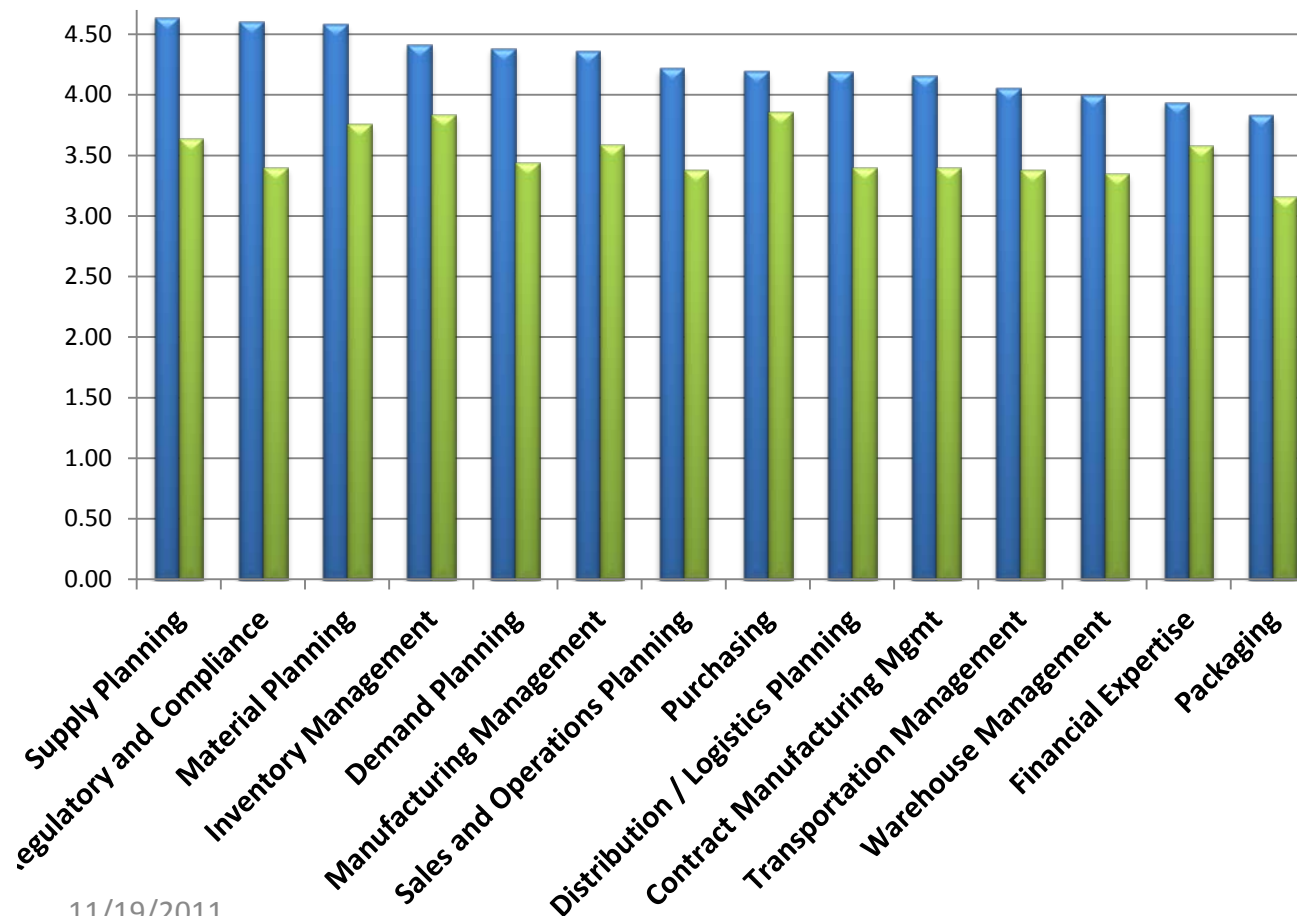
Company Type



# Functional Skills and Knowledge - Importance versus Expertise



## Life Sciences Only



### Scale

#### Importance:

1 (Unimportant)  
to 5 (Critically Important)

