

Capturing Value

PCMG FEBRUARY WORKSHOP
22nd February 2023
London

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Please note:



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Thank you to our sponsor

ICON



Agenda

- **09:30:** Workshop Registration, Tea & Coffee
- **10:00:** ***Redefining CRO sourcing models terminology – Facilitated Discussion***
Mark Cooper, SVP, Business Development & Commercial Operations | ICON
- **11:00:** Refreshment Break
- **11:30:** ***Capturing Value – A Case Study***
Robert Jacob, Alliance Manager Pharma Development | Bayer AG
Kish Khan, Global Commercial Lead | ICON
- **12:30:** Lunch
- **13:30:** ***Capturing Value – A Workshop***
Driven by PCMG, ICON and Bayer
- **14:30:** ***PCMG: The Evolution of Clinical Outsourcing***
Jean Edwards
- **15:00:** Refreshment Break
- **15:15:** ***AGM***

Agenda

- **15:30:** CRO Registration
- **16:00: *Big Bang Session***
 - The Possible Impossible***
Shalom Lloyd, Co-Founder & Chief Strategy Officer | Emerging Markets Quality Trials (eMQT)
 - Resourcing Update***
Vincent Lody, Managing Director | PharmiWeb
- **17:00:** Drinks Reception



Redefining CRO Sourcing Model Terminology to Optimize Outsourcing Strategies

Mark Cooper

Senior Vice President, ICON Strategic Solutions



Agenda

- Brief overview of current drug development environment
- Outdated language of clinical outsourcing models and the need for industry definition alignment
- Aligning around a proposed, new outsourcing model taxonomy
- Early insights from ICON's Partner of Choice (POC) outsourcing model survey, and Tufts ongoing comparative assessment of outsourcing models
- Early insights from ICON's Partner of Choice (POC) outsourcing model survey, and Tufts ongoing comparative assessment of outsourcing models



<https://www.appliedclinicaltrials.com/view/redefining-cro-sourcing-model-terminology-to-optimize-outsourcing-strategies>

Drug Development | Macro Environment

“The world still needs better treatments yet is also more discerning in how it values them – and what it’s prepared to pay.”

Regulatory review times are **increasing** due to the complexity of diseases and protocol designs



The sector faces historic set of mega-blockbuster patent cliffs in next **10 years**



Total global R&D spend continues to **increase**, although the rate of growth is **slowing**



Mean peak drug sales per approval are **half** what they were in 2005



Reliance on outsourcing is **increasing** to manage changing portfolio demand and need for R&D **specialization**



Drug Development | Macro Environment

Top Expected Benefits in Partnering with a CRO

Accelerated cycle times

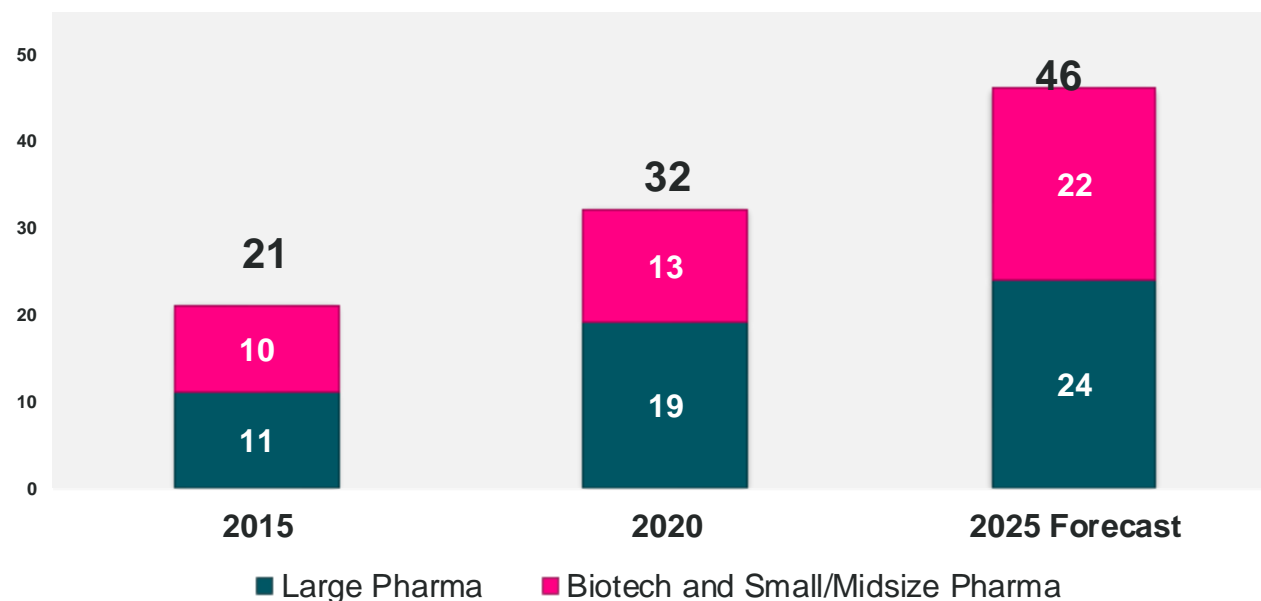
Scientific expertise

Strategic support

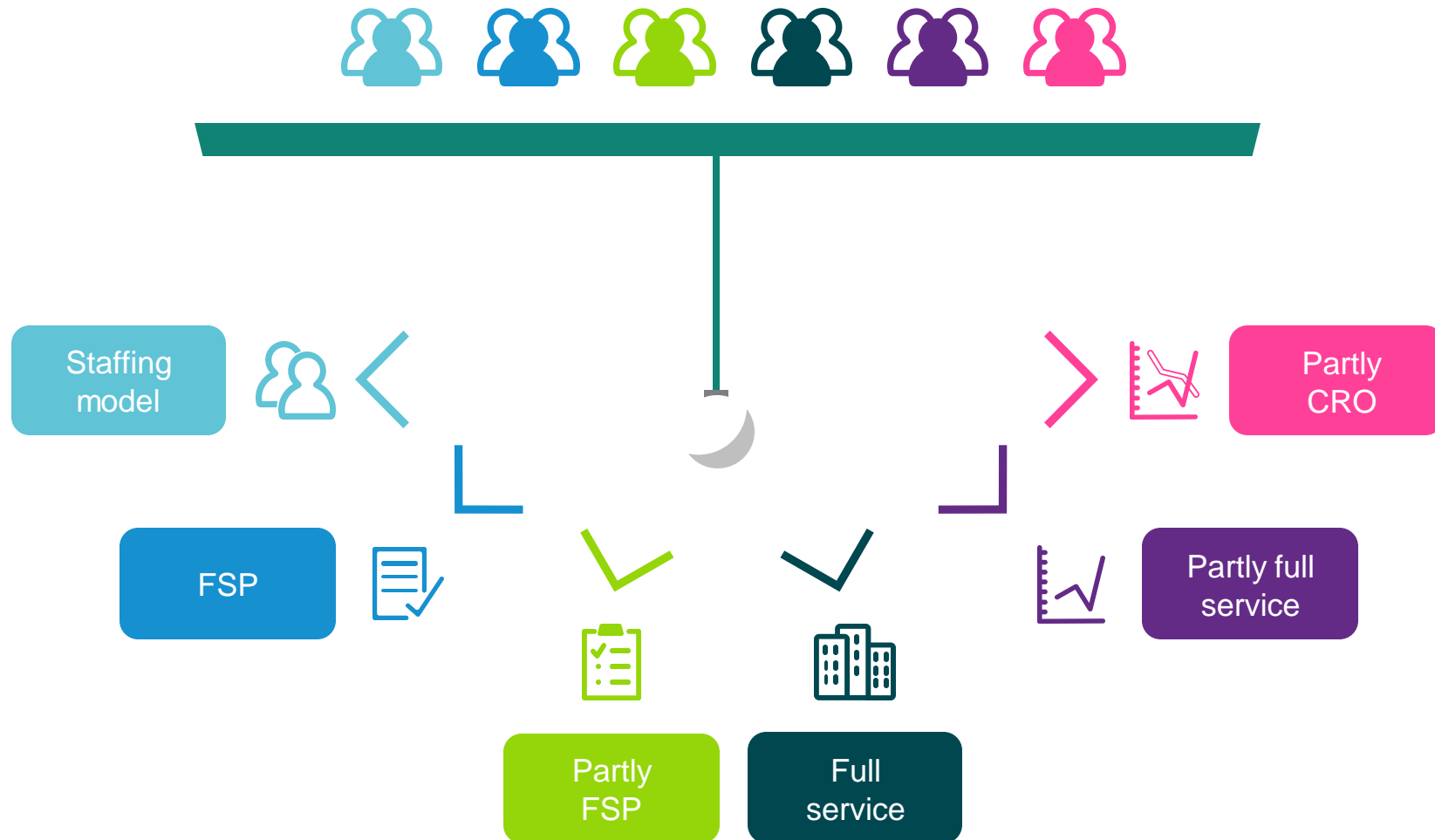
Reduced costs

Decrease internal oversight

Global CRO Market, by Segment, \$B



Industry has Flirted with Permutations and Combinations of Outsourcing Models



Outsourcing Model Definitions (ISR)

Preferred Provider

A sponsor selects a few service providers, and these providers are awarded most of the sponsor's outsourced clinical development work

Fee for Service

A sponsor outsources clinical development projects on a trial-by-trial basis (traditional CRO outsourcing)

Functional Service Provider (FSP)

A sponsor outsources all or most of one function (data management, monitoring) or therapeutic area or work in a geography to a service provider

Hybrid Full Service and FSP Model

A sponsor uses outsourced resources for a project that are specific to that study and those from an established FSP pool of resources; these resources do not have to come from the same provider

In-sourced Model

A personnel are brought in from a staffing agency or other service provider and placed under your management for a defined period of time

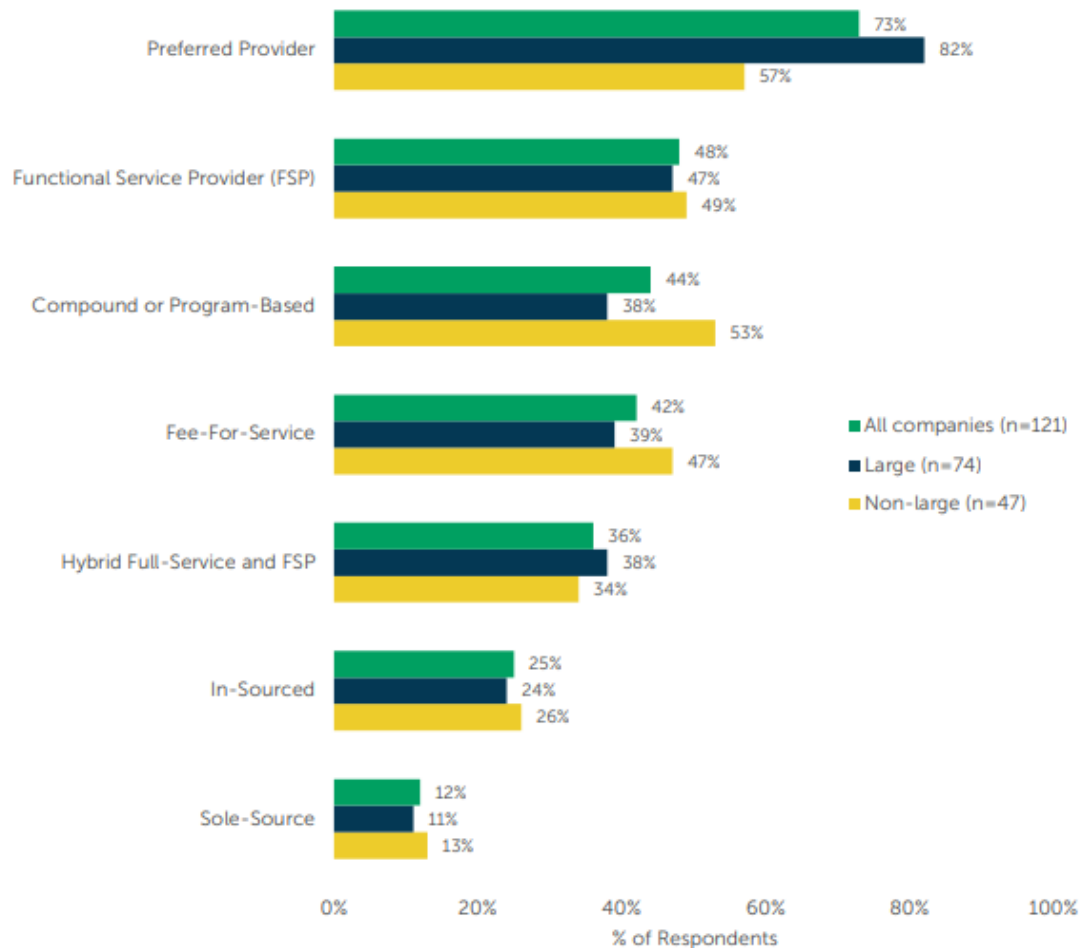
Compound or Program Based

A sponsor outsources all or most development for a specific compound or program of compounds to one provider the compound or program-based model

Sole Sourced

A sponsor selects one partner for all of its outsourced clinical development work

Challenges with the ISR Report

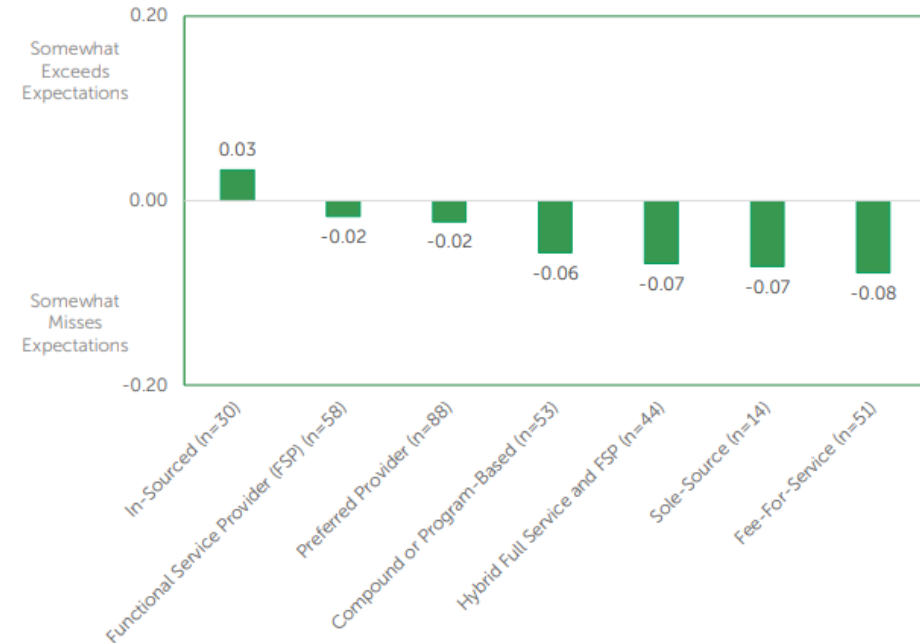


Data results unclear as sum >100%

Are FSP relationships *Preferred Partnerships*?

