Biobank sustainability: preliminary survey results on the level of business planning in UK biobanks

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UK Biobanking Showcase 2017

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Caveats
Background
Three Dimensions of Sustainability

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

Operational Efficiency
- Diversify Offerings & Funding Sources
- Understand true Costs

Social Acceptability
- Engage Stakeholders – Early and Often
- Social Trust

Social Acceptability

Financial Accomplishment
- Operational Efficiency
Sustainability Sessions ISBER

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

• The Survey is intended to Inform Understanding of the level of Business Planning in the Biobank Community.


• This is a Preliminary Analysis; the Survey is Still Open for UK only until end of October

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

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

• Focus on Trends in Biobanking Business Planning
Preliminary Results

Chart Title
### Biobank Info – Country of Origin

199 responses to end of Sept

<table>
<thead>
<tr>
<th>Country</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>10</td>
</tr>
<tr>
<td>Ireland</td>
<td>2</td>
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<tr>
<td>France</td>
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<td>Netherlands</td>
<td>11</td>
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<tr>
<td>Spain</td>
<td>27</td>
</tr>
<tr>
<td>U.S.</td>
<td>34</td>
</tr>
</tbody>
</table>

- 8 Academic, 1 Gov, 1 NHS
- 3 Population, 2 hosp based, 3 multi disease, 2 single disease
- Size Range - a few hundred to 100,000 samples
Biobank Info - Year Biobank Established

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

- n = 164
- UK = 10
Biobank Info - Size of Biobank

n = 164
Business Planning – What is a BP and what is it needed for?

- The Business Plan Shows Future Development Opportunities of your Biobank
- It Includes your Vision and Mission of your Biobank
- In the Business Plan, you Formulate the Objectives of the Biobank and Detail the Measures to Achieve them
- Clear & Informative Presentation of Relevant Factors
- Thorough Assessment of the Chances Of Success of your Project
- Develop Decision Bases for Strategic Partners
- Create a Business Plan is Not a One-time Process
  - Regularly Adapt Business Plan and Incorporate Newly Acquired Knowledge
Business Planning - Where are we?

- Business Plan Yes: 32.0%
- Business Plan in Preparation: 23.0%
- Business Plan No: 42.0%
- No data: 4.0%

UK=
- UK=50%
- UK=30%
- UK=20%
- UK=10%

n = 199
UK=10
% BP Available According to Year Established and Size

Year Biobanks were Established

Size of Biobank

n = 164
Users/Customers

199 Biobanks Provides Samples / Data Annually for 9’141 Different Projects over the Past Few Years

UK=4%  8.0%
UK=53%  35.0%
UK=18.0%  13%
UK=39.0%  31%

n = 199
UK=10/280 Projects

- own use
- within own organization
- external, non-commercial
- external commercial
Users/Customers

# Biobanks / Projects
USA 34 / 3379, Australia 24 / 435, Spain 24 / 655, Germany 23 / 594  UK 10 /280

n = 164
Repeat Users/Customers - 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
- no
- no data

n = 199

- 29%
- 8%
- 64%
Marketing your biobank - Challenges

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).

Be Customer Oriented

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

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.
Growing the customer base

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

- 30% (10%) yes, internal network only
- 22% (40%) yes, broadly
- 18% (30%) no
- 30% (20%) no data

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

- 27% (40%) (10%)
- 29% (30%)
- 16% (30%)
- 28% (20%)

n = 199
UK=10
Marketing your Biobank - Website / Social Media

Does your Biobank have a Website?

- Yes: 28% (10%)
- No: 50% (60%)
- No data: 22% (30%)

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

- Yes: 12% (30%)
- No: 59% (50%)
- No data: 29% (20%)

n = 199
UK=10
Influence of BP on Marketing practices

- **with website**: BP yes - 75%, BP planned - 50%, BP no - 25%
- **active in social media**: BP yes - 25%, BP planned - 10%, BP no - 5%
- **communication with customers**: BP yes - 75%, BP planned - 50%, BP no - 25%
- **strategy to approach customers**: BP yes - 75%, BP planned - 50%, BP no - 25%
- **active market samples**: BP yes - 75%, BP planned - 50%, BP no - 25%

n = 199 (149)
Conclusions and Next Steps
Conclusions

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 (63) and Plan to Publish early 2018
  – Webinar for UK CRC once published

• This is a Preliminary Analysis; the Survey is Still Open in the UK till end of October
  – Opportunity to increase UK to do specific analysis

English Survey: https://www.surveymonkey.com/r/PGLPTWM
Acknowledgements

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- Daniel Simeon-Dubach
Future meetings
Daniel Simeon-Dubach: Development of Modern Biobanking

Time Period

- 2000+
- 2010+
- 2020+

Some Major Issues

- ELSI, Quality, Ownership
- Sustainability, Reproducibility
- Professionalism, Standards

Importance and Recognition of Biobanks

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- ***
- *****
Back up Slides
Content of a Business Plan

- Summary
- Biobank and 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
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