



Do Targets or Culture Maximise Performance?

Welcome to our October eNews where you'll see we highlight some recent news, upcoming opportunities to engage with each other, DIT's forthcoming mission to India on AI & Healthcare and our chosen Charity of the Month. As the days shorten and the Autumn colours emerge, it won't surprise you that the One Nucleus minds, much like those of our members, are fully on the business to be done between now and the end of 2019. For some, performance targets will be looming large and opportunities to meet clients, partners and investors around gatherings such as **BioEurope** and **Genesis** to maintain momentum, nurture relationships and begin to plan ahead to 2020.



One piece of summer reading that resonated with my thoughts (and I suspect those of others) was a book entitled "**Maverick! : The Success Story Behind the World's Most Unusual Workplace**" a book about one of Brazil's most successful companies and their very different management approach. Covering aspects of balancing targets with a style to empowering employees and team building that all contributed to such a business turnaround and success story, it resonated in part due to the focus of the closing plenary panel at Genesis this year on 11 December in London.

The panel is entitled "Are targets the best way to drive performance" and follows on nicely from last year where Mike Ward chaired the discussion on the people factor in business and the role of building trust and relationships with staff and business partners alike. We have seen many debates about what does success look like. The answer is always varied and depends on an individual's perspective and is always a combination of what is deemed important and valued along with what that individual feels they are being asked to deliver and hence how they will be assessed (and rewarded). So, it may be naïve to feel targets play no role in motivating us all and they need to be smart enough to be meaningful. The fact it can be measured however does not necessarily mean it is meaningful perhaps, especially in an uncertain environment like R&D, the current political landscape or investment climate – any or all of which having the potential to throw up unexpected results at any point in time. So is it setting targets for its employees that primarily drives a company's performance or is it more important to build a culture within the company that enables flexibility, resilience and team energy that strives to perform come what may? I look forward to the session at Genesis where the panel will unpick and debate some of the key factors wrapped up in that question. I do hope you'll be attending the session in order to share your views, great practice you use within your teams and challenges you face in order to help us all to be better leaders.

POLL: If targets and culture influence performance, which for you is the dominant factor?

Targets

Culture

Between now and Genesis the One Nucleus team will be present at a host of our collaborators' events including **BioEurope** (11-12 November), **Optimum Communications Annual Healthcare Investor Forum** (17 October), **Pharma Integrates** (18-19 November) and of course our own **One Nucleus Autumn Schedule** detailed [here](#), so we hope to see you soon!

Tony Jones, CEO, One Nucleus

ON Training

OCTOBER

- 30 Halloween Lunch and Learn | Tricks & Treats: Insights for Holistic Evidence Planning During Clinical Development - [register](#)

NOVEMBER

- 13 Introduction to Drug Discovery: From Idea to Clinical Candidate - [register](#)
14 Introduction to Contracts - [register](#)
18 Introduction to Drug Development – Non-Scientific Professionals - [register](#)
20 Presentation Skills for Scientists - [register](#)
22 Introduction to Drug Development - Scientific Professionals - [register](#)

The banner features a dark background with numerous orange, textured spheres of varying sizes, resembling cells or molecules. The word 'genesis' is written in a large, white, lowercase sans-serif font, and '2019' is in a smaller, yellow, uppercase sans-serif font.

genesis 2019

11 December 2019
QE11 Centre, London, UK

Babraham Research Campus' **Accelerate@Babraham** 2019 programme gets underway

The five life science start-up winners of the Babraham Research Campus' bioincubator competition have started their five-month 2019 Accelerate@Babraham journey.

CC Bio, Reflection Therapeutics, MicrofluidX, Shift Bioscience and TropoFour Therapeutics were welcomed to the Campus with an induction day including Q&A sessions with some of the Cambridge life science Cluster's most influential movers and shakers.

It coincided with news of further mentoring and financial support for the programme by LifeArc, which will help to nurture the development of these and future early-stage science concepts and life science companies.

