



STREAMLINING TECHNOLOGY TRANSFER

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Our experience in Technology Transfer

World's Largest Pharma Services Business

55+

locations
worldwide

17,000

employees, including
3,500 scientists and
technicians

80+

countries where
we deliver medicine

109

new products launched
in the past decade

6,000+

clinical trials
supported in 2019

1,000+

Molecules developed

Who We Work With

All of top 20

global pharmaceutical
companies

17 of top 20

biopharmaceutical/biotechnology
companies

12 of top 20

specialty pharmaceutical
companies

600+

emerging
biopharmaceutical/
biotechnology
companies

**Viral vector
cell and gene
therapy
customers**

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STREAMLINING TECHNOLOGY TRANSFER

PERSPECTIVES FROM A CMO

Three opportunities to streamline technology transfer in today's agenda:

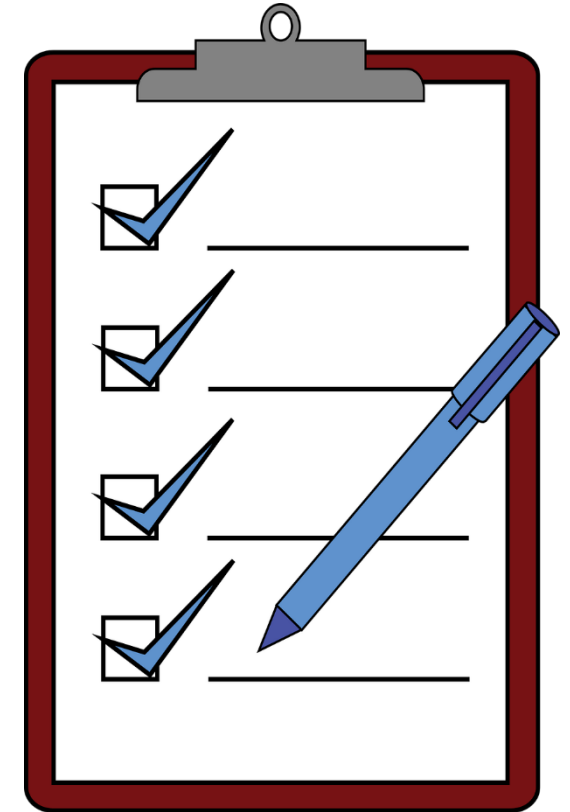
- 1 Project Kick Off
- 2 Project Execution
- 3 Commercial Handover

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Streamlining Project Kick Off

Key opportunity to work together ahead of kick off to setup project for success

- Establishing trust and creating a partnership can take time
- Starts ahead of kick-off
- Team selection
- Use of a pre-kick off meeting with internal project team
- Expectations
- Information sharing
- TT Checklist Tool assist with data collection and getting started



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Streamlining Project Kick Off

Maximize time together during kick off to align on the project requirements and ways of working early

Kick-off

- ☐ Face to face preferred
- ☐ Adequate time to align on requirements
- ☐ Allow time for detailed discussions and break-out meetings
- ☐ Begin developing relationships



Streamlining Project Kick Off

Importance of aligning on ways of working early

- ☐ Communication preferences
- ☐ Escalation processes
- ☐ Meeting frequency
- ☐ Direct correspondence with counterparts
- ☐ Transparency on needs or concerns
- ☐ Flexibility
- ☐ Operate as partners



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Streamlining Project Kick Off

Proactive Risk Mitigation

A robust risk management process and tool is critical to success

- ❑ Starts Day 1 of project
- ❑ “What could go wrong?” mindset
- ❑ Team effort
- ❑ Mitigation planning critical
- ❑ Guidance based on learnings



		Probability			
		1 = high (80% ≤ x ≤ 100%)	2 = medium high (60% ≤ x < 80%)	3 = medium low (30% ≤ x < 60%)	4 = low (0% < x < 30%)
Impact	A=high (Rating 100)	(Exposure – Very High) (Score 100)	(Exposure – Very High) (Score 80)	(Exposure – High) (Score 60)	(Exposure – Moderate) (Score 30)
	B=medium (Rating 50)	(Exposure – High) (Score 50)	(Exposure – Moderate) (Score 40)	(Exposure – Moderate) (Score 30)	(Exposure – Low) (Score 15)
	C=low (Rating 10)	(Exposure – Low) (Score 10)	(Exposure – Low) (Score 8)	(Exposure – Low) (Score 6)	(Exposure – Low) (Score 3)

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Streamlining Project Execution

Team Huddles & Use of Visual Boards

- ❑ Typically daily or weekly
- ❑ Involve functional management
- ❑ Intended to be quick and accessible
- ❑ Use of visual board
- ❑ Typically short term focused



Key benefits:

- Alignment, Prioritize tasks
- Raise hand for help
- Avoid holding onto information until next project meeting
- Reduce escalation
- Reduce time lost through less efficient communication channels
- One-team mindset, empowered to solve problems together
- Visual tools keep team organized

Streamlining Project Execution

Project Governance

- ☐ Assign at project start
- ☐ Team members represent core functions of project team
- ☐ Team should consist of representation from both companies



Purpose

- Monitor project status and progress
- Review risks and mitigation plans
- Support decisions or issues escalated
- Monitor resourcing, prioritization, and business needs
- Relationship management
- Ensure results meet stakeholder expectations
- Monitor themes, KPI's, and incorporate learnings within network

Streamlining Commercial Turnover

Formal Meeting

- ☐ Project team, customer team, and commercial team should all be involved
- ☐ Ensure knowledge and key learnings transferred to commercial team
- ☐ Ensure commercial team 100% ready to take over new process
- ☐ Smooth transition for customer if key contacts or processes change to manage commercial business

