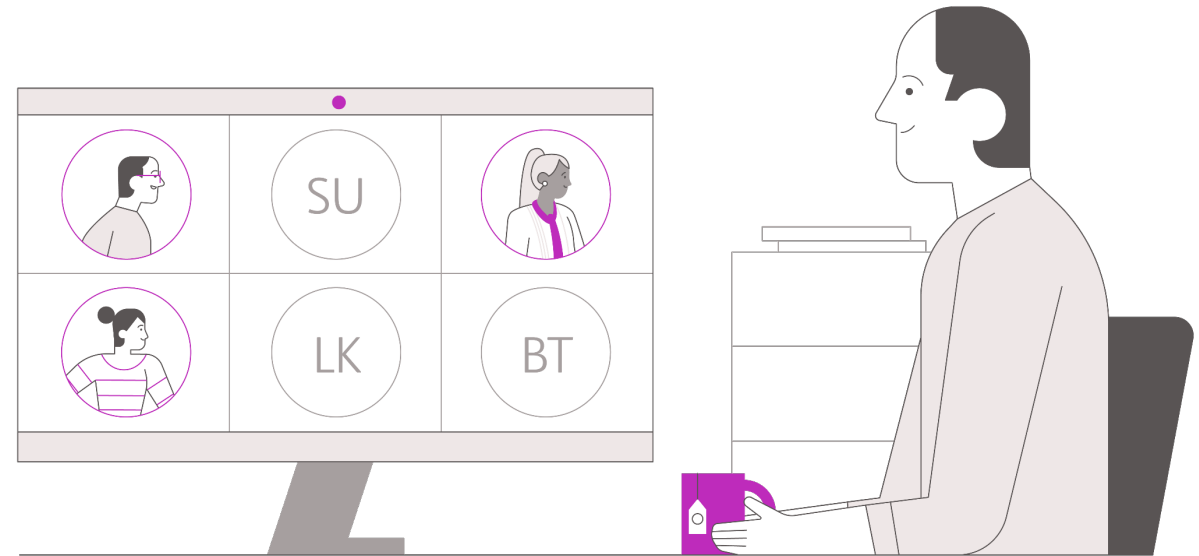


The Power of Three

PHUSE US Connect 2021
--LE 01--

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Let's get started

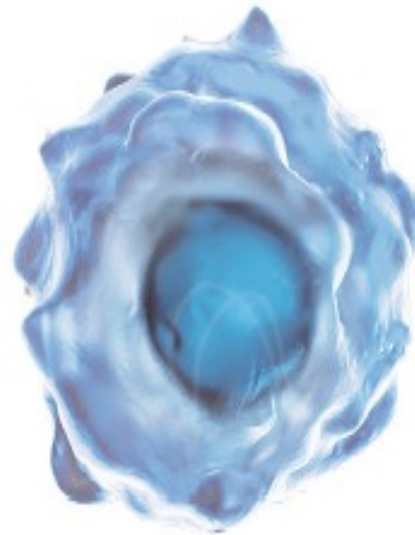
1. Cell Therapy - Quick Overview
2. The story of Cell Therapy at BMS
3. Statistical Programming Cell Therapy
4. Statistical Programming, Driving the Change
5. Conclusions



Cell Therapy - Quick Overview

Novel cell-based therapies that use a person's own cells are unlocking new potential in the fight against some of the most difficult-to-treat cancers. Cell therapy, which can consist of therapies made up of cells that are injected, implanted or grafted to treat disease.

Researchers are advancing the science of autologous chimeric antigen receptor (CAR) T cell therapy, a type of cancer immunotherapy where a patient's own T cells are genetically engineered to recognize and bind to proteins found on the surface of certain cancer cells.



