FERRING
PHARMACEUTICALS

PEOPLE COME FIRST AT FERRING

Ferring Pharmaceuticals

Running a virtual department through outsourcing

Silvana Cappi

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Running a virtual department through outsourcing

the situation

outsourcing strategy

outsourcing models

key success factors

challenges and tools

conclusion

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1950

Ferring founded in Malmö, Sweden

1999

Ferring International Centre

2002

R&D facilities in Copenhagen

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the situation (internal)

internal resources	workload
1999 – 9 full time employees	2 phase III trials
2009 – 19 full time employees	27 trials ongoing

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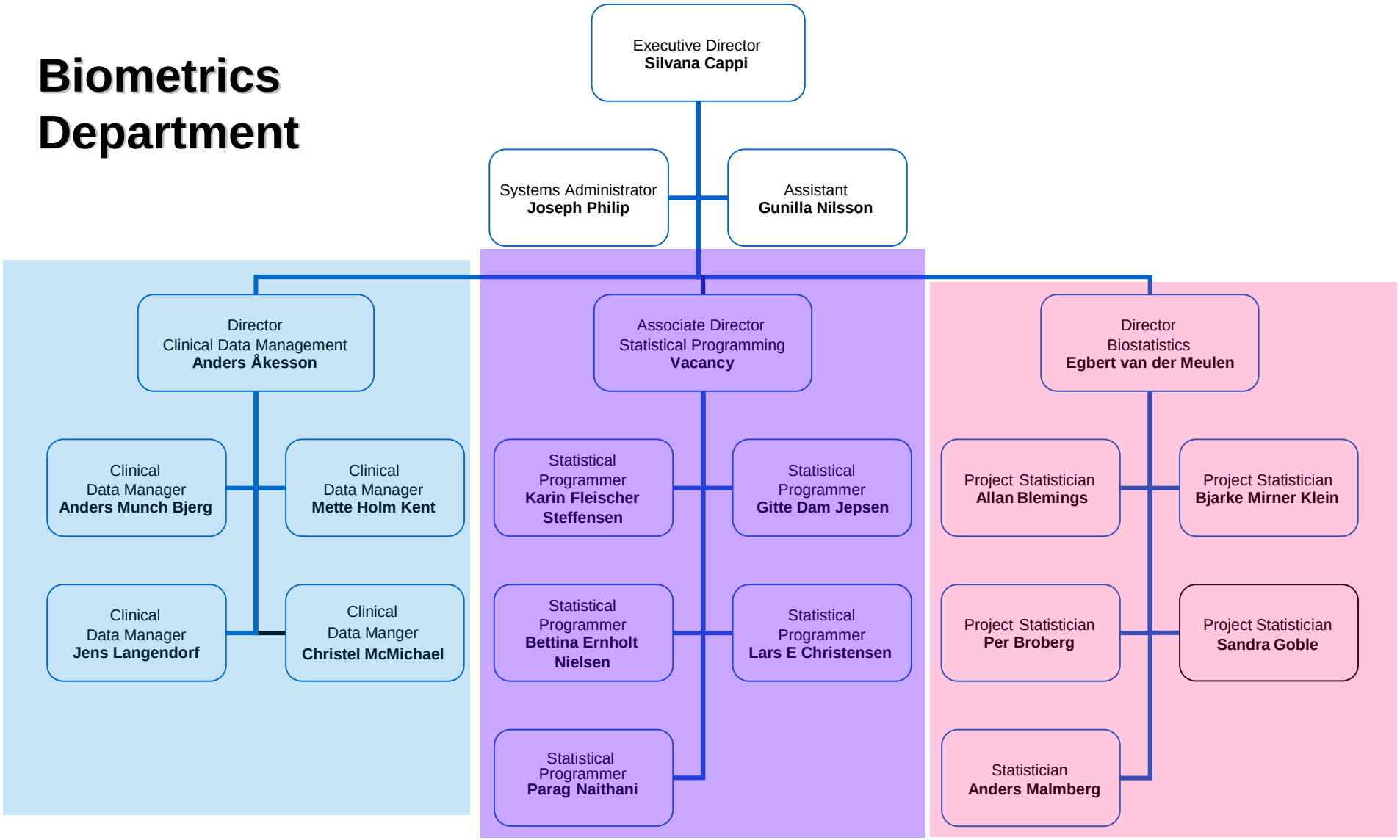
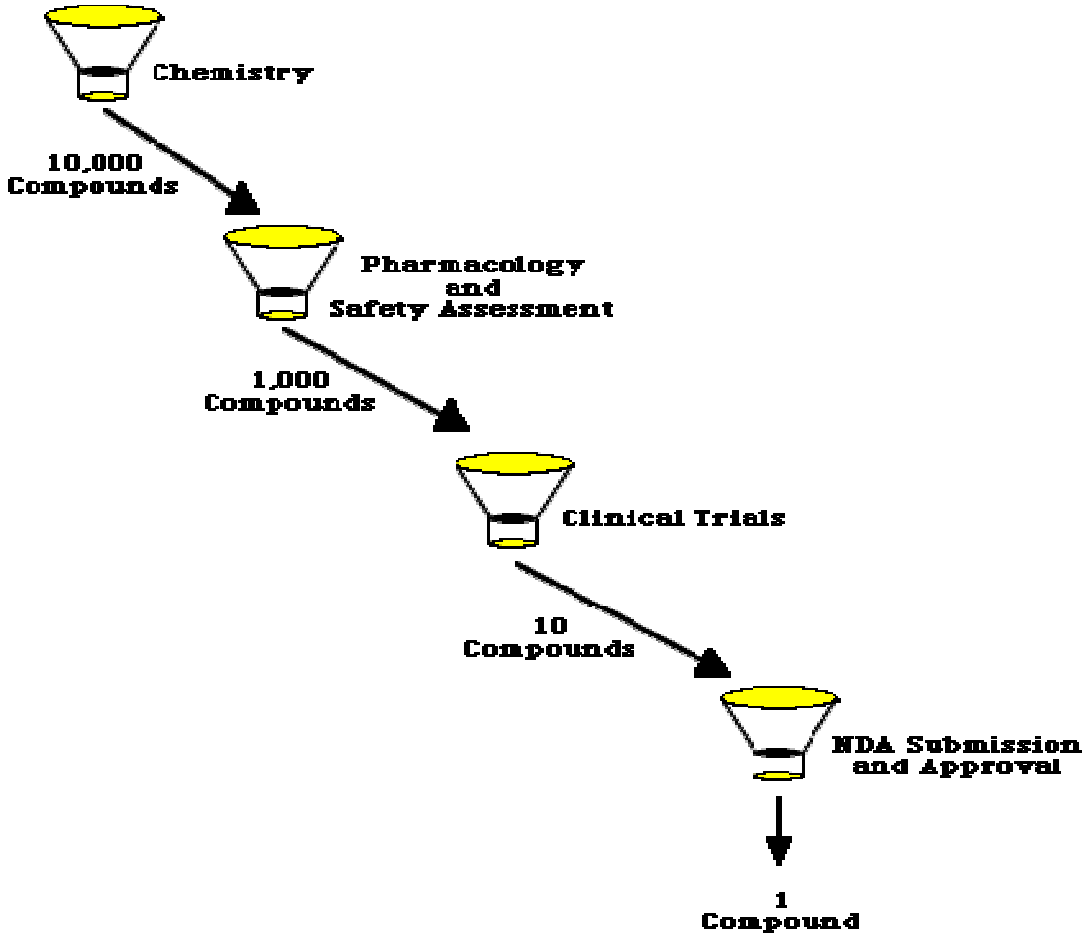
Biometrics Department

