



Strategy | Digital | Technology | Operations

A New Trend in the industry –
Partnerships between CROs
and Pharma. Do we know
how to work in this new
relationship?

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PhUSE 2014

A large, solid green chevron pointing to the right, positioned behind the text.

High performance. Delivered.

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What is the partnership?

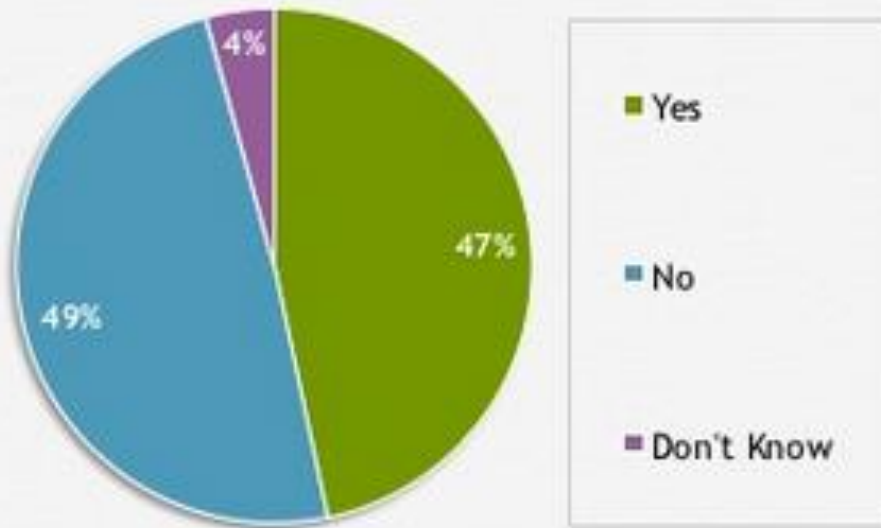
“People say New Yorkers can't get along. Not true. I saw two New Yorkers, complete strangers, sharing a cab. One guy took the tires and the radio; the other guy took the engine.” By David Letterman



An arrangement in which parties agree to **cooperate** to advance their **mutual interests**

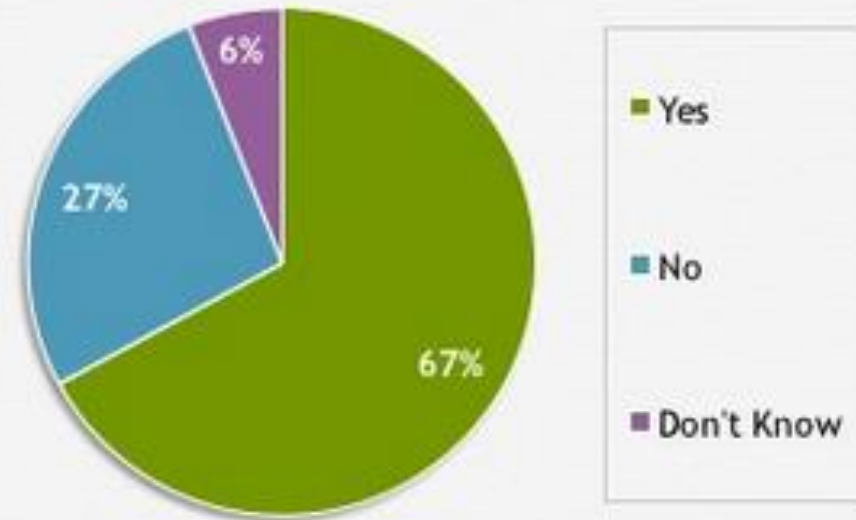
2012 Avoca Report - % of Partnerships between drug companies and CROs

Does your current company have, or has it had, any "strategic partnerships" with clinical service providers?
(one response per company)



N=92

Does your current company have, or has it had, any "strategic partnerships" with sponsor companies?
One response per company