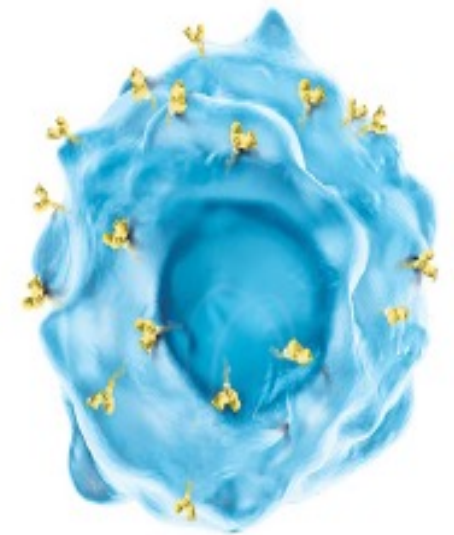
T CELL

A key fighter in your immune system



CAR

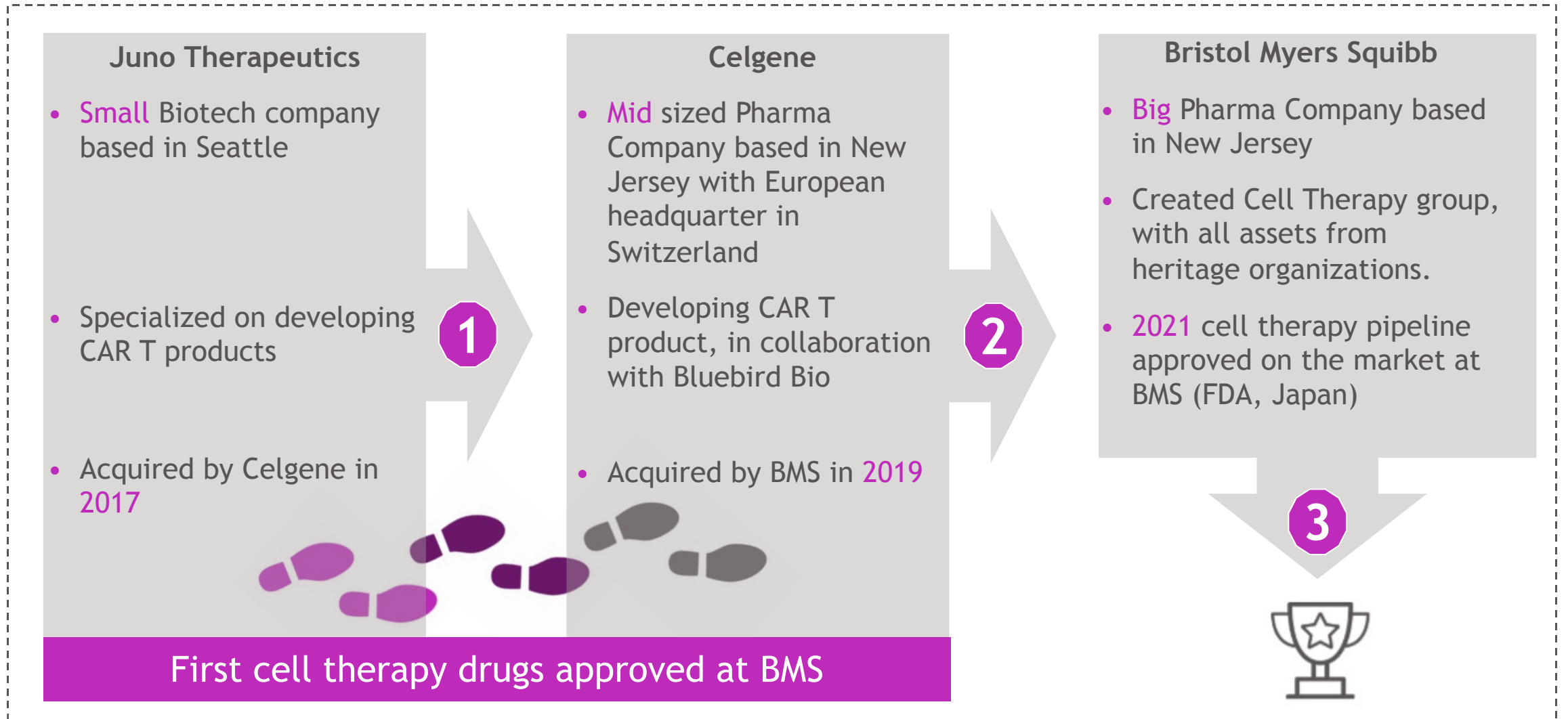
A specific receptor is added to the T cell



CAR T CELL

The T cell with the CAR added helps find and fight specific targeted cells

The story of Cell Therapy at BMS



Statistical Programming Cell Therapy at BMS

1

Programming Environments



Clinical studies located in different computer environments using different metadata libraries, macros tools and processes.

