



Building A Strong SRM Team Drawing On Talent From Across The Organization

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Session Objectives and Background



Across all roles and industries, the pace of change is exponential!

The pressure to work smarter.....deliver results fasteroptimize capabilities, capacities and costs by partnering across functional roles, geographies and company entities is constant!

The Supplier Relationship Management Role to be successful has to engage individuals and roles across internal functions and often multiple CDMO/CMO entities.

Supplier Relationship Management not only has a pivotal role in how we effectively engage internal resources and external partners it also can be a very fertile ground for developing leaders with proven perspective and partnering skills to identify and act on opportunities.

In this session I'd like to share a few thoughts and hopefully some actionable tips or considerations based on my experiences over last fifteen years establishing and building global Supplier Relationship Management teams. And 40 years navigating change across industries, technologies and roles!

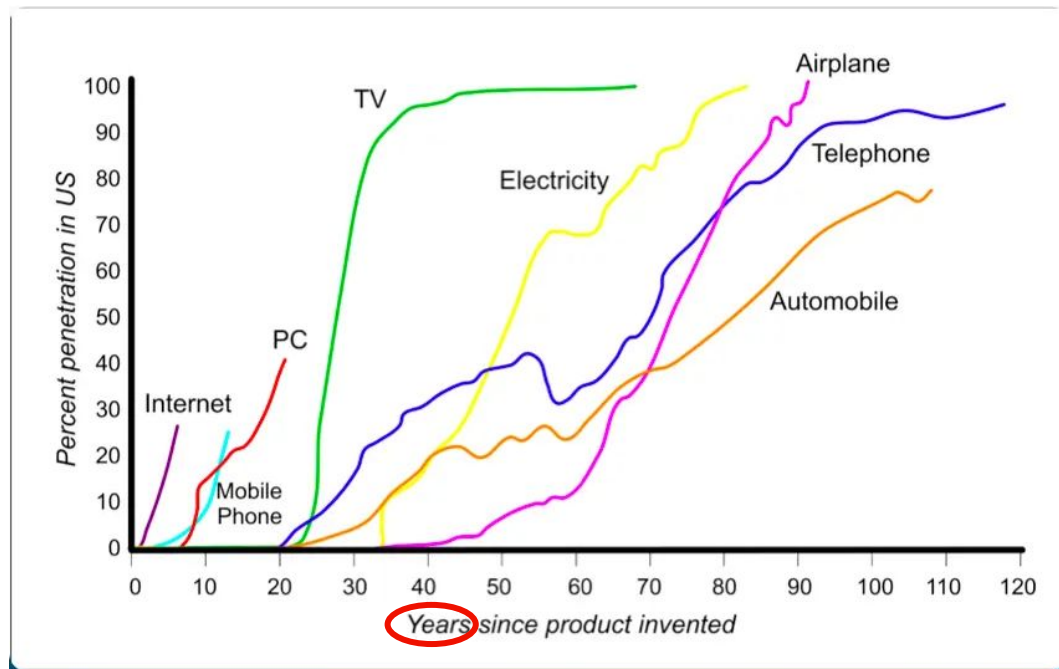
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We Need Team Recruiting and Development Practices That Keep Up / Get Ahead of Pace of Change



Pace of Change Industry Innovation

(O'Reilly III and Tushman : Lead and Disrupt)



In the past leaders had years if not decades to grow and evolve corporate structures, procedures and strategies.

Pace of Change : Role Tool Innovations Like AI

(Ryan Shannon : Keeping Up With The Overwhelming Pace Of AI Innovation)



