



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**



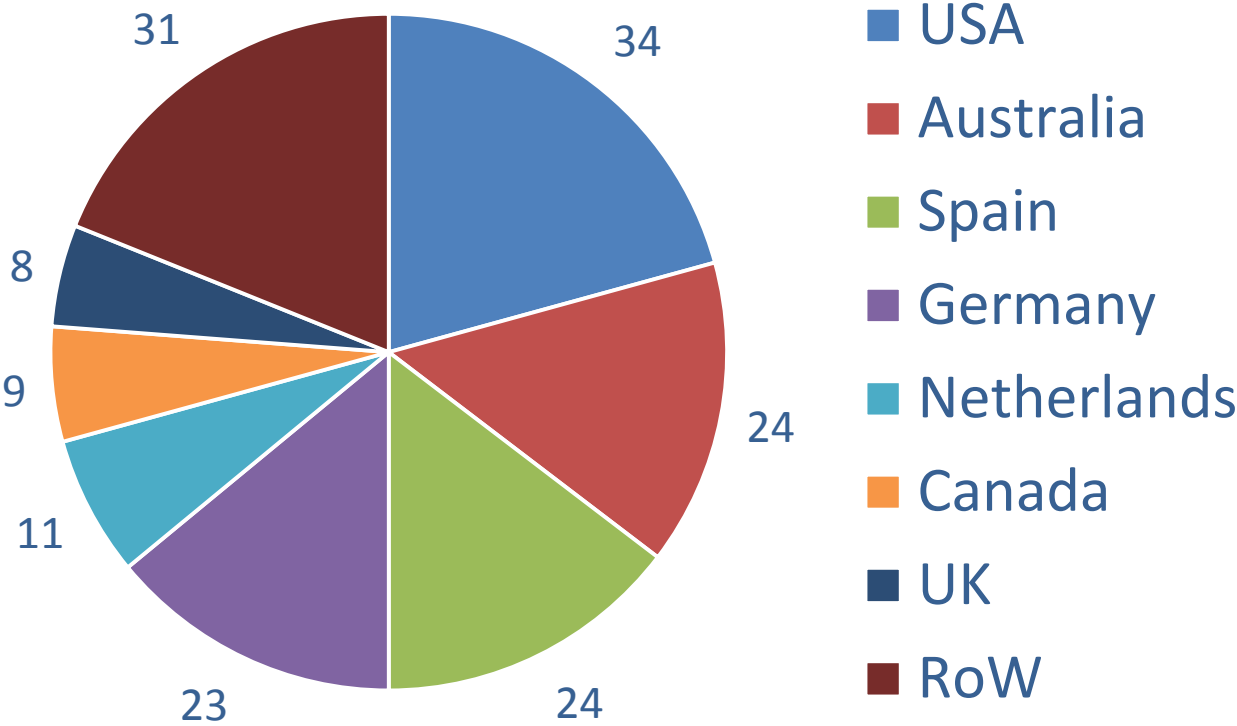
2017 // Spotlight on Innovation in Social Sustainability: Developing Evidence-Driven Best Practices in Biobanking

Sustainability Survey - Background

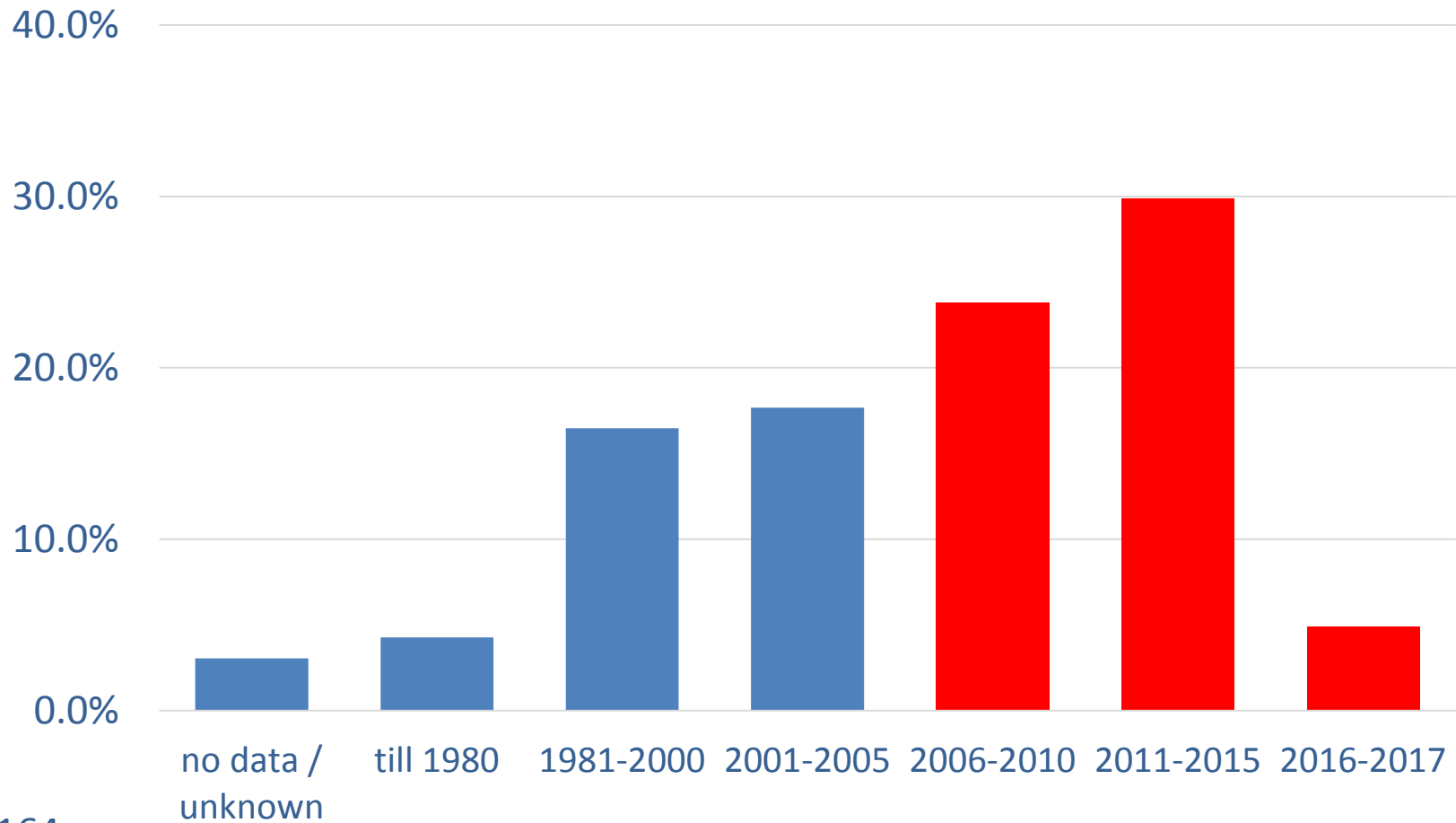
- This is a **Preliminary Analysis**; the Survey is Still Open
- Worldwide survey advertised via multiple channels and provided in multiple languages (English, French, Spanish, German, Chinese)
- Targeting biobanks for biomedical research only and not for therapeutic or diagnostic purpose.
- Focus on Trends in Biobanking Business Planning

