

## Winning in Life Sciences Critical Priorities for the CIO



# Foreword

---

A changing industry landscape and a dynamic healthcare market are placing a new set of challenges and expectations on IT. Deloitte has identified 10 priority areas for the CIO spanning IT effectiveness, IT efficiency and IT capabilities. The successful organisations will be those which meet these IT challenges.

The scale and breadth of the challenge facing life sciences companies are truly breathtaking. Health market and regulatory pressures, an ever-higher hurdle for innovation, and declining R&D productivity are taking their toll on traditional business models. The industry is responding in a number of ways including moves towards new organisation models in R&D and Commercial, a drive to lean operations and an increase in M&A and licensing activity.

IT must also take a hard look at how it operates and decide if the current ways of working apply in this new world. IT must:

- Improve its effectiveness (i.e. structure, governance, core processes and metrics).
- Address its efficiency challenges to reduce its overall cost to serve without impairing business services or degrading delivery of its large change programmes.
- Deliver the new and improved capabilities, such as a flexible and secure infrastructure, a robust collaboration platform, an effective enterprise data management capability, strong authentication and access management and specific solutions in CRM/Key Account Management, Supply Chain and R&D.

The Deloitte UK & Swiss Life Sciences practice has the capabilities, assets and expertise to help your organisation meet these IT challenges. We have robust propositions and proven methodologies, supported by a wealth of execution experience across Life Sciences and other industries. We have the breadth and depth of professional skills to support your organisation. This brochure describes our services and offerings against the critical priorities that we believe can help you compete to win.

# These are challenging times for IT

## Today's CIO needs to operate and deliver to multiple and often conflicting priorities

The industry is undergoing significant structural change while increasing commercial pressures across the value chain means that IT has to do more for less. Now, more than ever, the IT leadership has to drive excellence across multiple dimensions.

In the past, pharmaceutical companies were bounded by their organisation structures. IT was aligned to the individual business units – R&D, Operations, Sales & Marketing – and provisioned services directly to them.

However, the value chain is fragmenting and external collaboration is now a fact of life. This creates a new set of imperatives for IT, including a secure yet flexible infrastructure backbone, a robust collaboration platform, strong security and access management and a fast communications network.

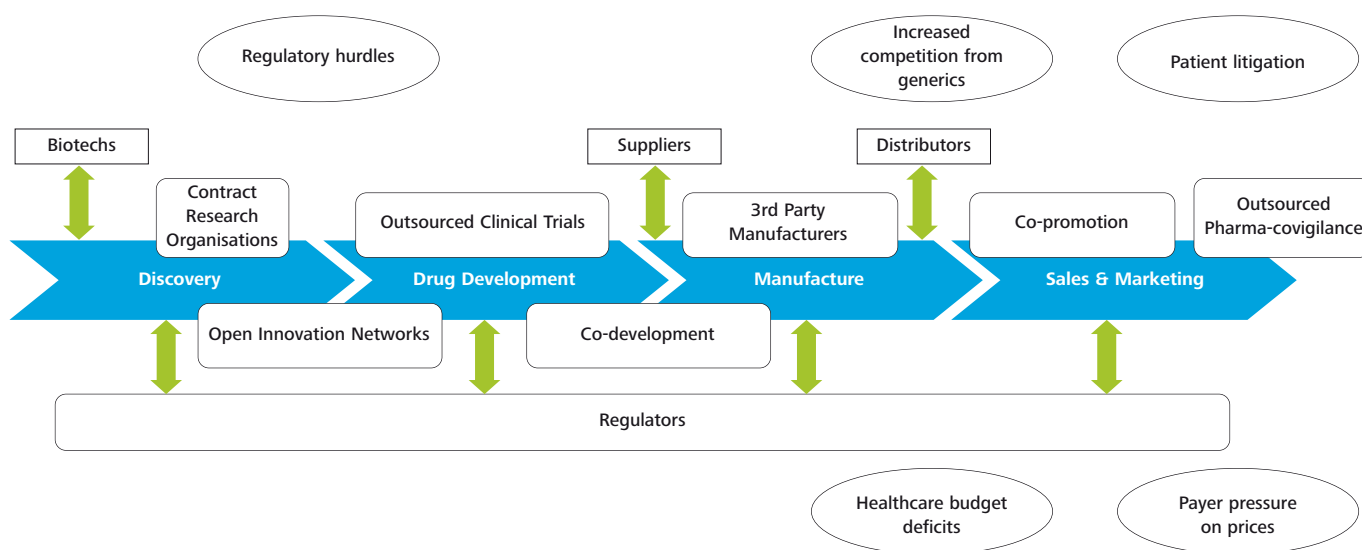
In addition, there is increasing revenue pressure on companies. Fewer new products are launched, the development cycle is longer and, once launched, downward price pressure limits reimbursement.

