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Supplier Metric & KPI Experiences: Creation, Evolution & Utilisation

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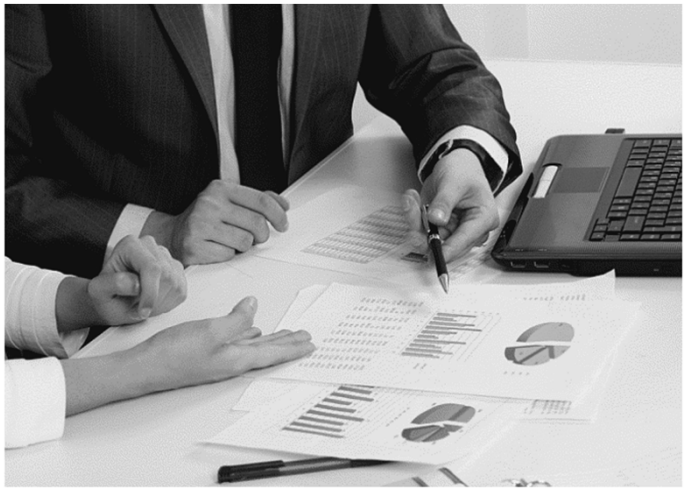
PCMG, KPIs and Performance Measurement Workshop

10th October 2013

Agenda

- Background and status of Amgen SM FSP model
- Overview of process for creation of functional metrics & scorecards
- Evolution of metrics & scorecards
- Future enhancement & development
- Case study on metric utilisation



FSP: Functional Service Provider
SM: Site Management

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Amgen FSP Model Background

- Amgen Site Management Functional Service Provider model implemented May 2008 (US) & Early 2009 (RoW).
- Currently 11 suppliers providing CRAs, CTA and line management across >50 countries
- Each country has a single FSP
- Metrics have been collected and reported in our scorecard since 2010
- Performance monitoring using the metrics and scorecard supported our decision to terminate our relationship with one supplier

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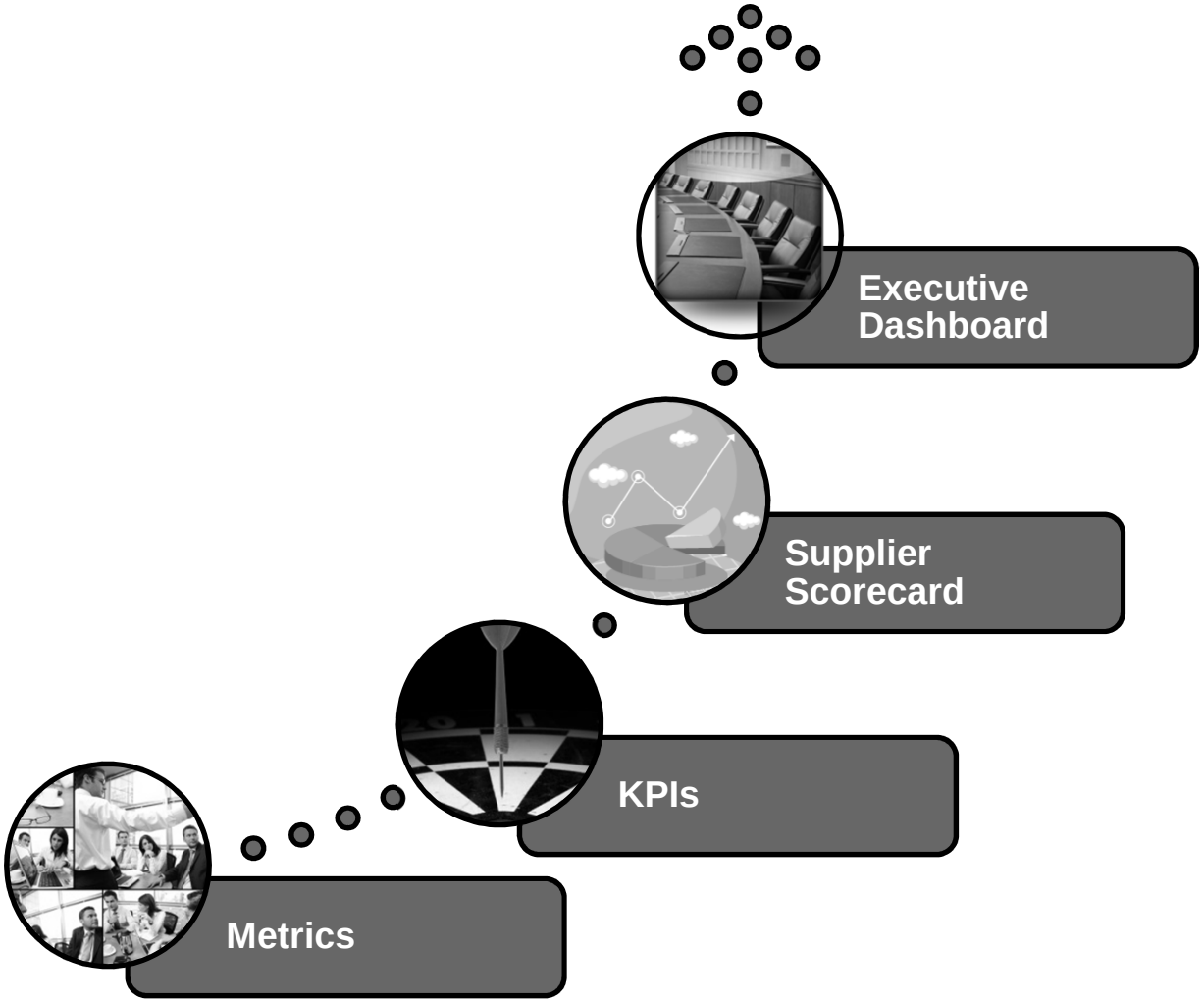
Performance Management



