Off Shored, 5 years on (PP17)

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1 – Background

Roche engaged into a global capacity building initiative to meet its long-term strategic goals. The objective was to increase capacity, obtain resource flexibility, improve efficiencies and gain cost benefits. The decision was to look for an Off Shore partner. After a rigorous selection process, a BPO (Business Process Outsourcing) was selected in India.

2 – Statistical Programming & Analysis Group, 5 years on

<table>
<thead>
<tr>
<th>Year</th>
<th>Scope</th>
<th>Operating Model</th>
<th>Training</th>
<th>Group Size</th>
<th>Sites supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-2008</td>
<td>- Validation Programming Team</td>
<td>- Work Packages</td>
<td>- Systems &amp; Programming (Roche)</td>
<td>10-20</td>
<td>UK, Switzerland</td>
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<tr>
<td>2008-2010</td>
<td>- Safety Reporting Team</td>
<td>- Work Packages (validation)</td>
<td>- Systems &amp; Programming (BPO)</td>
<td>20-40</td>
<td>UK, Switzerland, USA (east), Australia</td>
</tr>
<tr>
<td>2011-2012</td>
<td>- Fellow BPO Defined Process</td>
<td>- Project based (safety)</td>
<td>- MARS application (Roche)</td>
<td>30-40</td>
<td>UK, Switzerland, Asia Pacific</td>
</tr>
</tbody>
</table>

The past 5 years have seen big changes within the Statistical Programming & Analysis group in the operating model, scope of work & interactions with the off shored group. The diagram above represents how the activities with the shored group has evolved to meet the business needs. As confidence has grown over the years so has the scope of work and integration with the Roche programming teams.

3 – Challenges faced

Reducing the attrition rates and retaining the experience is a continually challenge.

- Systems challenges around the creation of accounts, granting access, speed & connectivity
- Challenge requirements & specifications, pro-activeness, ownership
- Obtaining SAS programmers with good experience in Pharma
- Focus often shifts to minimizing the impact on delivery whilst replacing FTEs when attrition occurs
- Lack of confidence in internal teams in using external groups

4 – Benefits gained

All training has been handed over and conducted by the BPO personnel.

Benefits
- All training has been handed over
- Most of the standard safety reporting is now handled by this group
- Internal staff able to focus on more complex and interactive tasks

5 – Learning’s from the partnership

- Communication
- Exemplary with local stakeholders, globally, and importance of training, reward & recognition
- Risk & local Challenges
- Multiscenario approach, ensuring and importance of training, reward & recognition