Country of Origin

- 164 Responders

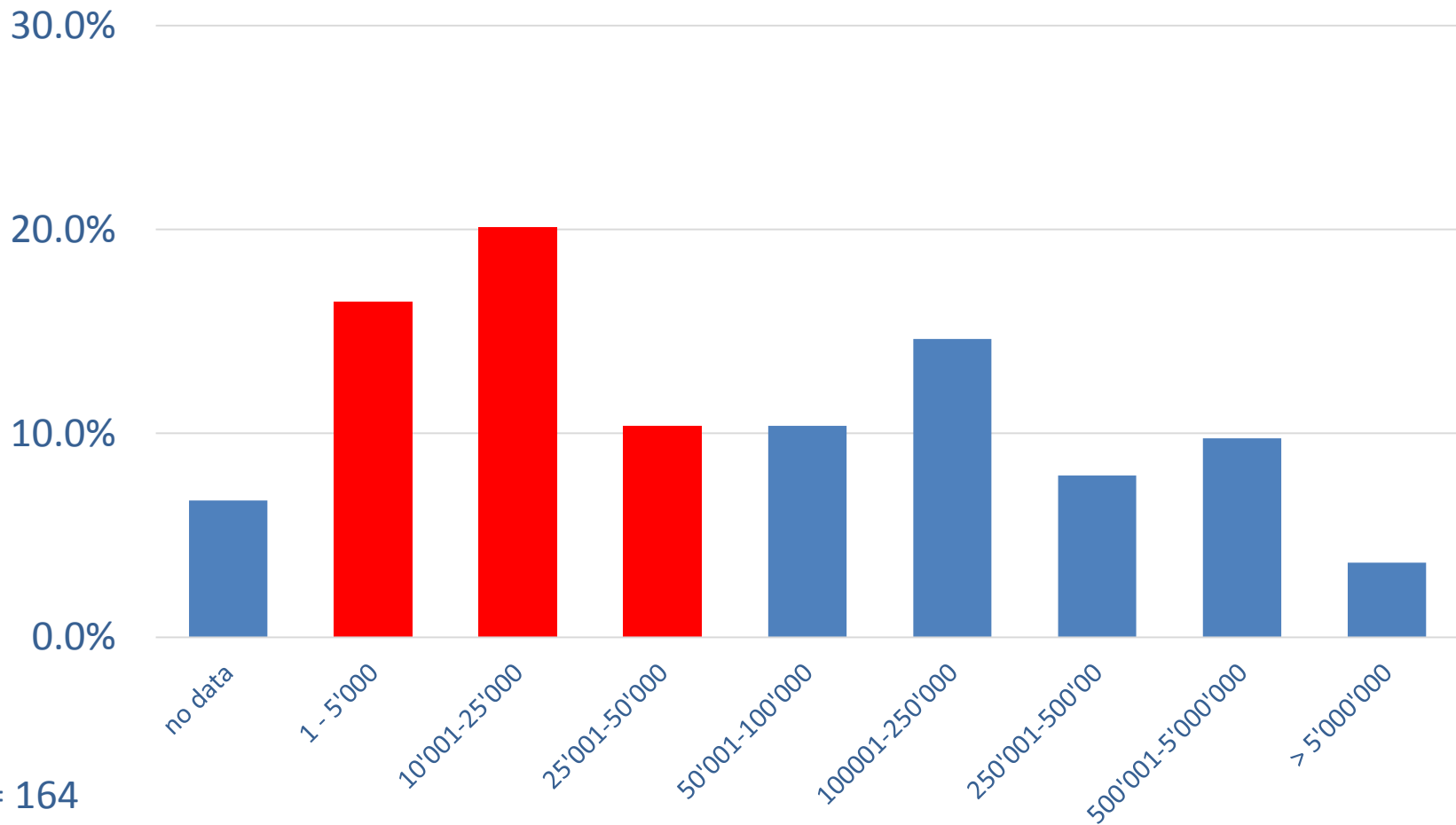


Year Biobanks were Established



n = 164

Size of Biobanks

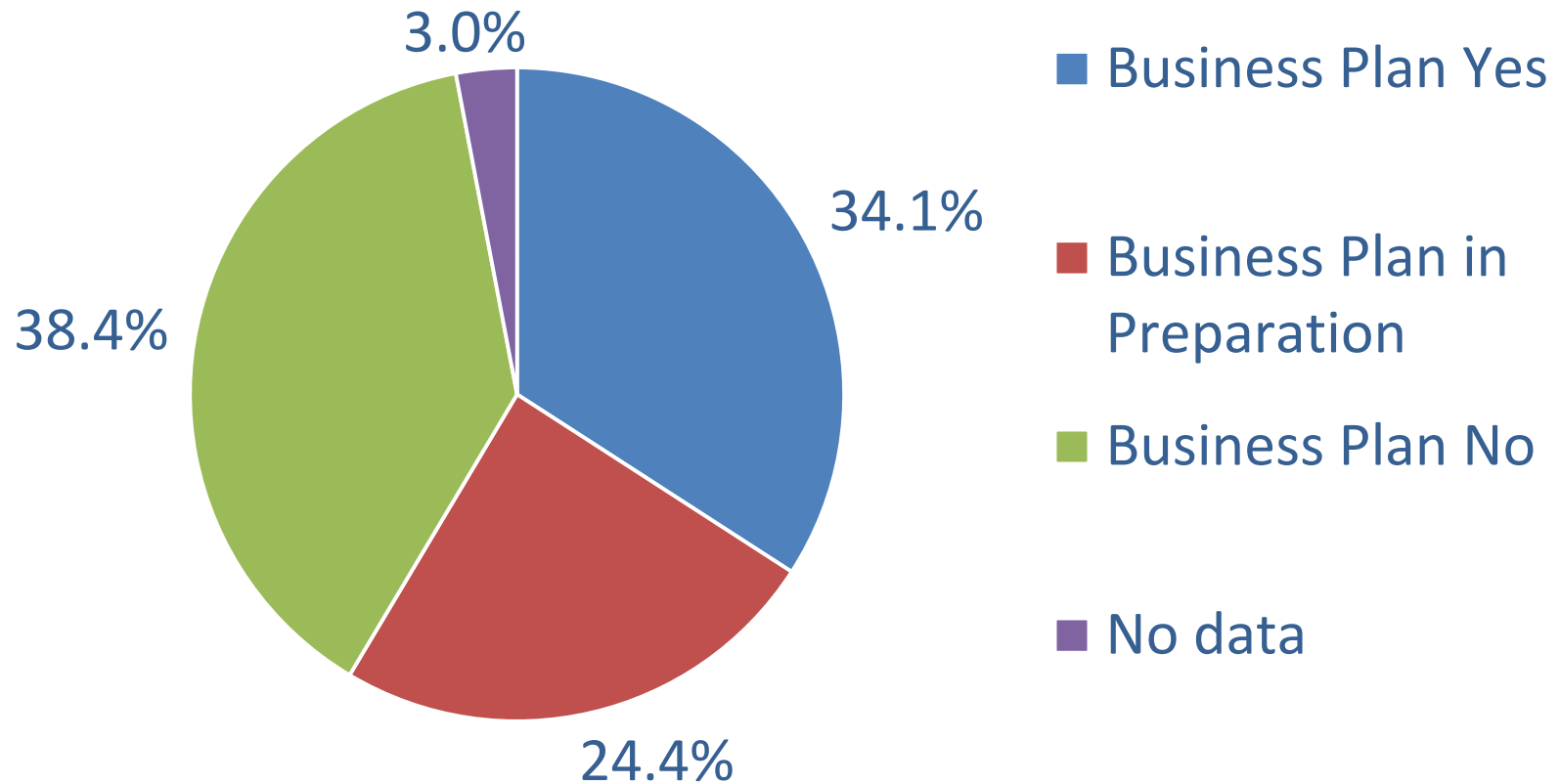


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Why do Biobanks Need Business Plans?