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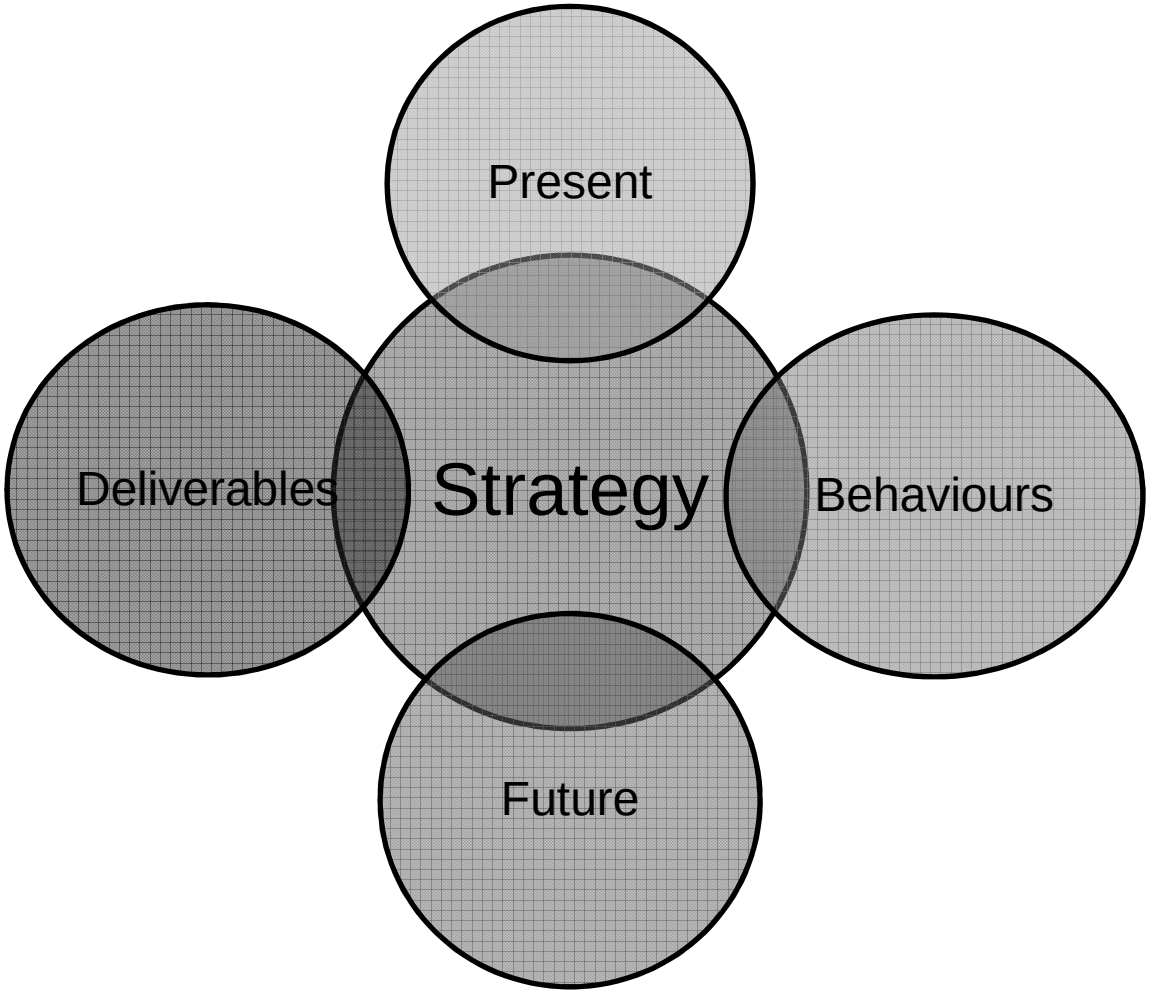
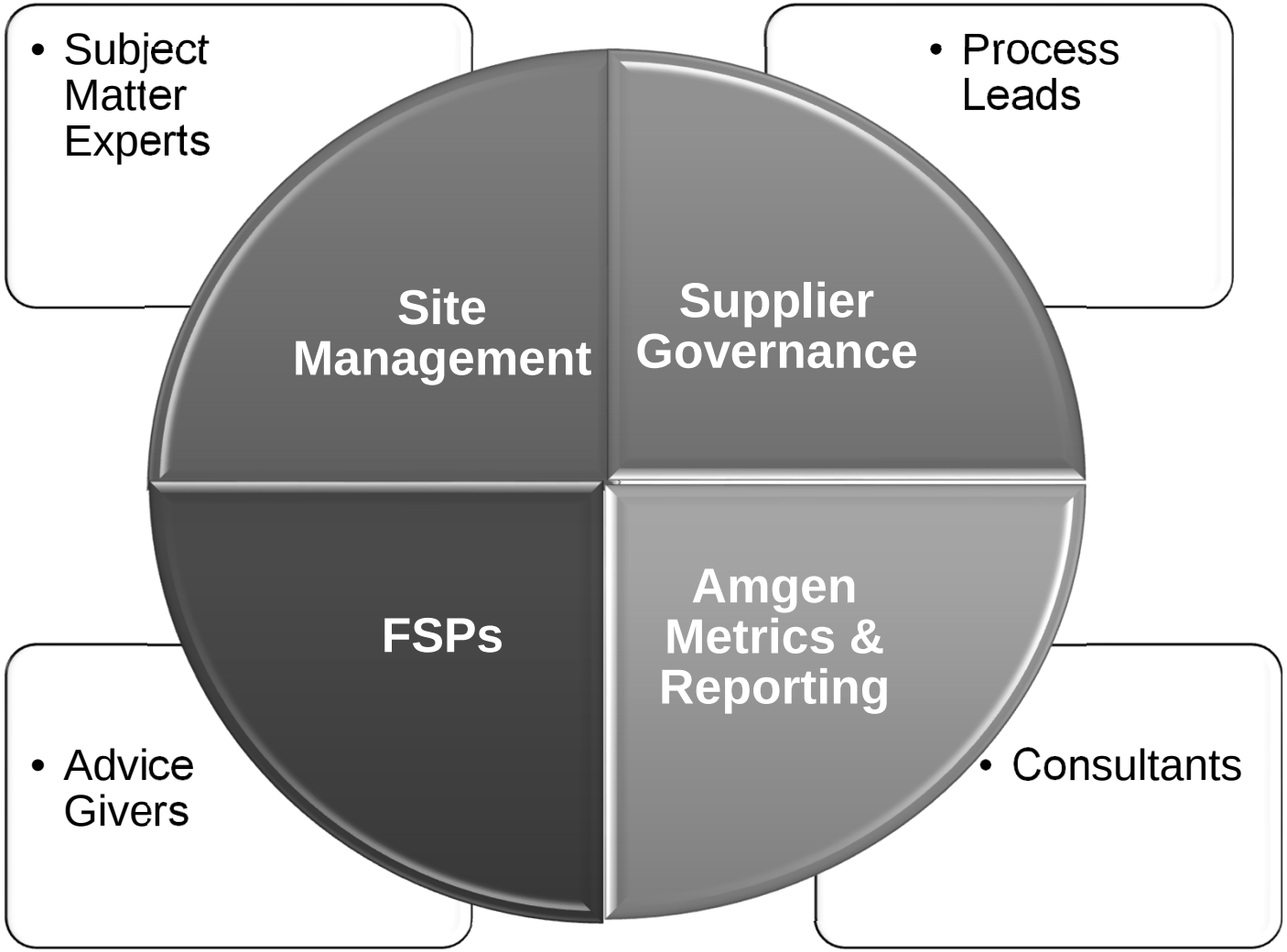
Strategy for Metrics