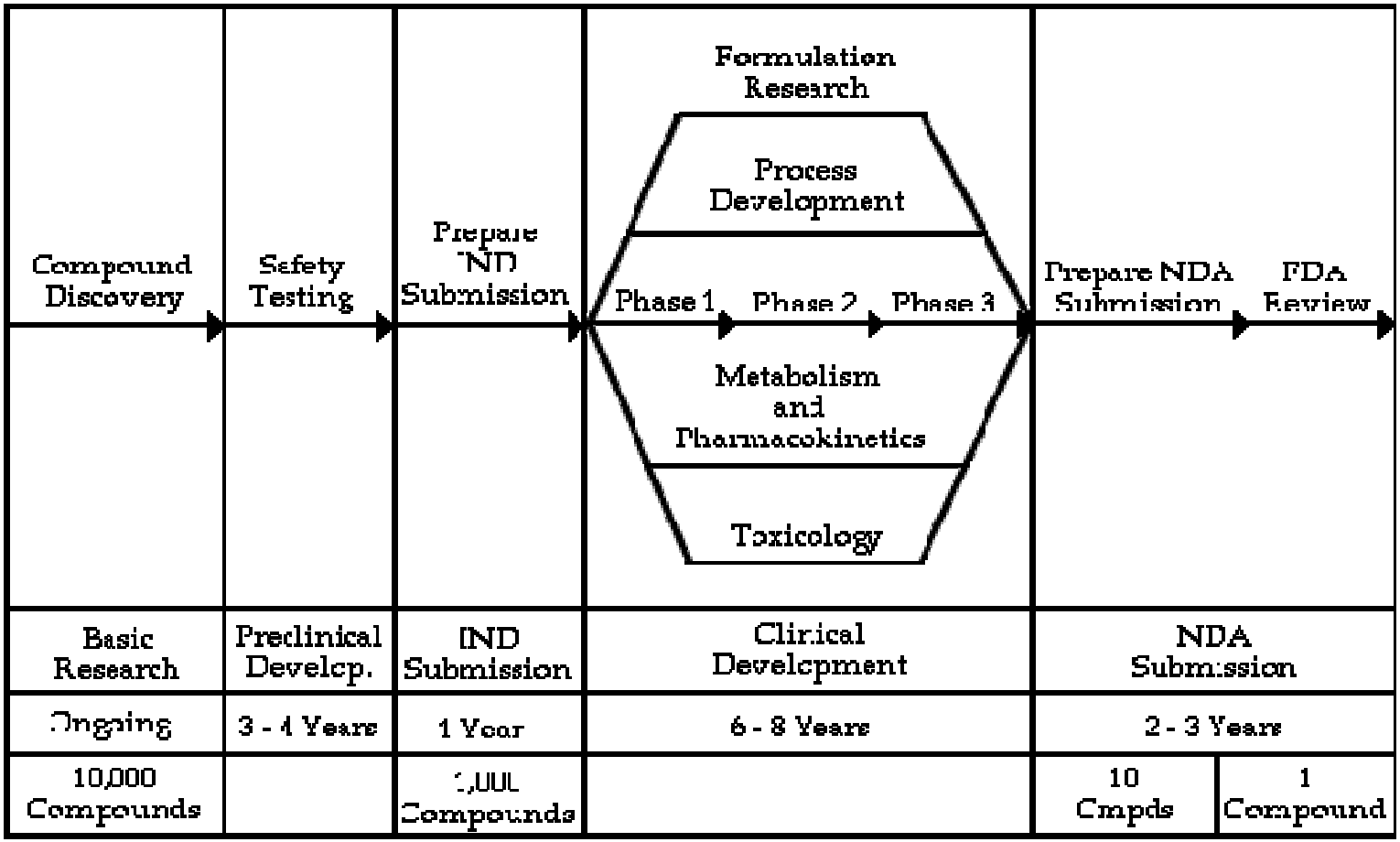


the situation (external environment)



- high attrition rates

- complicated and lengthy process



- high costs

taking a product to the market costs

(included the cost R&D, clinical trials, failed drugs, and the cost of capital)

$ 802 million dollars (2003 figures)

today > 1 billion!