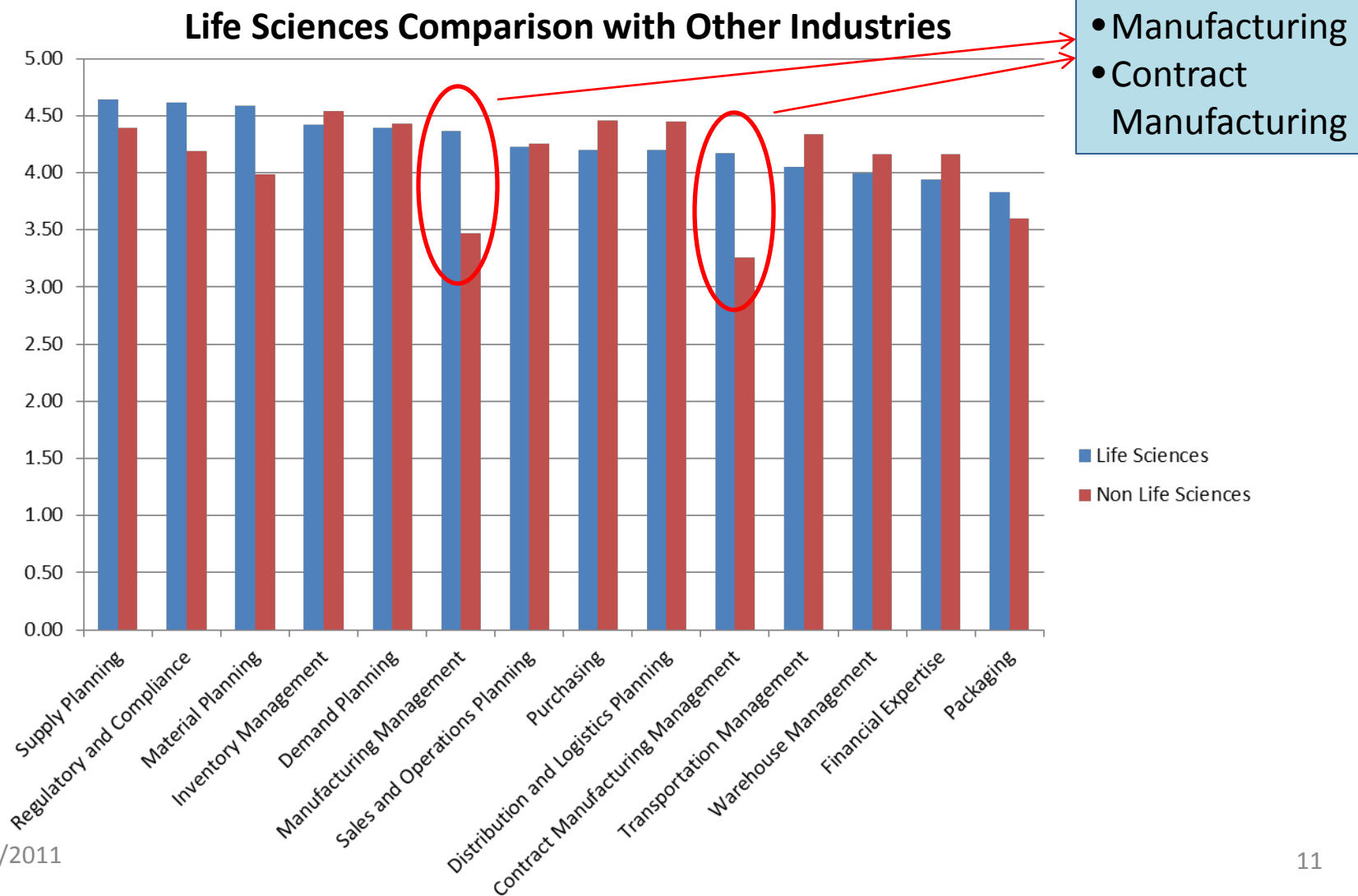
#### Expertise Level:

1 (Not present) to 5 (Expert)

■ Important  
functional skills  
and knowledge  
for your company

■ Level of expertise  
that you have in  
your company

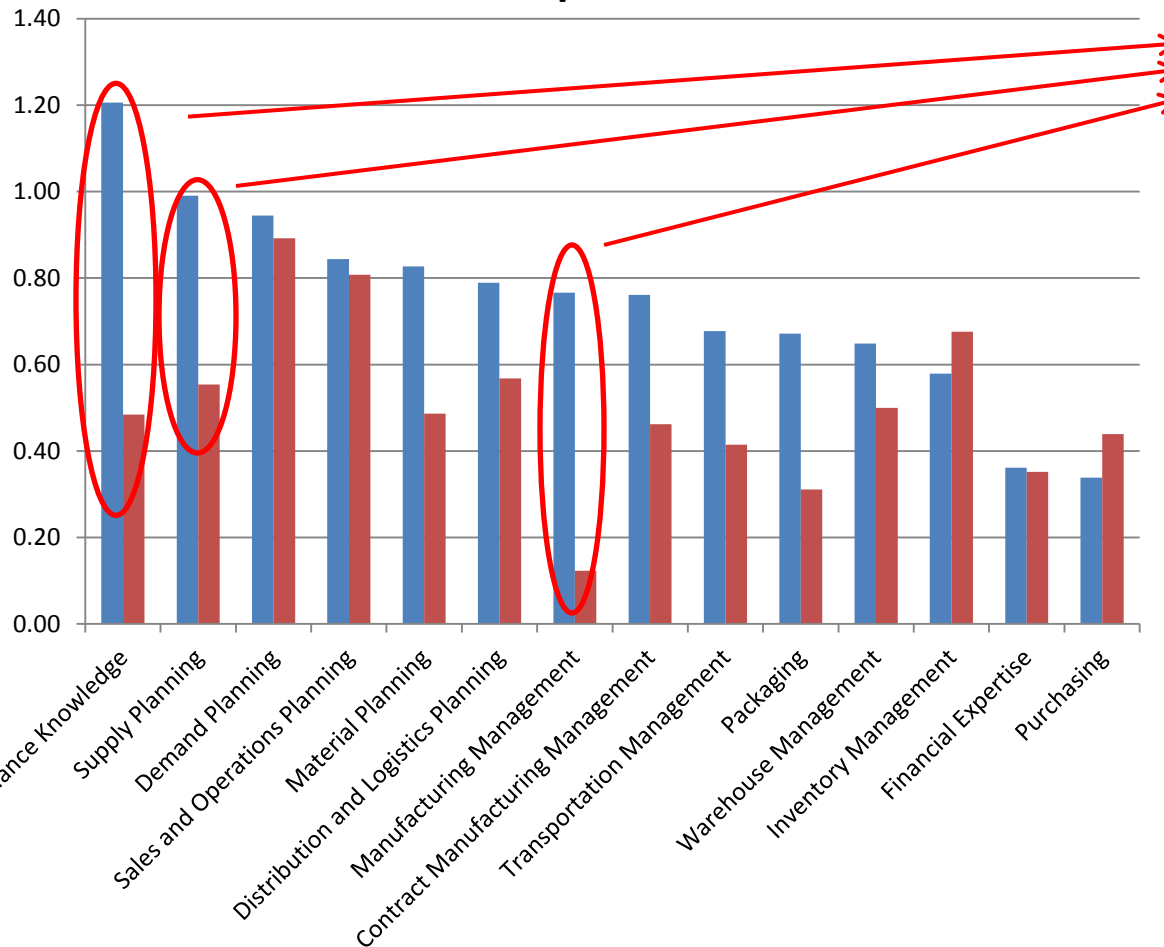
# Functional Skills and Knowledge – Importance Comparison