Metric Development Team



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Translating Strategy into Metrics

Identify Success Criteria

- Continuity and consistency of resources

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- Deployment and Termination dates for each FTE

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Define Metric Target & KPI Weighting

- Target of <20%
- 40% weighting to Assurance of Supply-Business

Metrics – KPIs – Scorecard

Staff Turnover	Supply vs. Demand	% Staff Deployed on time	Metric 4	Metric 5	Metric 6	Metric 7	Metric 8

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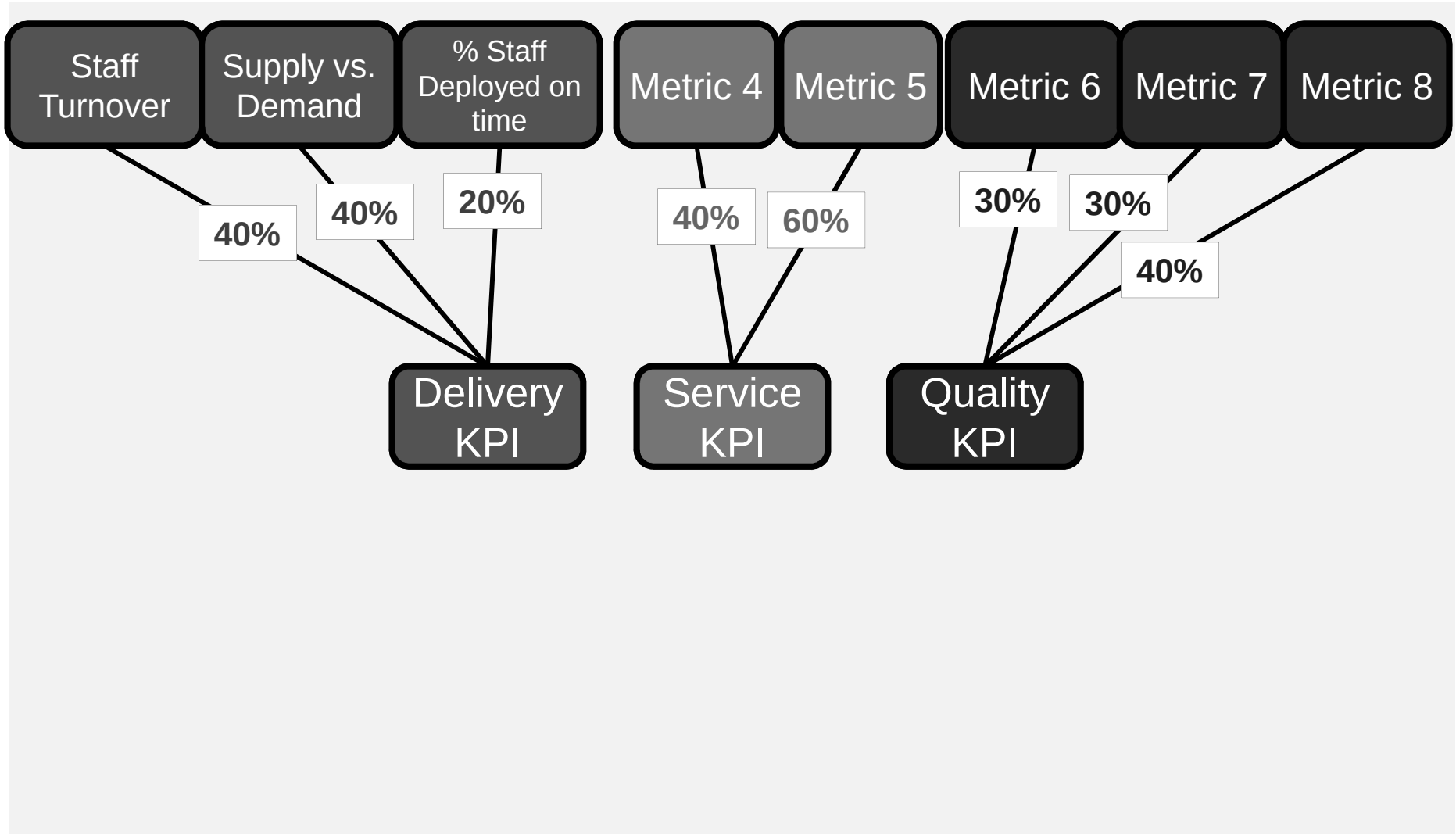
Metrics – KPIs – Scorecard