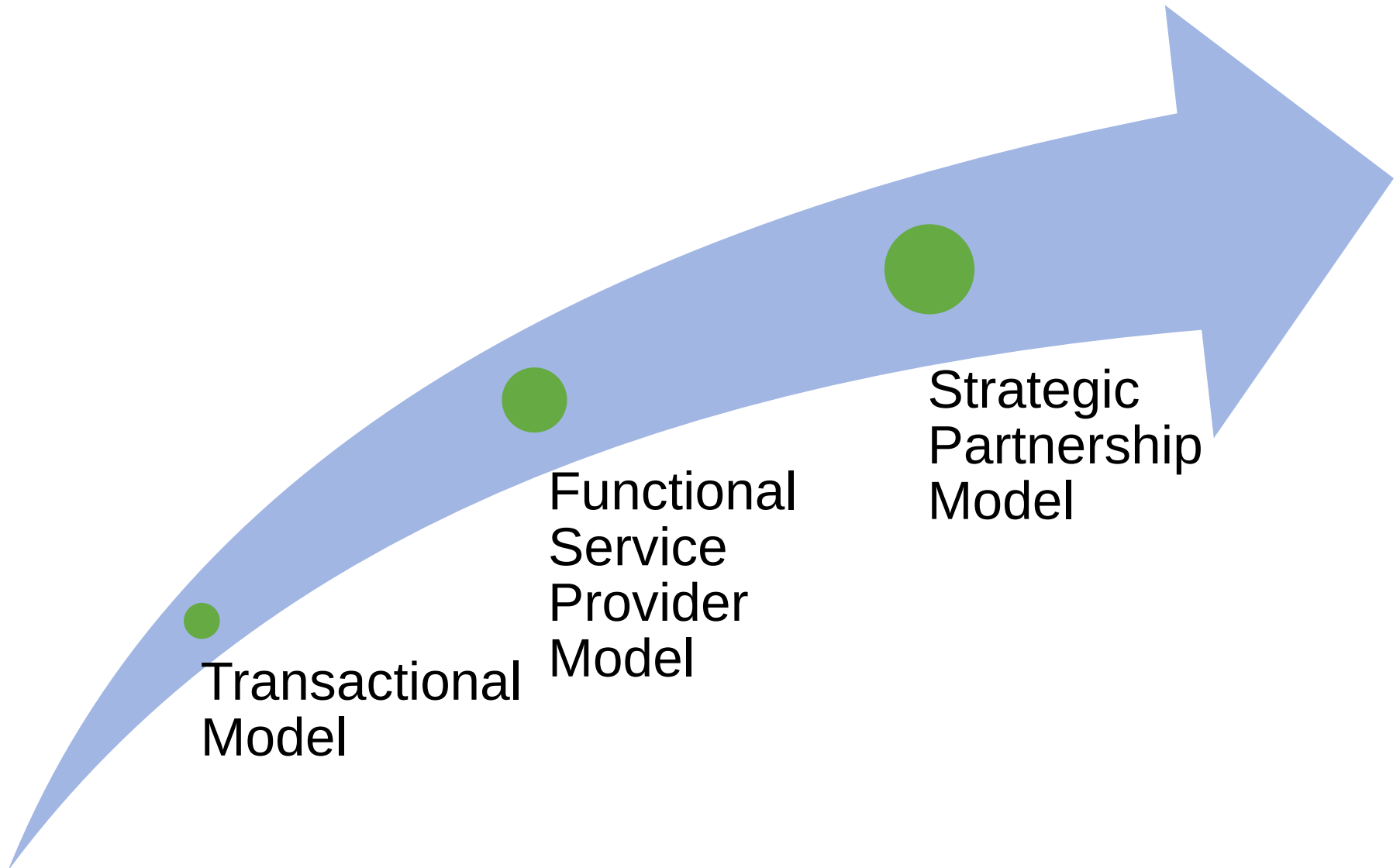


N=82

About 50% of Drug Companies

About 70% of CROs

Types of Service Agreements between Drug companies and CROs.