# Functional Skills and Knowledge – Gaps Comparison



**Life Sciences Comparison with Other Industries**



- Regulatory and Compliance
- Supply Planning
- Manufacturing

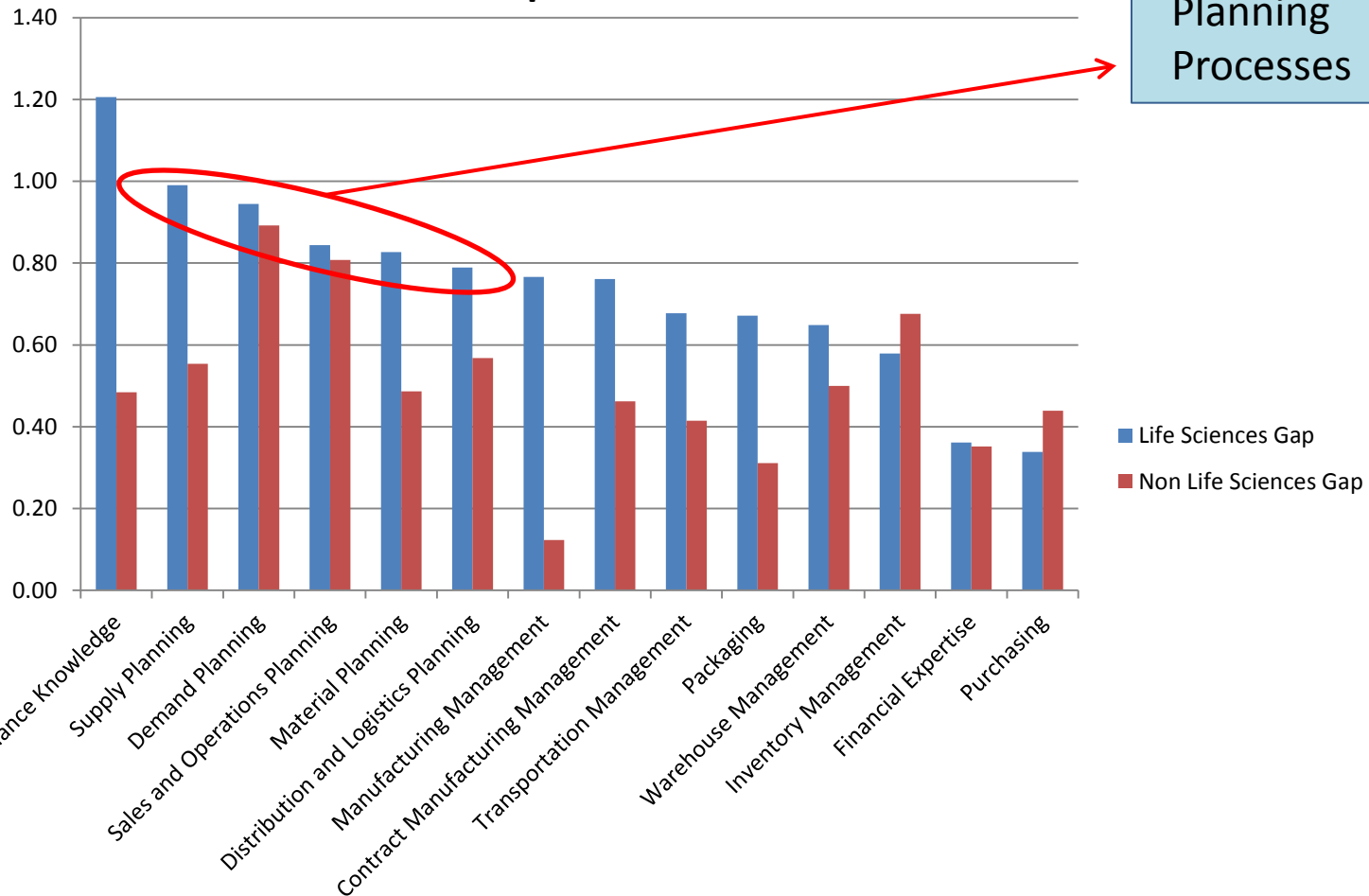
■ Life Sciences Gap  
■ Non Life Sciences Gap