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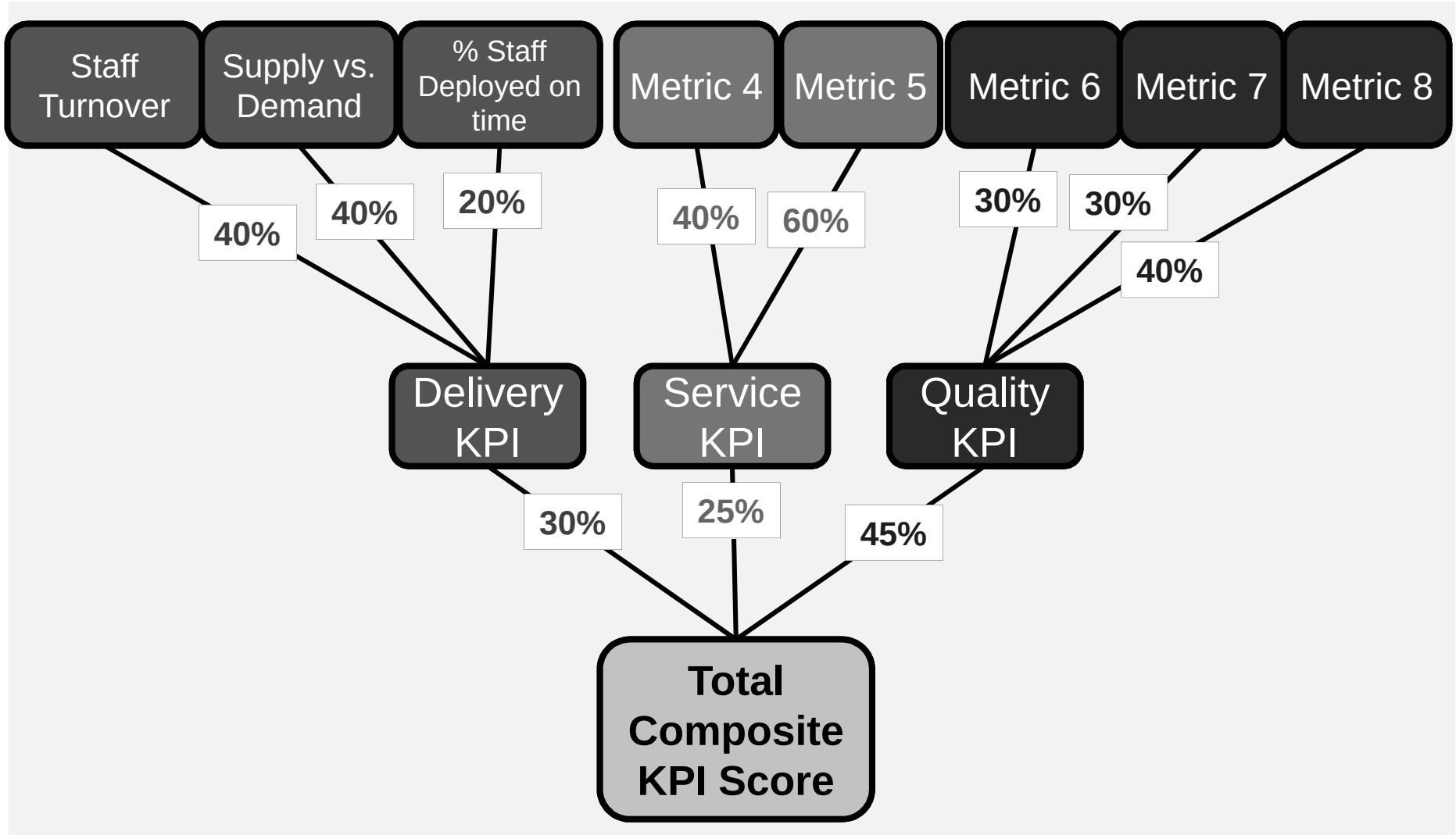