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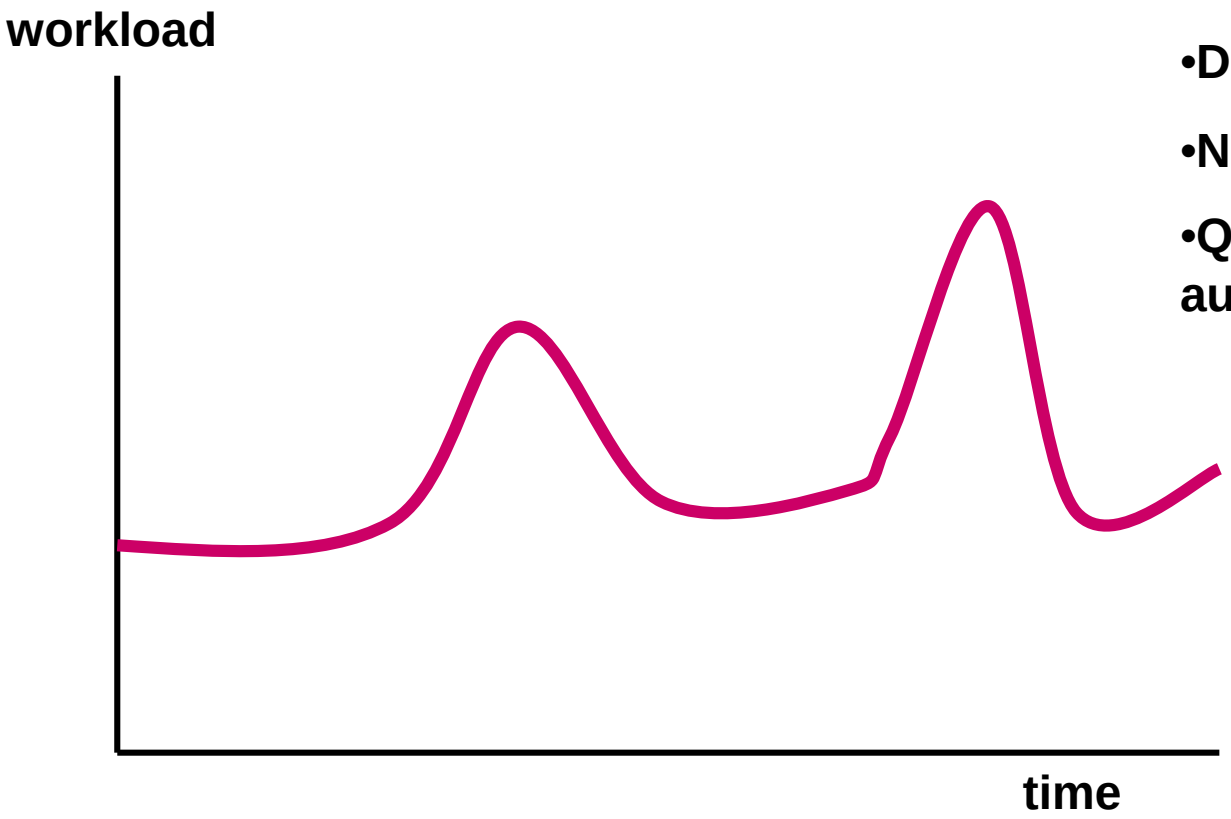
- workload difficult to predict