Is an In-Sourced Study *also* an FSP?

Has quantitative performance across models been evaluated?



The Journey to a Comparative Assessment of Outsourcing Models



Need for New Aligned Model Definitions

ICON / Tufts created a framework for discussion with POC partners around outsourcing models



Published Taxonomy

Following feedback and finalization, Tufts / ICON published new Taxonomy in *Applied Clinical Trials*



Model Survey

POC Partner survey with goal to better understand the application of our definitions and modeling by function across POC member companies



Tufts Comparison Study

Next Step: Comparative assessment, using new taxonomy, on the impact of sourcing strategies on clinical trial performance outcomes (eg, cycle times, enrollment)

Clinical Outsourcing Models and Definitions

	Managed Services Umbrella		Mixed Models	Functional Continuum Umbrella		Internal Pharma Managed
Model	Full-Service	Single / Multi-Service	Blended	Embedded	FSP	In-House
Also called	FSO, CRO, Programmatic Outsourcing, End-to-End Services	Stand-Alone Services / Modular Services, Largely-Outsourced	Hybrid, Enhanced	FSP 2.0	Functional Service Provider	Insourced, Staffing
Scope of Vendor Services	All activities / functions (core and non-core)	Single or multiple activities / functions	Full spectrum of activities within a function that may include elements of different models	Dedicated activities / functions leveraging wider Vendor value	Dedicated activities delivered at the Functional Level; Could be multiple functions	None
Application / Methodology	Planning and strategic execution predominantly managed by the Vendor	Outsourcing of single or multiple services lines for a defined program/portfolio	Customised and bespoke to fit Sponsor-specific needs; Designed to optimise functional capacity management	Ability to use Functional Management with Service Level Agreement; Vendor takes on additional levels of responsibility. Designed to optimise functional capacity management	Strategic capacity management utilising teams of dedicated resources for FTE model, or core group with trained pool of non-dedicated resources for unitised service delivery	All planning and execution managed by Pharma company; May include supplemental use of contingent labour for staff augmentation
Systems & Processes	Predominantly Vendor	Predominantly Vendor	Vendor or Sponsor	Predominantly Sponsor	Sponsor	Sponsor
Accountability for project or functional timelines and deliverables	Predominately Vendor, Sponsor influence and approach varies	Predominately Vendor for accountable services only	Predominately Vendor for accountable services only	Predominantly Sponsor	Sponsor	Sponsor

← Increasing milestone / deliverable and / or performance-based pricing vs. more time & materials (FTE / hourly)

← Sponsor-provided Infrastructure increases; responsibility and accountability for delivery remains with Sponsor

← Vendor project delivery and accountability increases along with transfer of sponsor responsibilities

ICON Partner of Choice and Q4 Outsourcing Model Survey

POC is a forum in which ICON Strategic Solutions' key customers come together quarterly to address common industry challenges.

Following publication of the *Taxonomy* paper, ICON drafted a POC partner *Outsourcing Model Survey*.

13 of 18 POC partner companies responded

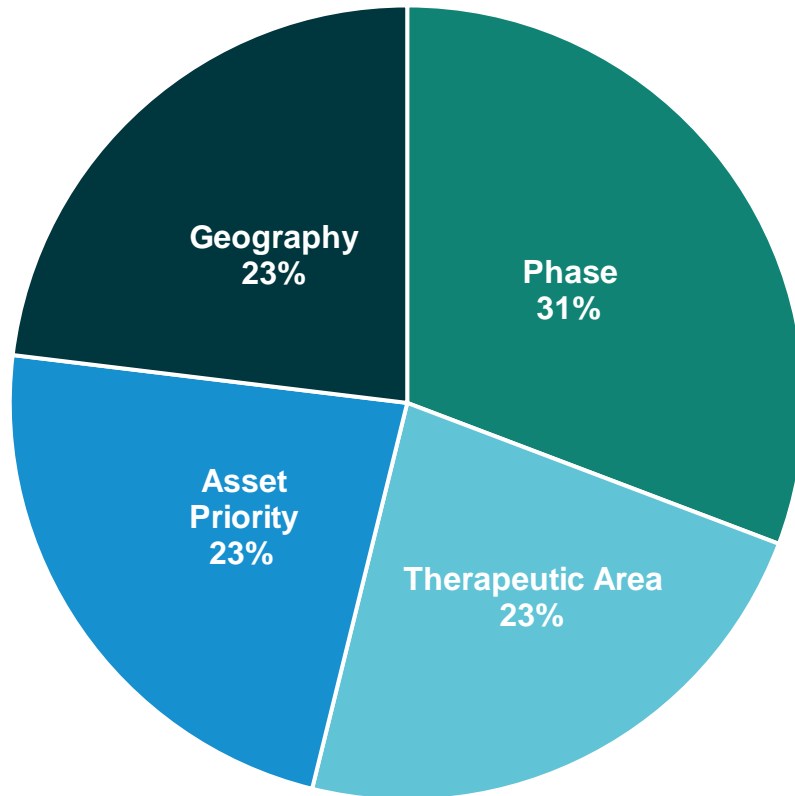
This represents **8** of the top **20 large pharma** companies and **5** of the top **midsize**

Together, these companies collectively account for **>50%** of total Industry R&D spend

ICON Partner of Choice Outsourcing Survey – Priorities

Q3. Does your clinical development sourcing strategy vary largely by phase, therapeutic area, geography or asset priority?

Q4. Please describe the overall clinical development sourcing strategy at your company. If there are nuances within a study phase or therapeutic area for example, please explain here.



KEY TAKEAWAYS

1. Even distribution across 4 key sourcing priorities suggests no predominate priority
2. Common theme to keep high priority assets in-house or FSP
3. Can vary by Therapeutic Area based on area head preferences
4. Capacity management (internal v external) plays a role

ICON Partner of Choice Outsourcing Survey – Model Distribution

Q7. What percentage of your registrational trials are run fully internal, fully outsourced to a CRO, or as a blend of internal plus some outsourced functional support?

KEY TAKEAWAYS

1. Most POC partner companies (n=13) are conducting a majority of their trials in blended models.
2. The remainder appear to be equally managed in fully internal or fully outsourced models.

Registrational Trials	0-25%	26-50%	51-75%	76-100%
Fully internal	10	1	2	-
Fully outsourced to CRO	8	5	-	-
Blend of internal plus some outsourced functional support	2	1	3	7

ICON Partner of Choice Outsourcing Survey – Predominant Model

Q5. Based on the Tufts/ICON definitions below, please select the predominant sourcing model for the functions listed below. Please choose "other" when options listed don't fit your sourcing model.*

KEY TAKEAWAYS

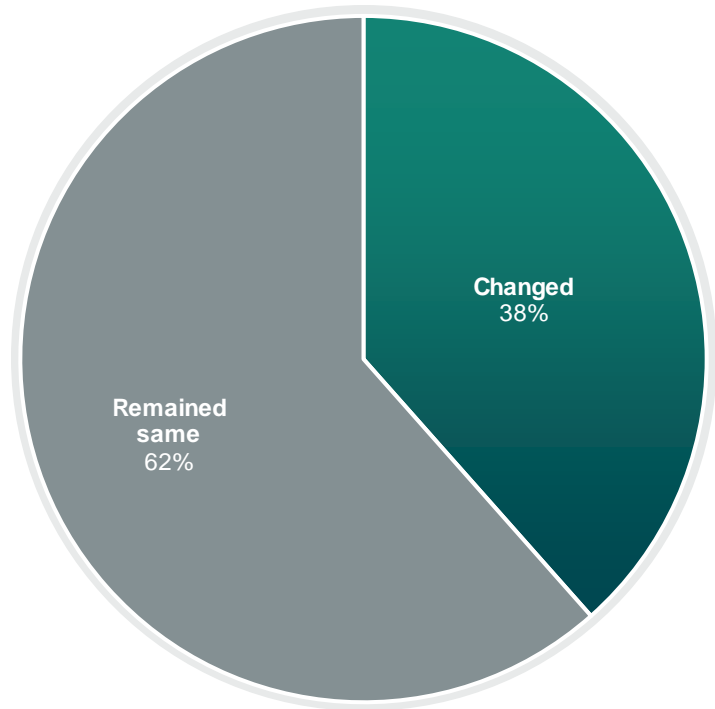
Over half of the functions are managed in-house or in blended or FSP models.

Function	Model						Total Respondents
	Blended	Other	FSP	In-House	Embedded	Single/Multi Service	
SSU	5	2	3	2	1		13
Clinical Monitoring	3	2	3		3	2	13
Project Management	3	2	3	5			13
Data Management	4	2	3	2	2		13
Stats Programming	4	2	4	2	1		13
Medical Writing	3	3	3	3	1		13
Pharmacovigilance	1	4	1	2	3	2	13
Regulatory Support	1	5		4	3		13
Frequency of Model Type	24	22	20	20	14	4	

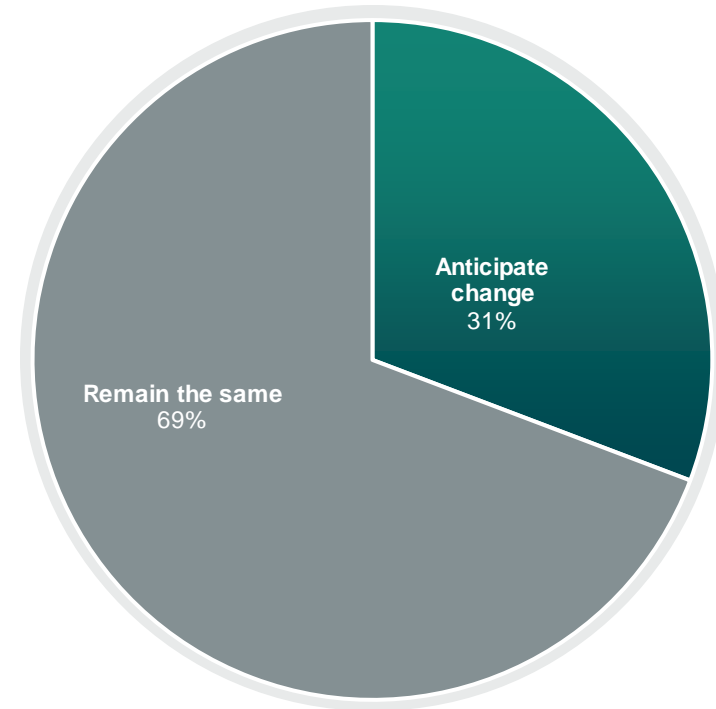
*Excludes FSO sourcing as response was 0.

ICON Partner of Choice Outsourcing Survey | Changes

Q10 & Q11 | Do you anticipate changes in your predominant sourcing model in the next 24 months? Why?



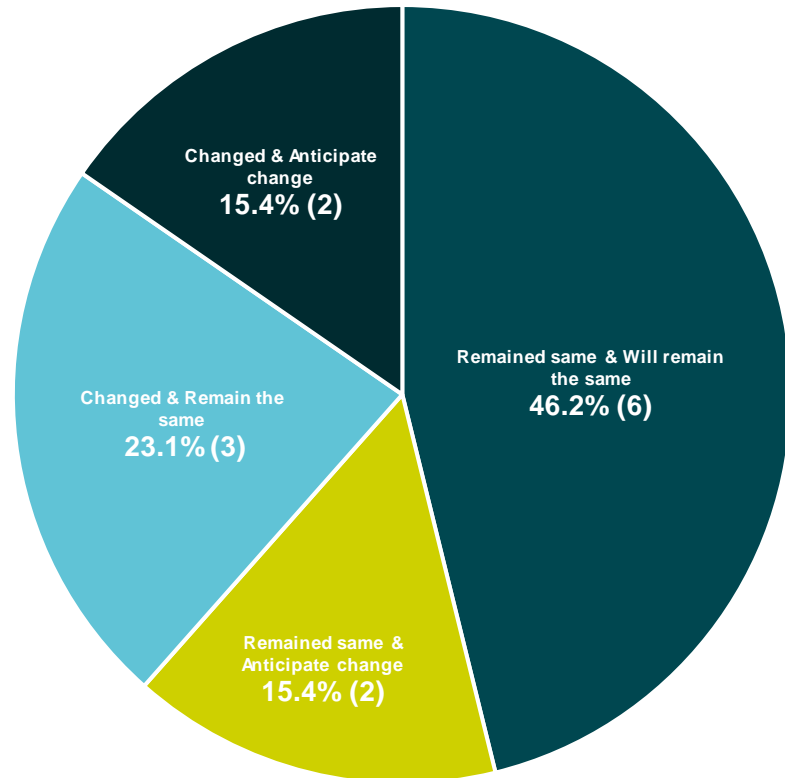
Last 24 Months



Next 24 Months

ICON Partner of Choice Outsourcing Survey | Model Changes

Comparison of Predominant Sourcing Model Last 24 months vs Next 24 months



KEY TAKEAWAYS

- Those companies with no change (recent past or predicted) note that their FSP models are working and successful for their organizations. They have been optimized and provide standardized and flexible study execution against their portfolios. Some note that the time period of interest (4 years) represents introduction of new FSP model followed by growth, stabilization and scaling phases.
- Three companies noted that their outsourcing strategies have changed in the last 24 months (ie, streamlining service providers, outsourcing low priority programs), and they anticipate they will continue to execute these same models/strategies moving forward.
- Those companies with past and predicted change cited the need for greater CRO support to reach company goals.
- Other companies cited COVID as a reason for no model changes in the recent past and are predicting that changes in their portfolio and leadership could impact outsourcing models moving forward.

What's Next?