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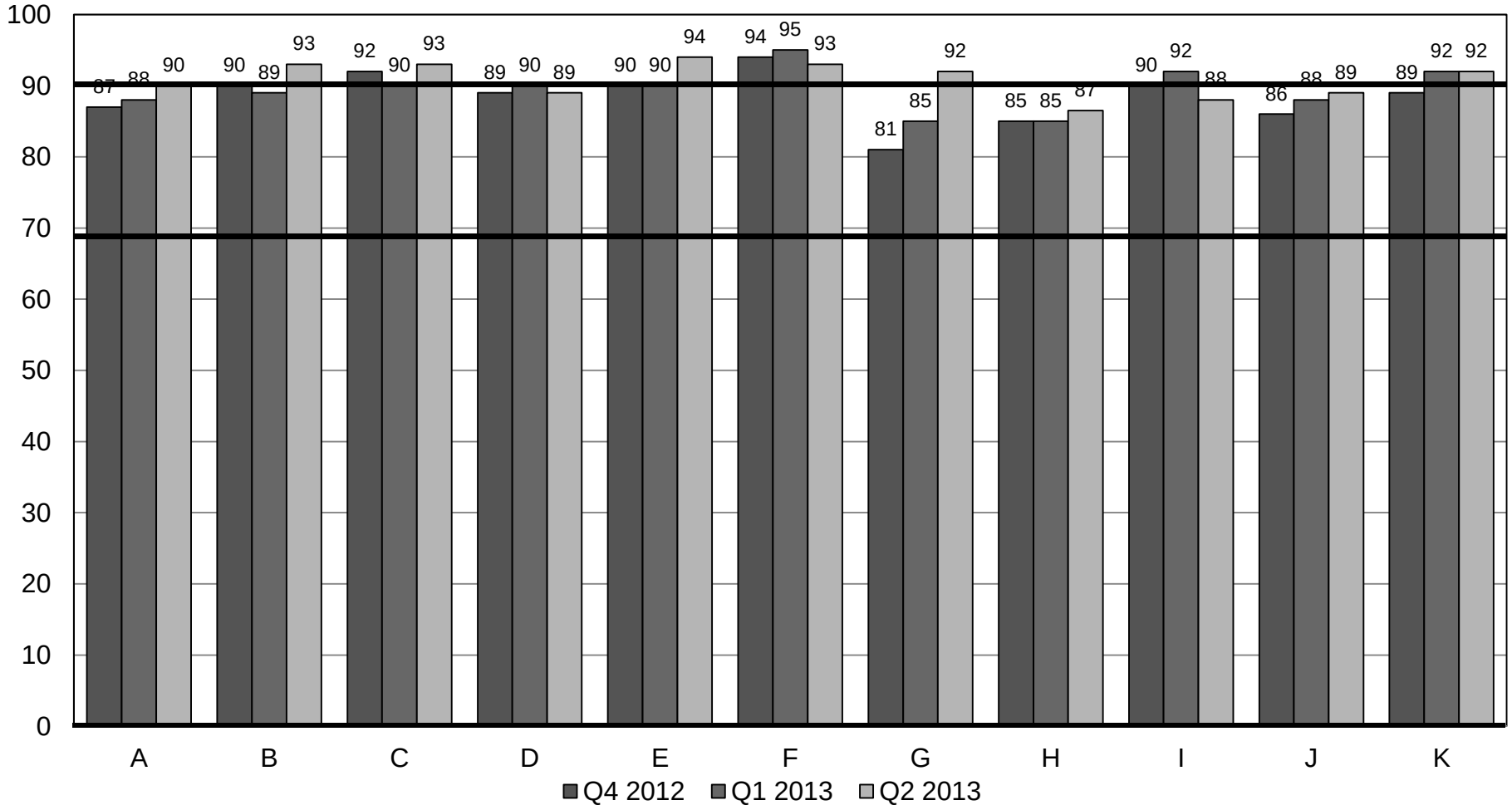
Total Composite KPI Scores



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Metric & KPI Evolution

Metrics, Targets & KPI weightings are reviewed annually considering:

1. **Experience of how well the metrics drive desired or unexpected outcomes**
   - E.g. Focus on CRA travel ratio resulted in an increases in the number of protocols per CRA.
   - Result: Target for CRA travel ratio was adjusted.
2. **Changes to Amgen Organisation**
   - E.g. New Monitoring Model.
   - On-site monitoring metric, updated to include remote and on-site monitoring time.