# Functional Skills and Knowledge – Gaps Comparison

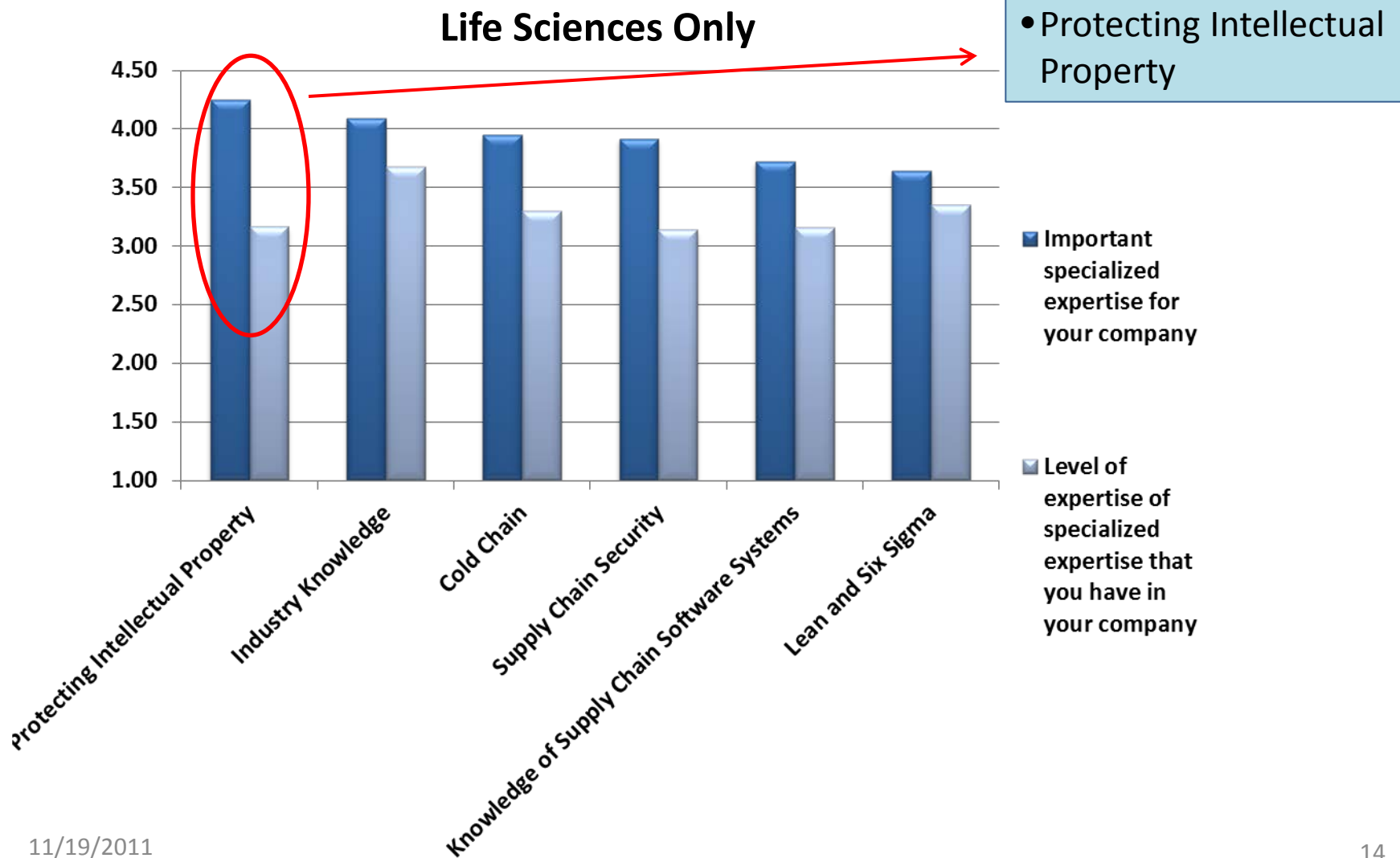


**Life Sciences Comparison with Other Industries**

