Business Planning as a Basis for Biobank Sustainability and Professionalism

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Keys to Sustainability: Stay Active in All Dimensions

**Operational**
- Efficiency
  - Robust Business Planning
  - Quality – Products, Processes & Services
  - Realistic Market Research

**Financial**
- Accomplishment
  - Diversify Offerings and Funding Sources
  - Understand true costs

**Social**
- Acceptability
  - Engage Stakeholders – Early and Often
  - Social Trust Value
Series of Sessions and Papers on Biobank Business Planning

2012 // Ensuring Sustainability in the Face of Global Crises

2014 // Financial Sustainability of Biobanks

2015 // Navigating the Trail: Finding the Path to Biobank Sustainability through Sound Business Planning

2016 // Sustainability in Biobanking: Targeting your Biobank Utilization through Planning, Marketing and Access

2017 // Spotlight on Innovation in Social Sustainability: Developing Evidence-Driven Best Practices in Biobanking
Sustainability Survey - Background

• This is a **Preliminary Analysis**; the Survey is Still Open

• Worldwide survey advertised via multiple channels and provided in multiple languages (English, French, Spanish, German, Chinese)

• Targeting biobanks for biomedical research only and not for therapeutic or diagnostic purpose.

• Focus on Trends in Biobanking Business Planning
Country of Origin

• 164 Responders
Year Biobanks were Established

Year Biobanks were Established

- No data/unknown
- Till 1980
- 1981-2000
- 2001-2005
- 2006-2010
- 2011-2015
- 2016-2017

n = 164
Size of Biobanks

- 0.0%
- 10.0%
- 20.0%
- 30.0%

Sustainability - GBW 2017 - Stockholm

n = 164
Why do Biobanks Need Business Plans?

• The Business Plan Shows Future Development Opportunities of your Biobank

• In the Business Plan, you Formulate the Objectives of the Biobank and Detail the Measures to Achieve them

• Must be an Living Plan, Used Continuously

➤ Business Planning as Basis for Biobank Sustainability and Professionalism
Availability of Business Plan: Where are we?

- **Business Plan Yes**: 34.1%
- **Business Plan in Preparation**: 24.4%
- **Business Plan No**: 38.4%
- **No data**: 3.0%

n = 164
% Business Plan Available According to Year Established and Size of Biobanks

- Year Biobanks were Established
- Size of Biobank

n = 164
What is a Business Plan Needed for?

• Clear & Informative Presentation of **Relevant Factors**
• Thorough Assessment of the **Chances of Success** of your Project
• Develop **Basis for Decision-Making** by Using Tools like SWOT & Risk Analysis

**SWOT Analysis**

<table>
<thead>
<tr>
<th>Internal View</th>
<th>Strengths</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths of the Biobank</td>
<td>Strengths of the Biobank</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External View</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities or Potentials in the Market</td>
<td>Risks that Exist or Threaten the Biobank</td>
<td></td>
</tr>
</tbody>
</table>

**Risk Analysis**

<table>
<thead>
<tr>
<th>Likelihood of the hazard happening</th>
<th>Insignificant damage to Property</th>
<th>Non-Reportable Injury, minor loss of Process or slight damage to Property</th>
<th>Reportable Injury, moderate loss of Process or limited damage to Property</th>
<th>Major Injury, Single Fatality, critical loss of Process/damage to Property</th>
<th>Multiple Fatalities, Catastrophic Loss of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost Certain 5</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
<td>25</td>
</tr>
<tr>
<td>Will probably occur 4</td>
<td>4</td>
<td>8</td>
<td>12</td>
<td>16</td>
<td>20</td>
</tr>
<tr>
<td>Possible occur 3</td>
<td>3</td>
<td>6</td>
<td>9</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Remote possibility 2</td>
<td>2</td>
<td>4</td>
<td>6</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Extremely Unlikely 1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

1 Parry-Jones A et al. Crisis Management for Biobanks, BIO 2017
Content of a Business Plan

• Summary
• Biobank und Biobank Strategy
• Products / Services
• Market / Customers
• Competitors
• Marketing
• Production / Supply/ Purchasing
• Research & Development
• Locations/ Administration
• IT & Communications -Technologies
• Management / Management Tools / Organisation
• Risk Analyse
• Finance
Who are your Users / Customers?