Tufts CSDD Comparative Outsourcing Model Study Underway

Empirical study assessing relationship between outsourcing model used and clinical trial performance outcomes

Data drawn from all pivotal trials supporting NDA and BLA approvals 2010 – 2020 and Tufts CSDD proprietary data sets

Collaboration between Tufts CSDD, ICON and its Partner of Choice

Hypotheses | measurable differences will be observed between sourcing models used; differences will vary by meaningful subgroups (TA, company size, functional services outsourced)

Summary

Over the last decade, distinctions between primary biopharmaceutical outsourcing models (i.e., *FSO* and *FSP*) have become **harder** as the definitions have not kept pace with industry.

Optimizing clinical trial performance is more challenging without a **clear** understanding of differentiated outsourcing models.

Universal definitions can ensure **common understanding** between partners and across the industry with respect to roles, responsibilities, and accountabilities.

Also enable clearer performance benchmarking and **meaningful** effectiveness comparisons of one outsourcing model over another.

We believe that this new taxonomy can ultimately serve as a **more relevant and useful approach** to identifying models, and combinations of models, associated with higher levels of **performance, efficiency, and quality.**

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ICONplc.com



What's the value of value?

Capturing Value in a Strategic Partnership

PCMG / Kish Khan & Rob Jacob / Feb 2023



igniting networks.





A Little Something About Us...



ICON

Kish Khan

- Over 20 years industry experience
- With 10 years in Strategic Partnerships



Rob Jacob

- Over 4 years industry experience at Bayer
- Plus 13 years Consultancy experience

What ?



CONSOLIDATE

STABILIZE

EVOLVE



So What ?



$1 + 1 = 3 ?$



Wirkungskette

Noun, feminin

Wir`kùņgs~kettē.

[effect; impact, reaction] ~ [chain, string]

// Framework to illustrate and evaluate the connection and correlation of elements in a system and their effect



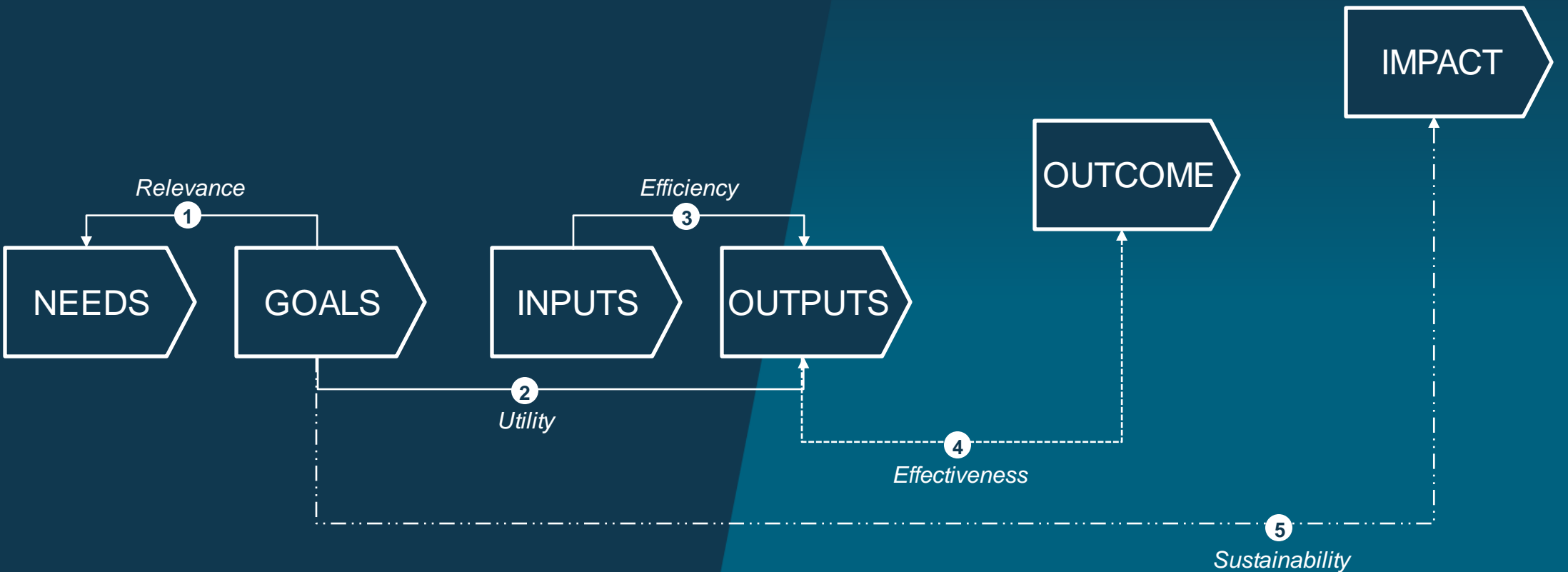


External market and strategic frame

Partnership

Stakeholder

Society / Environment



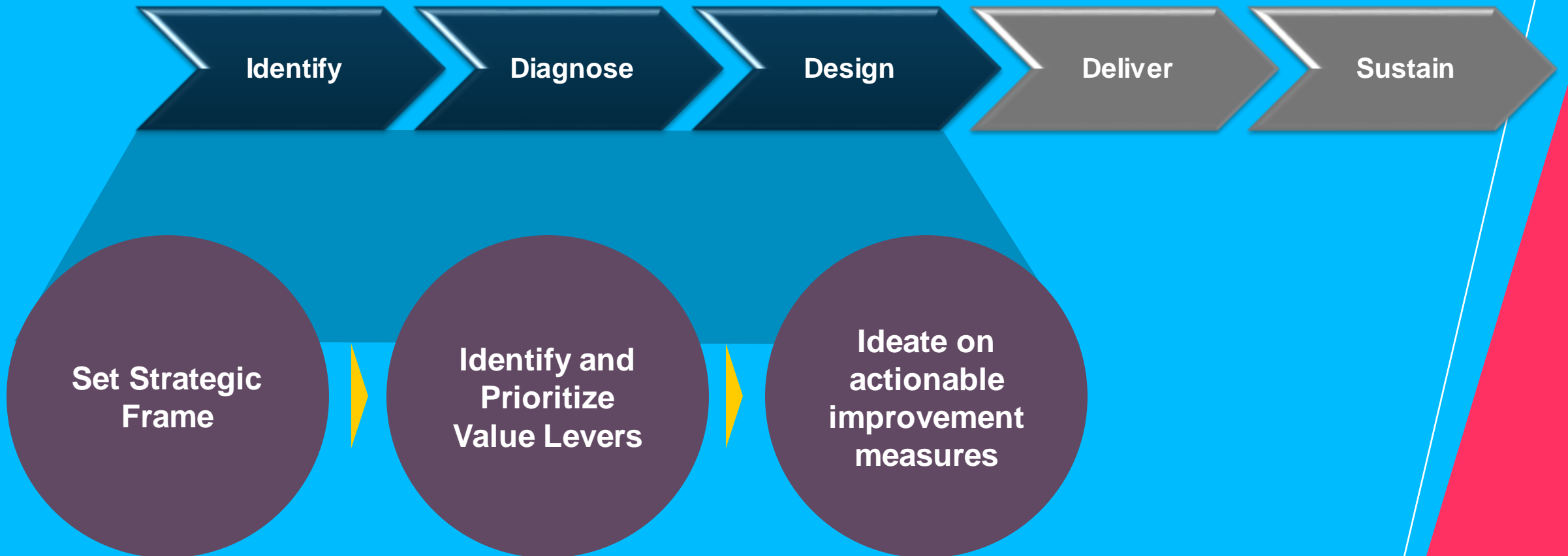
A network diagram with a central blue circle connected to several smaller blue circles by lines, set against a blue background. A red question mark is placed to the right of the central circle.

Now what ?





Joint Workshop





Identify

Set the strategic frame

Understanding the strategic objectives and priorities sets the scene for participants to check the relevance of value drivers and reinforces the partnership's "sense of belonging".

Zoom in:

// Corporate

// Divisional

// Functional





Diagnose

Use your creativity to identify and prioritize what value you expect the partnership to deliver

If the partnership were a commercial brand...



If the partnership were an independent business, its USP is...



If you were the Head of R&D...



If the partnership won an award, which category...



If you had to give a eulogy...



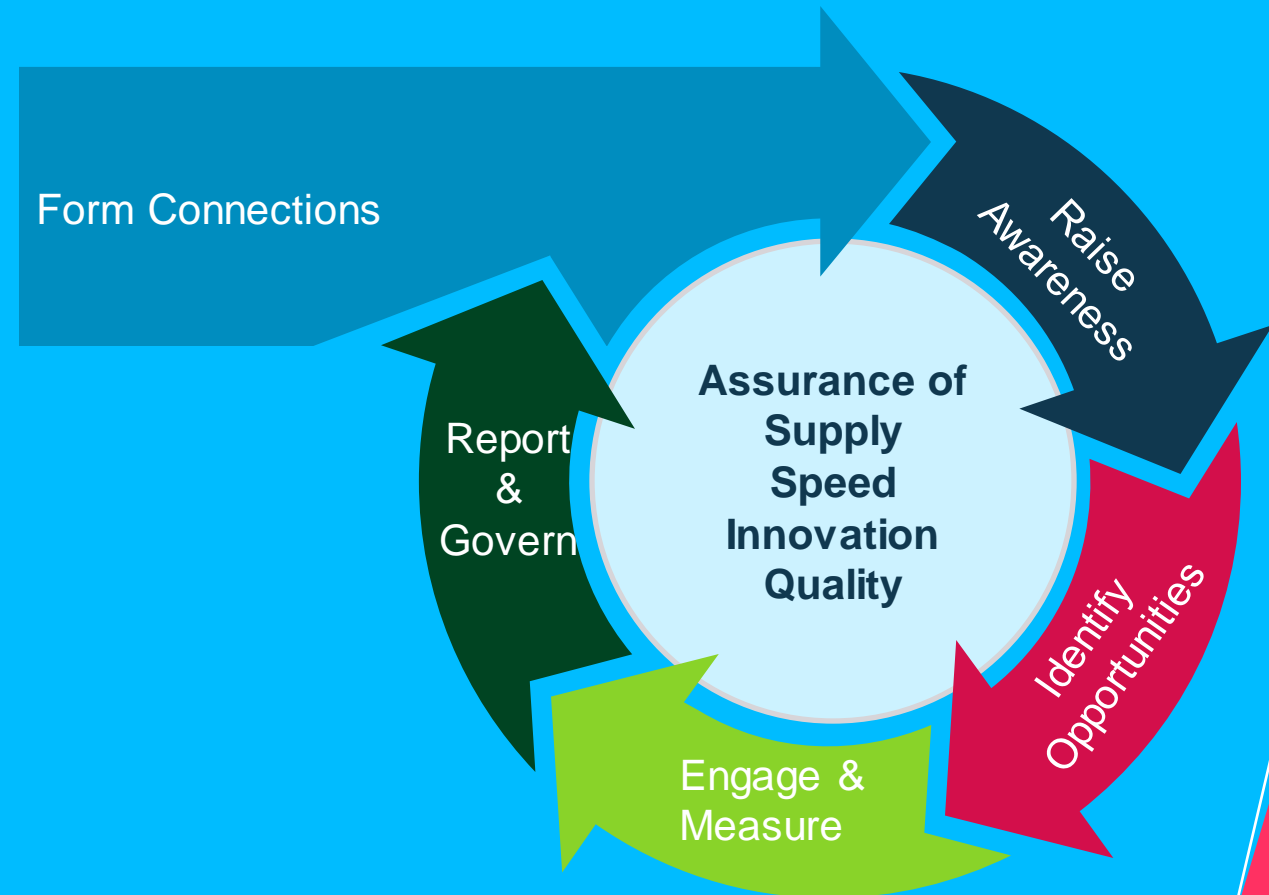
Change your perspective to carve out what's really valuable... and Why?!



Design

Think small: ideate on actionable items within your sphere of control/influence

Leverage the full potential of both organizations through closer and more targeted collaboration



What else ?



A close-up photograph of a woman wearing a white surgical face mask. She is looking upwards and to the right with a slight smile. She is wearing a dark blue shirt with white polka dots.

////// Lessons learned

Our recommendations:

- // Do it F2F and plan sufficient time → make it a dedicated session
- // Use an “independent / unbiased” facilitator
- // Don’t be afraid to start with a blank sheet
- // Work off the target and just discuss gaps
- // Make sure there is trust in the room → safe space
- // Check your assumptions → use survey tools
- // Quality over quantity → don’t be afraid to stop what’s not working



*Thank
you*

Lunch Break

60 minutes

Capturing Value – A Workshop

Driven by PCMG, ICON and Bayer



The PCMG Story: The evolution of clinical outsourcing

Jean Edwards

February 2023

Agenda

- Background of the project
- The PCMG timeline
 - Birth of the PCMG
 - Early years
 - Growth
 - Consolidation
- Through the years
 - Membership
 - Collaborations
 - Chairs
 - Conferences
- Reflections:
 - Highlights and hurdles
 - How have things changed
 - What does the future hold
- *Anecdotes/memories*



Background

- Creating an archive
- Narrate the story
- Acknowledgements



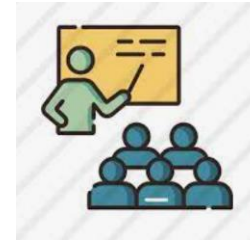
PCMG Members in 2000!