Metrics evolve based on changes to what is considered important in the Model

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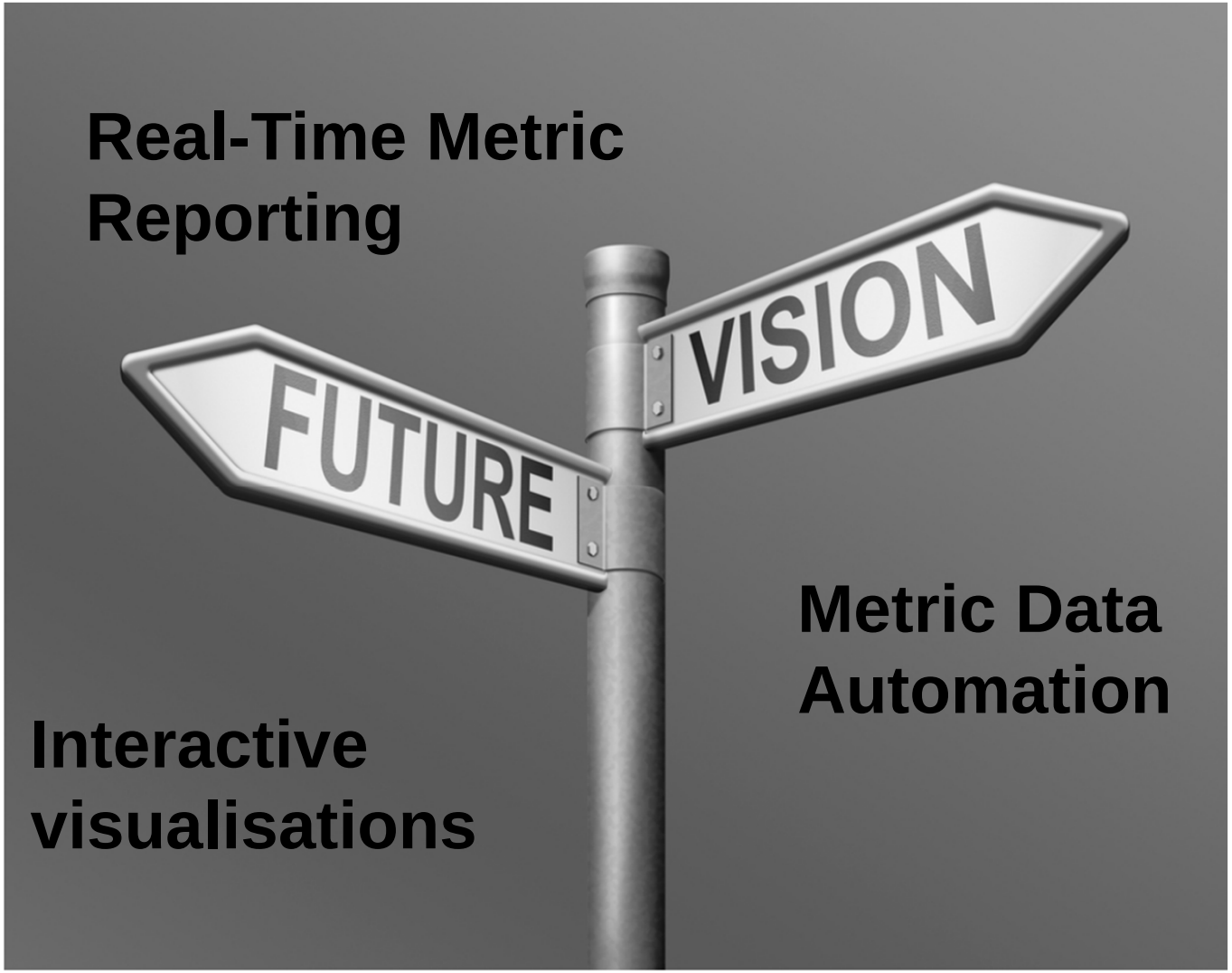
The Future



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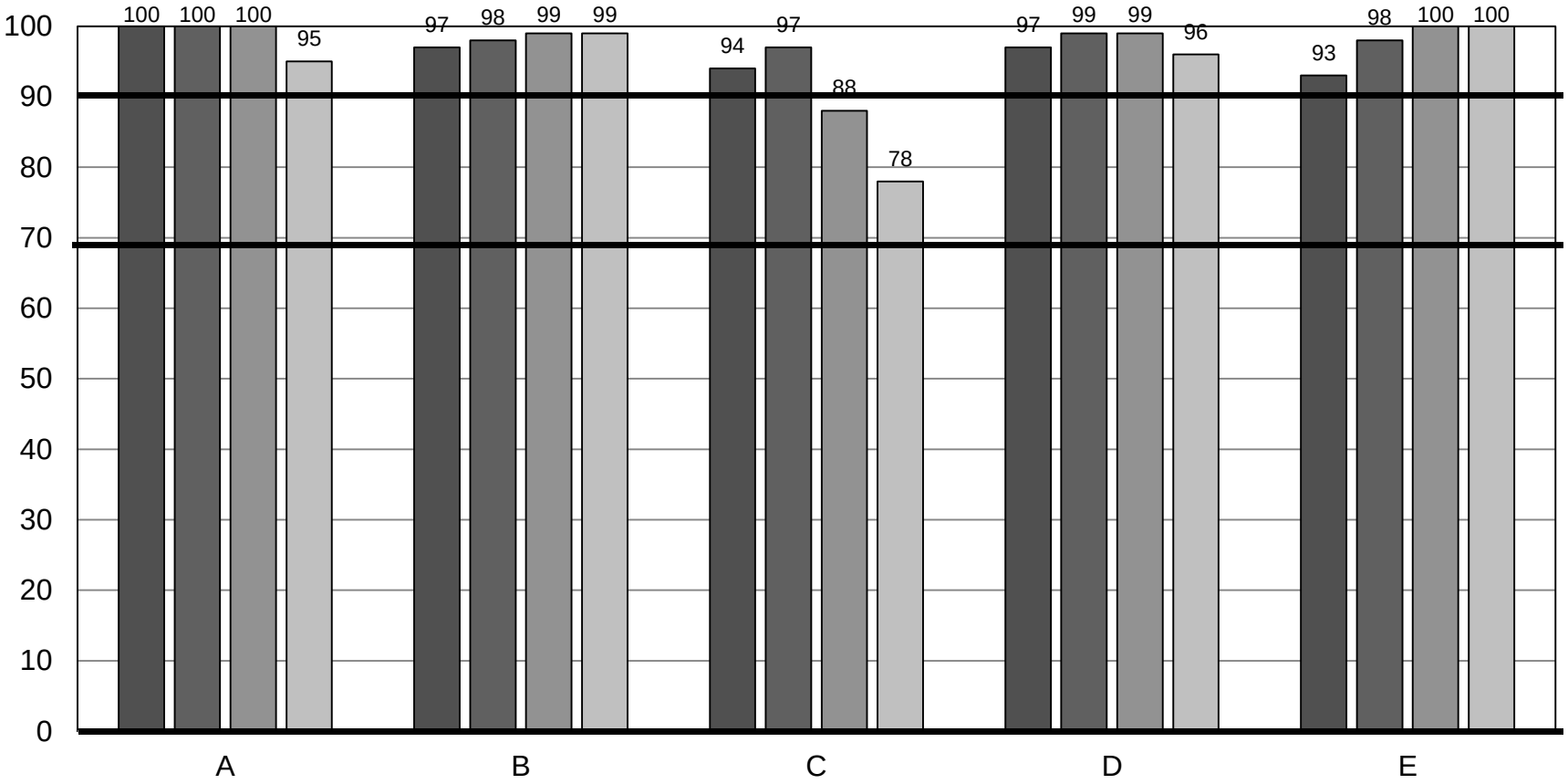
Case Study