After a motivating welcome from Derek Jones, CEO of Babraham Bioscience Technologies, which develops and manages the Babraham Research Campus, The Babraham Institute Director, Professor Michael Wakelam, gave an overview of scientific research and the facilities available to the

winning ventures at the Institute and encouraged them to make the most of all the opportunities available on Campus.

The companies were then treated to a 'fireside chat' style interview, facilitated by Sarah Brereton from Limewash, with two directors of Babraham Bioscience Technologies (BBT) who are responsible for the development and management of the Babraham Research Campus, Dr Andy Richards CBE and Dr Jane Osbourn OBE. They discussed what being part of the Cluster meant to them personally, what the Cambridge biotech scene was like in the 1980's and how it might evolve in the next ten years.

Next, Steve Jackson, Professor of Biology at the University of Cambridge and Head of Cancer Research UK Laboratories at the Gurdon Institute,

gave a presentation on his career so far and advised the start-ups to be flexible and receptive to advice from investors.

The inductees then got the opportunity to quiz Professor Tim Minshall from the Institute of Manufacturing at the University of Cambridge about the principles of open innovation, partnerships and intellectual property.

One Nucleus was invited to close the session with Tony Jones offering insights and advice on networking, the success of the Cambridge Cluster and developing the next future leaders.

Jason Mellad from Start Codon and Pierre Peotta from F-Star joined the post-event networking session along with representatives from AstraZeneca, angel investors and local VC.

You can keep up to date with programme news and updates from the 2019 winners here:
<https://www.babraham.com/accelerate-babraham/>



Dr Andy Richards CBE, Derek Jones, Dr Jane Osbourn OBE

Brexit Readiness Events

Along with our event on 3 October with Office for Life Sciences, the BIA have put together a list of their **Brexit Readiness events** as well as partner events that will take place throughout the month of October.

Their BIA Brexit Portal is also a valuable tool to use to get advice

and links to the latest guidance on Brexit for biotech businesses and wider life sciences sector.

A dedicated email address has been set up for any questions regarding Brexit. Please email biabrexit@bioindustry.org with those questions.



ON Member Offer

Free, no obligation review of your assets with Charles Stanley Wealth Managers

Charles Stanley Wealth Managers are proud to sponsor One Nucleus. As part of this relationship, we are delighted to invite you to a financial review meeting with one of our highly experienced investment managers and financial planners. This can take place at either our head office in the City of London or a location of your choice and involves no obligation or charge on your part.

During this meeting you can expect:

- A brief overview of Charles Stanley's current views on financial markets.
- Expert analysis of any existing investments you might have.
- An introduction into pension consolidation. Should you look to amalgamate your existing pensions into one pot?
- Insight into getting the most of out of your pension.

Including an update on recent rule changes and how to efficiently access your pension pot.

- Introduction to other tax planning ideas including: Inheritance Tax Planning and the use of offshore bonds.

Please note that to qualify for a meeting you must have investable assets of over £250,000.

For further information, please contact Senior Investment Manager, Will Walker-Arnott on willwa@charles-stanley.co.uk or call him on 020 7149 6687.

About Charles Stanley

Charles Stanley is one of the UK's leading Wealth Management firms, providing bespoke investment portfolios and tailored financial advice at every stage of your financial journey. Our focus on clients has endured since the foundation of Charles Stanley in 1792. Working with individuals, charities, institutions and professional advisers, we have created financial security for many



tens of thousands of people. With a network of over 20 offices across the UK, we place great importance on providing our clients with the highest standard of service, and as we are independently owned, our interests always lie with our clients and not others.

The value of investments can fall as well as rise. Investors may get back less than invested. Charles Stanley & Co. Limited is authorised and regulated by the Financial Conduct Authority.

ON Charity of the Month

Breast Cancer UK

This October we are highlighting Breast Cancer Awareness month.

54,000 women a year in the UK are diagnosed with breast cancer but a quarter of these cases are preventable through lifestyle changes. That means over 13,000 cases of breast cancer could be prevented, avoiding unnecessary suffering and heartache.