Chris Beattie	Xenova	UK	Barry Overton	Cambridge Antibody	UK
Maarten Beekman	Allergan	France	Panni Patel	SKB	UK
Paul Broome	Aphton	UK	John Porter	Pharmacia	UK
Mark Carter	Pharmacia	UK	Joan Rafter	Pfizer	UK
Stephen Chapman	BASF	UK	Maurice Ratcliffe	Astra-Zeneca	UK
Michael Clarke	Hoffmann la Roche	Switzerland	Sharon Redmond	Celltech	UK
Simon Dresse	UCB	Belgium	Jane Restorick	Vernalis	Germany
Jean Edwards	Bayer	UK	Dr Uwe Schneider	Gunenthal	UK
Jeanette Evans	Zeneca	UK	Mechelle Schumacher	Amgen	UK
Daphne Gandy	Biogen	UK	Mike Sitton	Pfizer	UK
Richard Gibson	Napp	UK	Yvonne Skinner	Bayer	Belgium
Angelika Gülzow	Schering	Germany	Jerry Snoeks	Janssen	France
Antje Hindahl	Park-Davis	Germany	Mr Patrick Tabutiaux	Fournier	UK
Deborah Jones	Bayer	UK	Dr Sarah Taylor	GW	UK
Simon Joseph	Eli Lilly	UK	Nicola Thomas	Peptide Therapeutics	UK
Rob Lagden	British Biotech	UK	Dr Heidi Towers	Celltech	UK
Maria Macgarvey	Amgen	UK	Dr Lynda A Waltham	SKB	UK
Patricia Moenaert	Almirall	Spain	Sue Ward	3M	UK
Ian Moules	Takeda	UK	Dave Webber	Practor & Gamble	UK
David Norris	Xenova	UK	Frédéric Wurster	Galderma	France

1994 – birth of the PCMG

- PCMG formed at a meeting at RSM, London in December 1994. Attendees: Tim Wright (Glaxo), Maurice Radcliffe (ICI Pharma), Alison Comber (SKB), Gill Whalley (Bayer), Mike Sitton (British Biotech). The name PCMG agreed at the first meeting
- Subsequent meetings held in ICI offices in Park Lane, London
- Mike Sitton moved to Pfizer and his boss, Dr Mike Allen was supportive of his PCMG role and supplied a budget and admin time (Ruth Benfield). Pfizer also supported development of the logo and the famous purple files!

PCMG timeline – the early years



1st meeting at RSM, London
PCMG name agreed

Logo designed by Mike Sitton

1st CRO sponsored workshop

Professional admin support established

1st training course

1994

1997

2000

2002

2003

2000

2001

2002

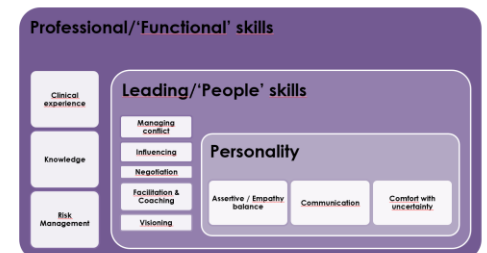
2004

PCMG Constitution drafted

1st website developed

1st non-UK workshop

PCMG Outsourcing competencies developed





1st meeting at
RSM, London
PCMG name
agreed

Logo designed
by Mike Sitton

1st CRO
sponsored
workshop

1994

1997

2000

2000

PCMG
Constitution
drafted



PCMG timeline

1994 - 2000



Professional admin support established

2002



1st training course

2003

PCMG timeline

2001 - 2004

2001

1st website developed



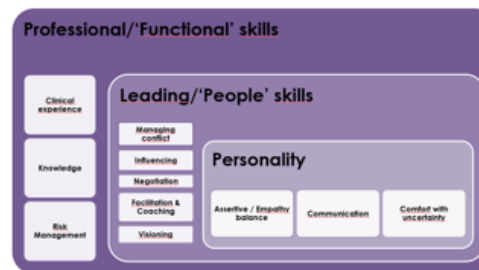
2002

1st non-UK workshop



2004

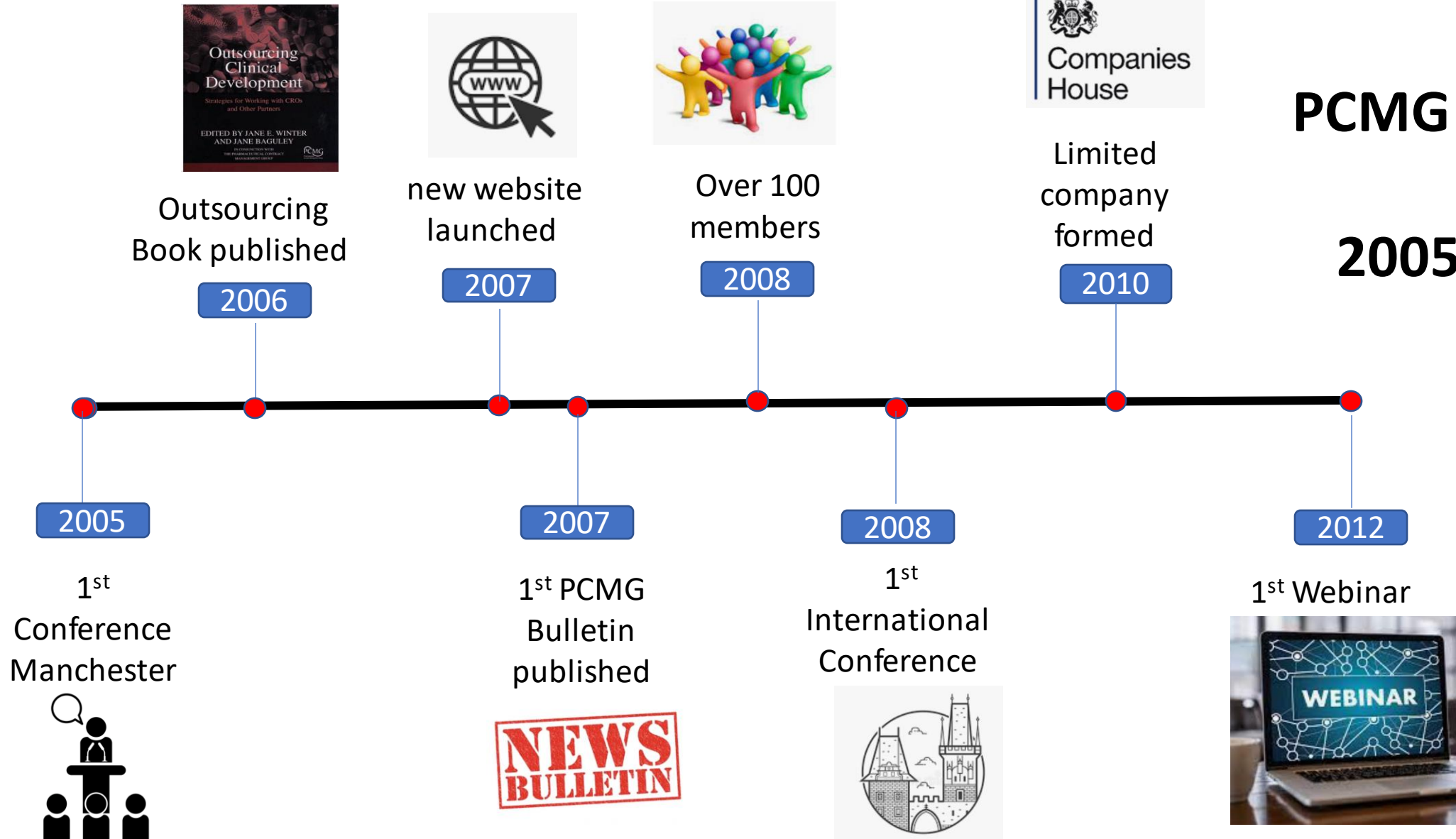
PCMG Outsourcing competencies developed



PCMG timeline – Growth

PCMG timeline

2005 - 2012





1st standards & templates established

Associate membership launched

Lifetime Achievement award launched

2014

2016

2018



2014

2018

2018

Legal special interest group established

Training course accredited

New Mission statement



PCMG timeline – Consolidation

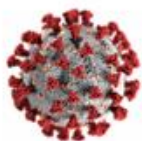
2014-2018



Updated website launched



ARO Guidelines released



2020

Virtual conference



2021

Freelance register



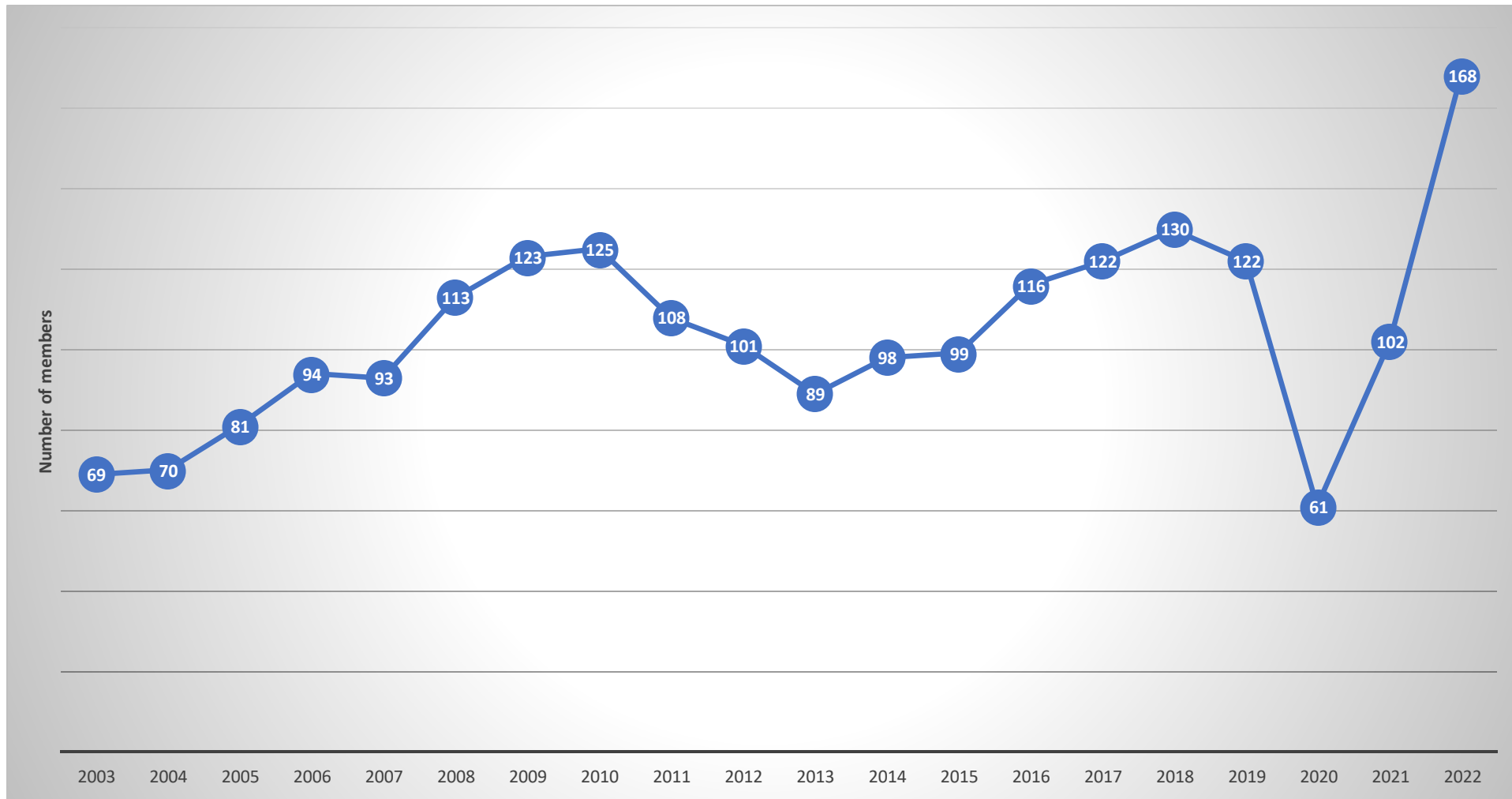
2022

**PCMG timeline –
Survival!**

2014-2018

Through the years...

PCMG Members over the years



A history of collaboration

- 2001: collaboration with **ICR** (Institute for Clinical Research)
- 2002: established links with **POMA** (US Outsourcing organisation)
- 2002: Long-running collaboration with **IIR** (Partnerships conference) first established
- 2003: Partnered with **PIPMG** (project management association)
- 2007: **ACDM** workshop collaboration,
- 2013 Collaboration with **CIPS** (Procurement) investigated

CHAIRS OF PCMG

1998 - 2001	Mike Sitton
2002 - 2003	Barry Overton
2004 – 2005	Carl Emerson
2006 – 2007	Dave Webber
2008	Anna Matranga
2009 – 2012	Andy Parrott
2013 – 2021	Richard Scaife
2022 -	Gill Slater

PCMG Annual conferences

2005	Manchester	The Outsourcing Challenge
2006	London	RISK Management- planning for the unexpected
2007	London	Managing the contract once the ink is dry
2008	Prague	Change - the only constant
2009	Algarve	Project Management - where does the money go?
2010	Sitges	Value management: it's not all about the money
2011	Dubrovnik	How to build quality relationships in outsourcing
2012	Algarve	Innovation in a changing market
2013	Budapest	Back to Basics
2014	Cascais	Yesterday, today, tomorrow
2015	Warsaw	Risk, complexity and compliance
2016	Rome	INTERACTION: Improving performance through engagement and collaboration
2017	Copenhagen	Think Global, Act Local - Meeting strategic ideals with real-world outsourcing practices
2018	Malta	50 shades of outsourcing
2019	Sitges	'7C's' of Clinical Outsourcing: Consistency, Continuity, Consolidation, Collaboration, Change, Complexity & Competency
2020	Online	PCMG Live
2021	Online	PCMG Connect
2022	Krakow	PCMG Outsourcing Assembly:

Highlights and hurdles

- **Consistency** – certain key decisions made and we stuck to them! Giving us a unique offering.. E.g. closed membership, conference, admin support
- **Evolution** – e.g. relationship with CROs and other service providers, conference success
- Surviving a **pandemic** – thanks to forward fiscal planning from our Treasurer and support from committee, members and broader industry
- Committee member availability....
- Difficult to reach all individuals outsourcing (biotech still under-represented in membership)

How have things changed?

- Contract managers - outsourcing managers – procurement
- Outsourcing - started as tactical support or rent a CRA - now more strategic partnerships
- Sophistication and complexity of the outsourcing landscape – size and experience of suppliers, other service providers, importance of technology

Future....

- Ongoing need for outsourcing expertise but we need to be ahead of the curves
- Should the PCMG collaborate more with the suppliers?
- Will the introduction of new players to the Pharma industry and changes to clinical development impact outsourcing professionals?
- Changes in Procurement practices??
- Will there still be a need for a networking, expertise-sharing cross-industry organisation? Do we need to do more to share the benefits?
- PCMG was built on face-to-face interactions. Will that type of interaction be prioritised in the future?

Anecdotes/folklore

- Gala dinners/Fancy dress!
- The escape from Cologne due to the ash cloud in 2010, with 5 people in a Renault 5
- Someone asleep in the hotel lift in Nice....
- Committee - smashing of car windows event!



Thank You!