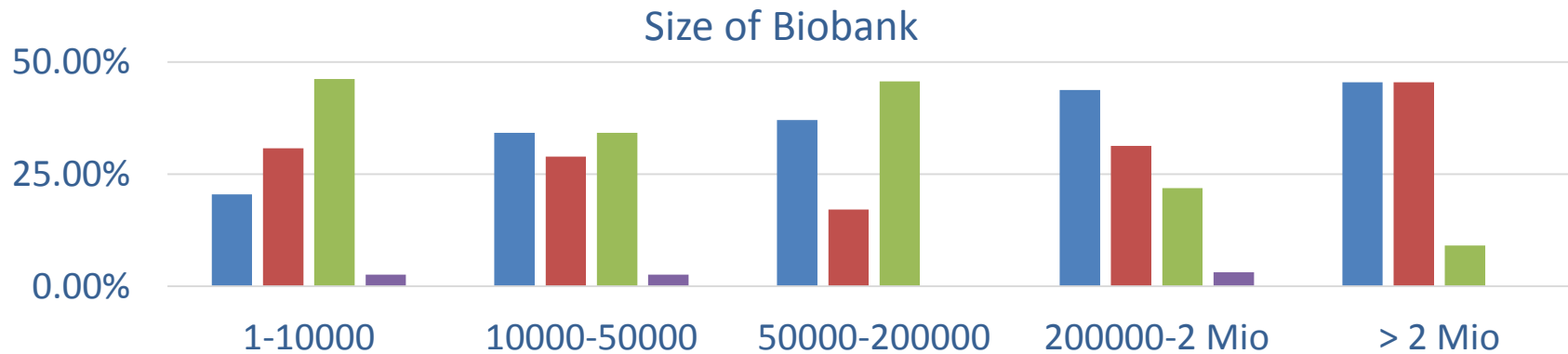
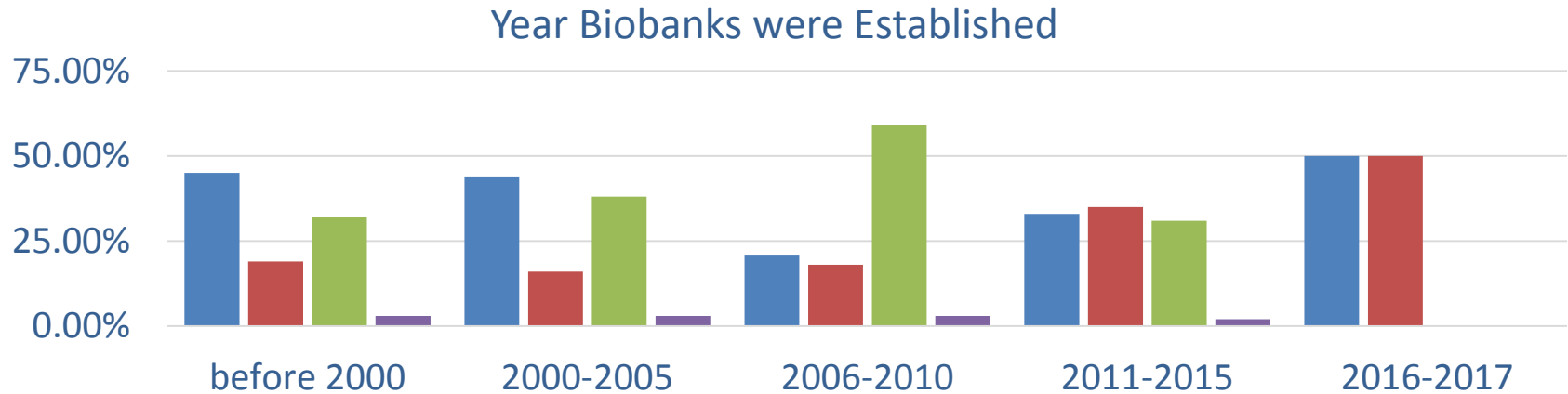
- The Business Plan Shows Future Development **Opportunities** of your Biobank
 - In the Business Plan, you Formulate the **Objectives** of the Biobank and Detail the Measures to Achieve them
 - Must be an Living Plan, Used Continuously
- Business Planning as Basis for Biobank Sustainability and Professionalism

Availability of Business Plan: Where are we?



n = 164

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



n = 164

■ yes ■ in progress ■ no ■ no data

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

Internal View	Strengths	Weakness
	Strengths of the Biobank	Weakness of the Biobank
External View	Opportunities	Threats
	Opportunities or Potentials in the Market	Risks that Exist or Threaten the Biobank

Risk Analysis¹

		Severity of the potential injury/damage					
		Insignificant damage to Property, Equipment or Minor Injury	Non-Reportable Injury, minor loss of Process or slight damage to Property	Reportable Injury moderate loss of Process or limited damage to Property	Major Injury, Single Fatality critical loss of Process/damage to Property	Multiple Fatalities Catastrophic Loss of Business	
		0 – 5 = Low Risk					
		6 – 10 = Moderate Risk					
		11 – 15 = High Risk					
		16 – 25 = extremely high unacceptable risk					
Likelihood of the hazard happening	Almost Certain 5	5	10	15	20	25	
	Will probably occur 4	4	8	12	16	20	
	Possible occur 3	3	6	9	12	15	
	Remote possibility 2	2	4	6	8	10	
	Extremely Unlikely 1	1	2	3	4	5	