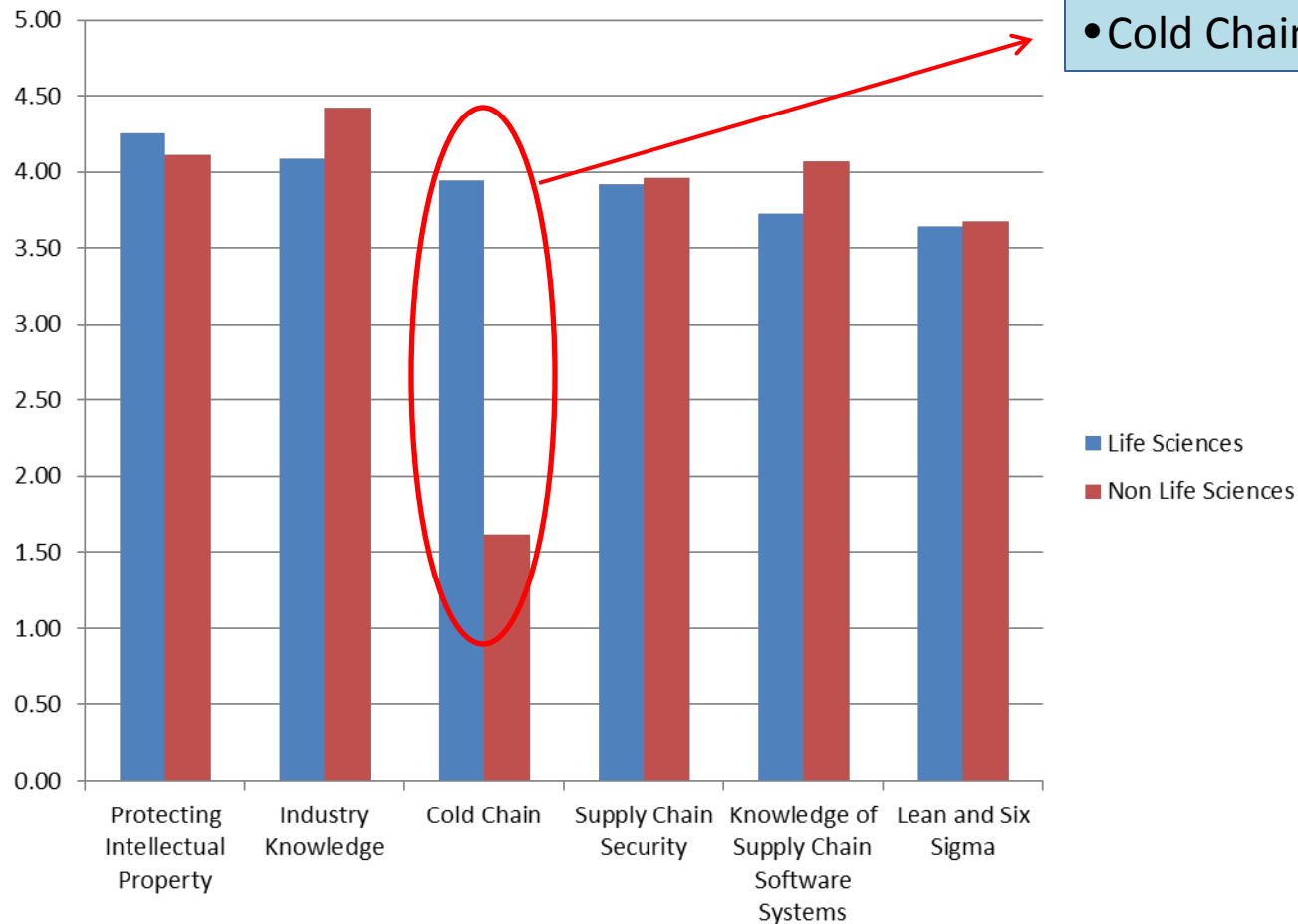
• #2 - #6 Gaps in Planning Processes



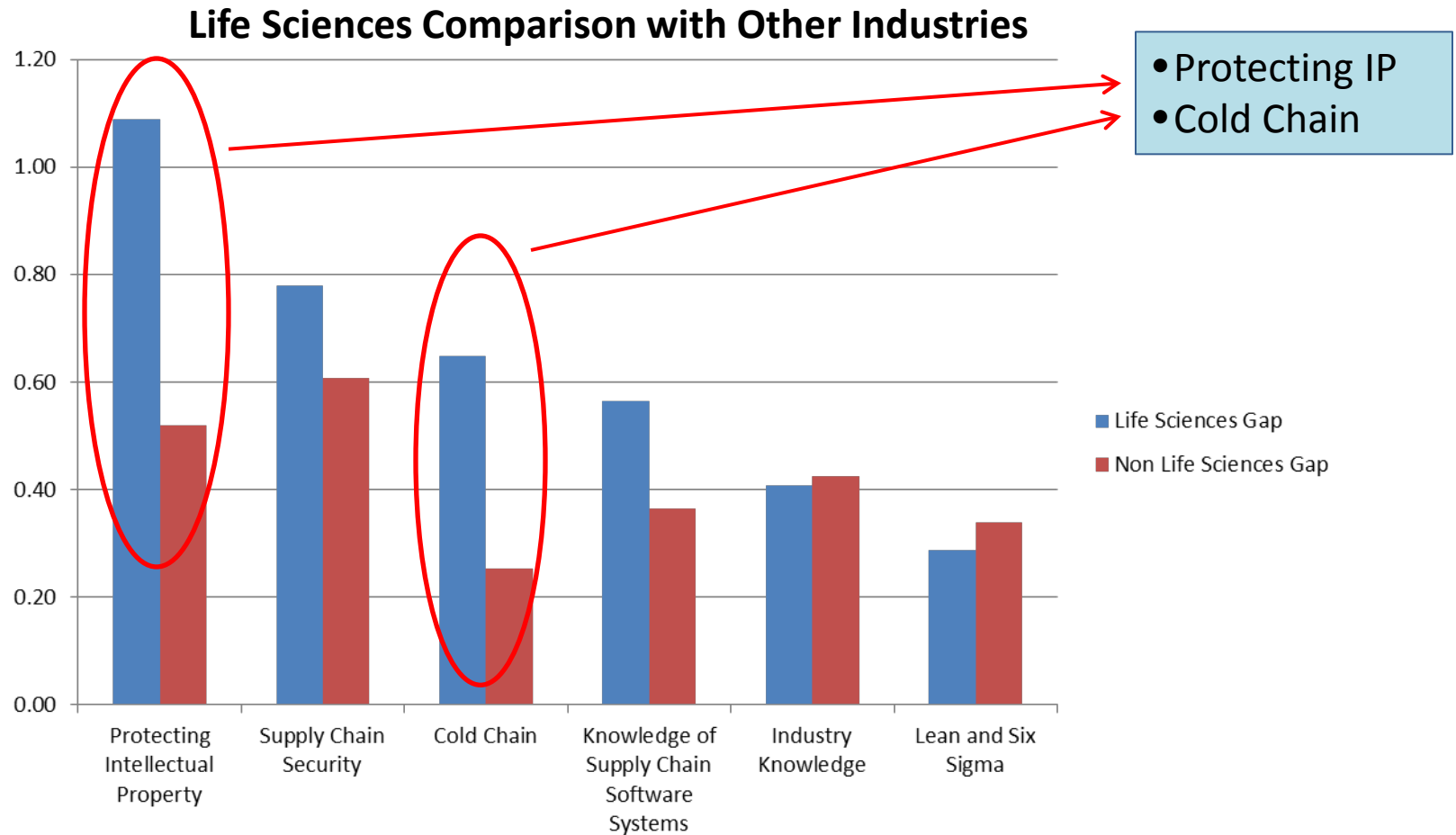
# Specialized Expertise – Importance vs. Expertise