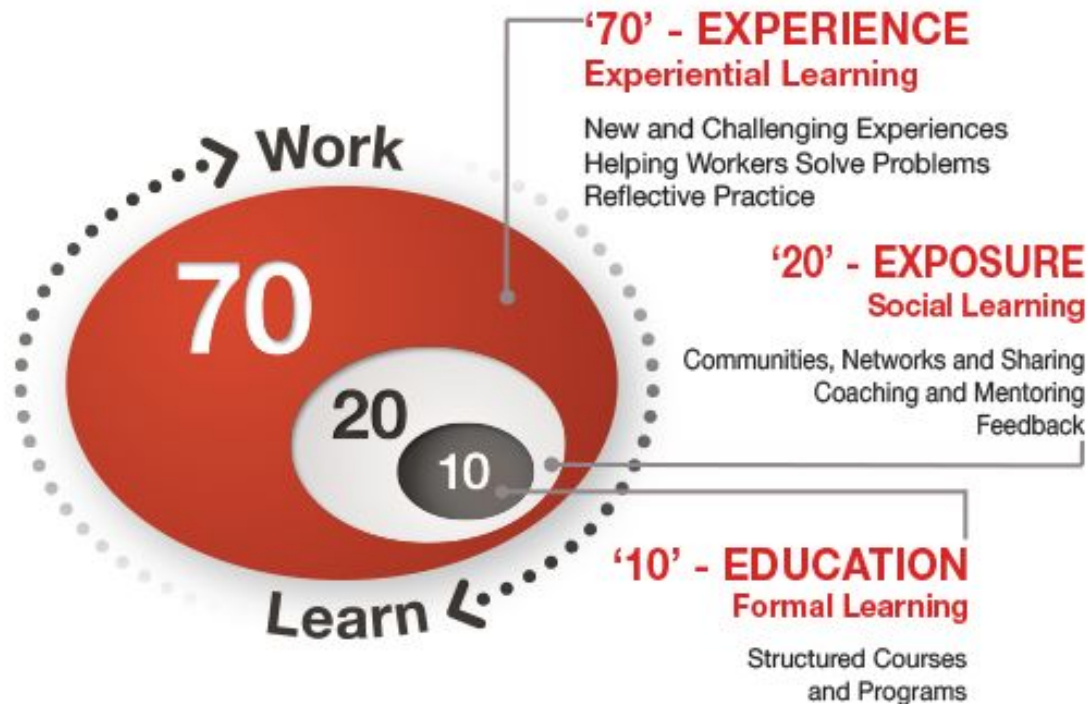
Teams and roles may be asked to adapt to technologies having impact within months of introduction.

We Need Team Recruiting and Development Practices That Naturally Encourage Constructive Assessment and Proactive Development of Skills



How People Learn / Develop Skills : 70 20 10 Framework

(Charles Jennings : 70 20 10 Framework Explained)



Employing a methodology that can help you target, develop and leverage talent from across your organization.

And through the SRM experience cultivate the perspective and partnering skills so important to innovators and leaders identifying opportunities and driving change.

Approach – Two Key Elements To Run Through Today



- **Proven Method of Bringing Your SRM Team Brand Into Focus**

- **“Begin with the end in mind.”** – Stephen Covey “The Seven Habits of Highly Effective People
- But you need to know where you are at to chart a course to the to be
- Why is it important to have this dialogue with your team, peers and customers?
- Isn’t it all detailed in the four page job description?
- Why is the output key to next steps for Team and Individual efforts?
- How does it help you tap into talent pools across roles?

- **Application of the Learner > Leverager > Leader team development model**

- **“70% of our learning and development comes through our experiences.”** Charles Jennings “ 70 20 10 Framework Explained
- **“ The Best Managers Are Connectors. ”** Sari Wilde, Gartner Research Group, HBR on Leadership podcast
<https://hbr.org/podcast/2023/06/the-best-managers-are-connectors>
- I do believe Team Development **BEST PLAYED** as a **TEAM SPORT** for maximum victory and long term focused continuous improvement effect
- When you draw on talent from different core functional backgrounds – individual development plans will have different priorities and sequence
- Don’t miss out on opportunities to cultivate the Leader skills in your team To build up each otherand your peers

Bringing Your SRM Team Brand Into Focus - Steps



Step 1 : Brainstorming What We Do / Should Be Doing

- True brainstorming of current role outputs (deliverables) – can seem a bit overwhelming
- Good to understand where you are Not just where you want to be
- A GREAT time to LISTEN – to understand team perceptions, frustrations, aspirations
- Some items will go on a Kill List