Breast Cancer UK raises awareness of how you can improve your protection against breast cancer. It provides practical advice on making simple lifestyle changes to reduce your risk of getting the disease.

Breast Cancer UK's mission is to prevent breast cancer through animal-free scientific research,

education, collaboration and policy change. **Help them to raise awareness and raise vital funds to support their work by:**

Sharing information with friends and family – their [website](#) has practical advice on breast cancer prevention, and an [interactive quiz](#) to assess whether you are doing the right things to reduce your risk.

Take part in their Lunch For Life campaign – eat a healthy lunch at work and check out their site for tips and tasty recipes you can try.

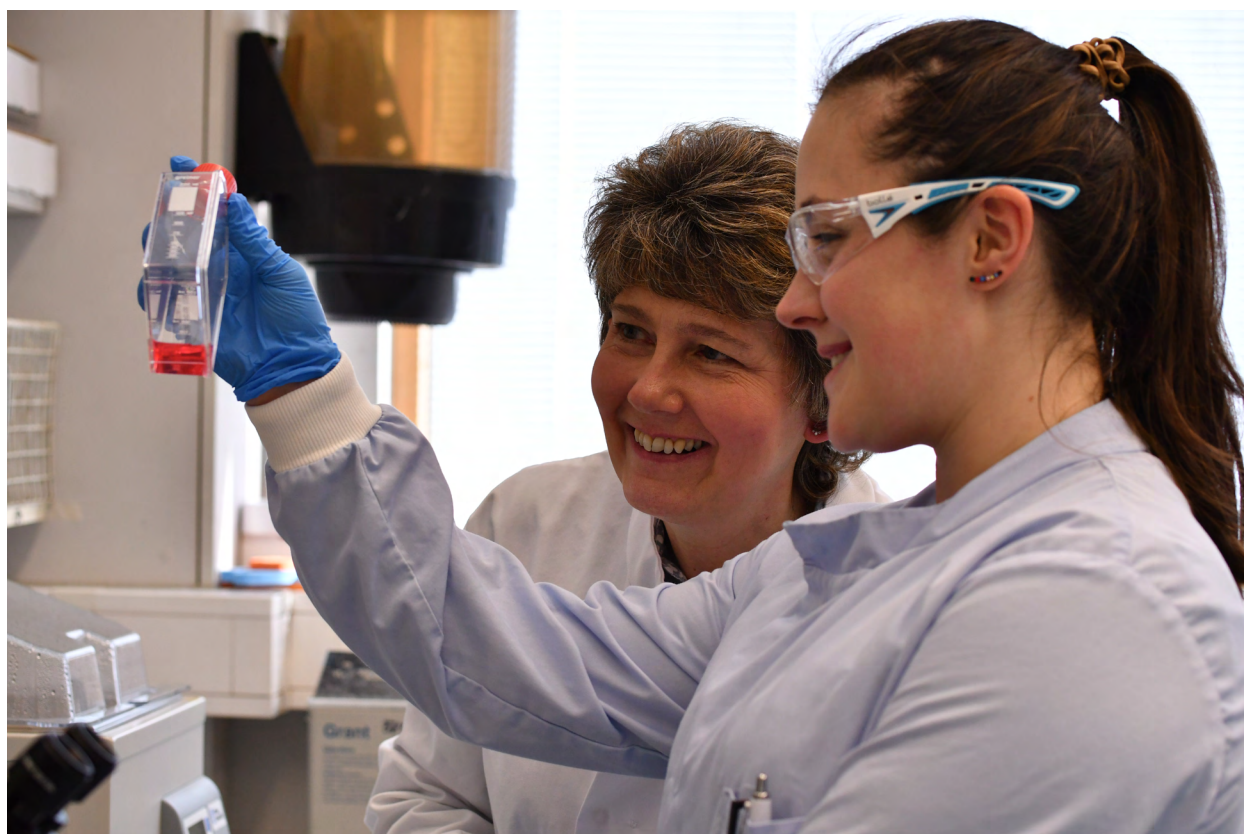
Take on a fundraising challenge or run your own event to raise awareness and funds – check out their [fundraising pages](#) for inspiration and ideas.