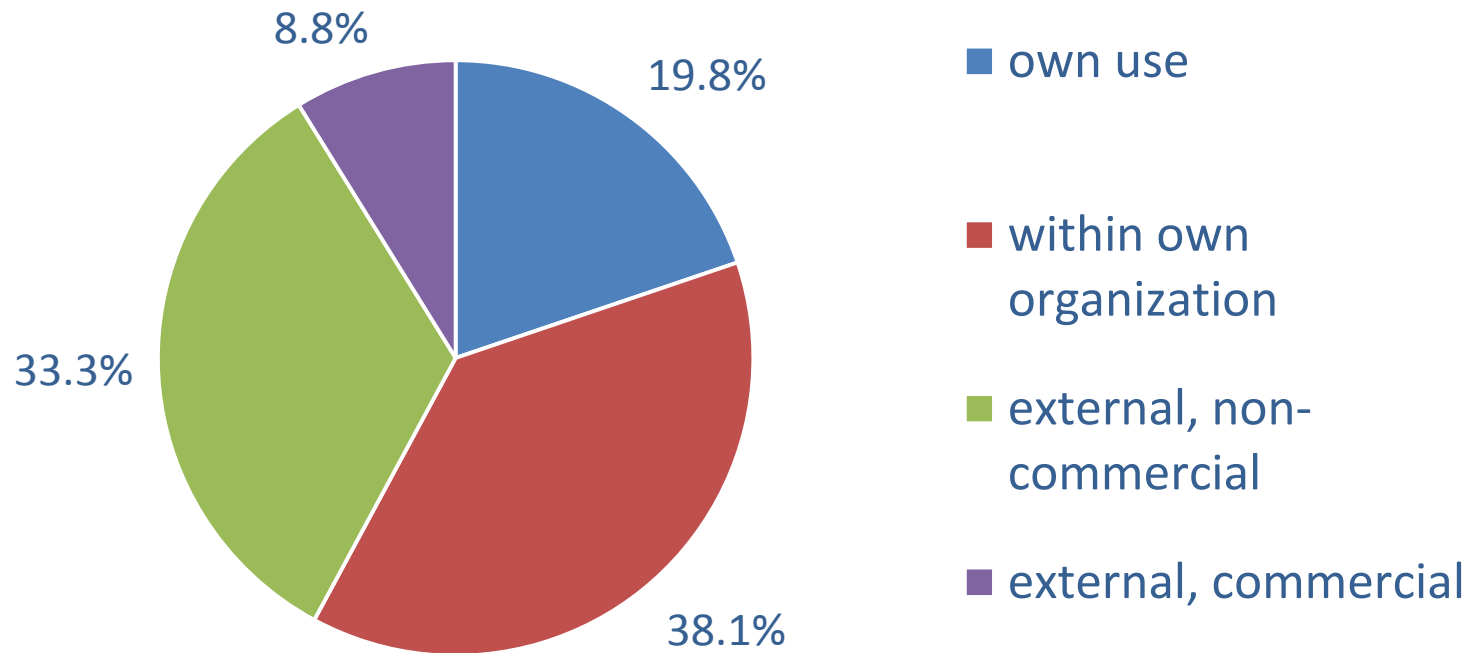
¹ Parry-Jones A et al. Crisis Management for Biobanks, BIO 2017

