How does the contract help / hinder the successful delivery of a project?

The effect on people in study teams

John Faulkes 6 April 2017

PPMLD

PCMG
Pharmaceutical
Contract Management Group

A bit about me

- Consulting, coaching and training
- Enhancing any collaborative activity in life science – projects, alliances, outsourcing partnerships

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The Collaboration Project

A network for Project Managers, Alliance Managers, Outsourcing Managers – free to join

Content of this talk

1. Why is it important to consider behaviour of people in 3rd party teams?
2. What you may see – and what's behind the scenes
3. In theory – what makes people perform?
4. In practice – how the Contract may undermine things
5. What can you do – generally
6. What can you do - tactics

Plus case studies

1. Why is it important to consider behaviours in 3rd parties?

- We outsource for costs savings and geographical scope…
- Everyone in the chain will be stretching to meet targets
- High performance usually necessary to hit the minimums
- Control over performance more challenging at a greater distance

2. What you may see

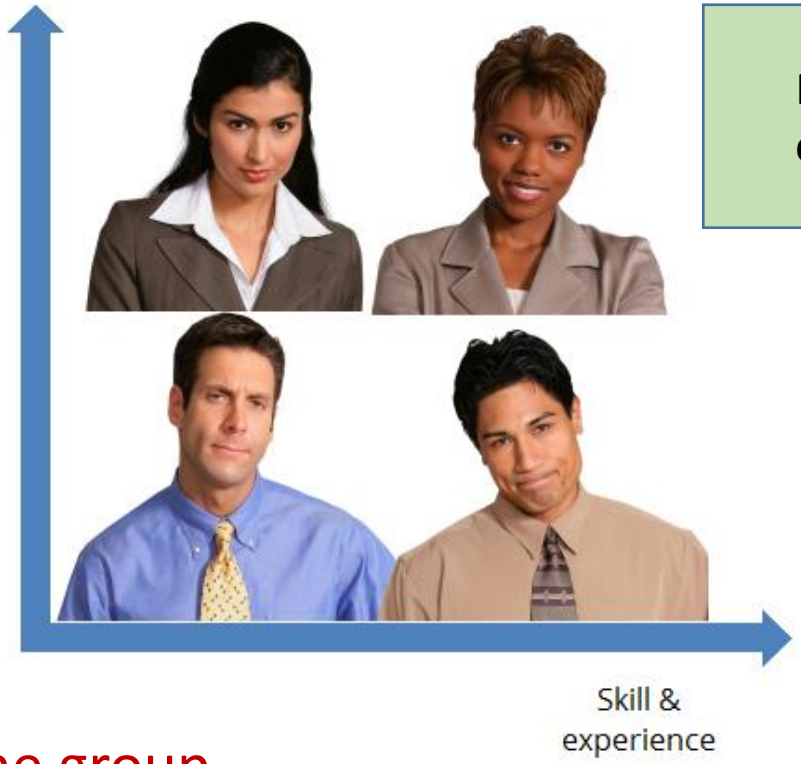
You see	Behind the scenes
Initial enthusiasm	
“We’ll take care of that”	
Sites not recruiting; odd errors	
Change requests (“that’s life”)	

