



Novartis Oncology

A Case-study For Building A Globally Integrated Team In India

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Agenda

Introduction and Overview

Start-up

Expansion and Development

Current and Future

Summary



- The Statistical Reporting group of Novartis has been present in India for over 12 years. Currently we have over 150 associates based in Hyderabad.
 - This breaks down to roughly 75 in Novartis Oncology and the same again in the General Medicine franchises
- This presentation is a case-study of how we conceived and undertook this enormous integration: from initial satellite group to our largest global programming footprint.
- We will review this effort as three phases
 - Start-up
 - Expansion and Development
 - Current and Future



- For each phase we will consider only two dimensions of the business
 - People
 - Tasks
- We believe that by considering these two factors together one can better guarantee success



- In 2001 Novartis decided to open a satellite office in India
 - 17 people
 - MSc in Statistics
 - Based in Mumbai
- The 17 people were mostly fresh from university
 - A few had 1-2 years experience
 - Limited SAS skills
 - No or limited exposure to pharma development



- Senior programmers from Basel and the US were sent to Mumbai on rotation to train the team
 - Basic SAS
 - Clinical data and processes
 - Novartis Systems
- The office was seen as a resource pool
 - Individuals not attached to a project or study
 - Tasks given by lead programmers in US or CH
 - Basic tasks only
 - Validation of listings
- What next?



- At the end of the Start-up phase one could imagine a simple analysis with regards to the Indian office
 - Strengths
 - Highly educated and motivated team
 - Weaknesses
 - Very limited pharma experience
 - Opportunities
 - Limitless production line of graduates
 - Threats
 - What threats??
- Off-shoring looked like a win-win opportunity
 - But the 'threats' soon became very clear



■ Resistance

- Off-shoring encounters an immediate threat
 - Resistance from the existing sites
- This is understandable
 - Uncertainty over job security
 - Reluctance to change old habits
 - Fear of change
- This manifested itself in obvious ways
 - Unjustified criticism of timeliness and quality
 - Reluctance to collaborate or feedback



- It is not just the **new** employees who need to learn
 - Existing teams need to understand and embrace the plan
- Management play a key role
 - Communication must be encouraged and facilitated
 - Managers and senior programmers must role-model
 - Be seen to be doing what they are encouraging
 - Be seen to support the plan
 - Especially in **informal** situations
 - See the benefit of job rotations
 - In both directions
- This is not a quick-fix plan
 - Big organizations are very inertial



■ Tasks

- It was clear that only giving the most basic tasks to India was a poor long-term plan
 - No development of skills in India
 - No opportunity for more global involvement of Indian associates
 - No possible change in perception of the 'value' of India to the existing organisation

■ The Indian associates became aligned with projects and studies

- Created more permanent ties between associates across sites
 - Allowed mutual understanding and respect to grow
- Increased exposure
 - To clinical processes, data and programming



■ The next threat

- Resistance to the new site fades
- The Indian associates are recognised as valued contributors
- The global organisation comes to rely on the new site
- And then we learn the definition of the word ‘attrition’

■ Retention

- Recruiting and training people is only half the job
 - Keeping them is the real trick



■ Retention

- India was enjoying a boom as an off-shoring destination
 - Novartis had been a pioneer but were no longer alone
 - Competition for graduates was replaced by competition for experience
 - Novartis was losing people and struggling to replace them
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- The solution was to ensure that Novartis was seen as a career and not just a springboard to the next job
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- This required the necessity to expand
 - Firstly the site and then the staff



- The move to Hyderabad
 - Career paths need organisations with structures
 - Larger organisations have bigger structures
 - Novartis moved to a new city to allow expansion
- The move offered expansion possibilities but was a major risk
 - Possible loss of key personnel
 - Enormous effort to establish a new corporate presence
- It was agreed that the investment in the future outweighed the short-term threats and challenges



■ Creating Careers

- It was no longer enough to attract new or junior programmers
 - And then train them as skilled programmers
- Because there were a dozen companies willing to offer considerably bigger wages or inflated job titles who would lure them away
 - It was a seller's market
- Novartis needed to be seen as a career opportunity
 - So that we retained our investment in the future

■ If we believed in careers in India then we needed to believe in leaders in India

- This has been the latest major development
- Not just senior programmers but Program Programmers
- Not just contributing but leading



■ People

- 75 programmers in Novartis Oncology in Hyderabad
- The single largest footprint in the global programming landscape for Novartis Oncology
- Group Head and Program Programmer roles now based in Hyderabad

■ The Future

- Matrix management
 - Global operational/functional managers based in Hyderabad
 - Associates reporting globally in to India



■ Tasks

- Expertise and leadership for Novartis systems
- Leading work across all phases and reporting events
- Support for global submissions for 5 projects

■ The Future

- Leading submissions
- Driving standards and efficiencies
 - Across projects



- There is no quick and easy way to create an integrated programming team in India
 - Novartis started small and grew bigger
 - But the following key principles guided the expansion
- Investment is more valuable than cost savings
 - Consider the long-term benefits not just the budget
- Associates are more valuable than resources
 - And careers create and retain skilled associates

Thank You