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

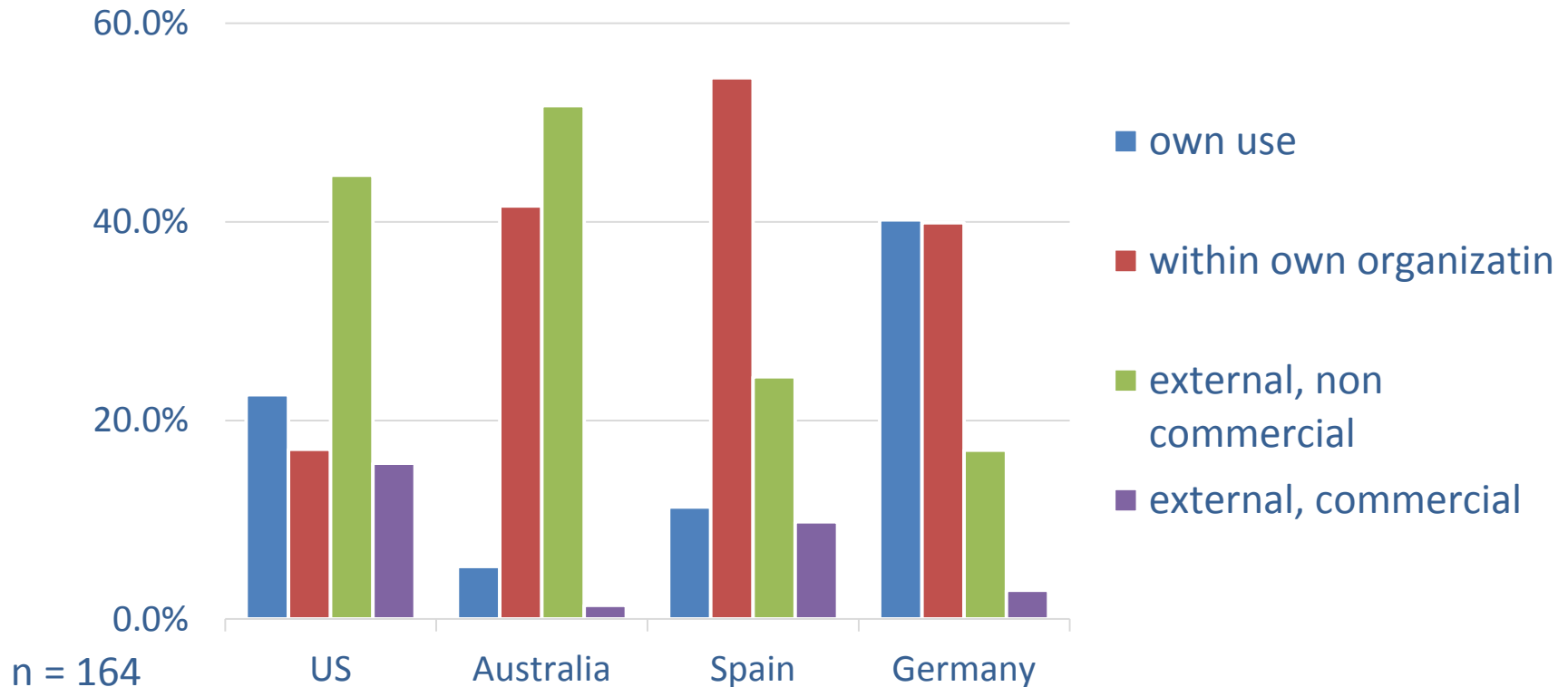


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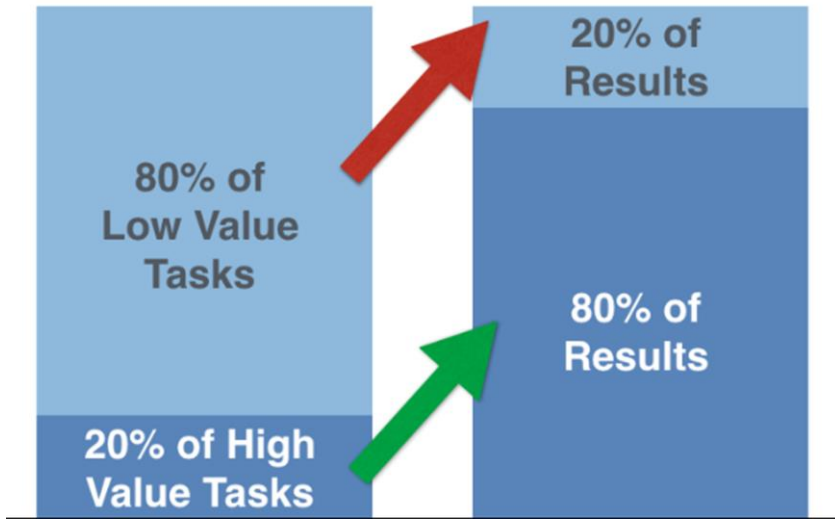
Who are your Users / Customers? Differences in 4 Countries

Biobanks / Projects

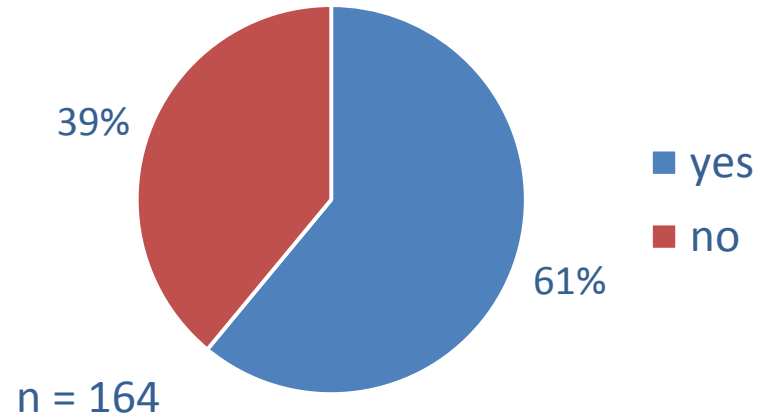