Stage 2 : Affinitizing and Grouping To Core Deliverable and Competency Themes

- You want to get to about 9-12 core role deliverables – grouped within 3-4 categories
- You are not describing tasks – but broadly defining efforts and results
- For each deliverable share thoughts on what skills and abilities are critical to achieve these results
- Assuming you have some level of competency in these areas – what insights do best performers have
- Another time to LISTEN and gain insights into team member career journeys and efforts

Stage 3 : Self / Peer / Customer-Stakeholder Assessment

- At TEAM level assess where your skills stand (Spider Diagram)
- Are aspirations in line with peer and customer expectations
- Are there functions that share in these aspirations and abilities
- Are there groups / individuals who would value partnering in such efforts

- This is where Connector Manager starts weaving the links across the organization

Stage 4 – Developing Action Plans – Learner > Leverager > Leader model

- Establish sub teams / efforts to attack Kill List items
- Align Team / Peer mentoring and coaching efforts
- Put to paper clear, actionable, development plans (and relationships)

ROLE BRANDING
and VALUE
FOCUS

TEAM
DEVELOPMENT

Output From Role Branding Exercise – Focus and Value Targets



Opportunity Stewards

Supporting Brand & Network Strategies

- Understanding / communicating / bridging CMO strategy with Brand and Category Strategies
- Maintaining awareness of emerging Technology Offerings, Abilities and Strategic Needs that are sought and available across network and potential network candidates
- Support CMO RFX/RFP Capability review, benchmarking or selection efforts

CMO Management

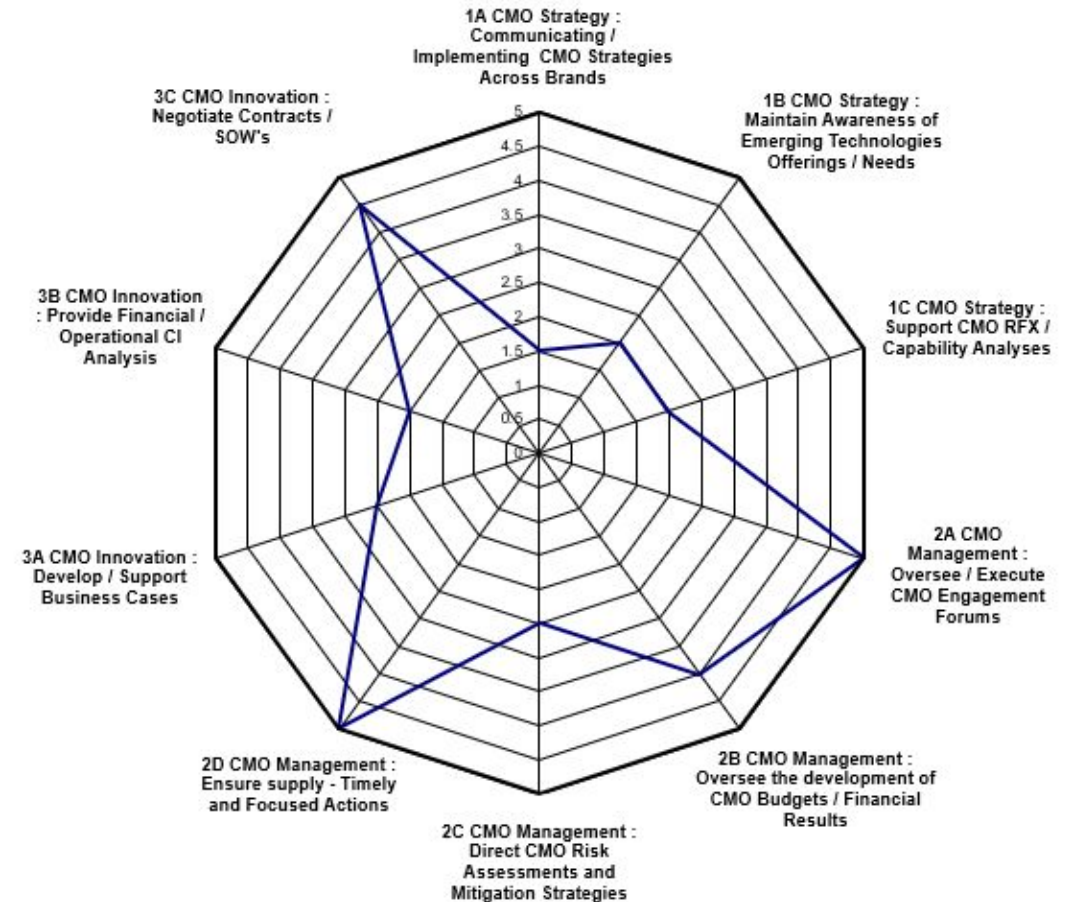
- Oversee / execute supplier engagement forums
- Develop CMO budgets, forecasts, product standard costs and financial performance review
- Direct CMO site level risk assessments and mitigation strategies
- Ensure product supply through appropriate communications, monitoring and focused actions