PCMG Workshops: 2002-2006

Year	Topic	Sponsor	Location
2002	Drafting Effective Outsourcing Agreements	PPD	Stoke Poges, UK
	Pricing Models	CROMedica	Denham, UK
	The Differences in Contracting in the US and Europe	Icon	Denham, UK
	Cost Effectiveness of Insourcing and Outsourcing Strategies	Covance	Denham, UK
	Risk Management	Medisearch	Paris
2003	Practical Aspects of the Bidding Process		Denham, UK
	Selection and Evaluation of Service Providers	MDSPS	Berlin
	Outsourcing by other Industries – What can the Pharmaceutical Industry learn	Quintiles	London
	Bonus, Penalty Clauses and Contracts		Denham, UK
	Performance Metrics	Kendle	Nice, France
2004	Relationship Management	Pharm-Olam	London
	Cost	PPD	London
	Outsourcing strategies	Inveresk	Munich
	The Outsourcing Function – Best practice and future trends affecting our role	Focus Bio-inova	Paris
	Contracts	Chiltern	Nice, France
2005	CRO evaluation & management	Orion Clinical Services	London
	Third Party Providers	eResearch Technology	Amsterdam
	Legal Aspects	Covance	Lisbon
	Future Trends in Outsourcing	i3 Research	London
2006	Quality and Performance measurement	INC Research	Budapest
	Third Party Providers	SRG	Nice, France
	Contract as a project management tool	Icon	London

PCMG Workshops: 2007 - 2011

Year	Topic	Sponsor	Location
2007	Cost & resource management	Parexel	London
	Regulatory compliance - audits & inspections	Statwood	Barcelona
	Considerations For Outsourcing CDM		Egham, UK
	Investigator agreements		Nice, France
2008	Financial evaluations	AAI	London
	The Outsourcing management function	PRA	Brussels
	Talent Management	Kendle	London
	CRO Budgets & Contract management (Technology)	Chiltern	Nice, France
2009	Selection & evaluation of CROS	PPD	London
	Conflict resolution	Parexel	Munich
	Emerging markets	Parexel	London
	Quality & performance management	SPRI	Nice, France
2010	Risk sharing and outcome based contracts	PPD	London
	The Challenges of Managing Scope Changes	PRA	Cologne, Germany
	Governance & staffing	Pharmanet	London
	Site contracts & budgeting	Kendle	Nice, France
2011	Feasibility	PPD	London
	Process Improvement	INC Research	Rome
	Relationship management	PSI	London
	Measuring Savings	Pharmanet	Nice, France

PCMG Workshops: 2012 - 2017

Year	Topic	Sponsor	Location
2012	How Strategic is Tactical Outsourcing	RPS	London
	Ensuring Quality of your Outsourcing Provider	PRA	London
	Financial Management of Clinical Outsourcing	Medidata	Nice, France
2013	Technical providers	eRT & Icon	London
	Advanced negotiation training	Worldwide CTs	Munich
	Metrics, KPIs & Continuous Improvement	Icon	London
2014	Procurement	PRA	London
	Legal & Contracts	Greenphire	London
	Phase I	Parexel	Brussels
2015	Late Phase	MAPI Group	London
	Relationship & Performance Management Asia	Inventiv & Parexel	Shanghai
	Outsourcing models - decision drivers	DOCS Global	London
2016	Operationalising the contract	Inventiv Health	London
	Lessons Learnt	Covance	London
	Relationship & Performance Management USA	PRA	USA
	Financial Aspects of Outsourcing	Medidata	Basel
2017	Cracking the code of functional solutions to support CTs	PRA	London
	Managing Third Party Risk through differing Contacting Models	INC Research	London
	Outsourcing, Operations & Oversight : How to Optimize in light of ICH E6 R2	PSI	London
	Are you ready for ICH E6 R2? – Practical Solutions for Outsourced Projects	PSI	USA

PCMG Workshops: 2018 - 2022

Year	Topic	Sponsor	Location
2018	Operationalising Mergers and Acquisitions	Covance	London
	Sharing the risk and realising the rewards by outsourcing CTs		London
2019	Conflict Management & resolution	Parexel	London
	GDPR - 1 year on		Copenhagen
	Risk based outsourcing and procurement management	Premier Research	London
2020	Successful collaboration between Pharma & AROs		London
	Decentralised trials	Icon	Online
2021	RWE: New ways of thinking, better study delivery models	IQVIA	Online
	Key Considerations When Evaluating Technical Providers	ClinOne	Online

Refreshment Break

15 minutes

Big Bang Session

SHALOM LLOYD
PCMG BIG BANG SESSION

THE POSSIBLE IMPOSSIBLE
Date: 22ND FEBRUARY 2023



THIS IS ME

Shalom Lloyd, Co-Founder Emerging Markets Quality Trials (eMQT) & Founder of Naturally Tribal Skincare

BSc, MSc Pharm, MBA

- Proud mother of 5
- 26 Years in Clinical Development & Research, Global Pharmaceutical Industry
- STEM Ambassador
- TEDx Speaker
- Cherie Blair Foundation Mentor
- Department of International Trade 2020/ 2021 Export Champion
- CommonwealthFirst Export Champion
- NED MK & Northants Chamber of Commerce
- World Trader Freeman
- Governor, Milton Keynes College



PROUD HERITAGE



AFRICA MY AFRICA

- ALL ROADS LEAD TO AFRICA
- UNTAPPED MARKET
- THE NEW FRONTIER
- POPULATION WITH UNMET NEEDS
- ABUNDANT RESOURCES
- CRY FOR CHANGE
- TECHNOLOGY/ INNOVATION





NATURALLY TRIBAL SKINCARE





Our Beginning



In 2014, after four IVF cycles, I gave birth to a beautiful set of twins.

One of my twins, Joshua, was covered in eczema from birth and I spent months combining lotions, creams, emollients, teas - you name it - to stop his 'scratch until drawing blood' dilemma.

I tapped into my African heritage and started to mix raw ingredients from Africa - the scientist in me took over, experimenting and testing.

Using these natural ingredients and once I stumbled on the right formula, it miraculously only took three days for Joshua's skin to become what it should have been at birth

Shalom Lloyd, Founder



ESSAN KINGDOM, NIGERIA



A kingdom of many diverse Nigerian tribes with a rich history of using natural ingredients in daily health and wellness rituals. The Essan women are a proud people.

Inspired by their natural approach and commitment to working hard for their communities, we have invested heavily in a local production facility to harvest Shea Nuts and other ingredients for our products.

Our facility provides:

- Employment for the Essan women
- Training & education for the community
- Childcare and youth opportunities
- Investment in infrastructure



It's vital that our presence in Essan is on the basis of **trade** not **aid**. We are empowering the Essan people to live their best lives, while making a global impact on skincare.



Naturally Tribal Skincare

Naturally Tribal Skincare Ltd is a proudly British company, using only Mother Nature's gifts to create natural skincare products for the whole family without the use of synthetic chemicals. We import personally selected natural ingredients from Africa for research, testing, formulation and manufacture in the United Kingdom. Our end products are beautifully packaged for global distribution and export whilst empowering African women in the process.

We are a brand with PURPOSE, IMPACT & CONSCIENCE in our DNA. We are changing the narrative and aim to be the leading global natural skincare brand for customers



FOR ALL
SKIN TYPES



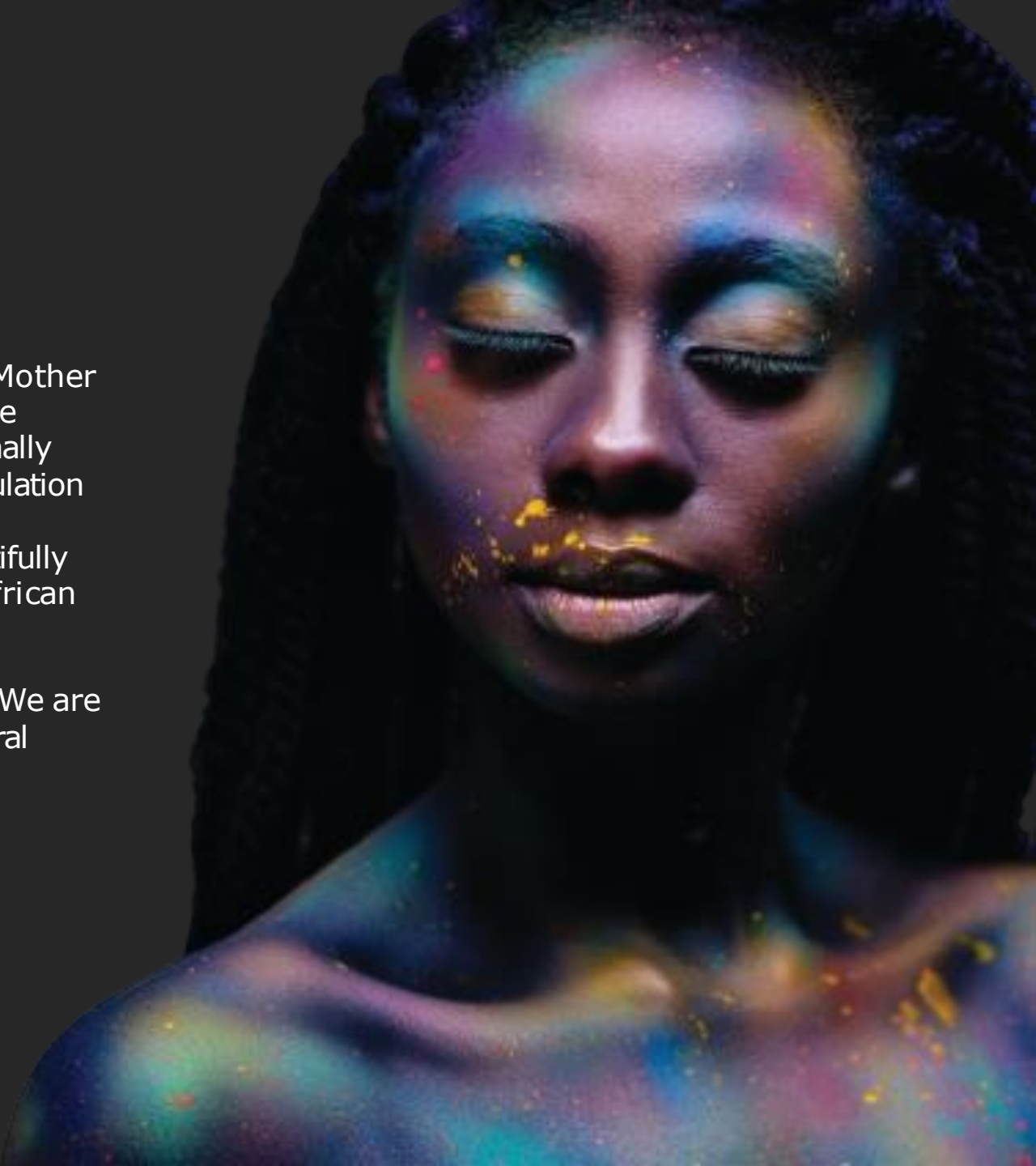
CRUELTY
FREE



VEGAN



NON
TOXIC





Our Pillars



PLANET HUGGING

Our products are entirely natural. They contain no preservatives, chemicals, parabens – no nasties whatsoever.

The ingredients we use are sourced and processed without any additives, ensuring that our end product is just as natural as the raw ingredients.

Our products are Natural, Vegan, Cruelty Free and sustainably packaged.

SOOTHING & NOURISHING

Efficacy is critical, it's the reason the brand was first developed.

Our products have been proven to improve skincare outcomes for our customers – including those suffering with eczema, psoriasis, rosacea and many more conditions.

The products are ideal for all skintypes, all ages, all races and for those with or without existing conditions.

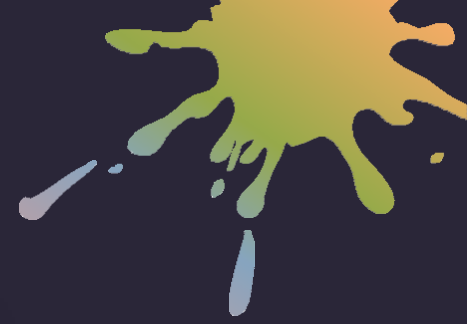
ETHICAL SOURCING

We are dedicated to ensuring that our raw ingredients are sourced ethically, to us that means more than just paying a fair price.

We have invested in building our own Shea production facility in rural Nigeria, where we provide education, employment and personal growth opportunities to the community.



From Source To Jar



Shea Orchards



Raw Nut Collection



Processing



Shea Butter Storage



Essential Ingredients



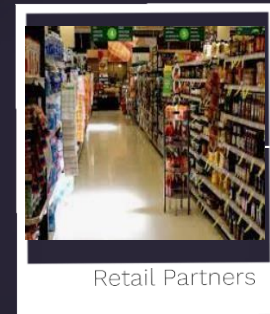
UK Manufacturing



Hand-Pouring



Packaged for Retail



Retail Partners



Consumers

We have the opportunity to include our #Tribers in our sustainability & empowerment journey.