USA 34 / 3379, Australia 24 / 435, Spain 24 / 655, Germany 23 / 594



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



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



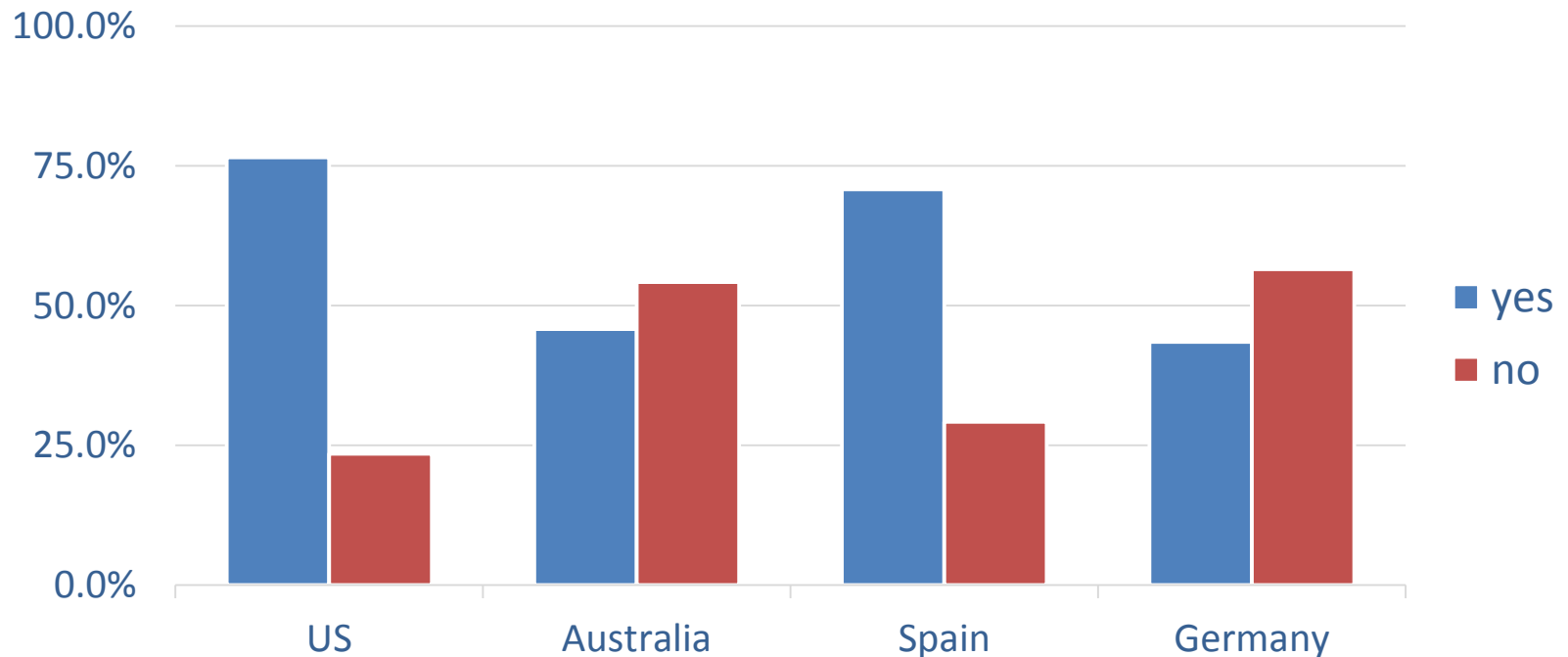
- 20% of Customers Create 80% of Revenue
- 80% of your Outcome Comes from 20% of your Input

