

# Scaling Global External Operations: Strategy, Structure, and Execution

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## *Five keys to success*

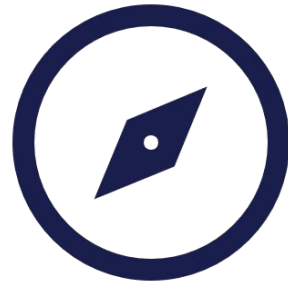
1. Structuring a global external operations model to support growth and complexity
2. Strategic sourcing and portfolio planning across geographies and modalities
3. Aligning internal teams and external partners for seamless program execution
4. Risk management strategies to ensure supply continuity and compliance
5. Enabling agility through clear governance and scalable processes

# Structuring a global external operations model to support growth and complexity

*Do you really have a strategy?*



Define the purpose and vision of your external network



Align external operations with corporate growth priorities — emerging markets, new modalities



Balance speed, quality, and compliance across geographies



Position partnerships as engines of innovation, not just cost levers

# Strategic sourcing and portfolio planning across geographies and modalities

## *Building a Strategic Partner Ecosystem*

- Shift from transactional outsourcing to long-term strategic collaboration
- Diversify partnerships to balance risk and expand capability
- Select partners based on shared values and complementary strengths
- Use data-driven insights for smarter, agile decision-making



# Aligning internal teams and external partners for seamless program execution

## *Building Resilience and Agility*

- Are your product teams aligned end to end? (starting materials through sales)
- Markets, HA alignment, FG presentations, ancillaries, etc.
- Address lessons from supply chain disruptions (pandemic, geopolitical, logistics)
- Show how data-driven forecasting and integrated planning can anticipate bottlenecks



# Risk management strategies to ensure supply continuity and compliance

## *Risk Management & Technology Enablement*

- Leverage AI and digital tools for predictive quality and visibility
- Adopt control tower models for proactive risk management
- Standardize systems to ensure integrity and compliance readiness
- Risk tolerance and levers to balance (i.e. inventory, service levels)
- Embed ESG and sustainability as long-term differentiators



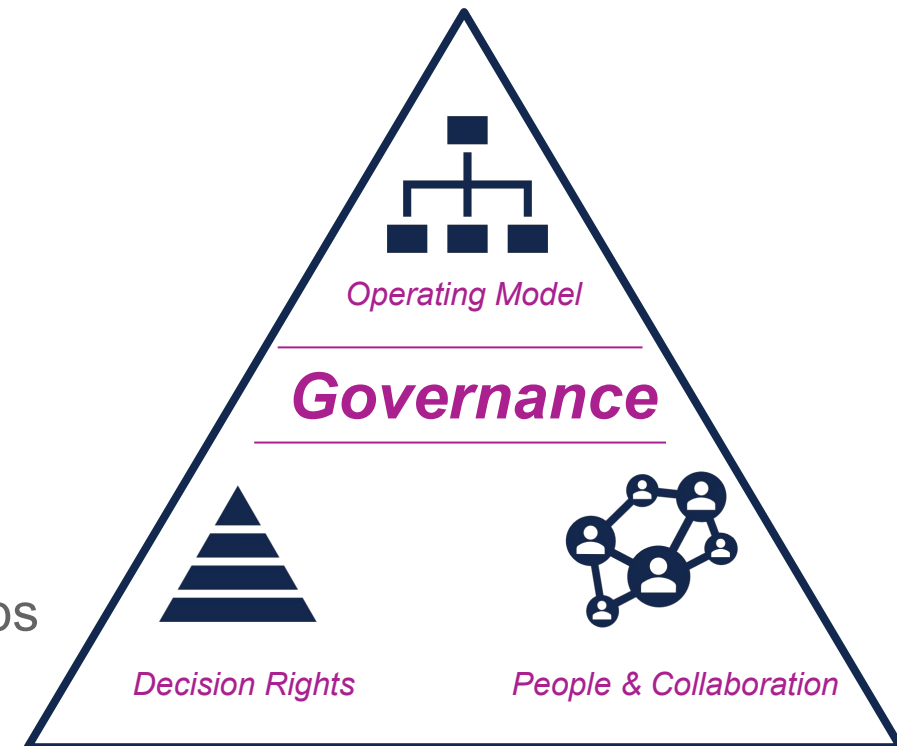
# Enabling agility through clear governance and scalable processes

## *Designing an Operating Model for Scale*

- Leverage centralized governance with regional autonomy
- Clarify decision rights—who owns risk, compliance, and partner performance
- Introduce cross-functional steering committees for transparency and agility

## *Talent and Culture Alignment*

- Shift from “doers” to “relationship managers” in external ops
- Training internal teams for supplier negotiation, alliance management, and cross-cultural fluency
- Reward systems that emphasize collaboration, shared success metrics, and continuous improvement

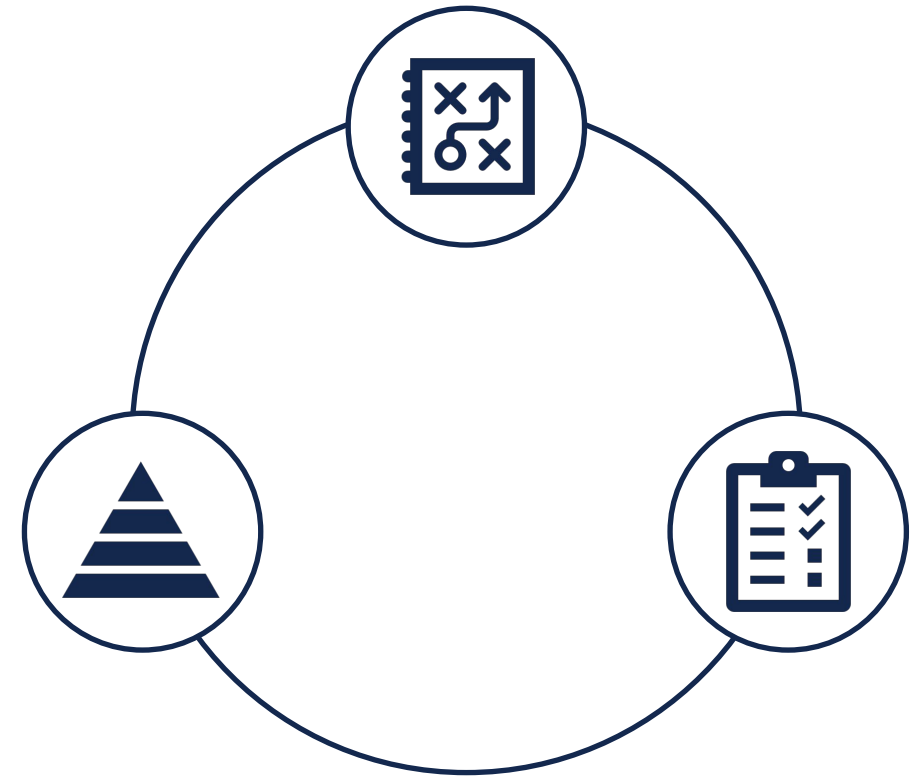


***People, not process, deliver excellence***

# In Summary

## *Strategy, Structure, and Execution*

- ✓ Know your business and the strengths of your partner
- ✓ For each relationship have a strategy that meets your business objectives
- ✓ Apply a standard structure/operating model but be willing to adapt (culture, geopolitical elements, nature)
- ✓ Agree to jointly monitor progress against strategy and tactical execution, both need to be realized



***Are your partnerships a competitive advantage for your business?***