# Specialized Expertise – Importance Comparison



# Specialized Expertise – Gaps Comparison

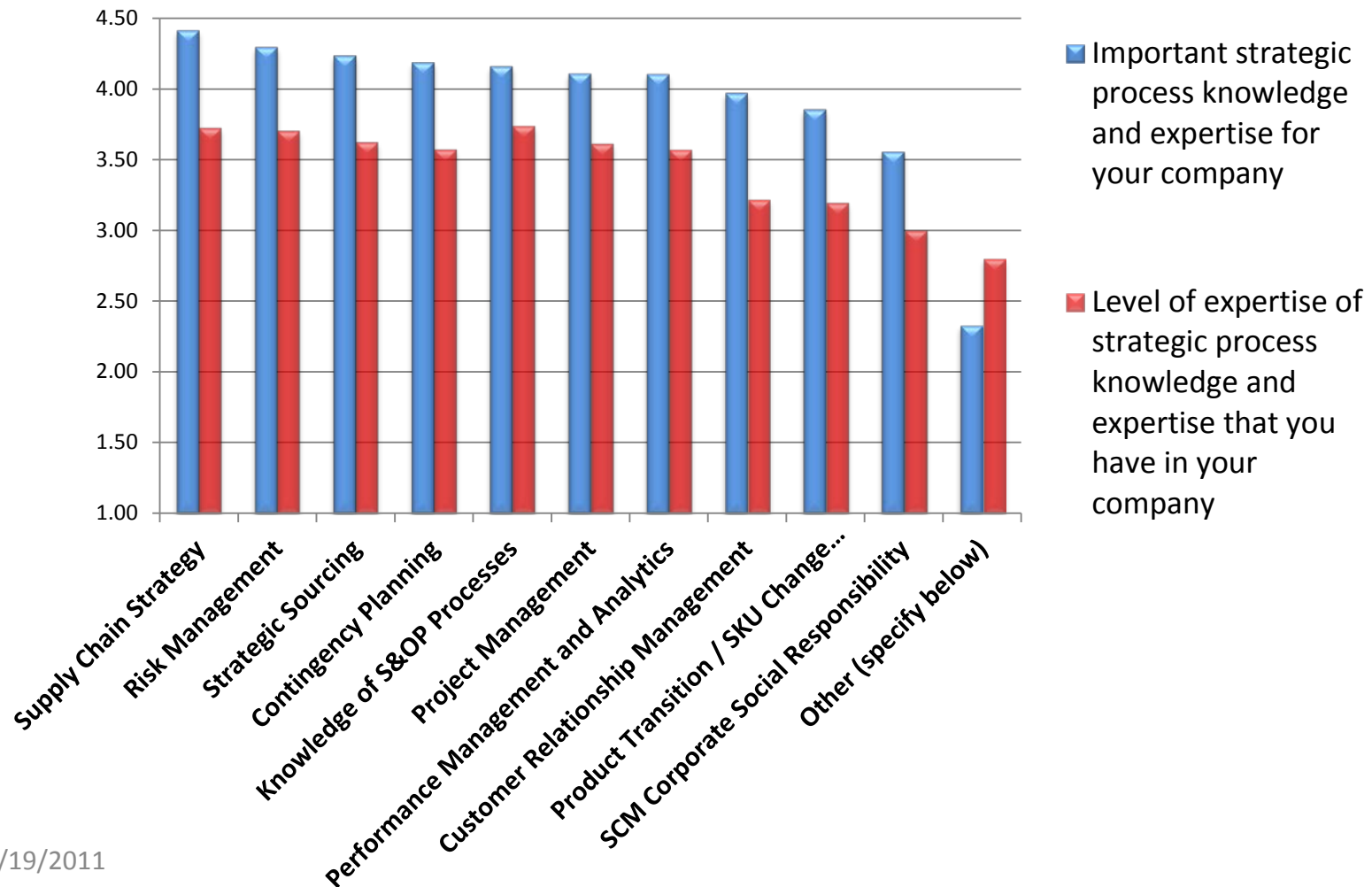




# Strategic Process Knowledge – Importance versus Expertise