164 Biobanks Provides Samples / Data Annually for 7’212 Different Projects over the Past Few Years

- 38.1% own use
- 33.3% within own organization
- 8.8% external, non-commercial
- 19.8% external, commercial

n = 164
Who are your Users / Customers?
Differences in 4 Countries

# Biobanks / Projects
USA 34 / 3379, Australia 24 / 435, Spain 24 / 655, Germany 23 / 594

- own use
- within own organization
- external, non-commercial
- external, commercial

n = 164
Low Hanging Fruit – Understanding the Pareto Principle (The 80/20 Rule)

- 20% of Customers Create 80% of Revenue
- 80% of your Outcome Comes from 20% of your Input

Conclusion
- Focus
- Good is often Good Enough

Did you have Repeat Users of Your Biobank in the Last Few Years?

- Yes: 39%
- No: 61%

n = 164
Low Hanging Fruit - Differences in 4 Countries

Did you have Repeat Users of your Biobank in the Last Few Years?

- **US**: 75.0% yes, 25.0% no
- **Australia**: 50.0% yes, 50.0% no
- **Spain**: 75.0% yes, 25.0% no
- **Germany**: 50.0% yes, 50.0% no

n = 164
Creating Strategy for New Users / Customers

Do you have a Strategy how to Approach New Users / Customers (Ideally Written in your Business Plan)?

- yes, internal network only: 15%
- yes, broadly: 17%
- no: 37%
- no data: 31%

n = 164
Growing your Customer Base

Are you Actively **Marketing** the Samples and Data in your Biobank?

- 32% yes, internal network only
- 24% yes, broadly
- 29% no
- 16% no data

$n = 164$

Do you Regularly **Communicate** with your User / Customer Base (e.g. Newsletter, email, etc.)?

- 25% yes, internal network only
- 31% yes, broadly
- 29% no
- 16% no data

$n = 164$
Marketing your Biobank Website / Social Media

Does your Biobank have a Website?
- Yes: 46%
- No: 23%
- No data: 31%

Is your Biobank Active in Social Media for Marketing (e.g. Facebook, Twitter, LinkedIn etc.)?
- Yes: 31%
- No: 56%
- No data: 14%

n = 164
Procter & Gamble Cut Up to $140 Million in Digital Ad Spending Because of Brand Safety Concerns

The CPG company also cut agency and production money

By Lauren Johnson | July 28, 2017

During Procter & Gamble’s fourth-quarter earnings call yesterday, the packaged-goods giant reported that it cut approximately $100 million to $140 million in digital advertising spend last quarter because of brand safety concerns and ineffective ads.
Marketing your Biobank – Challenges (2/2)

Who is Waiting for your Biobank?

“It’s totally false . . . that “if you build it they will come.” I thought if we build this [biobank] we’ll have people knocking on our door to use it” (Interview with a biobank director, 2011).

Cadigan RJ et al.
Underutilization of specimens in biobanks: an ethical as well as a practical concern?

Be Customer Oriented

“Any customer can have a car painted any color that he wants - so long as it is black”
1. Mature, Professional Biobanks Use Business Planning to Achieve and Maintain Sustainability;

2. Business Planning is an Active and Continuous Process for Successful Businesses;

3. The Biobanking Community has not Quite Hit the Inflection Point of Adopting a Business Mindset and the Use of Business Plan as a Management Tool;

4. As Business Planning is Adopted in Biobanking, it is Likely that there will be more Examples of Sustainable Operations Globally.
Next Steps

• We will be Combining these Data with more being Collected Daily and with a Large Survey Set from China and Plan to Publish this within the Coming Year.

• This is a Preliminary Analysis; the Survey is Still Open
Supporter

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- Johanna Dungle – Austria/BBMRI-ERIC
- Eoin Gaffney – Irland
- Catherine Kennedy – Australia
- Manuel Morente - Spain
- Phil Quinlan – UK
- Peter Riegman – The Netherlands
- Roman Siddiqui - Germany
- Peter Watson – Canada
- Andy Zaayenga – US/ISBER Weekly News Digest
- Xuexun Zhou- China

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