- Delays
- New activities
- Questions from authorities

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internal situation

resources vs. workload

external environment

high attrition rate

complicated and lengthy process

very expensive

workload difficult to predict

outsourcing

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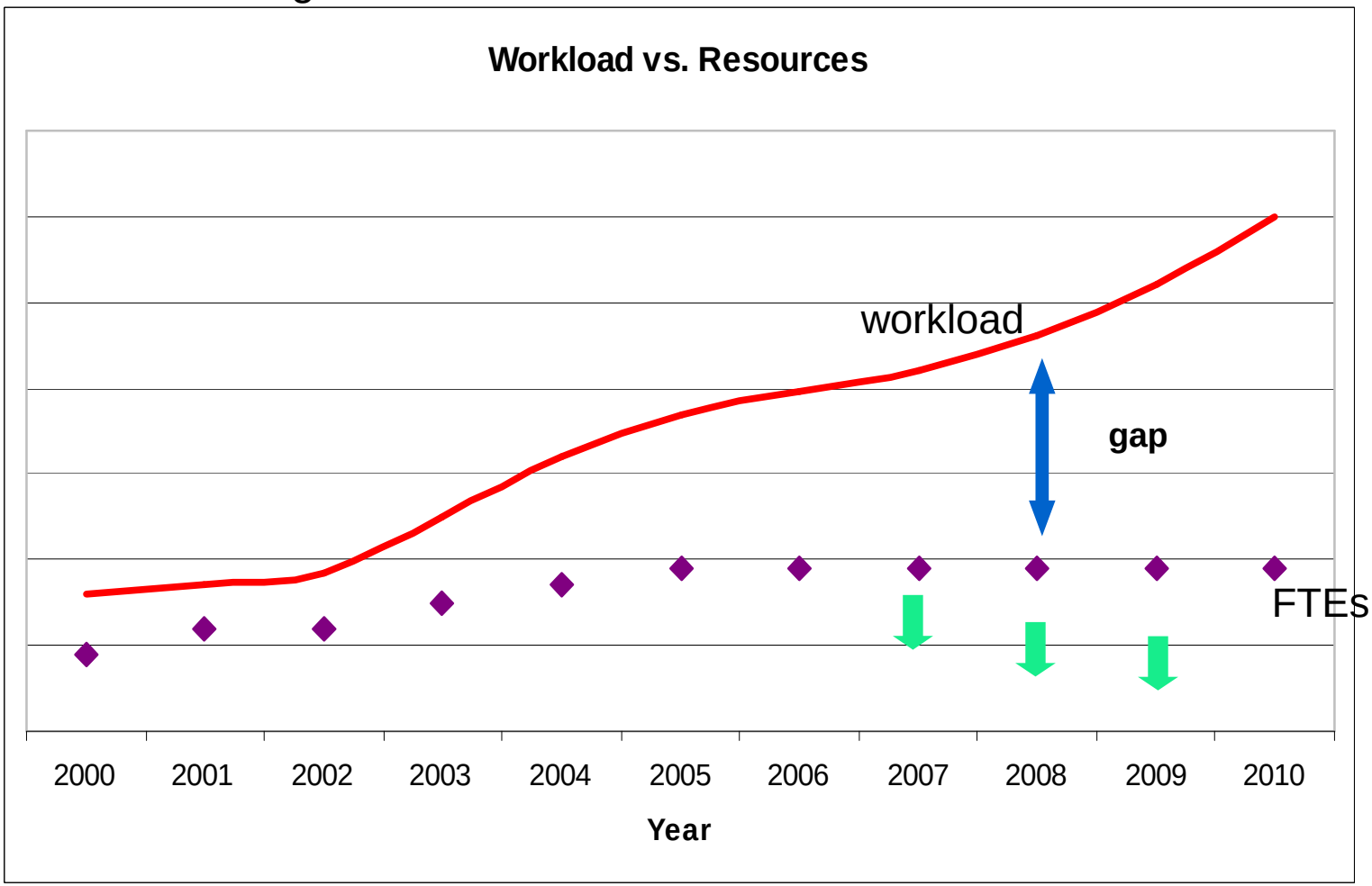
at the beginning ...

tactical
urgency!

outsourcing, an illustration:



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sponsors were complaining of ….

- vendors not delivering according to expectations
- poor communication
- poor responsiveness
- inadequate resources (quality and/or quantity)
- too much internal work required
- contract organisations not pro-active

(*Results from survey Spring 2005*)

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vendors are complaining of ….

- negotiations are one-sided
- micro-management
- higher standards than sponsors are hold to
- little trust and sharing of information
- not considered part of the team

(*Avoca Group, 2005*)