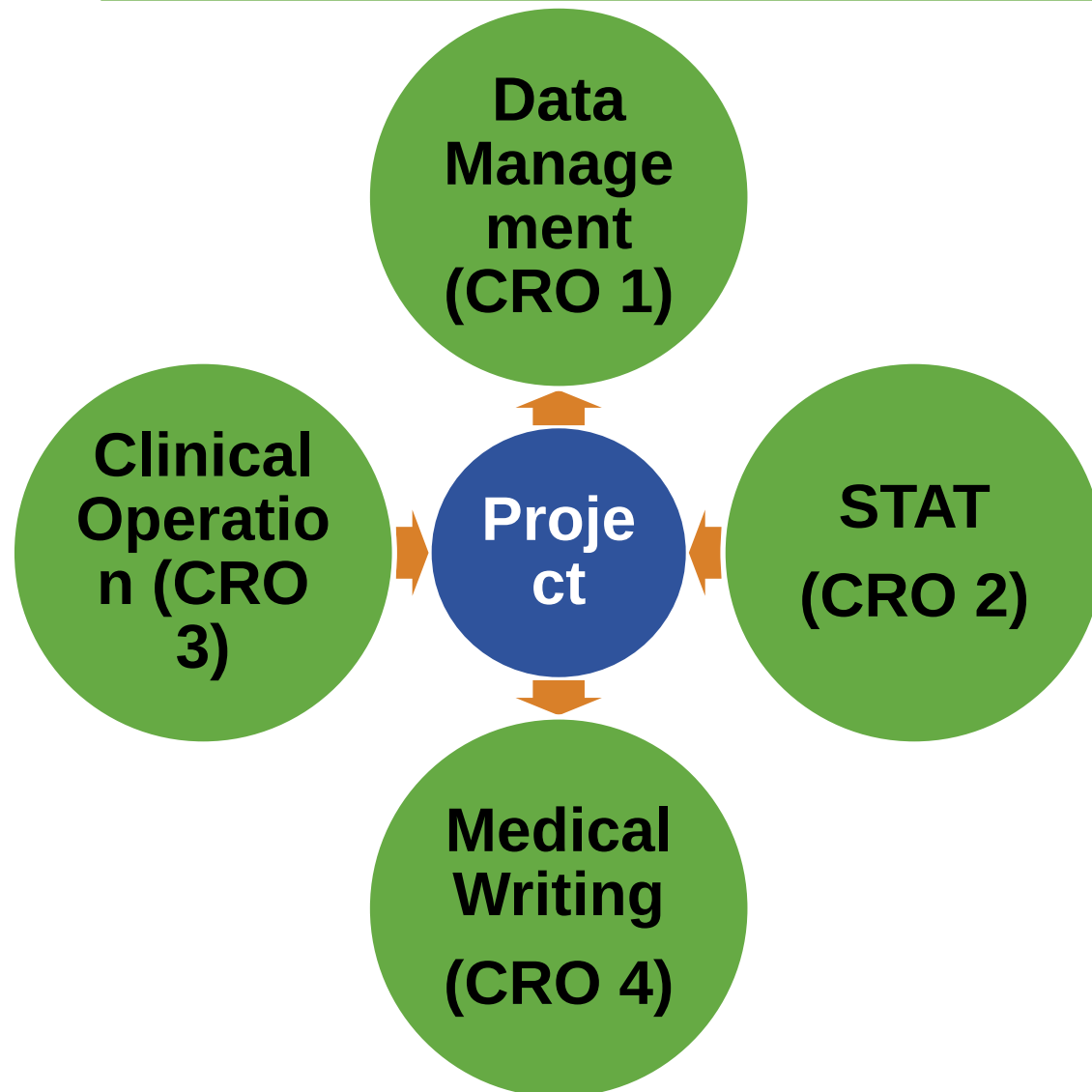


Transactional Model



- One or more projects at a time
- Short-Term
- CROs usually work in their own infrastructure.
- Drug companies provide “thinking” and CROs provide “doing”.
- Cost-based agreement

Functional Service Provider (FSP) Model



- Drug companies outsource functions to CROs.
- Drug companies will work with many different vendors which provide the different functions.
- Cost- or Value-focused agreement
- Short-Term or Long-Term

Strategic Partnership Model



- Long-Termed
- Drug companies outsource projects for the agreed-duration.
- CROs provide “doing” as well as “thinking”.
- Strategy-focused agreement (e.g., value, expertise, flexibility in resources, finance and location)
- Drug companies and CROs work in the same infrastructure. (e.g., in the same SAS[®] working environment rather than in their own SAS working environment)

Why Strategic Partnerships?