PROTECTING OUR ESSAN WOMEN – COVID 19



NATURALLY TRIBAL
SKINCARE

Shea Collection Season between June & August
Sourced PPE & Masks to allow our amazing
Essan women collectors work in a safe
environment





HEALTH & SAFETY TRAINING 2019



NATURALLY TRIBAL
SKINCARE

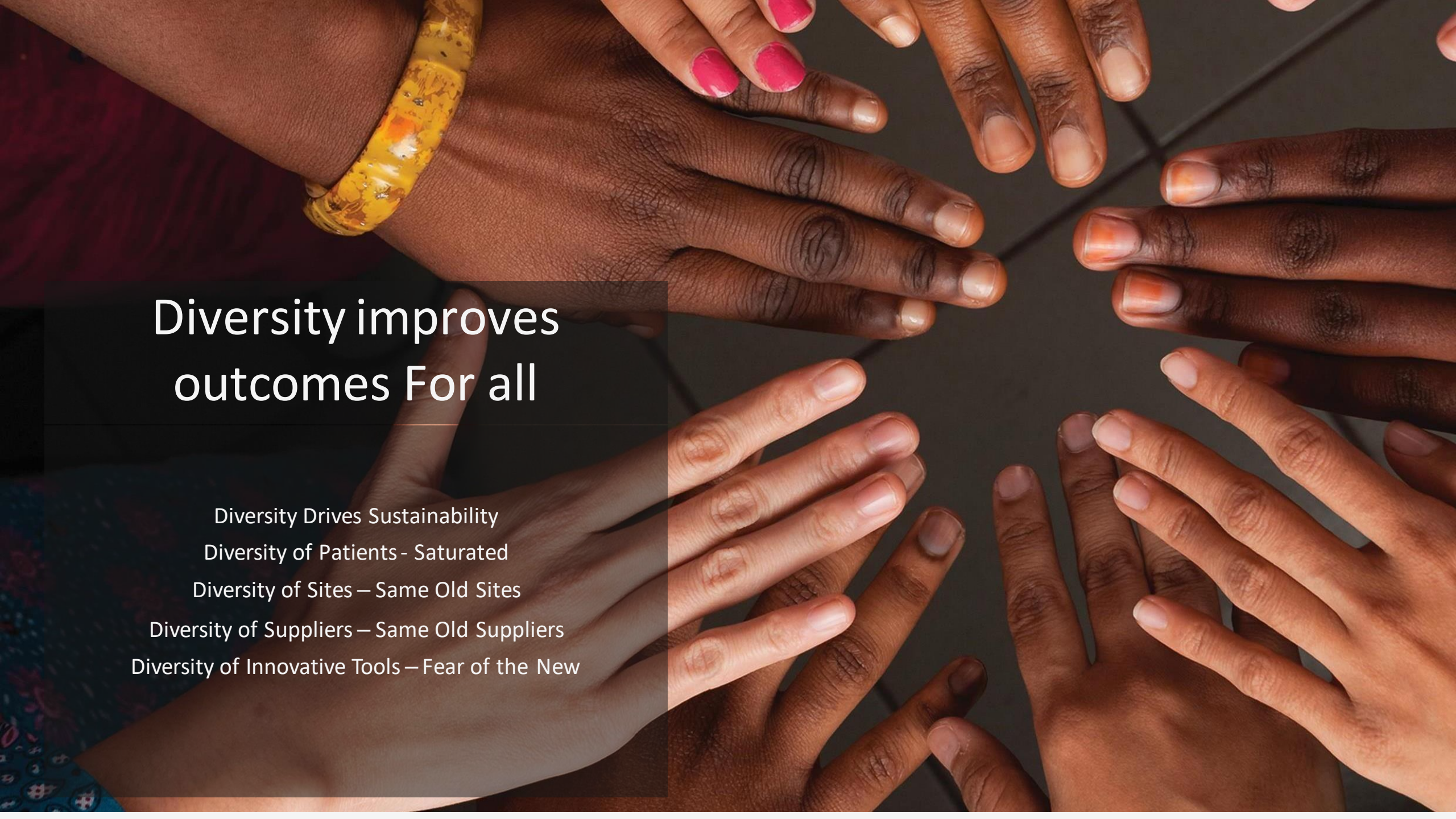
Health & Safety Training
Essan Kingdom





EMERGING
Markets Quality Trials

Transforming Healthcare Research in Africa



Diversity improves outcomes For all

Diversity Drives Sustainability

Diversity of Patients - Saturated

Diversity of Sites – Same Old Sites

Diversity of Suppliers – Same Old Suppliers

Diversity of Innovative Tools – Fear of the New



Transforming Healthcare Research in Africa

African lives matter

Bringing the Miracle of New Medicines to African patients through involvement in Pharmaceutical led Clinical Trials.





eMQT: MY WHY

Nze John Alamezie Nnadi is my father! A silent achiever; a gentle man of humble background and an instinctive entrepreneur who was offered a Commonwealth Development Corporation Scholarship to study Hotel Management at Hendon College in London – his lifeline!

He later returned home to Nigeria to establish 'Mount Royal Motel'.

In 2009, my father, Nze John Alamezie Nnadi was diagnosed with Cancer. He passed away and was buried in February, 2020.

Why?

01

Although the patients of African descent make up 17% of the world's population (over 1Billion), Black People are underrepresented in clinical trials globally reported as less than 3% by the Genome-Wide Association Studies (GWAS).

02

Currently, 95% of cancer patients in Sub-Saharan Africa (SSA) are diagnosed too late.

03

The 'Rising Billion' people in Africa has reached 3-5 billion, representing half of the world's population. The rising GDP and consumer power offers an attractive therapeutic market.

04

The population offers drug naïve patients in multiple disease areas that are accessible through careful planning and engagement.

My What

1

Increase Diversity

Increasing diversity representation in industry trials across regions under-served in Africa, Asia and Caribbean to participate in clinical trials.

2

Best Practice

Transfer on best practices across mature and emerging regions that conduct clinical trials.

3

Change Public Opinion

Deliver engagement and advocacy to change public opinion and influence policy to drive changes of regulations that govern the conduct of clinical trials.

4

Knowledge Sharing

Educate on quality standards through training and sharing of procedures and guidelines for conducting high quality, Good Clinical Practice compliant, ethical global trials, and create clinical trials **Centers of Excellence** in either hospitals or clinics.

5

Provide Capacity Building

Provide capacity building to support the use of technology enabled processes for conduct global clinical trials and delivery of high quality data.





5 days, 7 flights, 4 African countries and 3 languages later with 2 hours sleep in 36 hours!



All About The Patients!

AT THE CORE OF BOTH BUSINESSES

PURPOSE

It was important for me to build businesses that have purpose, that speak to my 'why' and are driven by making a difference

TRADE

It was important to focus on #TradeNotAid, run profitable businesses, create employment, development, training, and so much more

IMPACT

Companies that have an impact on me, my family, my colleagues, my community, my world, my planet

MY REALITY

My success to date in business has been because I was so used to breaking boundaries and barriers to the point where I stopped seeing them - but it was so outside my comfort zone

THINK IT! SAY IT! DO IT! I see failure as an option!

The Hustle is REAL!

I have built a great network - my social capital

I was and still am prepared to ask

PURPOSE! IMPACT!



MY POSSIBLE IMPOSSIBLE

START BY DOING WHAT IS
NECESSARY AND THEN DO WHAT
IS POSSIBLE!
BEFORE YOU KNOW IT, YOU HAVE
CONQUERED THE IMPOSSIBLE

St Francis of Assisi

CONTACT DETAILS

NATURALLY TRIBAL SKINCARE

Website: www.naturallytribalskincare.com

Contact Email:

Shalom@naturallytribalgroup.com

@NaturallyTribal

EMERGING MARKET QUALITY TRIALS



info@emqt.org.uk



www.emqt.org.uk



@emqt



@E_MQT

The Value of Resourcing

Presented by Vincent Lody

Vincent Lody

Managing Director at PharmiWeb

I have over 25 years' experience in the Pharmaceutical and Life Science Industry and consequentially have developed strong business relationships with most of the top tier Pharmaceutical companies, CROs, Biotech's and Recruitment specialist's at EMEA and Global level.

My specialties are Recruitment advertising, Employer Branding (EVP), Recruiter Training, Digital marketing - e.business , Rep lead detailing, market access and engagement tools, patient pathway modelling, product sales, e.detailing, web-based communications, pharmaceuticals, marketing, web design.



Personal views

Based upon

- Economic and Global Financial Reports
- Politics
- Market Research
- Industry Reports
- Client feedback
- Data

Force Majeure - 2022 - 2023

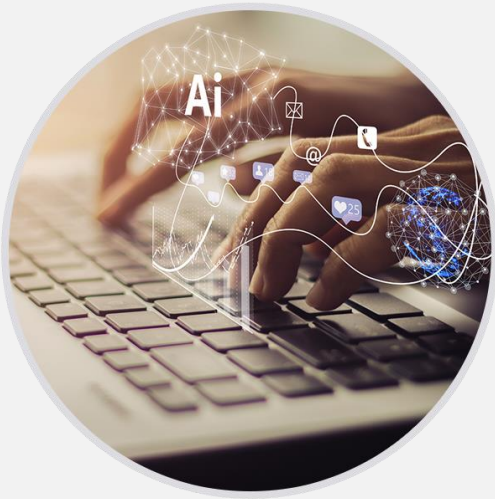
Global Market

- Economy's Poor
- War
- Politics
- Inflation / Revenue Down
- Diversification
- Conservatism
- Investments Low
- Make the most of the technology

Financial / Economic

- Investment harder to get
- Softening of pipelines
- Budget compression
- Risk Adverse Attitude
- Fixed Expenditure
- Inflation management
- Reforecasting

Tech/I.T./A.I.



- Digital trials
- Digital marketing
- Personalised A.I. technology
- Complex innovative trial designs
- Virtual congress
- Medical and healthcare devices

Growth areas 2023

- Oncology
- Digital + F2F Sales harmonisation
- Biotech Growth
- Digital Health
- Pipeline Consolidation
- Diversification of service/portfolio
- Decentralisation of clinical trials
- Medical devices
- Biometrics

Work-life integration

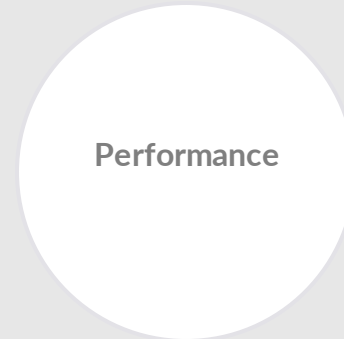
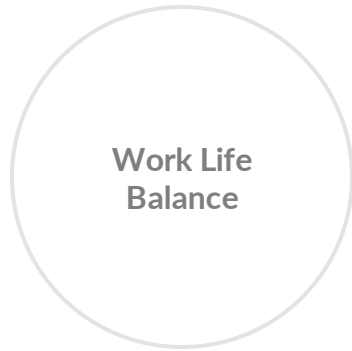
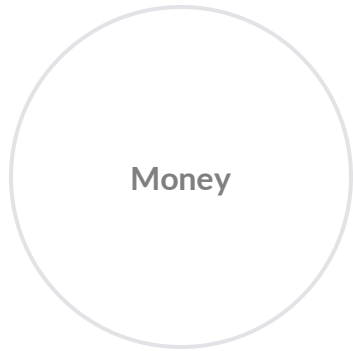
The concept of work-life balance has long been a goal for millions of professionals.

But the last few years of remote work have made it even more difficult to tune out the daily demands of the job when off the clock.

Many employees have started taking a new approach, foregoing the traditional 9-to-5 in favour of a more fluid schedule.



Employees



The Employee is KING

Fraudulent candidates

There has been a **92% increase** in candidate fraud since the pandemic.

- **Emerging trend in the Life Science industry of imposters posing as highly qualified and skilled professionals.**
- Fraudulent candidates inflating/fabricating qualifications and skills, or exaggerating achievements, is becoming more prevalent.
- Clinical Research Associate and Clinical Trial Manager positions are being targeted, putting clinical trials at risk. Candidates have found to fabricate in all or part of their credentials including employment history, degrees, references, and identity.
- Fraud is extensive with multiple layers, with fake company references and office lines confirming employment, providing verifications, and giving references.
- Fallout damaging and time-consuming.
- Could be legal consequences and a potential impact on patient safety.

Pro-active Recruitment

Pro-active Vs Reactive

1. Look at your social media presence. Be active EVERY DAY
2. Put your jobs/ information on the platforms that your candidates are on (LinkedIn, Youtube, PharmiWeb)
3. Regularly update campaigns to focus on the current candidate needs (flexibility and work-life balance)
4. Run careers events/ attend symposiums and sponsor industry specialist groups
5. Virtual Webinars are a great place to attract a talent pool (use teams as a platform, promote over LinkedIn)
6. Create a mailing list for people that apply, send them relevant info and jobs directly
7. Your EVP needs to answer “What’s in it for me”
8. Tap into the entry level market- visit universities
9. SHOW candidates what working for you looks like- pictures of social events on LinkedIn, Facebook etc
10. Boomerang employees- reach out to old staff and reattract them to the business

Pro-active - Candidate Habits



4 Clicks



9 seconds



and gone

Employer Branding

Engage Employer Branding

40%

CANDIDATES ARE 40% MORE
LIKELY TO APPLY FOR A JOB IF THEY
RECOGNIZE THE COMPANY'S BRAND

*A strong employer branding
strategy helps teams
recruit up to **two times faster**
reducing cost-per-hire by 50%.*

Some Core Views -EVP

With candidates continuing to hold the power in 2022, presenting yourself as an employer of choice is a must, and building on your employer brand should be a key focus:

Having a strong employer brand can lead to a 28% reduction in staff turnover

- 92% of people would consider changing jobs if offered a role with a company with an excellent EVP
- A strong employer brand can reduce the cost per hire by as much as 50%
- **66% of candidates want to hear more from employees**
- 46% of recruiters see 'recruiting becoming more like marketing
- 75% of prospective candidates consider a company's employer brand before applying for a job
- Poor employer branding costs companies around 10% more per hire

EVP (Employee Value Proposition)

WHY????

- High Demand for Candidates
- Niche Job Board for Recruitment
- Internal work loads very high
- Recruitment time lag
- **Competition for candidates high**
- Little or No Employer Branding
- High volumes of New Work
- Huge Market Growth
- Focus on Relocation



Employer Branded Hub Content



Newsletter – Evolution with EVP

25th September

Sent 46,561
Opened 5,422

11.5% open rate
205 clicks to jobs



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- [Our Jobs](#)
- [About Us](#)
- [Why Join Us](#)
- [Culture](#)
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Welcome to Syneos Health

Come discover what our 27,000+ employees already know: work here m Syneos Health, we're growing and evolving, which means you'll have en work with experts around the world and build your dream career.

We are the only full-service biopharmaceutical solutions company in the bring together the best clinical and commercial minds to create a better, get medicines into the hands of patients who need it most.

As a part of our team, you'll help us deliver results for a rewarding reaso patients' lives around the world. Because to us, a patient isn't just a num friends, and neighbours. Learn more about [Syneos Health](#).

Get new jobs for this search by email

Create alert

Latest jobs

CRA * sign-on bonus 7.5 K - Germany

- Germany (DE)
- Competative
- Syneos Health

Here at Syneos Health Germany we are currently recruiting for a Senior Clinical Research Associate to join our team. In this rol...