Thoughts/Comments from the group

3. What makes people perform

Needs to be trained

Needs to be empowered

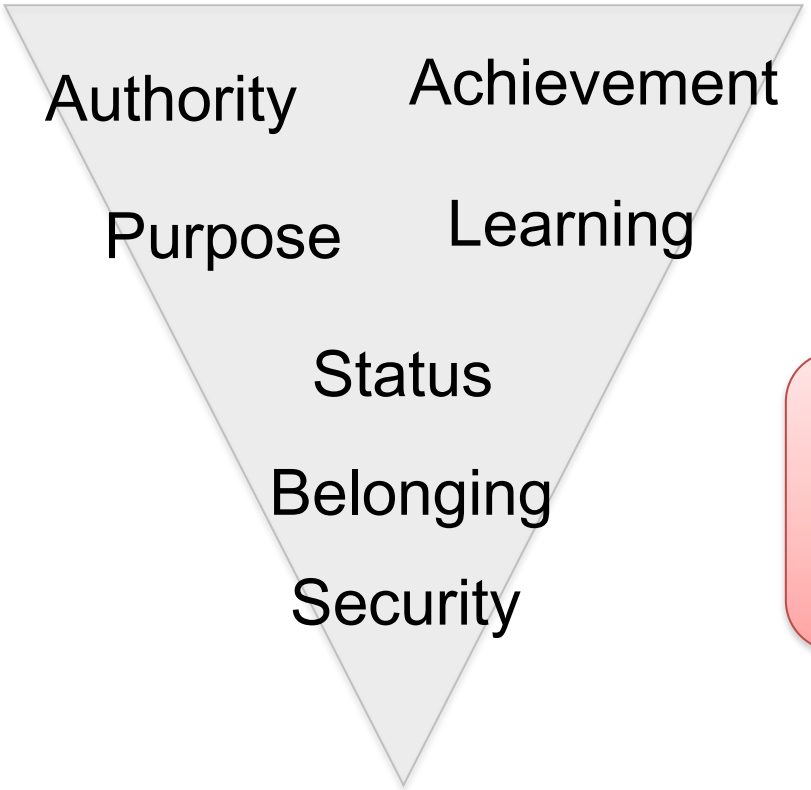


Needs to be fired

Needs to be engaged

Ideas from the group

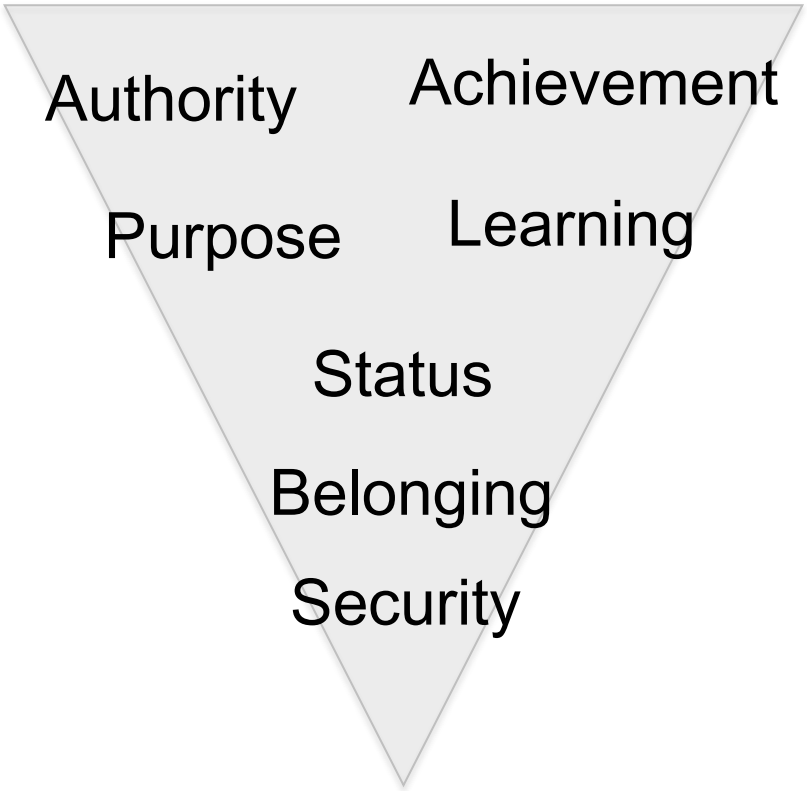
3. What makes people perform



Generally to do more costs time and loss of control

Generally to do more consumes tangible resources

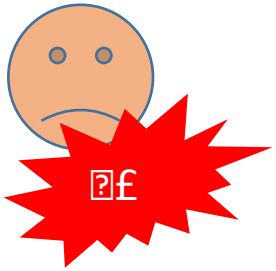
4. How your contract may undermine success



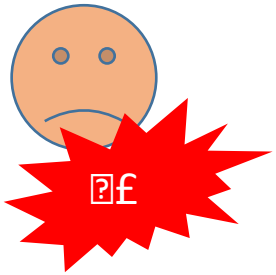
- Reserves small decisions for you
- Emphasises 'Need to know'
- Doesn't help CRO with 3rd parties
- Signed on bare bones quotation

Case studies (1)

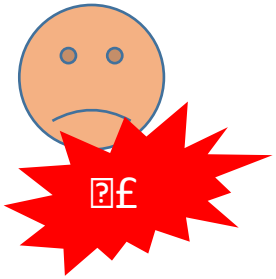
- Major EU Pharma company
- Contract for ‘empowered’ CRO + small strategic internal team
- In fact an illusion; clinical managers not bought in



- Major EU Pharma company
- Relying on OM to own the contract
- No-shows by functional heads to internal alignment meeting