Driving Innovation

- Develop and support Business Cases to secure funding and resource support for key OpU / Brand initiatives
- Provide financial and operational analyses to quantify costs, benefits and return on investment of Continuous Improvement opportunities
- Negotiate timely Supply Contracts, Statements of Work and Development Agreements to support Brand and OpU objectives
- Actions taken to develop ones own personal and team capabilities, systems and processes to drive efficiency and effectiveness improvements.

Competency Score :

- 5 : Differentiating Superior Level of Demonstrated Expertise
- 3 : Competent and Capable Acceptable Level of Demonstrated Expertise
- 1 : Important Developmental Opportunity



Application of the Learner > Leverager > Leader Team Development Model



Develop Personal Action Plan To **Accumulate Know How** and **Showcase Demonstrated Ability**

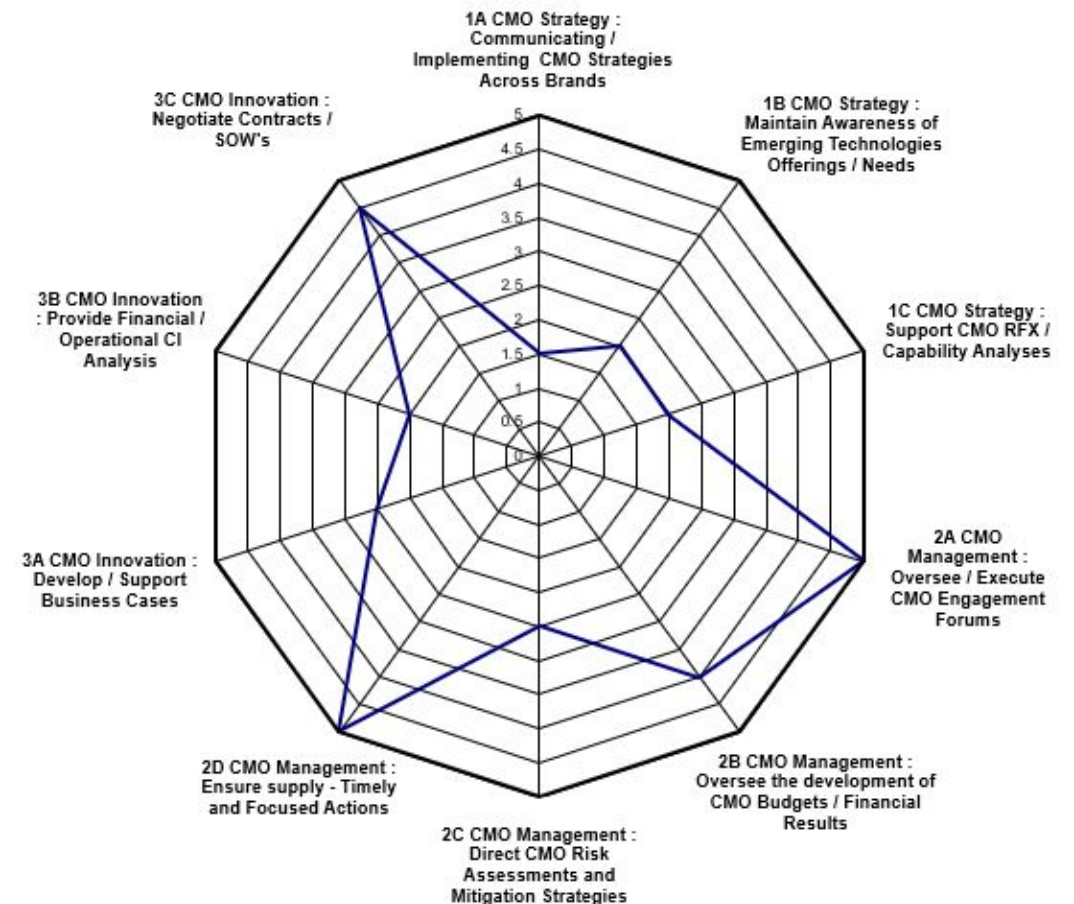
This is where Connector Managers can drive diversified relationship building growth plans.