WORK HERE MATTERS EVERYWHERE

91% OF NOVEL DRUGS APPROVED BY THE FDA AS A RESULT OF OUR ACCELERATOR

110+ COUNTRIES SERVICED

STEPHANIE Sales Representative Employees since 2015

3 SALES TEAMS REPAIRED IN THE PAST 5 YEARS

>25 TOP MEDICAL COMMERCIALS COMPANIES

#1 CCO

300+ DISEASE CATEGORIES

THE ONLY FULLY INTEGRATED CLINICAL DEVELOPMENT AND COMMERCIAL OPERATIONS ORGANIZATION

- Early Phase
- Phase I
- Phase IIa
- Phase IIb/III
- Product Launch
- Commercialization

A career with Syneos Health™ Commercial Solutions delivers unmatched autonomy and agility in this dynamic Life Science industry. You'll stay at the forefront of your field whether your talents lie in sales, medical affairs, healthcare communications, consulting or commercial operations and leadership. You'll take on and solve the industry's toughest challenges as part of the only fully integrated biopharmaceutical accelerator.

Discover what our 24,000+ employees already know: Syneos Health is an inspiring place to be. We work hard, and smart, all in the name of getting much-needed therapies to those who need them most. A career with Syneos Health means your everyday work improves patients' lives around the world. Selecting us as an employer secures a career in which you're guaranteed to:

- Collaborate with passionate problem solvers. Partner with the most diverse team of experts in the industry. From the top down, our people are inspiring. Everyone has a voice and is encouraged to use it.
- Be empowered and thrive. Here, there's no shortage of challenging work, learning and opportunities. Evolve in a growing, global company that is always looking for ways to work smarter and more efficiently.
- Over deliver and out-perform. Challenge the status quo in a highly competitive and ever-changing environment. Be agile and take initiative to find new solutions reflective of the high-quality standards we and our customers expect.
- Help change lives. We take our work seriously. Each day, you'll contribute to improving patients' lives around the world by shortening the distance from lab to life. It's powerful and fulfilling work of which you can be proud.

[LinkedIn](#) | [Instagram](#) | [Facebook](#) | [Twitter](#)

Respiratory Sales Specialist - North Holland	Amsterdam (Stad), Noord-Holland (NL)
Respiratory Sales Specialist - South Holland	Rotterdam (Stad), Zuid-Holland (NL)
Medical Sales Representative - Respiratory	Cambridge, Peterborough and West Norfolk
Respiratory Sales Specialist	Denmark
Respiratory Sales Specialist	West Finland
EU MSL Lead	United Kingdom - South
Sales Manager - Respiratory	Germany
Respiratory Sales Specialist	Germany - Nordrhein Westfalen
Respiratory Sales Specialist	Germany - Schleswig-Holstein
Respiratory Sales Specialist	Germany - Thuringen
Medical Science Liaison Lead - Respiratory	Denmark

A.I. Vs Human interaction

USE YOUR TECH STACK

How Can AI Be Useful To Us?

AI can be useful to a job board in several ways:

- 1. Job matching:** AI algorithms can be used to match job seekers with job openings based on their skills, qualifications, and experience.
- 2. Resume screening:** AI can be used to automatically screen resumes and identify the most qualified candidates for a job opening.
- 3. Chatbots:** Job boards can use chatbots to interact with job seekers, answer their questions, and provide information about job openings.
- 4. Predictive analysis:** AI can be used to analyse data on job seekers, job openings, and hiring trends to make predictions about future hiring needs and to identify potential candidates for job openings.
- 5. Personalized job recommendations:** AI can be used to provide job seekers with personalized job recommendations based on their skills, qualifications, and job search history.

These are some of the ways AI can be used to improve the job search process and make it more efficient for job seekers and employers.

What's Changing..

Microsoft will be incorporating chatGPT into Bing & Office products

Google is panicking, as they see their dominance under threat. They will be launching their own chatGPT equivalent soon.

Chat GPT is currently in Free Beta, but will be charging for a professional version very soon.

There are far more powerful products on the short horizon from various industry giants (IBM, Google etc)

Some Specific Tools of Interest:

Copy/Text

- <https://chat.openai.com/chat>
- <https://app.copy.ai/login>

Images

- <https://openai.com/dall-e-2/>
- <https://beta.dreamstudio.ai/dream>
- <https://stablediffusionweb.com/>

Video

- <https://studio.d-id.com/>
- <https://app.synthesia.io/#/>

- Link <https://www.youtube.com/watch?v=hVzkO-Vv3Z4>



Omni-Channel

Omni-Channel Candidate Marketing

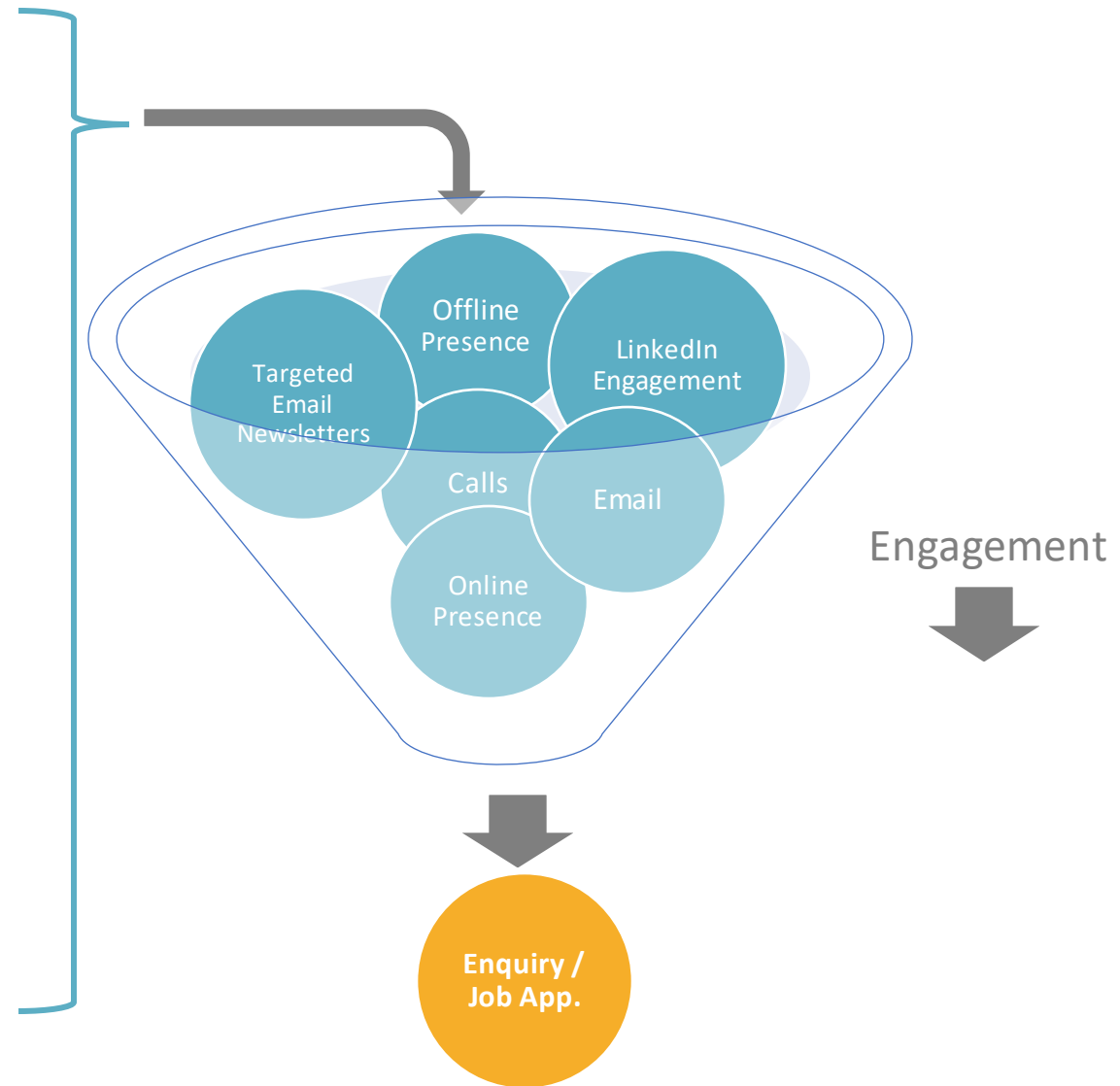
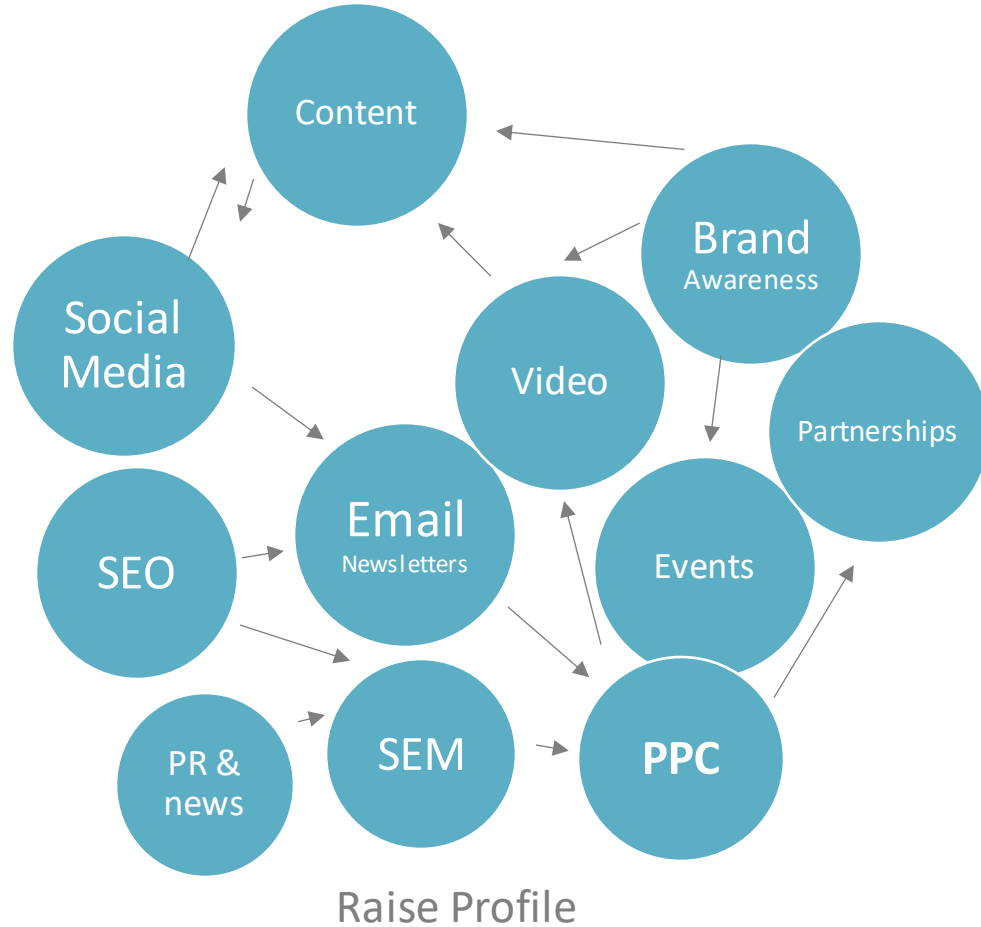


Omni-channel Recruitment

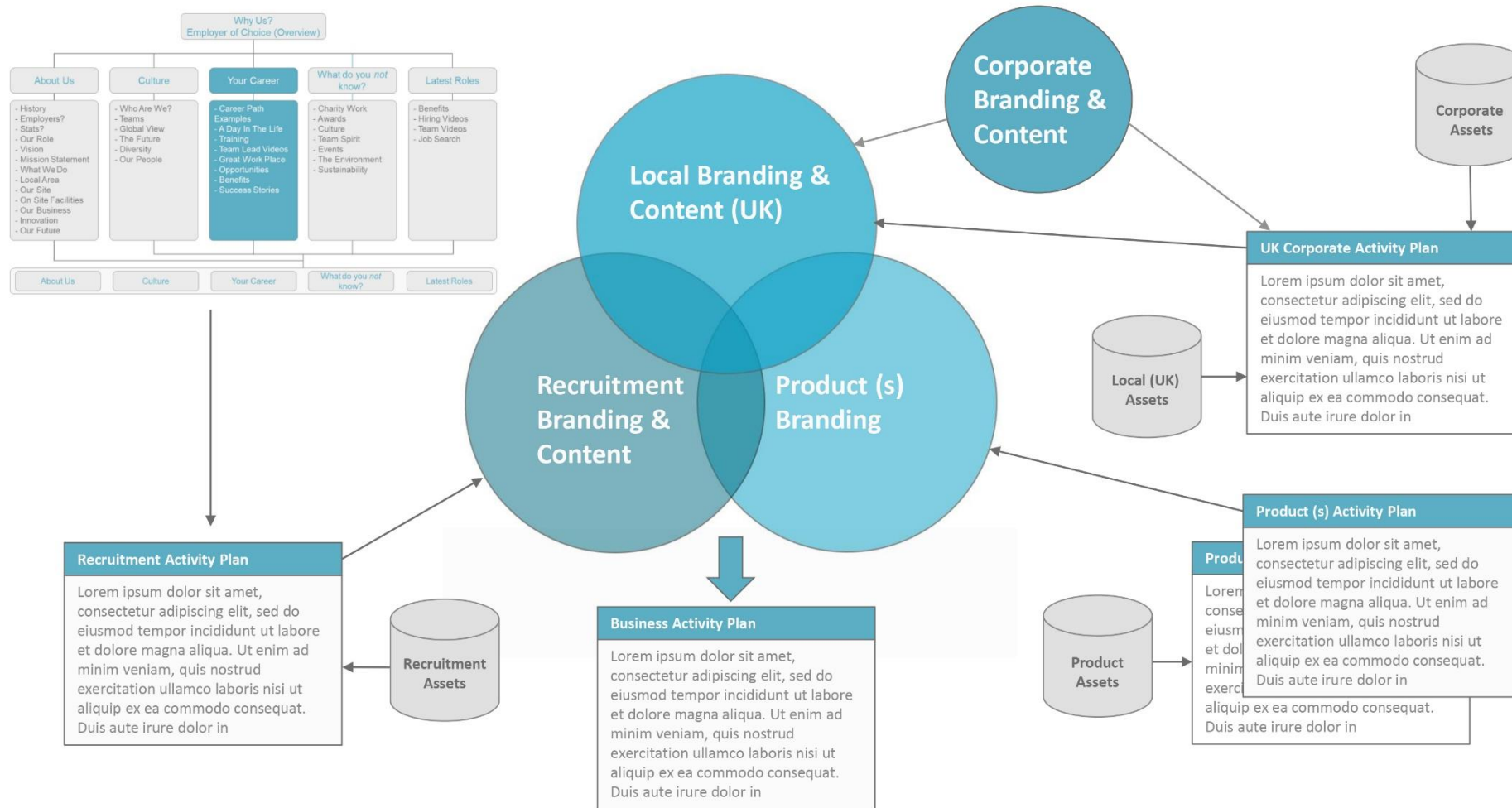
1. Professional social media (LinkedIn)
2. Social media (Facebook, Instagram, tiktok)
3. Job Boards (Indeed, PharmiWeb, Monster)
4. Mailing lists (old applicants, ex-staff)
5. Webinars
6. Career events
7. Articles and Press Releases
8. YouTube
9. Use a recruitment agency
10. Write Great Job ads!