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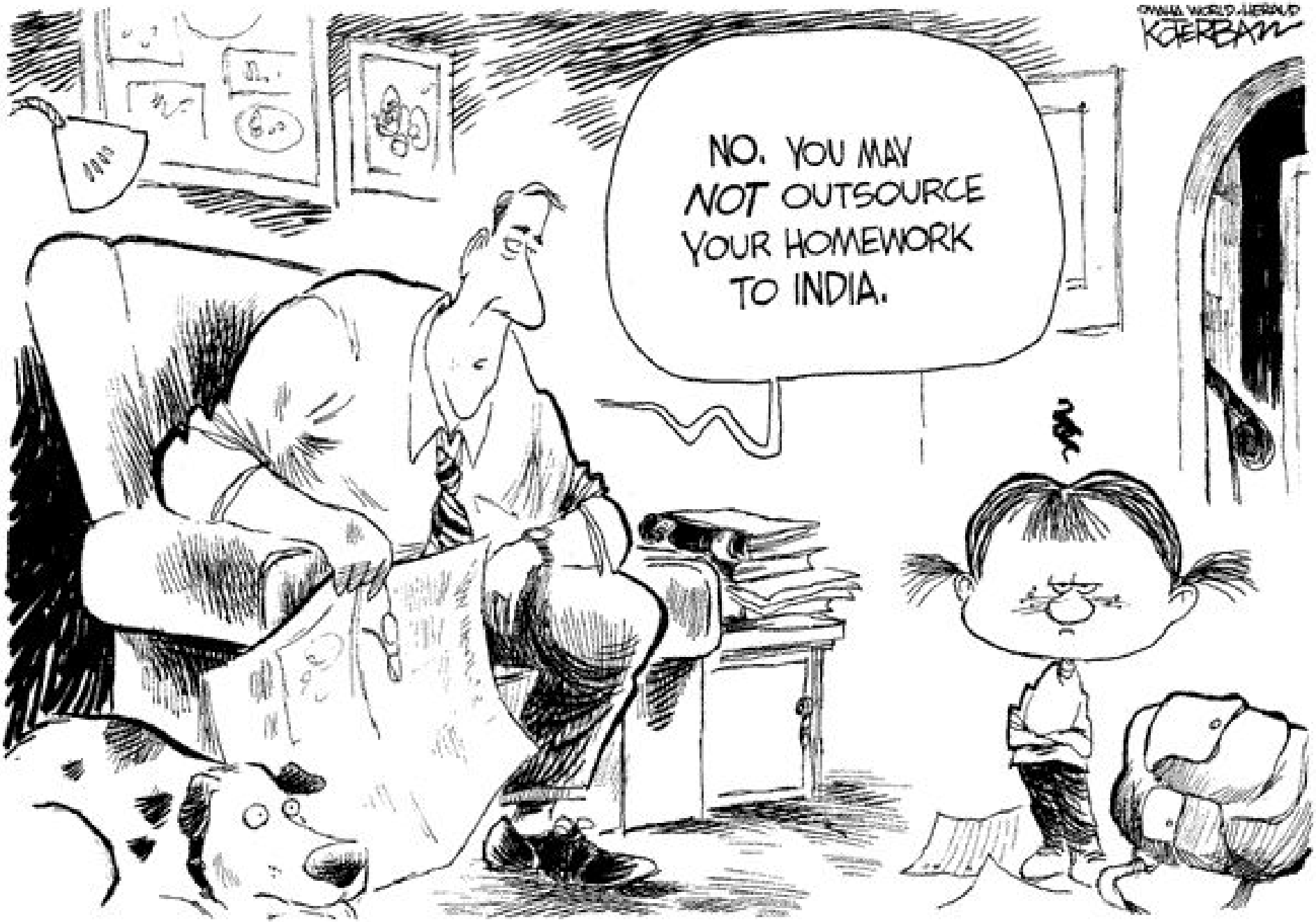
strategic view to outsourcing

- what to outsource
- what do we keep in-house
- which model is the best for us
- to whom


OMAHA WORLD-HERALD
KOTERBA
NO. YOU MAY NOT OUTSOURCE YOUR HOMEWORK TO INDIA.

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strategic outsourcing

phase I studies outsourced

phase II and pivotal phase III in-house

in house staff focus on core activities

eCRF applications outsourced

partnerships with preferred providers

whether in-house or outsourced: seamless!

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core activities / responsibilities

definition of standards

repository databases

in-depth knowledge of our products (our activities)

outsourcing management

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we need a sourcing model that

- is adaptable to peaks and troughs
- gives access to first rate expertise
- minimises risk
- minimises use of internal resources
- allows us to focus on core activities