And Team Members can showcase team development skills.

- **Learner Opportunities (build know how)**
 - Classes
 - Self Study – specific subjects or work examples
 - Shadow Participation or Review
 - Site Visits
 - Training / Certifications
 - Relevant Professional Organizations
 - Networking
- **Leverager Opportunities (demonstrate skills)**
 - Assigned projects
 - Functional Internships (% of time in another role or function)
 - New Position
- **Leader Opportunities (champion skills)**
 - Process Subject Matter Expert (SME)
 - Develop Process Tools / Documentation / Training
 - Showcase examples or skills
 - Mentor / Guide / Coach
 - Industry leadership / networking

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Simple Know How & Demonstrated Ability Worksheet

Competency Area Skill	Targeted Skill Level : 1 Learner, 3 Leverager, 5 Leader	Know How	Demonstrated Ability	Time Period To Achieve Skill Level
(3A) CMO Innovation : Develop / Support Business Cases	1 Learner	Review three product / supply chain innovation projects to understand how alternatives were identified, explored and presented for MSC. This review should include sessions with key functional SME's involved with each project.	NA	3 months
(3C) CMO Innovation : Negotiate Contracts / SOWs	1 Learner	Complete HBS Online Negotiation Mastery Program. Reinforce key program elements through follow up F2F sessions with _____ who led _____ contract negotiation.	Shadow and where possible assist _____ with _____ contract negotiation to understand and possibly showcase application of skills covered in HBS program.	9 months
(2D) CMO Management : Ensure Supply, Timely and Focused Actions	3 Leverager	Apply Tech Transfer Project Management learnings and Smartsheet Project Management tools.	Work with _____ to set up _____ Tech Transfer Project using Smartsheet tool as a means of optimizing internal and CMO understanding of dependencies and collaboration on achieving critical path milestones.	12 months
(3B) CMO Innovation : Provide Financial / Operational CI Analyses	5 Leader	Develop team capabilities and tools for analyzing supply chain economic and performance improvement opportunities in API/Intermediates space.	Partner with technical team to develop and present a workshop (concepts and illustrative case study) on product lifecycle tools for identifying and analyzing API/Intermediates optimization opportunities.	6 Months

Parting Thoughts



- Development is a continuous journey – with stops along the way to assess and redirect
 - “When you stop growing, you start dying” - William S. Burroughs
 - Some of the best learnings come from struggles and failures
- Not everyone is wired to seize these types of opportunities – you HAVE to understand your players
 - Making sure they understand themselves and where they are in their career / life journey
 - They must understand THEIR role in defining and driving a GROWTH strategy
- Individuals receive two kinds of compensation:
 - Growth in skills and abilities
 - Compensation and promotion based on how those skills are used to drive value
 - A valued mentor once told me “Career success is a matter of preparedness meeting with opportunity”
- Not all growth is vertical *UP* the chain of command – don’t overlook the value of lateral development opportunities

Thank You – Wish You Success With Your Personal and Team Journeys

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Better Health, Brighter Future