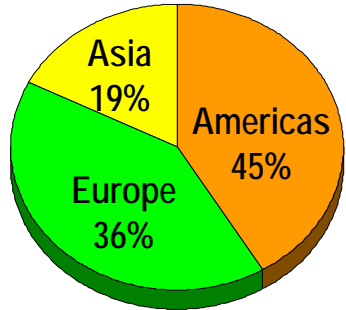
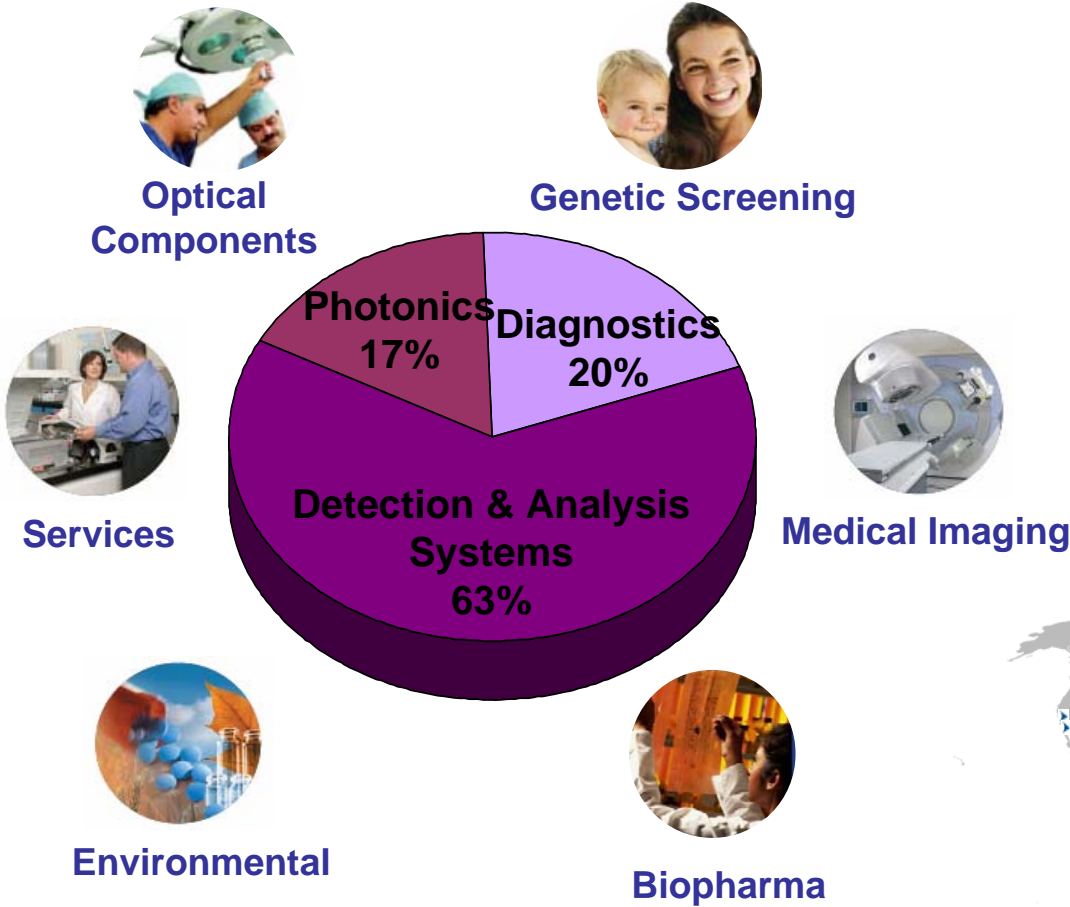
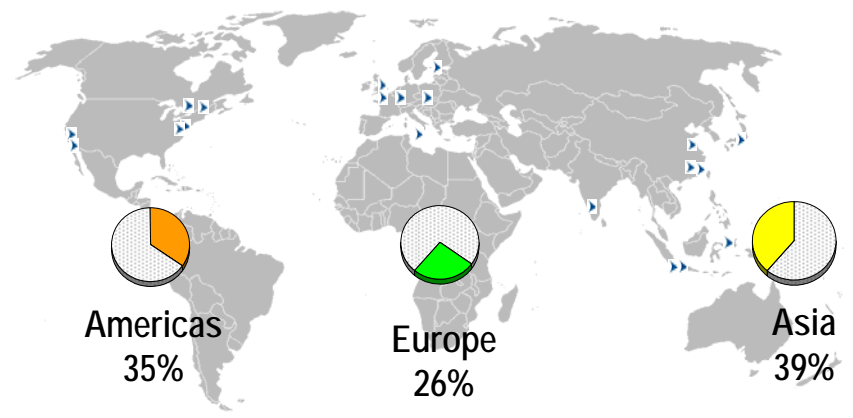


Excellence from an enterprise's perspective

**Ann-Christine Sundell
President, Genetic Screening
August 27th, 2007**



Global Revenue Base



8000 Employees

...a leading Health Sciences company



- **11 million children < 5 yrs of age dies unnecessary**
- **4 million babies do not survive the first month**
- **3 million still births**



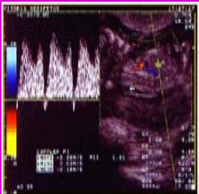




- **1 in 5 pregnancies in western world has one or more severe complications**
- **Every 3½ minutes a child is born with a birth defect**
- **0.5 million women die due to pregnancy**

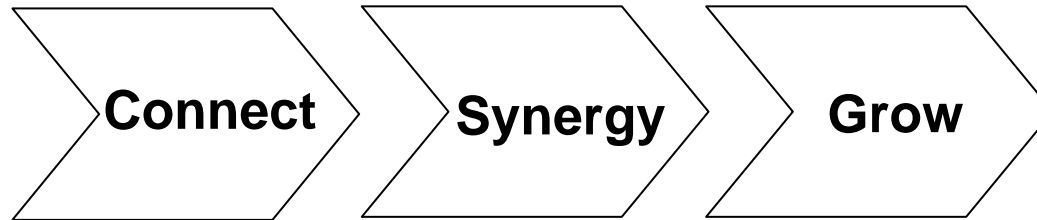
Pregnancy is a mystery!