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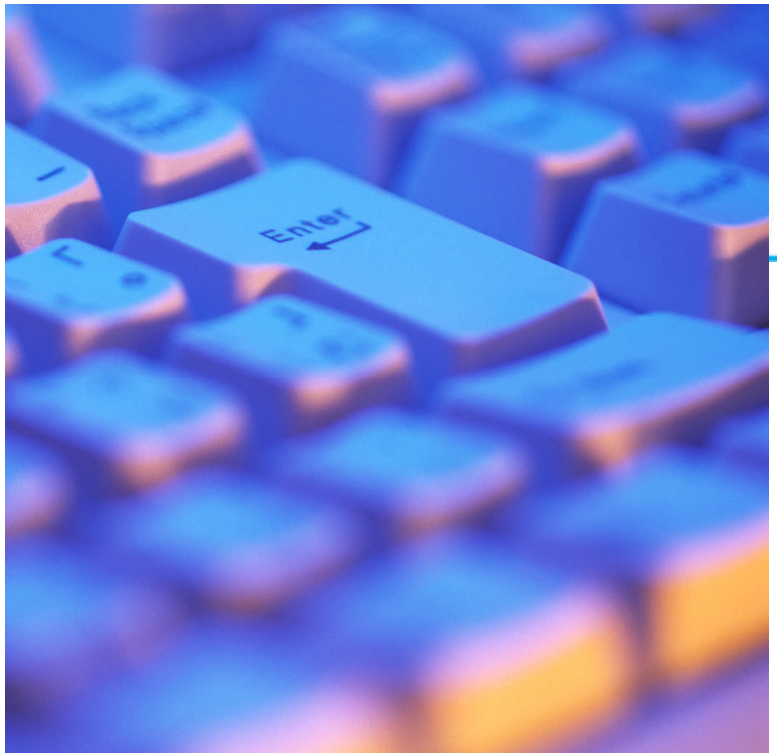
off-shore group in India

↑

independent contractors

staff augmentation



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out-tasking

2001 EDC

eCRF provider

- applications

- data management

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projects

Biometrics activities for a clinical trial or group of trials

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key success factors

choice of preferred providers

- ensure regulatory compliance
- ensure compatibility, good cultural match

clarifying expectations

- milestones
- overall timelines
- roles and responsibilities
- define deliverables
- methods, etc.

key success factors

contracts

- standard responsibility split

joint vendor – company teams

- communication tools
- face-to-face meetings

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long-term relationships

stability

shared values

openness

TRUST

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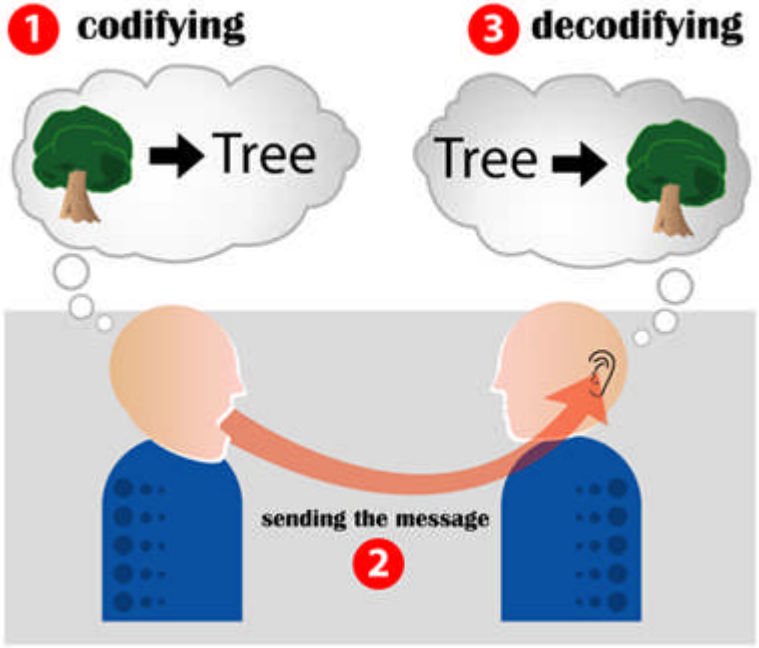
common goals and communication



factors affecting communication

- culture
- ethnicity
- generational
- gender
- media

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multicultural and virtual communication

cultural awareness

how?

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systems, procedures and environment

exchange of info in almost real time

common SOPs

sharing same environment

SAS Drug Development

program for interchange

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successful partnerships are possible!

successful teams require

- common goals and commitment
- trust and respect
- clear leadership
- empowerment
- good communication & tools to support it

Thank you!

Global Biometrics 2009