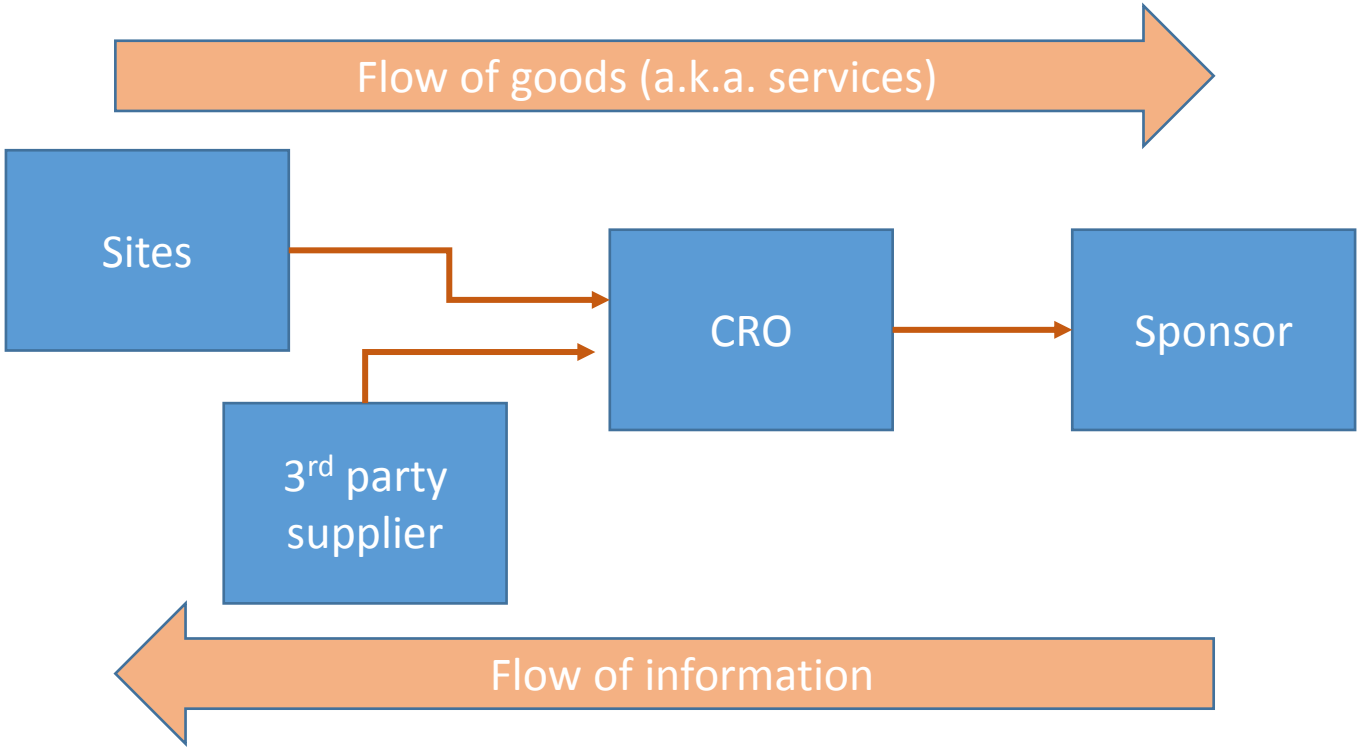


- Major EU Pharma company
- Live price auction for contract

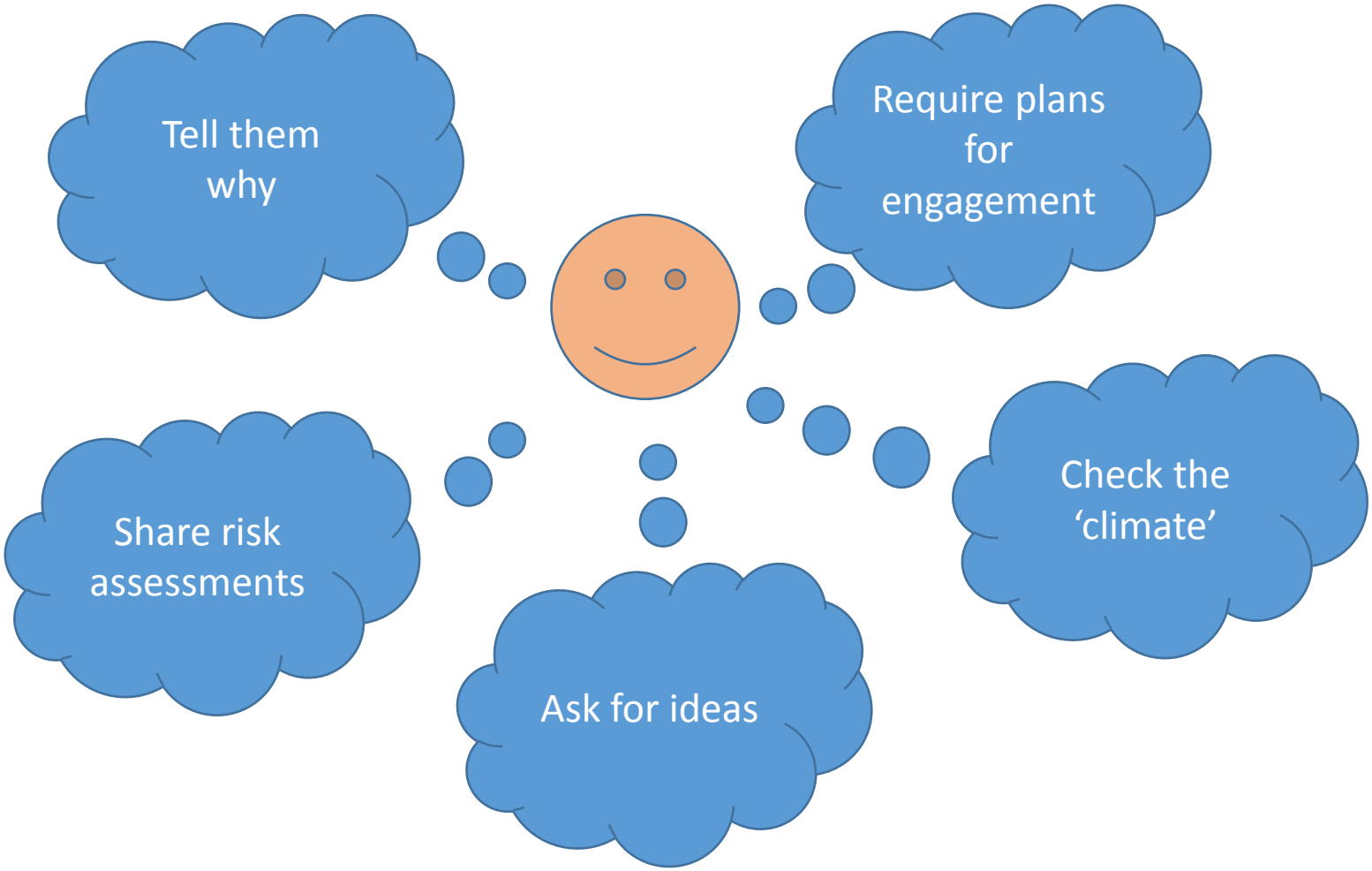


5. What can you do – generally

What can we learn from supply chain management?



5. What can you do – generally



6. What can you do - tactics

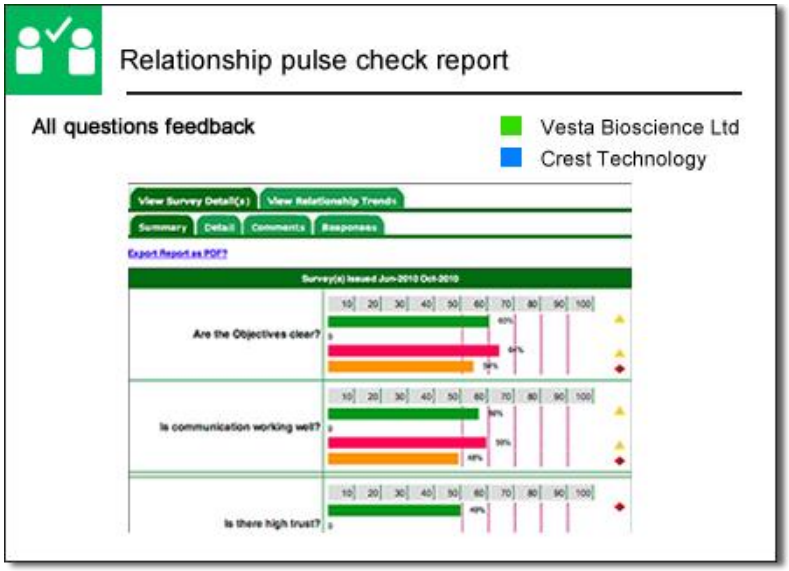
- Present the positioning of your project (consult commercial!)
- Ask CRO for risk assessment including 3rd party issues
- Ask CRO for ideas about managing 3rd party performance
- Consult HR – spread internal engagement tactics
- Run a project conference for all players

Thoughts/Comments from the group

Case studies (2)

Medium size EU Pharma company

- RFP: Ideas from CRO about risks and contingencies
- Bid defence: Costed contingency plans
- Bid defence: ideas from CRO about enegagement and reduction of turnover of CRAs etc.

Large EU Pharma Co.

- Online pulse check
- All players give views c. 6 monthly
- Quickly identified concerns to raise; quick spot view across all studies and relationships