Quality KPI – Intervention Trigger



Two quarters of below target performance supported experience of operational challenges and triggered development of Action Plan.

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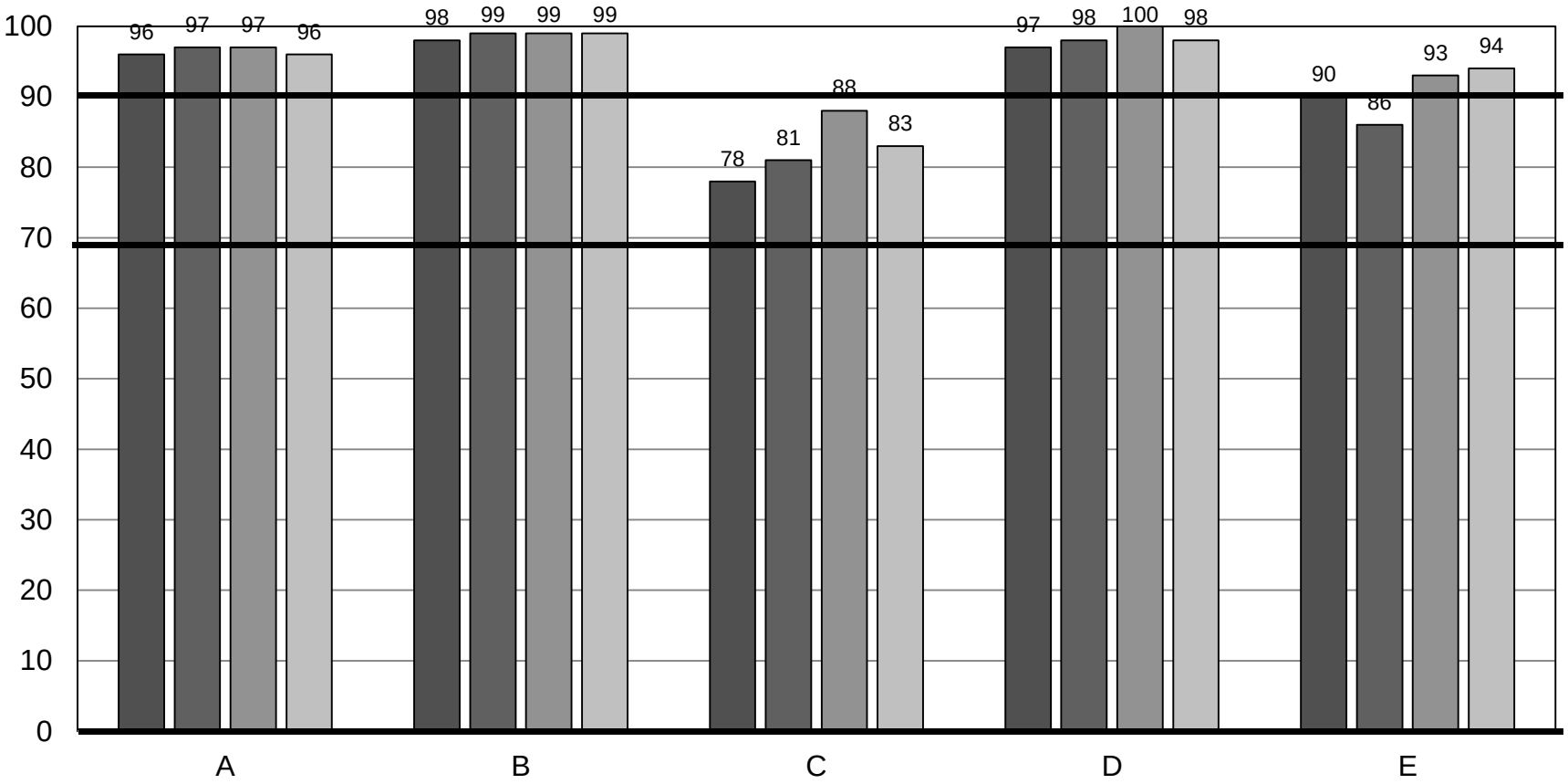
Quality KPI - Performance Monitoring