Conclusion

- Focus
- Good is often Good Enough

Low Hanging Fruit - Differences in 4 Countries

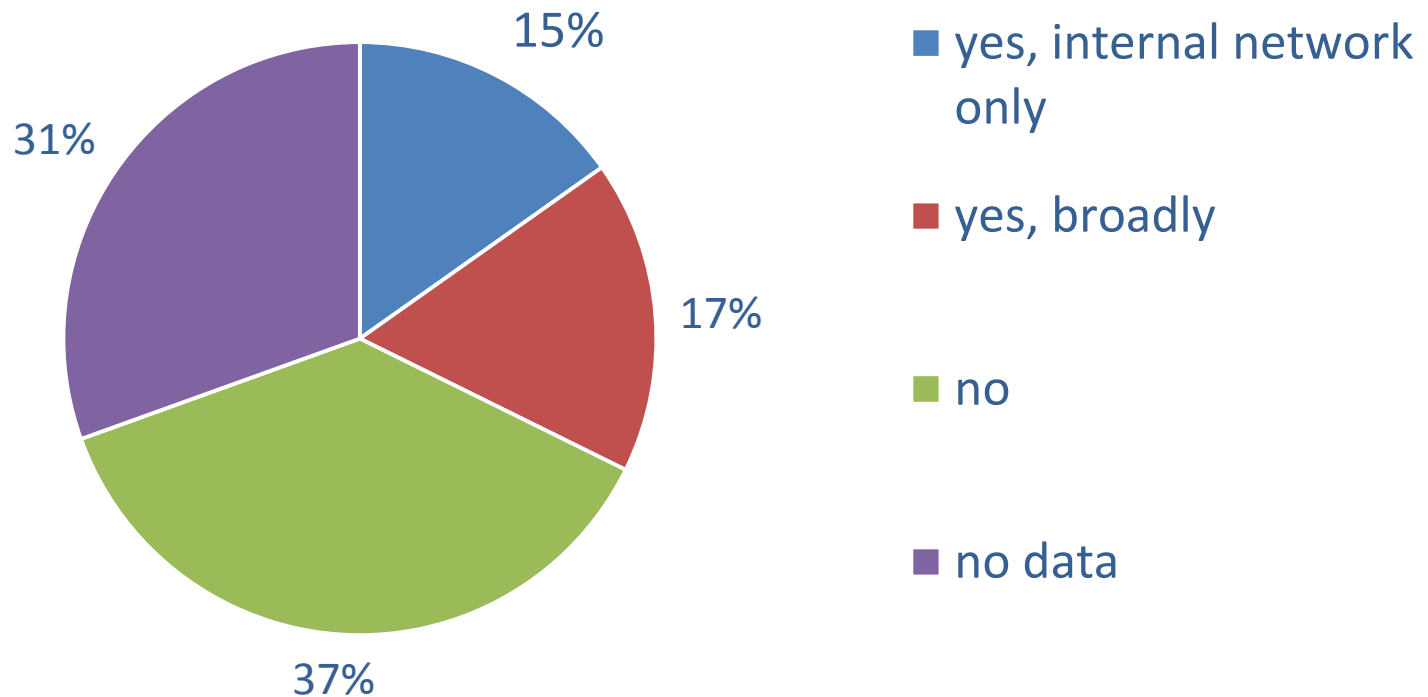
Did you have Repeat Users of your Biobank in the Last Few Years?



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Creating Strategy for New Users / Customers

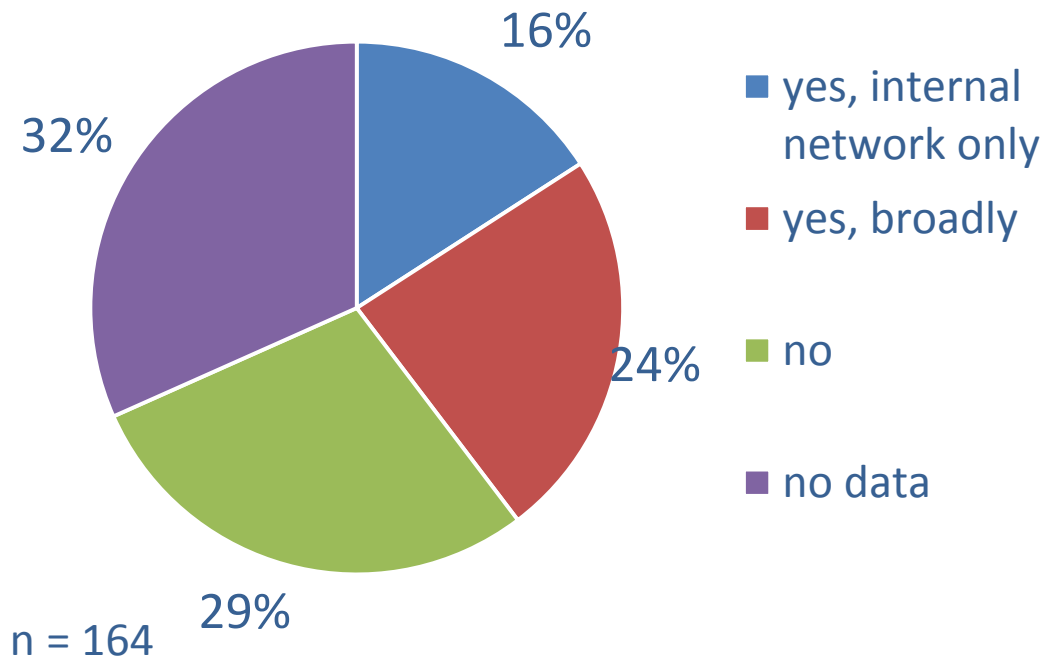
Do you have a Strategy how to Approach New Users / Customers
(Ideally Written in your Business Plan)?