2

Company cultures



Spacing from the small Biotech (quick turnaround decisional process and all line functions mainly located in the same building) to the Big Pharma (more organizational complexity and virtual teams for most line functions)

3

Physical locations



New programming team split over 3 physical offices (Seattle, New Jersey, Switzerland) with 9 hours difference

Statistical Programming - Driving the Change

01

Create sense of Team, thru **synergies** and collaborative spirit

02

Support mutual understanding and differences as an opportunity

03

Leverage aspects **different** from other therapeutic areas

It is important to have a **culture of accountability**. In order to bring strong working relationship with your team members create social bonding. **Setting clear expectation** and establish trust in between your workers. It will improve the confidence level and trust. Allow a degree of **flexible working hours** (now all fully working from home due to pandemic situation), ask **regular feedback** (empower transparency and challenge status quo for improvement), dedicate time for **spontaneous/small conversations** (small talk that can help in clearing doubt and helping for execution of the tasks), **appreciate differences**: culture influences behavior, experiences, and workstyle

Create Sense of Team

- Focus efforts atop common targets (global submissions)
- Resourcing model in-house → Statistical programmers are very committed and knowledgeable of their studies
- Submission preparations in parallel, enhancing the impact of lessons learned or useful topics (ex. feedback from agencies about submission package)
- Support the swapping of talents across heritage organizations



Create Sense of Team

- **Listen to people** and recognize the efforts (not only economically)
 - Execute with tangible actions: ex. allow flexibility working, spend time on technical questions and provide a shared strategy
 - Being empathic with the team and use icebreakers spontaneously when you can talk to your team about anything but work. Allow your team members to know you better beyond your role. (ex. I love talking about my favorite sports tours)



Create Sense of Team

- Like families, teams have values. **Be an example.**
- Opportunities to bond outside of work like doing **group activities.**
- **Being authentic** in expressing one's views and ideas.
- Share the **broader vision** of the new organization (at company and line function level)
ex. what were the changes expected ahead due to the organizational changes)



Support mutual understanding and differences as opportunity



Create social cohesion across geographic distance

Communicate frequently; Leaders make themselves available

Provide avenues for team members to interact, learn and consult each other to build empathy and trust

Create norms that increase active participation from everyone



Balance structure and power

Provide all offices equal access to leadership

Distribute team between offices in importance and scale

Rotate timing of instant communication so inconvenience is distributed



Cultural Sensitivity

Refrain from using idioms, slang, local cultural references

Ensure non-native speakers feel safe to ask others to repeat or rephrase

Avoid assumptions on what specific behaviors mean

Leverage Differences

Best Known Method: Share tools, macros and processes impacting programming that drive value

Approach programming issues with **support from other therapeutic areas**

Be **willing to fail** in the short term in order to succeed in the long term

Help leaders be **confident to say No** and raise concerns

Help your team members to **being part of a unified team** (Juno/Celgene/BMS) to increase their visibility and vision about new org

Leverage Differences

Plan out work to provide a queue of tasks that builds up then burns down as workday crosses geographies

Share underlying principals and philosophy that **guide decision making to empower team** to reach the same decisions leadership would make

Consider perceived versus actual turn-around time on communication

Prioritize **local communication** after remote geographies have signed off for the day

Prioritize **remote site communication** when remote sites start their day

Make Foundations for the Therapeutic Area

- Take the **specific Cell Therapy requests** and comments from agencies over the submission process to form the foundation for our standards and specifications
- **Develop talents and skills** to support specific areas (ex. Clinical manufacturing process analysis)
- Drive **knowledge sharing** within the organization





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Thank you