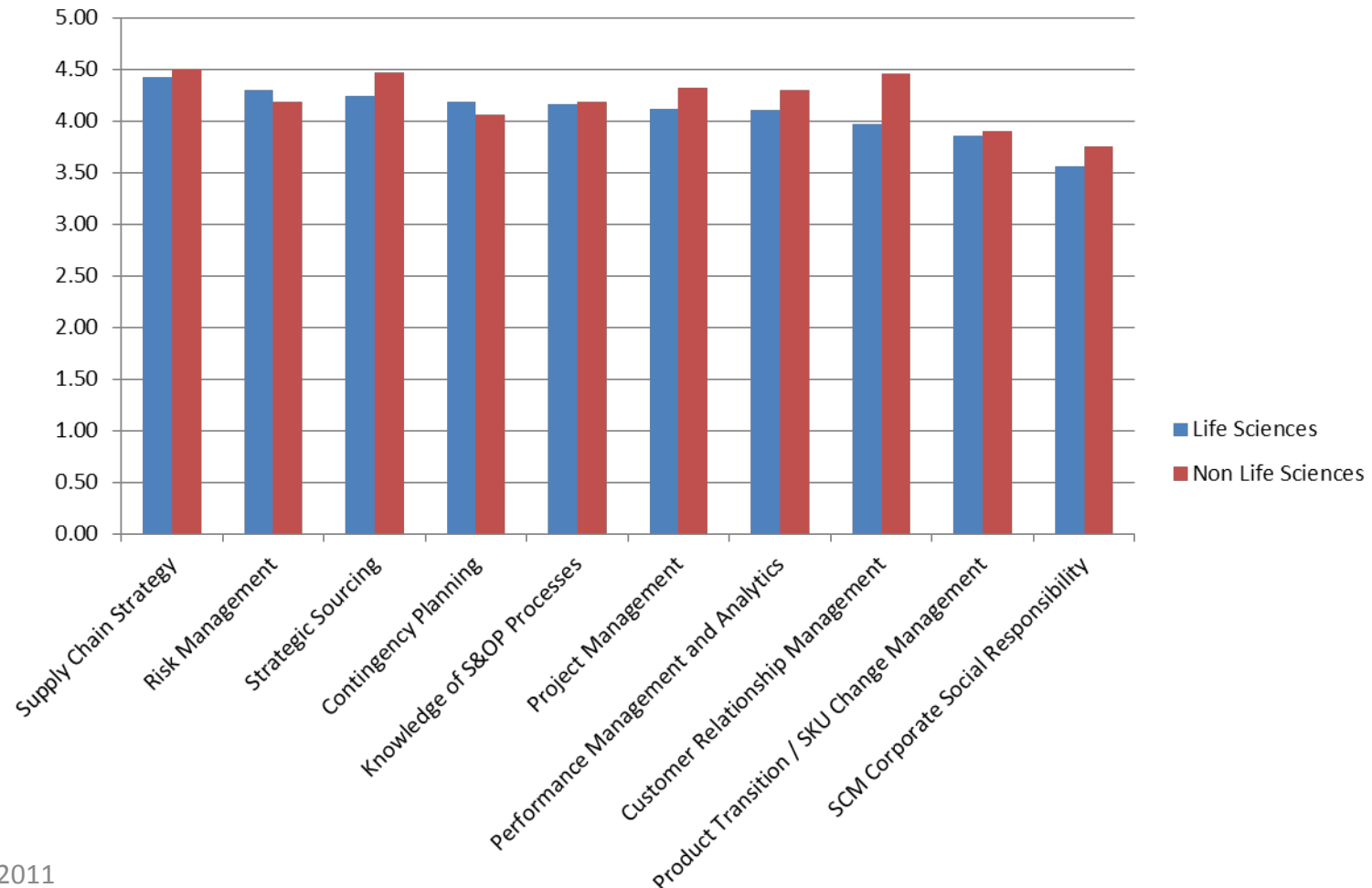
## Life Sciences Only



# Strategic Process Knowledge and Expertise - Importance



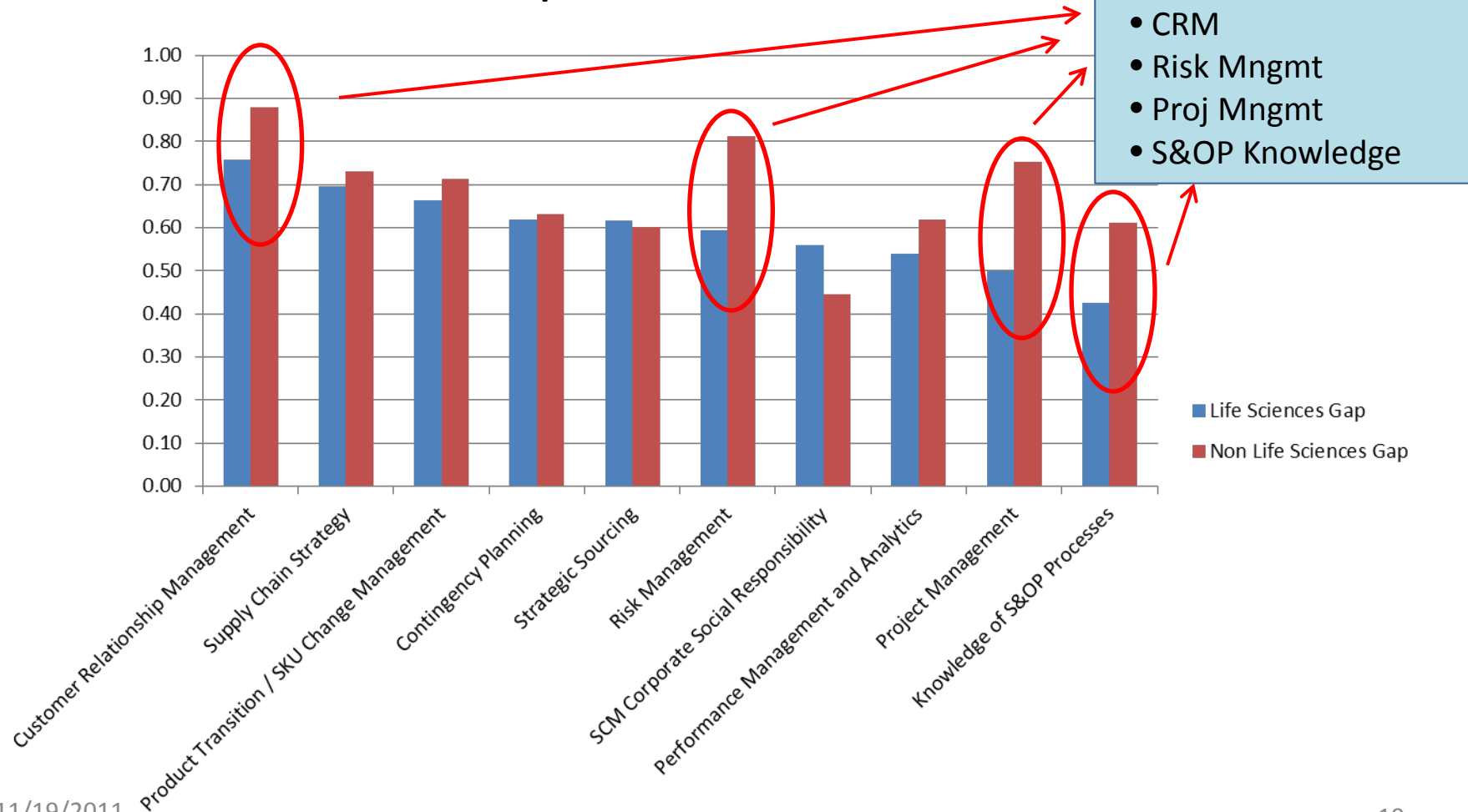
## Life Sciences Comparison with Other Industries