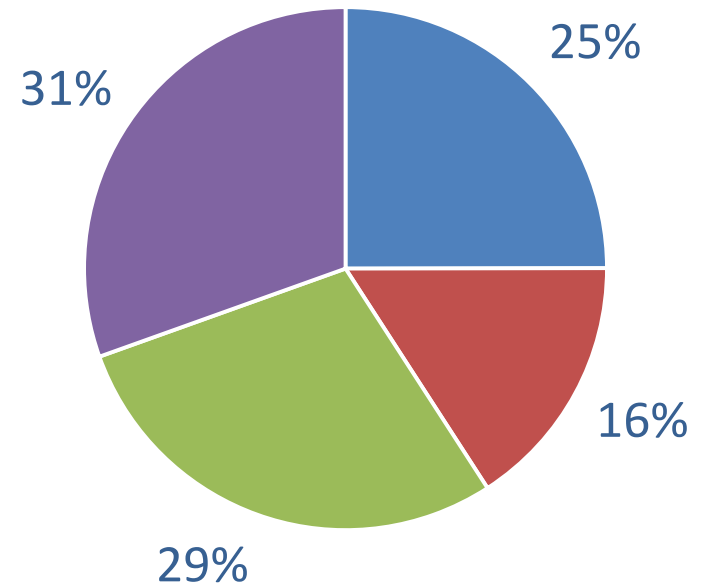
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Growing your Customer Base

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

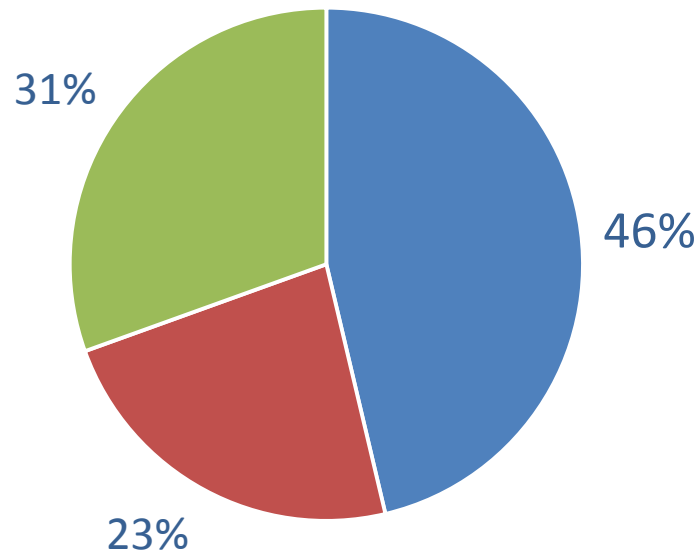


Do you Regularly **Communicate** with your User / Customer Base (e.g. Newsletter, email, etc.)?



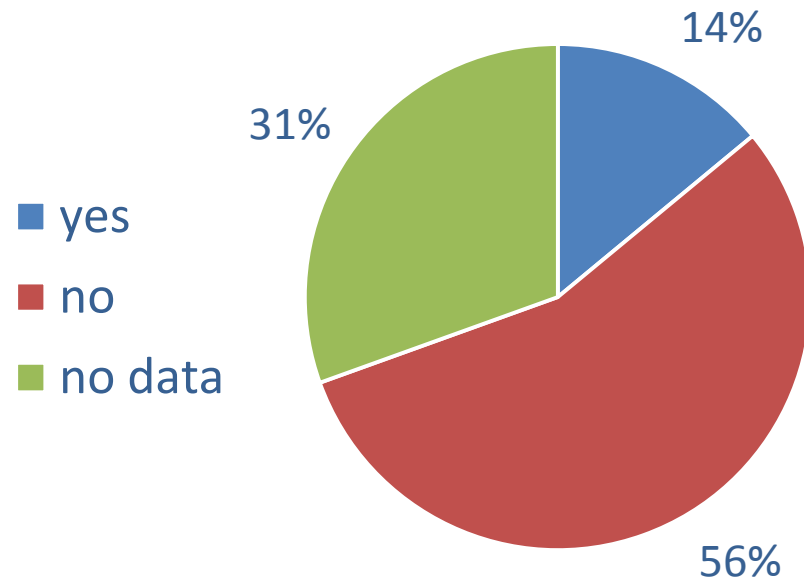
Marketing your Biobank Website / Social Media

Does your Biobank have a Website?



n = 164

Is your Biobank Active in Social Media for Marketing (e.g. Facebook, Twitter, LinkedIn etc.)?



Marketing your Biobank – Challenges (1/2)

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?

Genet Med. 2014;16:738-40

Be Customer Oriented



“Any customer can have a car painted any color that he wants - so long as it is black”

Conclusion

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

Acknowledge

Supporter

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