Maternal factors, Genetic factors but most Unknown factors

...that life is a mystery?

Life Stage	Life Process	Clinical Purpose
 Child	Maintenance	Early Childhood on-set disorders
 <u>Neonate</u>	End product QC	Newborn screening for inborn errors of Metabolism
 <u>Maternal</u>	Facility monitoring	Healthy Pregnancy monitoring
 <u>Fetus</u>	In-process control	Acquired Genetic abnormalities
 Parental	Raw material QC	Genetic Carrier testing

...is to help find the answers



- 1. People/organization**
- 2. Vision/strategy**
- 3. Network Market/Customer**
- 4. Execution/Focus**

“Simple is more beautiful”

- **Identity – global, regional, local and sub local**
- **Motivation – understand the underlying drivers**
- **Financial matters – compensation, result orientation**

Issues for us to address:

- 1. Motivate high level experts – No room for basic research
Could this be a link with universities e.g. exchange programs,
research sabbaticals?**
- 2. “Nice girl syndrome” – What’s the education systems
responsibility?**
- 3. Common sense – where does it disappear?**
- 4. Instill market/business mindset**



“ Success feeds success, failure feeds failure”

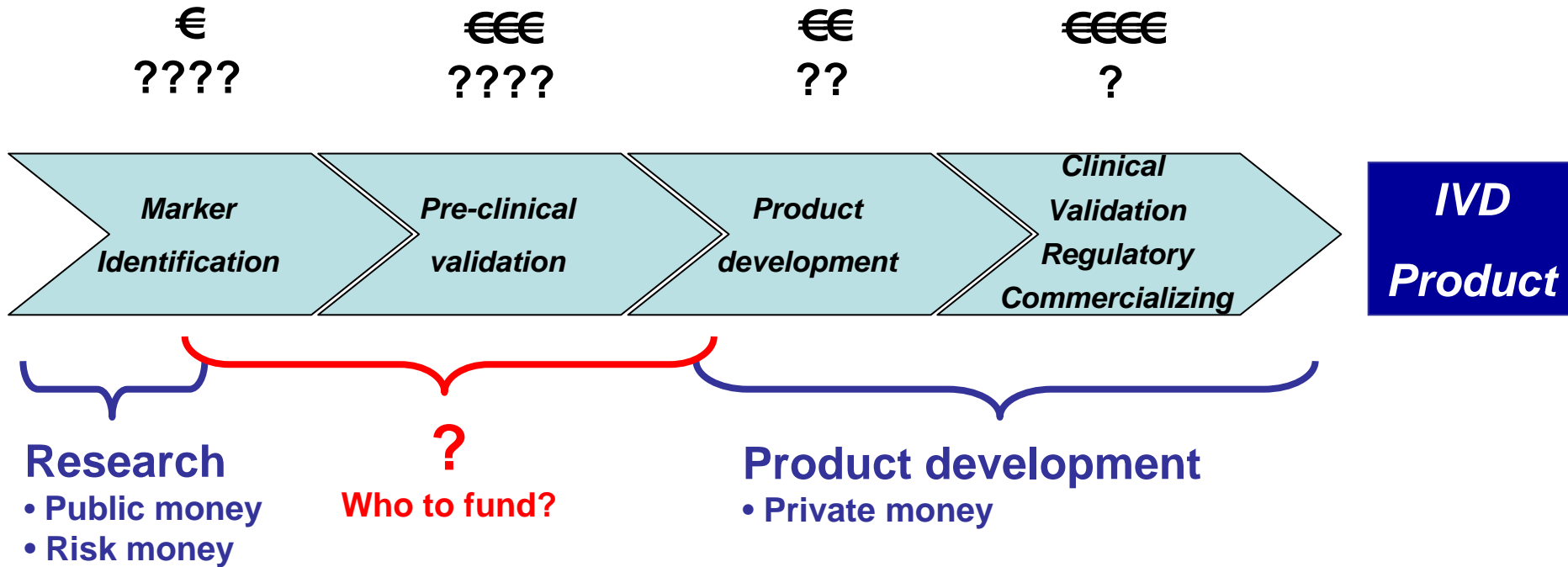


FOCUS
Same agenda
Same goal
Same strategy

How to improve:

- 1. Find common nominators e.g. raw material, research areas**
- 2. Global collaborations to gain longer term local benefits**

Death Valley... a gap between basic research and industry



€=cost
?=risk

A company in the North (Finland biased) - reflections

- ☺ Education level
- ☺ Business ethics
- ☺ Entrepreneurship
- ☺ Efficiency/Automation
- ☺ Infrastructure
- ☺ Geographical location

- ☹ Taxation – company and private
- ☹ Labor/Union vs employer balance
- ☹ “Bias for action”
- ☹ Engineer genes
- ☹ Communication
- ☹ Marketing/business mindset

What makes a company stay or come here?

- Assets – special know-how, people, material
- Financial terms – LCI is the mantra in every company, efficiency
- Sponsorship

- 1) Tax exempt
- 2) Research support
- 3) Balance €valuation, efficiency and union agreements

- **Education – instill business mindset, bias for action, common sense**
- **Global networks – local identity**
- **Establish company friendly environment**