You can find out more about their work on their website: breastcanceruk.org.uk

Follow their work on social:

Twitter: [@BreastCancer_UK](#)
Facebook: [@breastcanceruk](#)
Instagram: [@breastcanceruk](#)
LinkedIn: [Breast Cancer UK](#)



DIT Update

Artificial Intelligence (AI) for Healthcare: Trade Mission to India

9-13 December 2019

The Department for International Trade (DIT) and Healthcare UK invite the best of British healthcare innovators in Artificial Intelligence and Smart Diagnostics, to join the AI-focussed trade mission to India; led by Lord Prior of Brampton, Chairman of NHS England.

India's healthcare market is estimated to grow to USD 372bn by 2022, and innovation in healthcare delivery is a key priority for healthcare providers in the country. The UK and NHS are known for their innovation and expertise in healthcare, making this the perfect opportunity to showcase the best of British AI solutions in healthcare.

The mission will visit the following cities across India:

- 9 - 10 December, New Delhi
- 11 - 12 December, Bengaluru
- 12 - 13 December, Mumbai

Register your interest

We invite expressions of interest from organisations with an innovative offer in healthcare.

If you would like further information, please contact dithealthcare@brayleino.co.uk with:

- A brief description of your proposition on offer for the Indian market and why it is particularly innovative.



Department for
International Trade

- Your objective for joining the mission.

The closing date for expressions has been extended to **Friday 11th October 2019** to allow additional companies to join.

ON Mentors

Getting The First Steps Right

Each month we will be highlighting our mentors so you can get to know them better.

Our Mentor of the Month is **Derek Jones**.

Derek is currently CEO at Babraham Bioscience Technologies.

He has over 25 years' in the life-science industry as both a scientist and in business development and corporate development, with first-hand experience of establishing biomedical ventures.

He has a 1st degree in Chemistry, a MSc in Information Technology, an MBA from Cambridge University Judge Business School and is a Chartered Director.

He is a non-executive director at RoCRE at Rothamsted Research, and at One Nucleus. He also sits on the Cambridge University Enterprise Investment Committee.

To find out more about Derek and to learn more about our mentor program click [here](#).



What's ON?

OCTOBER

- 03 One Nucleus – Office for Life Sciences Regional Seminar - [register](#)
- 07 One Nucleus Pub Social - [register](#)
- 08 Bioassay Development and Immunogenicity Testing in a Regulated Environment - [register](#)
- 16 **BioWednesday Cambridge:** Joint One Nucleus and BioMed Realty Autumn Social - [register](#)
- 31 Get Ready for Partnering and Fundraising: Telling, Selling and Propelling Your Story - [register](#)

NOVEMBER

- 05 Bridging Communities to Improve Dementia Outcomes - [register](#)
- 06 Building a Life Sciences and Manufacturing Strategy at Discovery Park - [register](#)
- 20 **BioWednesday:** How Ready Are We for Advanced Therapies? - [register](#)

ON Other Events

OCTOBER

- 03 Innovation Exchange to Tackle Health and Care Estates and Facilities Challenges - [find out more](#)
- 10 CRA Cambridge Open House and Gin Tasting - [find out more](#)
- 10 Cambridge IP Summit 2019 - [find out more](#)
- 14 Clyde & Co and MBHB Intellectual Property Law Educational Programs & Reception - [find out more](#)
- 17 **MEMBER DISCOUNT:** UK Bioscience Forum 2019 - [find out more](#)
- 22 Breakfast Networking: Psychological Safety - [find out more](#)
- 24 YOU CAN: Do Business in the U.S. - [find out more](#)
- 29 RiverRhee: Conflict Management - [find out more](#)
- 29-31 **MEMBER DISCOUNT:** IoT Solutions World Congress - [find out more](#)