Implementation of Action Plan caused some improvement in Quality KPI score however rate of improvement was not satisfactory and not sustained

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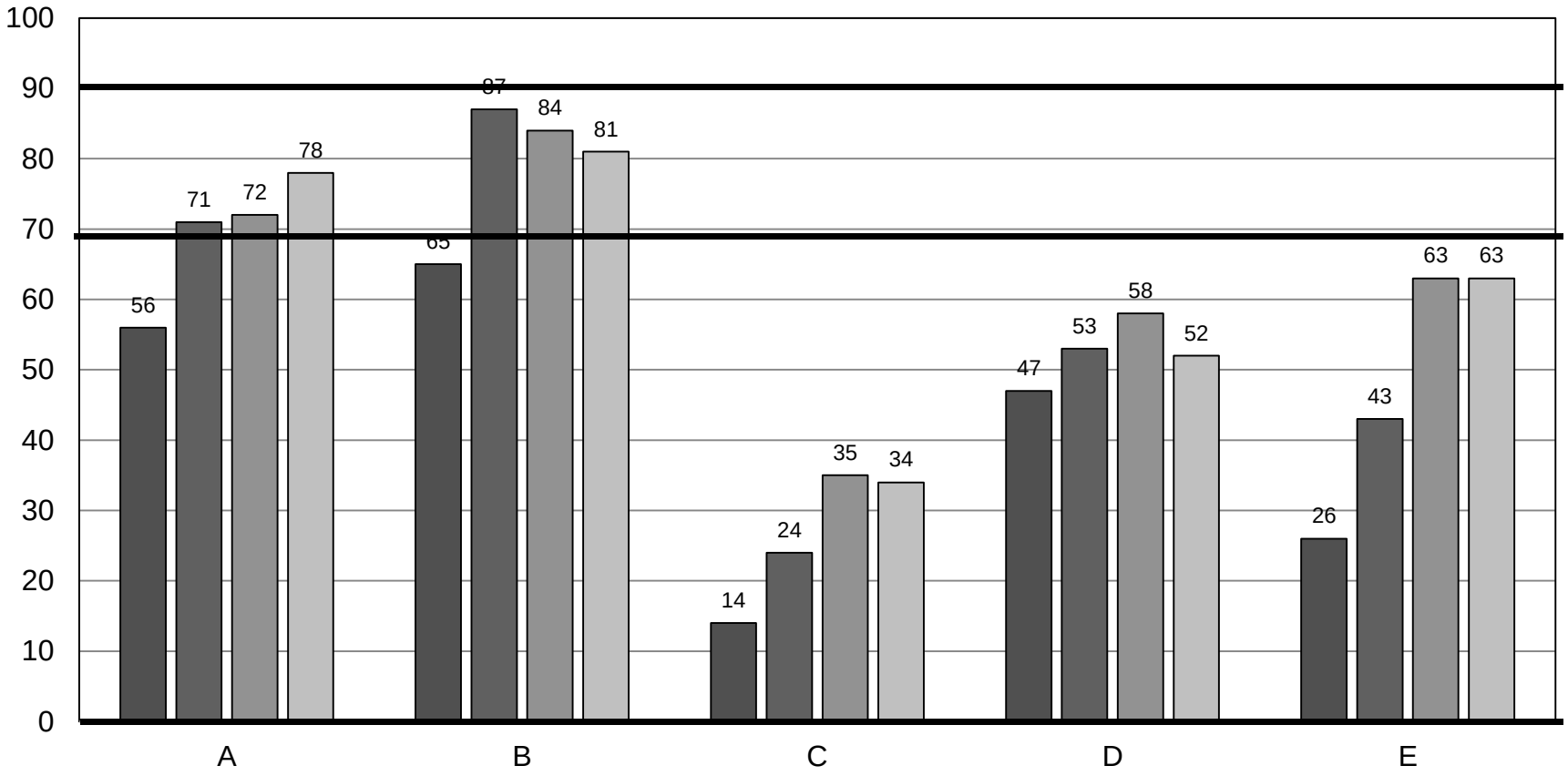
Service KPI Performance



Service KPI for C was also consistently lower than the other suppliers

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Case Study Summary

Overview	• Supplier C was the provider in Country 1 where operational challenges were identified • Scorecard was used to demonstrate issues and monitor any improvement
Actions	• Regular discussions held with Supplier C to develop an action plan and to monitor progress against the action plan • The team focused on specific tasks in addition to poor performance demonstrated by metrics
Outcome	• Supplier C was replaced in Country 1 • Scorecard provide objective support for dissatisfaction expressed by the Amgen team
Metric/Scorecard Lessons Learned	• Need for accuracy in metric reporting • Appreciate valuable but partial picture • Enhancements

Key Take-Aways

- Metrics & KPI development is a cross-functional process
- Regular review & enhancement will ensure continued effectiveness of metrics & KPIs.
- Well established KPIs provide a valuable tool for Performance Management

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Questions