



# Senior Career Journey: Crawford Brown



## Key Education

### Qualifications

BSc Applied Microbiology

PhD Chemical Engineering & Process Engineering

### Professional Training

Technical Report Writing

Executive Media Training

## Key Skills

Technical Leadership

Biopharmaceutical R&D

Company Director

Global Regulatory Sciences

Talent Management

## Challenge

- No plan, doors constantly opened
- Left security of Large Pharma and found myself in a start up Biotech taking James D Watson round my lab
- Boss who hired me was 'exited' 8 weeks after I started, I was immediately promoted, reporting directly to PLC Board
- Becoming a CEO
- Presented at a hearing to heads of FDA as an industry expert in Washington
- Honorary Professorship

## My Advice

Either gain a broad professional perspective or be highly specialised - don't try to be both. Professional relationships matter. In a changing landscape, today's industry networks are key for employment. Don't get hung up on titles but look at the depth of professional experience a job opportunity offers.



## Career Moves

Global Biologics R&D pioneer in the translation of new technologies, from academic idea to clinical practice.

### University of Manchester

Pharmaceutical Consultant & Honorary Professor in the Department of Chemical Engineering.

### BIA

Member of the Expert Group UK Covid-19 Task Force supporting supply chain activities for antibodies and vaccines to UK Government.

### Allergan Inc.

Senior Vice President Biologics and Small Mol. API R&D. Global R&D Leadership Team. Accountable for global R&D teams in USA and Europe.

### Eden Biopharma Group

Co-Founder and CEO of a contract development biotech. Grew from a home office to having world-class laboratories, clinical production capability and USA commercial office. Successfully sold the business to US Pharma corporation. Conducted diligence for Venture Capital and Corporate clients: North America, Europe, Asia and Africa.

### Celltech-Medeva PLC

Director of Product Development. Led the first UK team to take a recombinant vaccine from research to European market approval.

### British Biotech PLC

Fermentation Development Group Leader. First Development Scientist recruited to support establishment of cGMP clinical production facility in one of the first UK Biotech Start-ups. Starting from a building shell and equipment boxed in the parking lot to completing a successful Initial Public Offering (IPO).

### Wellcome Biotech

Senior Development Scientist. Supported process development of the first monoclonal antibodies, resolution of Bordetella pertussis commercial vaccine supply issues and HIV capsid protein process development for a commercial diagnostic reagent.



## What Got Me Here

My career was not driven entirely by professional development but rather personal goals for myself and especially my family (not to mention a fair bit of luck).

I was the first person in my immediate family to go to University and I did not have a career path in mind. However, I was interested in science and with a family tradition based on heavy industry in Glasgow, I knew I wanted to create something of tangible value.

My father was a clever man held back by lack of paper qualifications, so, in my mind, securing a PhD was a means to avoid this in my career.

Gaining experience in a small start-up was central to my professional development; offering me opportunities to engage across multiple functions rather than being siloed within the deep but narrow framework of a multinational.

Gaining direct, honest feedback in annual reviews on areas I needed to improve on was uncomfortable but invaluable. Everyone is going to be weaker in some areas, however always learn how to be at least competent where it matters.

### **So, what has got me here?**

- I have always worked with great people and learned from them – steal with pride!
- Respected everyone's ideas regardless of seniority.
- Took the road less travelled and did not follow what everyone else was doing but took calculated risks.
- Built great teams and developed talent. As a leader, the team delivered, not me.
- Had fun and enjoyed the friendship of colleagues.
- The support of family, especially due to demands of international travel.