In this new world, IT must improve efficiency and lower cost to serve yet continue to deliver new and improved capabilities and solutions to the business. It must offer flexible and rapid collaboration capabilities yet maintain robust and resilient security. It must scale and industrialise its delivery yet maintain tight alignment and responsiveness to the business units.

It sounds easy doesn't it?



The Modern Pharmaceutical Value Chain



# The new business priorities set tough expectations for IT

## Successful IT organisations will be the ones that rise to the challenge and deliver the business outcomes

---

The business challenges facing IT today are many and diverse and not all firms face the same issues at the same time. Deloitte sees 10 key focus areas for the CIO to address – the winners will be those who perform well across all of them.



The challenges facing IT ultimately come back to addressing the key business issues facing the modern pharmaceutical company. These include:

- How to reduce cost?
- How to run the business as efficiently as possible?
- How to facilitate better collaboration, both internal and external?
- How to manage internal data better and unlock business value from native intellectual property?
- How to deploy new R&D models to improve productivity?
- How to reduce the working capital requirement?
- How to improve CRM effectiveness to maximise revenues?

These business priorities, in turn set 10 key challenges for IT and the CIO.

1. **Establish an effective IT operating model.**
2. **Reduce the IT cost to serve.**
3. **Optimise IT sourcing, including third-party contracts.**
4. **Foster closer business-IT alignment.**
5. **Deliver business-critical IT programmes effectively.**
6. **Develop integrated enterprise data management and reporting.**
7. **Offer flexible yet secure collaboration.**
8. **Enable R&D productivity improvements.**
9. **Enable a lean, cost-effective Supply Chain.**
10. **Raise CRM efficiency and support new commercial models.**

Deloitte has developed a set of propositions to address these critical focus areas, which are elaborated on in the rest of this document. We have rigorous, robust and proven methodologies, which are backed up by expert practitioners with a breadth of experience across a wide range of industries beyond just Life Sciences.

# 1. Establish an effective IT operating model

An effective IT function is more than just the organisation but also includes the core processes, governance and metrics

Historically, IT has evolved in a fragmented manner, which has resulted in a stove-piped model with sub-scale solutions and little cross-business functionality. With the emphasis switching to scale and efficiency, there is a need to re-design IT from the bottom up.

The IT Operating Model comprises the core components that make up the IT function (i.e. organisation, processes, governance and metrics). It is the mechanism by which the organisation's IT strategy is implemented and as such should be designed to support the business strategy and priorities.