# Strategic Process Knowledge and Expertise - Gaps



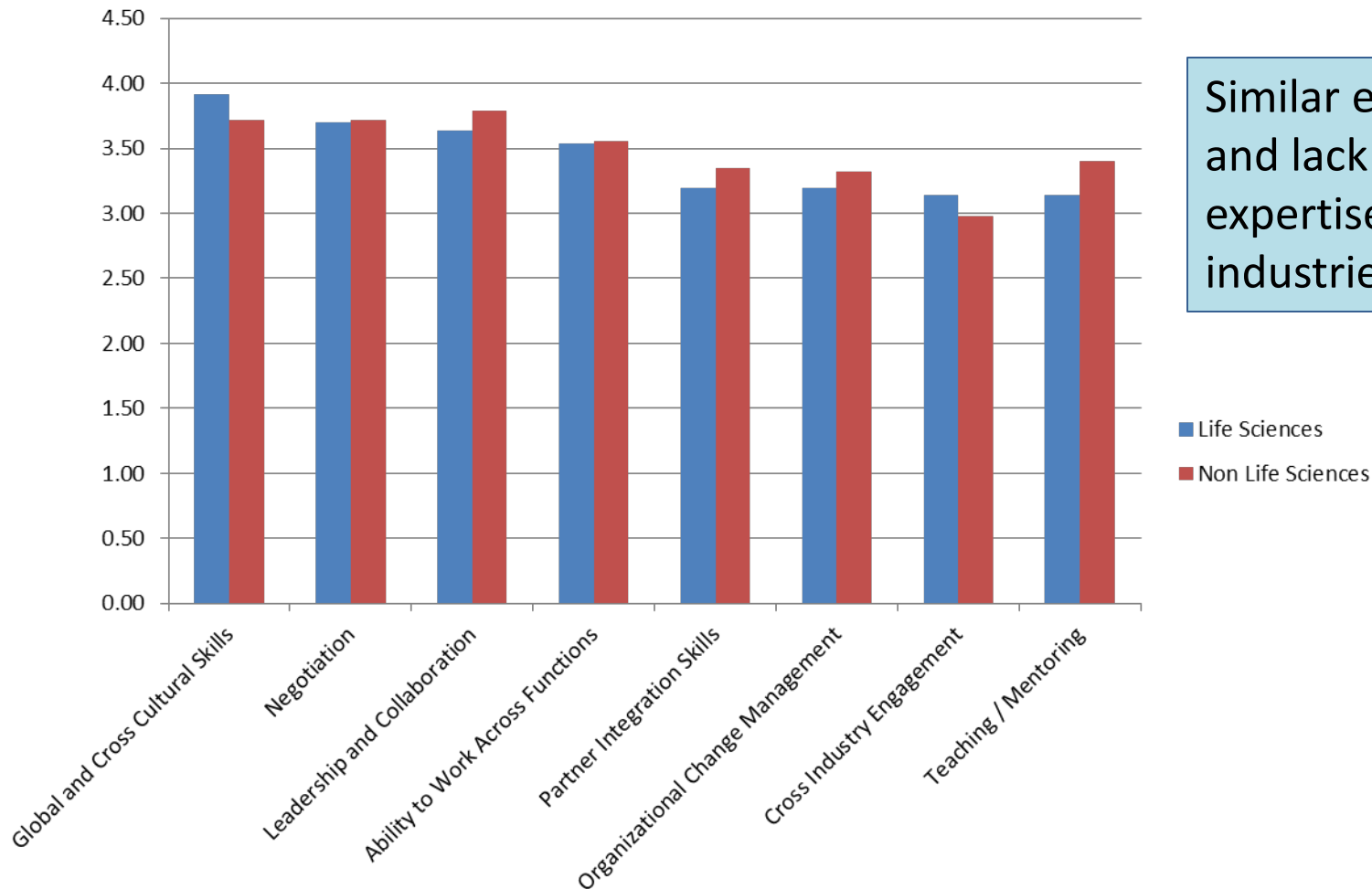
**Life Sciences Comparison with Other Industries**



# Interpersonal and Integrative Skills - Expertise



Life Sciences Comparison with Other Industries



Similar expertise and lack of expertise across industries

# Talent Development Methodologies - Effectiveness



Talent Development Methodology	LS Rank	Non-LS Rank
Participating with professional organizations	1	6
Professional Certification Programs	2	10
Mentoring and Coaching	3	3
High potential tracking and placement within functional groups	4	1
Partnering with academic institutions	5	9
High potential tracking and placement across functional groups	6	5
Placing supply chain talent into company leadership	7	4
Internal supply chain training program	8	7
Diversity management	9	2
Formal rotation programs for entry level employees	10	8
Formal rotational program for experienced employees	11	11

# Overall Conclusions 1



- Concerns about the level of expertise in Supply Chain in Life Sciences across all areas. Areas of particular concern highlighted include:
  - Regulatory and compliance is the largest
  - The next **five** largest of the functional skills gaps are in the planning area
- Specific concerns in Life Sciences
  - Regulatory
  - Cold Chain
  - Protecting Intellectual Property
  - Manufacturing, Contract Manufacturing and Supply Management
- Life Sciences industry perceives their expertise as better in some areas compared to other industries
  - Project management
  - Risk management
  - Lean / Six Sigma
  - Knowledge of S&OP

# Overall Conclusions 2

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- Life Sciences industry is comparable to other industries in interpersonal and integrative skills
- Talent Development
  - Life sciences industry is less advanced in supply chain expertise, in need of both foundational and specialty knowledge
  - General dissatisfaction with methodologies currently available

# Supply Chain Talent Development Committee 2012 Initiatives

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- Multi-tiered training and development
  - Practitioners to Executives
- Information sharing with the industry
  - Supply chain progression and development map
  - Map of supply chain certification programs and benefits
  - Identification of best options and opportunities for Life Sciences
- Identification of biggest areas of need for Life Sciences community (e.g. Regulatory/ Compliance and Planning)
- Development of educational options



# Supply Chain Talent Development Committee 2012 Initiatives

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- Use survey results to identify and develop educational and best practice sharing opportunities for Life Sciences community
  - Webinars
  - Educational offerings
- Share complete survey results with respondents