Challenges in Partnerships



- Are all parties in the same page about the partnerships? Partners? Some functions?
- Changed roles and responsibilities (e.g., some programmers in sponsor need to manage service provides rather than programming)

Challenges in Partnerships



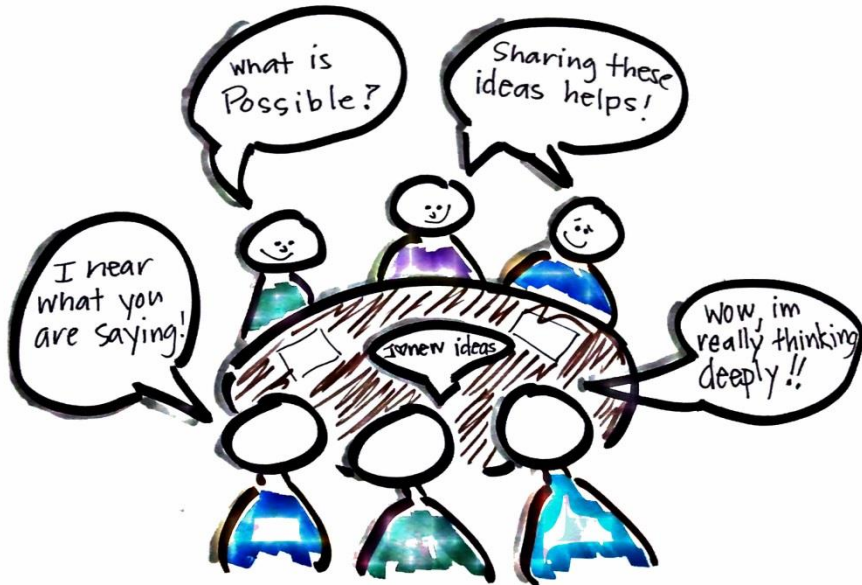
- Different corporate cultures – could be a big challenge, but at the same time, a huge advantage if leaderships are able to take an advantage of the diversity.

Challenges in Partnerships



- Different Geographic locations – not much face time.
- Different Time Zone – a limited communication time

Opportunities in Partnerships



- **More learning opportunities**
 - The Sponsors and Service Providers will be able to learn from each other.
 - Different SAS programming techniques and process
 - Macros
 - Standards (e.g., CDISC)
 - Process flow
 - Software
- **Exposure to different corporate cultures (e.g., working cultures and geographic cultures)**
- **Chance to learn new ideas and different perspective**