Touchpoints & Attribution

Multiple channel touchpoints increase profile & drive prospects and Job Seekers to our site

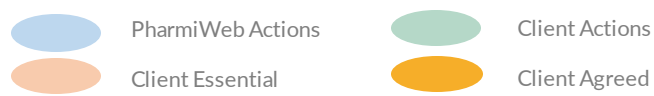


Social Media Influence Map



Brand Values are the Foundation of the Company, now more than ever

Activity Plan



2023	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Critical	Adverts	Adverts	Adverts	Adverts	Adverts	Adverts	Adverts	Adverts	Adverts	Adverts	Adverts	Adverts
	Banners	Video Snippets Management	Newsletter	Banners	Newsletter	Up-date Website with Videos, Links, All Features	Banners		Newsletter	Banners		Up-date Website with Videos, Links, All Features
	Hub content	Team Fun Day	Final EBH content & Links	Recruitment training	Article on Company:		Newsletter		Up-date Website with Videos, Links, All Features	Q4 Events ?		
	Q1 Events ?	Videos on New Starters	Up-date Website with Videos, Links, All Features	Q2 Events ?	Video Snippets (Staff)	Article on Flexibility	Press release on charity work					End of year Party
	MD Video: Why us	Article on New Starters		Article on Diversity			Q3 Events ?					
Non critical	Growth of Company Article	Feature: Why work for us	Article on Team Spirit	Article on Training	Article on Development	Meet the team Article / Video	Article on being Family Friendly	Feature on Wellness Program		Q4 Case studies		2023 Business Review
	Q1 Case studies	Meet the team Article / Video		Article: What's in it for me?			Q3 Case studies					
Optional	Client Testimonials	Day in the Life Article / Video	White Papers	Client Testimonials		6 month client review	Client Testimonials	White Paper		Client Testimonials		6 month client review
				Day in the Life Article / Video		Day in the Life Article / Video		Day in the Life Article / Video		Day in the Life Article / Video		Day in the Life Article / Video

Internal Mobility

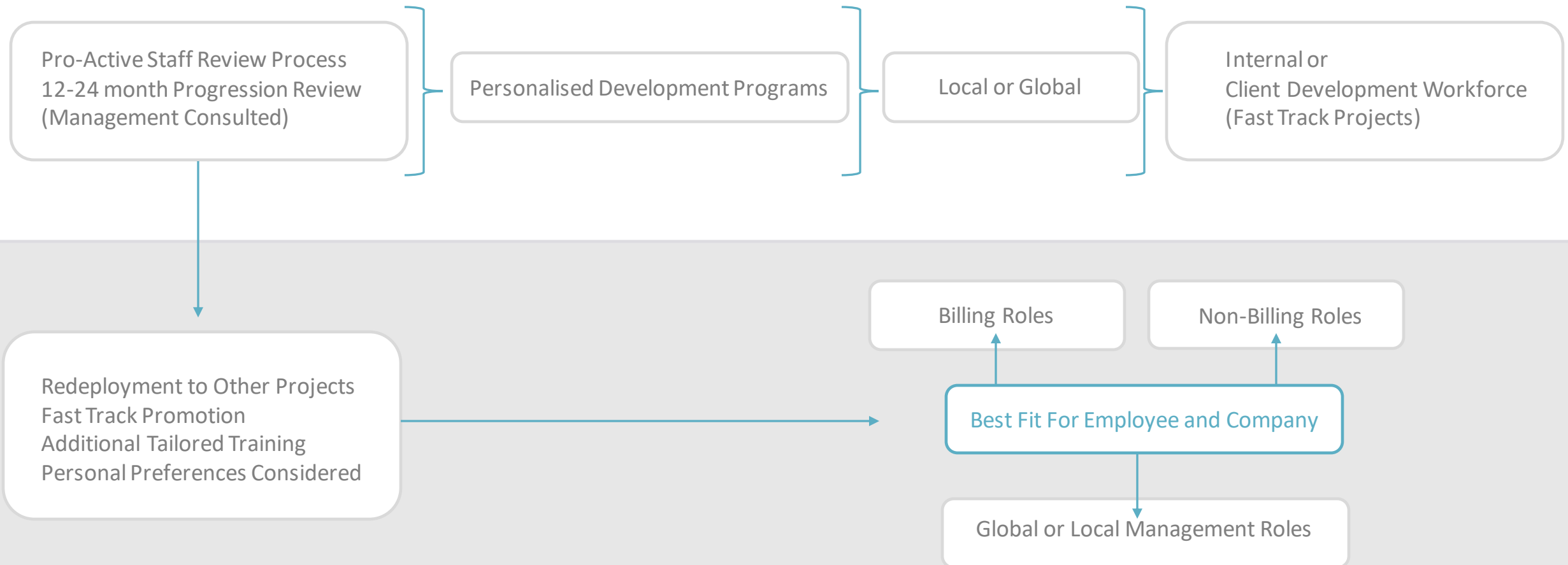
Internal Mobility

- Saves your company money by not having to recruit new employees
- Reduce productivity loss
- Reduces the amount of time and money spent on training employees
- Eliminates the hassle of turnover recruiting
- Connects employees to your company and builds loyalty
- Increases customer satisfaction
- Stabilises existing employees

Internal mobility

- Think long term
- Develop your internal taskforce
- Consider all the different types of internal mobility
- Consider internal mobility at every stage of the employee journey
- Make the most of the technology
- Communicate your policies clearly
- Offer autonomy over learning and development
- Stay competitive
- Measure your success

Internal mobility process



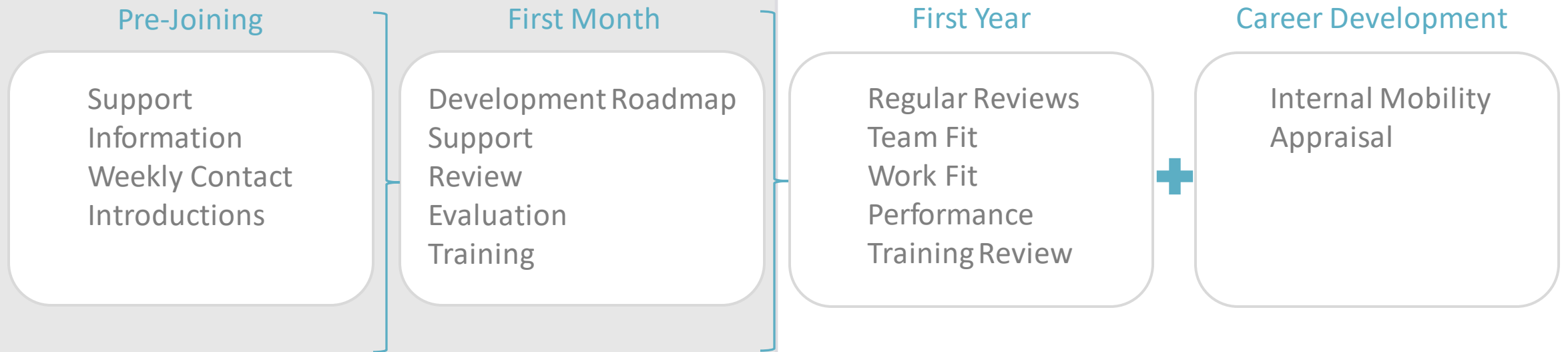
Retention

Retention

- Saves your company money by not having to recruit new employees
- Reduce productivity loss
- Reduces the amount of time and money spent on training employees
- Eliminates the hassle of turnover recruiting
- Connects employees to your company and builds loyalty
- Increases customer satisfaction
- Stabilises existing employees



Employee stabilisation



Boomerang employees



Boomerang employees- In 2023, organizations will start to put more effort into the offboarding process, maintaining professional relationships with employees who leave and making sure those employees know the door is open if they choose to return.

And, by investing in digital workforce performance technology, talent acquisition professionals can keep track of former workers to discover who may have the right skills and experiences to fill high-demand roles.

Middle Management

Talent acquisition and talent management teams should work together more closely, from the start of the hiring process through career development and succession. By partnering together, recruiters and talent managers can create a more positive employee lifecycle – better career paths for professionals, which leads to providing the right training and development to move them along their career journey successfully.

Personalisation

Personalisation

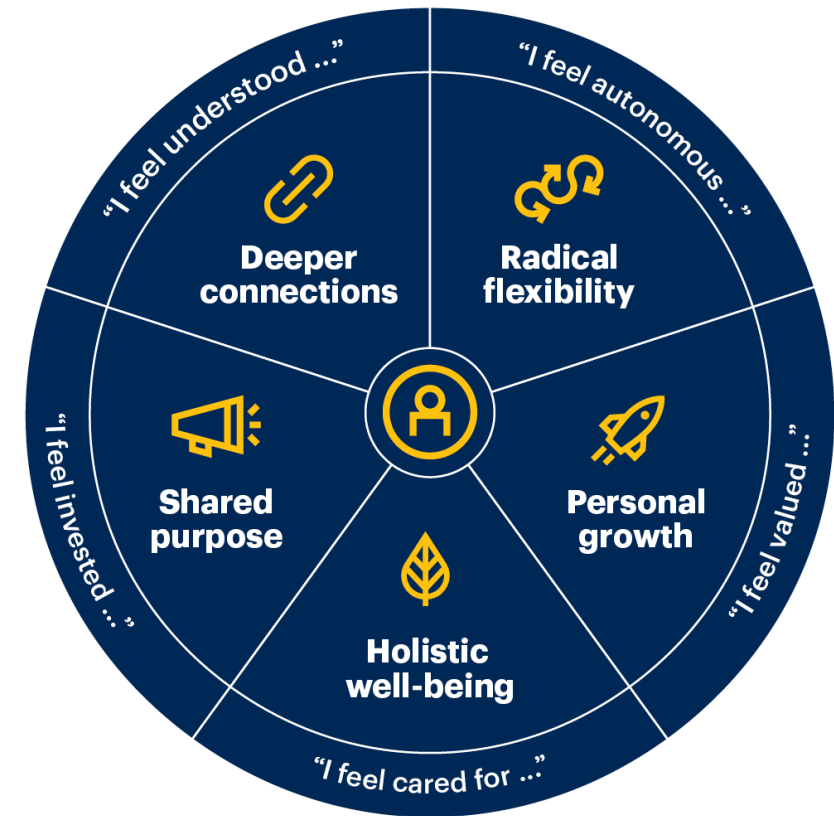
- Promote Culture
- EVP / Employer Branding
- Onboarding and Beyond
- Career Development Roadmaps
- Internal Mobility
- Remote and Flexible Working
- Money

Find them and keep them

- **Deeper connections (“I feel understood”)**: employees are looking for deeper connections, not just within the workplace, but also with their friends, family, and community.
- **Radical flexibility (“I feel autonomous”)**: employees want flexibility over where, when, how much, how and with whom they work.
- **Personal growth (“I feel valued”)**: employees want the opportunity to grow as people, not just as professionals.
- **Holistic wellbeing (“I feel cared for”)**: don’t just provide employees with holistic wellbeing solutions, make sure they actually use and benefit from them.
- **Shared purpose (“I feel invested”)**: take actions on societal and cultural issues, and don’t hide behind bold statements.

The Human Deal

The human deal increases employee satisfaction with the EVP by 15%.



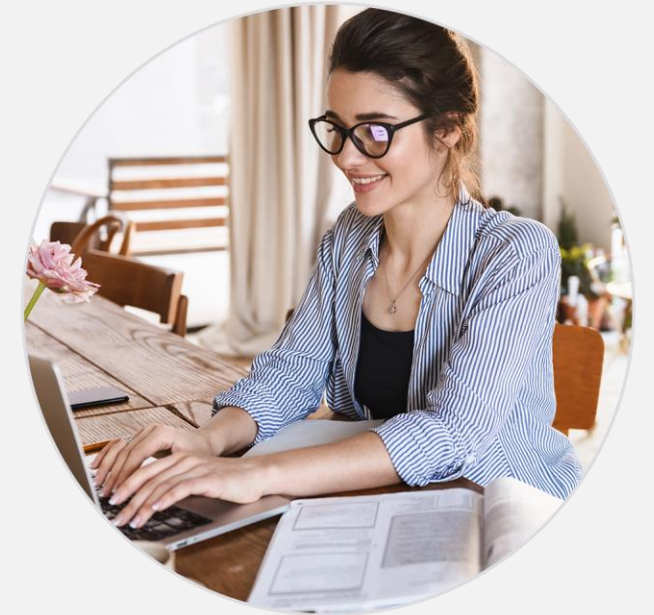
[gartner.com](https://www.gartner.com)

n = 5,000 employees worldwide
Source: Gartner 2021 EVP Employee Survey
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Gartner

Core points to consider

- Hybrid working
- Open Leave
- Parental support
- Paternity leave
- Training and development
- Flexible hours
- Salary
- Retention



Conclusion

Employee Personalisation

Consider tailored packages and benefits now, its working !!!!!



Conclusion

Human resources will continue to be a major priority in 2023

- Have a clear strategic view of Recruitment needs in 2023
- Business as usual with a touch of caution, but be agile enough to adapt to change in the market.
- Ring fence employees with competitive packages and benefits



Webinars and Data

2022

EVP

Retention

Pro-active Vs Reactive

Internal Mobility

Personalisation

Future Trends 2023

2023

Time Saving Recruitment Tips

How to write a great Job Ad.

How to combat the rising cost of recruitment

Maximising Newsletter Coverage

Questions?

To Receive this information in PDF format - please email PharmiWeb.com

Thank you for joining us!



Dates for your diary



Outsourcing Essentials Training Course

19th – 20th April 2023

London



PCMG Assembly 2023

7th – 9th April 2023

Mallorca