NOVEMBER

- 07 Breakfast Networking: Dealing With Emotions - [find out more](#)
- 11-13 **MEMBER DISCOUNT:** BIO-Europe - [find out more](#)
- 14 RiverRhee: Managing Change - [find out more](#)
- 14 **MEMBER DISCOUNT:** Life Science Forum 2019 - [find out more](#)
- 18-19 Pharma Integrates 2019 - [find out more](#)
- 19 BioBeat19 - [find out more](#)
- 22 Annual Meeting of Minds Symposium 2019 - [find out more](#)
- 26 The DNA of a Unicorn - [find out more](#)
- 26-28 RiverRhee: Introduction to Management - [find out more](#)

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Wellcome Genome Campus Conference Centre

The Wellcome Genome Campus Conference Centre is a meetings venue at the heart of cutting-edge science.

The Wellcome Genome Campus in Hinxton, 12 miles south of Cambridge, is home to research institutions that are at the forefront of the biomedical revolution and to genomics and biodata companies. Located alongside these, the Conference Centre is a stunning meeting venue that combines history and atmosphere with knowledge-sharing and business.



Facilities:

- 300-seat auditorium with all the latest audiovisual capabilities
- 8 distinctive meeting rooms with flexible set-up options for groups of 2 to 140 people
- 1600m² exhibition space: a beautiful open and dynamic area by the auditorium under a stunning ceiling of glass and steel. Includes poster boards and bar – ideal for networking events and exhibitor stands
- 300-seat restaurant
- On-site accommodation: 134 modern and comfortable bedrooms
- Outdoor space for team building activities and BBQs
- All-inclusive 8-, 12-, or 24-hour delegate packages
- Complimentary parking for 180 cars and bike rack

Conveniently located just off the M11 and A11, the Wellcome Genome Campus Conference Centre boasts spacious, modern facilities in a beautiful rural location.

We offer One Nucleus members 20% off venue and DDR (delegate day rate) bookings.

For enquiries please contact the Events and Sales team on **01223 495123**, email conference.centre@wellcomegenomecampus.org, or visit wgc.org.uk/cc-on



Hold your next event at the
Wellcome Genome Campus
Conference Centre

A beautiful, large meeting venue at the heart of a
world-leading biomedical Campus near Cambridge

Easy to get to | impressive exhibition space
onsite accommodation | free parking

visit wgc.org.uk/cc-on

ON Blog

Laboratory Logistics In Case Of Emergency - a guest blog post by Restore Harrow Green

Disaster can strike at any moment, but where do you start to put things right when the worst happens and fire ravages your priceless research, expensive equipment and impacts thousands of your patients who depend on the lab work for life-saving medical treatment?

This was the position Christie NHS Trust found themselves in after the fire that devastated the Patterson building in Manchester in 2017 leaving hundreds of researchers stranded and countless patients at risk. Fortunately, Restore Harrow Green (RHG) who are specialists in Laboratory logistics and ground transportation with experience in instrumentation, equipment moves and project management helped the Trust pick up the pieces and start the gruelling work of restoring it to operability.

Continue reading [here](#).

Marketing Life Sciences - a guest blog post by AZoNetwork

Whatsapp, Youtube, Google Ads, Linkedin, Facebook, Instagram, Twitter, e-mail, Teams, Skype, Slack... it's easy to feel the dread and anxiety when glancing at your phone on an afternoon! All these platforms have one thing in common: your attention!

Even scientific brands have now joined the incessant competition for your attention. So how do you separate the signal from the noise in this increasingly competitive world?

Continue reading [here](#).

Life science customer buying habits have evolved... but has your marketing strategy? - a guest blog post by BioStrata

When it comes to influencing prospective customers in the life science sector, outbound marketing approaches such as cold calling, banner ads and unsolicited emails are no longer delivering a return on investment like they used to. Poorly targeted and relatively expensive, these once tried-and-tested tactics are increasingly delivering disappointing results. As marketers, if we want to continue to engage with modern scientific audiences, it's vital that we adapt to be successful. Here, we look at how buyer behaviour has evolved, and why updating your marketing strategy using an inbound approach could deliver better results.

Continue reading [here](#).

Interested in being a guest blogger? Get it touch with [Laura](#) to find out more.