Opportunities in Partnerships

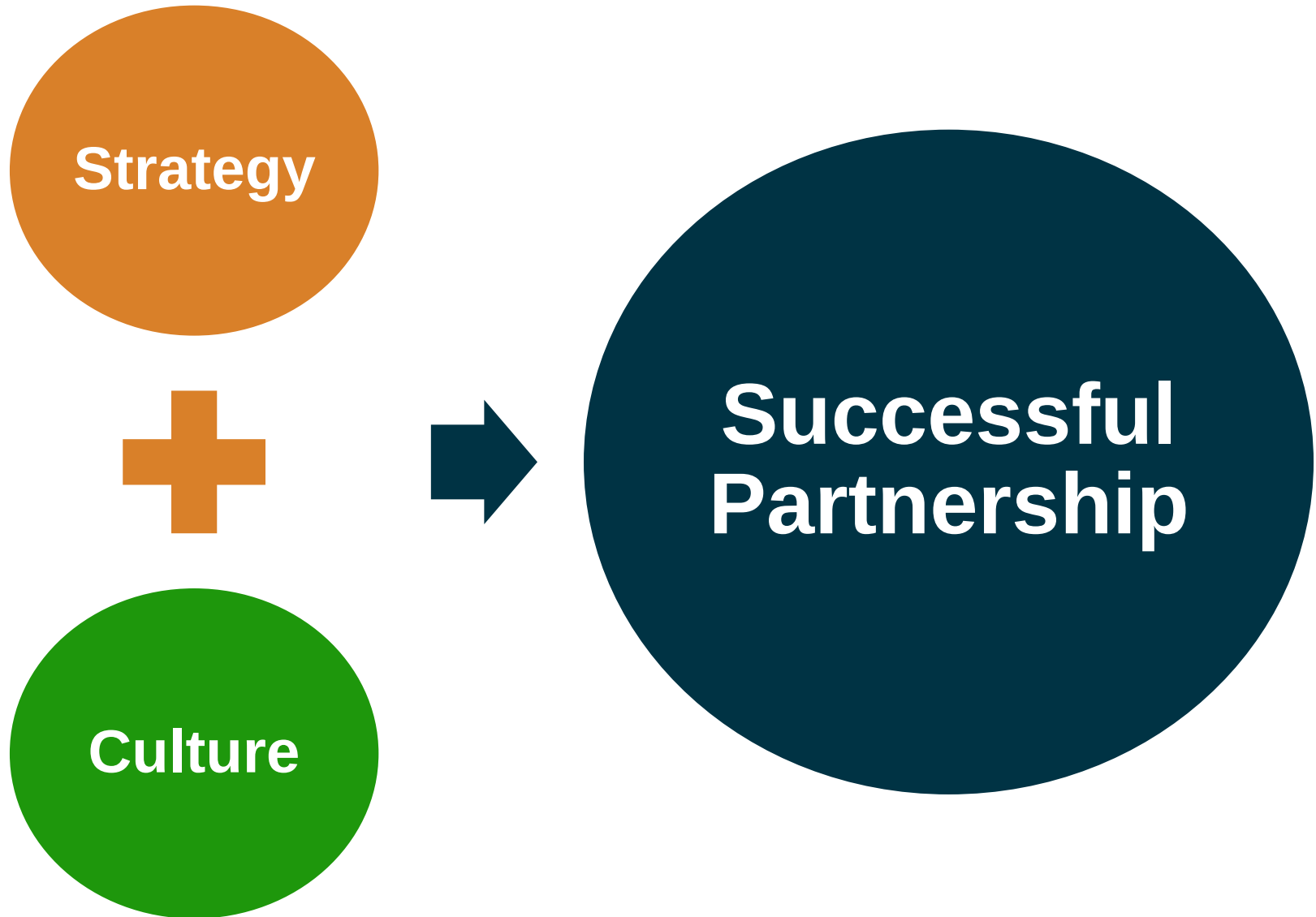


- **Exposure to more functions**
(e.g., Data Management, Statistics, Standard, and Regulatory)

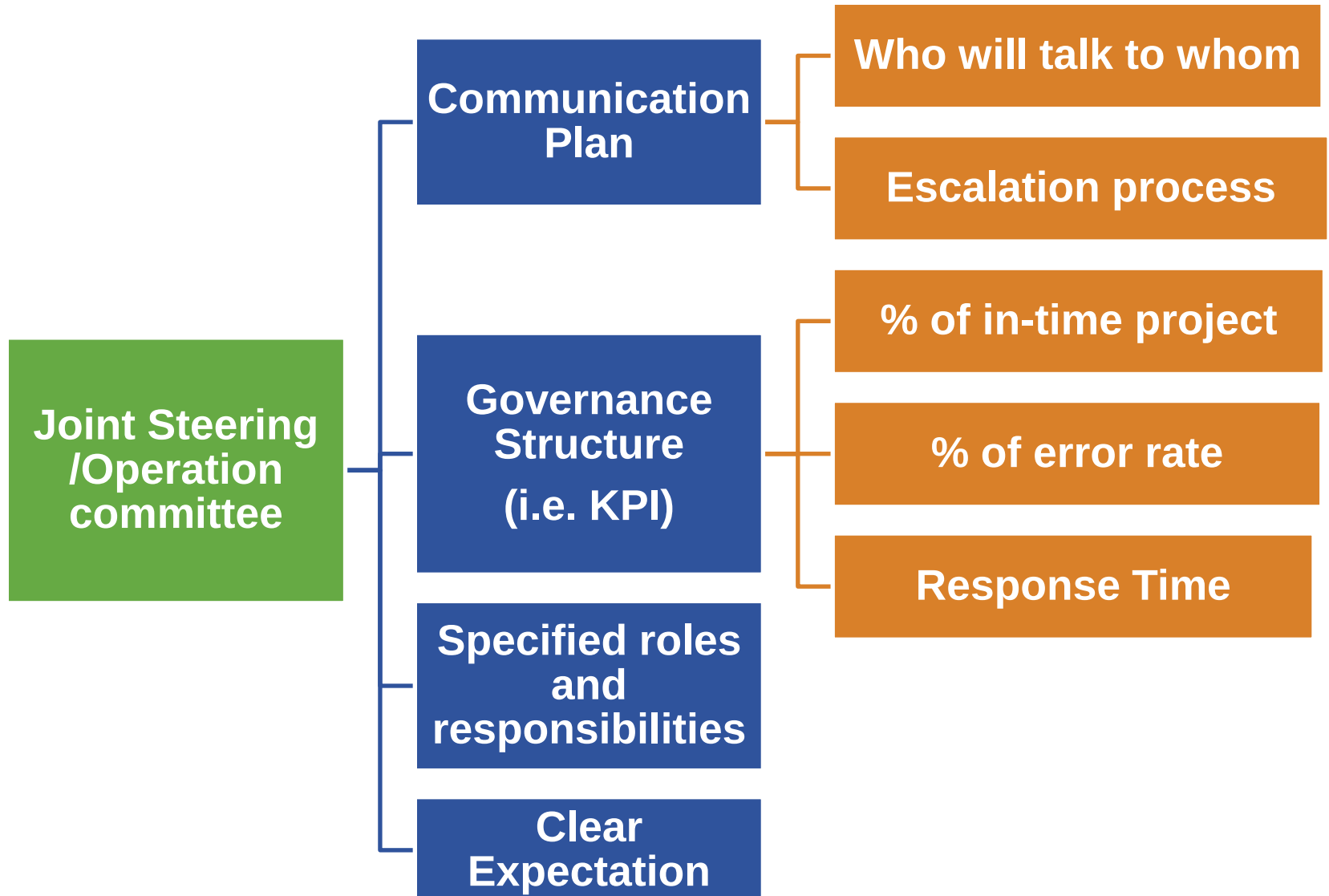


- **Chance to achieve excellence together**

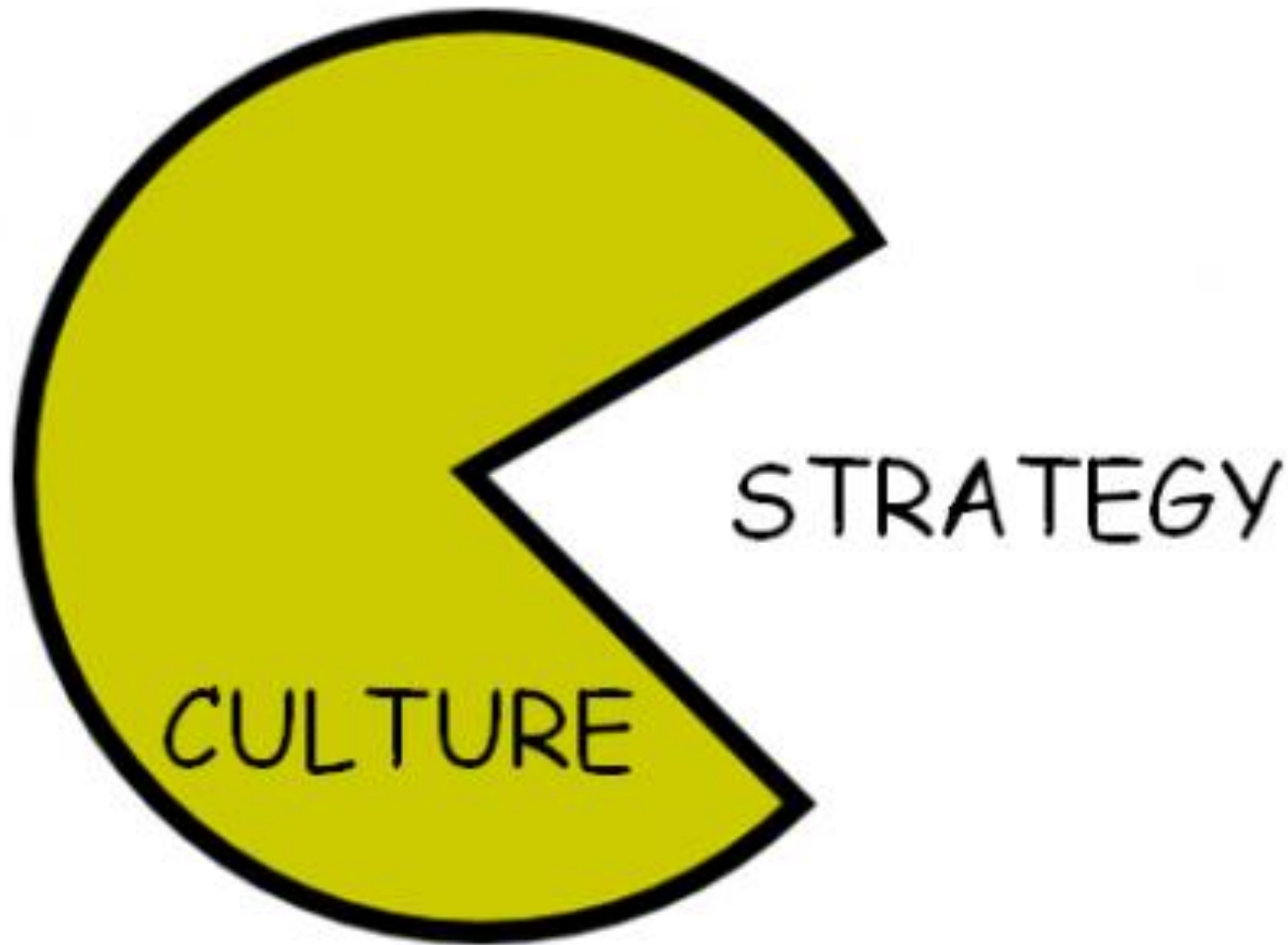
How to achieve Successful Partnerships



Strategies for Successful Partnerships



Cultures Eat Strategies for lunch



Cultures in Successful Partnerships

Trust

- In order to gain a trust from people, we need to show that we care of their well-being. If we don't care for our partner's well-being, we don't get their trust.

Win/Win cultures

- It is not about who win or who lose. The partnership does not last forever unless both parties are winning.

Focus

- The focus is not on my company, not on drug companies or CROs, but on common goals like projects.

Commit to excellence

- All the participants need to understand why we build a partnership. The partnership is formed to provide a better product, so we should work toward better, faster, more efficient way to do a business.

Roles of Program Leads in Partnerships

SAS programming skills

CDISC knowledge

Other Functions Understanding

Statistical Analysis

Regulatory

Project Management

Roles of Program Leads in Partnerships

Open minded and understanding

Strong communication skills

Building a relationship

Building trust

Crisis Management.

Building a working culture for the team.

Home Improvement – working with contractors



- Respect the contractors.
- Keep the promise.
- Try not to micromanage them.
- Need to be open to his ideas.
- Communicate frequently.
- Monitor progress time to time.

Customer service or experience?



- I'm sorry this has been such an upsetting experience for you.
- I know I can't change what happened, but how can I help you now?
- Let's work together to make sure things get better from this point.
- Thank you for bringing this problem to our attention.
- I will walk you through the problems.

Conclusion

Working together is always better than working....alone.

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Questions and Discussion