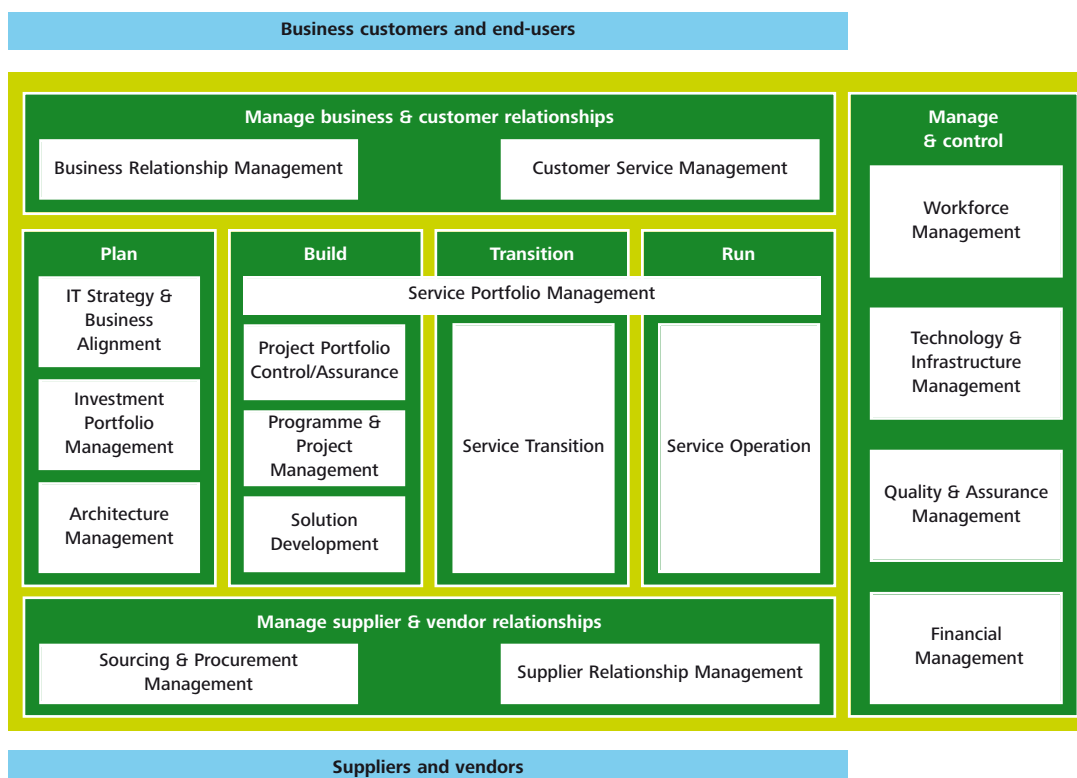
With the appropriate IT operating model, organisations can drive continuous improvement, improve transparency of performance and more effectively deliver services, which are aligned to the differentiated needs of the business. A well-designed IT operating model is, therefore, central to achieving a world class IT organisation, which in turn, gives the business a competitive edge.

A cost reduction drive, convergence across business units, a move to shared services and/or outsourcing, strategic re-positioning, post-merger integration and new regulatory requirements are all business triggers that may require a company to review its IT operating model.

Deloitte has developed a comprehensive IT Effectiveness toolkit, including an overall IT capability model, a set of example processes, roles and governance structures, a capability assessment tool, a maturity model and a full set of performance metrics. We ally this with expert practitioners and extensive experience to give you everything you need to unlock the value from your IT.



## Deloitte IT Capability Model



### How Deloitte can help

- IT Operating Model Assessment – assess current situation and identify weaknesses; outline the future IT target operating model.
- IT Operating Model Design – deliver a “fit-for-purpose” IT operating model optimised for the specific client situation.
- Change Embedding – manage the organisation through the initial period of new operating model.
- Performance Reporting – deploy a comprehensive set of KPIs to drive adherence to and improve efficacy of new IT operating model.

## 2. Reduce the IT cost to serve

The key challenge here is to reduce expense without degrading strategic advantage or operational performance

IT spend in the industry has tracked at 3% of revenue for the last 10 years even as industry revenues have grown at 10% annually. With most firms facing a tough economic environment over the coming years, this level of spend is simply no longer sustainable.



In the past, the response to most problems in Life Sciences has been to throw more money at them, from R&D productivity to sales force effectiveness and all points in between. Unsurprisingly, IT has been no different and this has resulted in ever-increasing, year-on-year IT spend.

This has given rise to a proliferation of ERP solutions, multiple instances of similar applications, missed economies of scale, stove-piped IT solutions, extensive tailoring of package applications, excessive quantities of software licences, multiple workstation builds, inefficient IT procurement, gold-plating of delivered services and large IT workforces (internal and external).

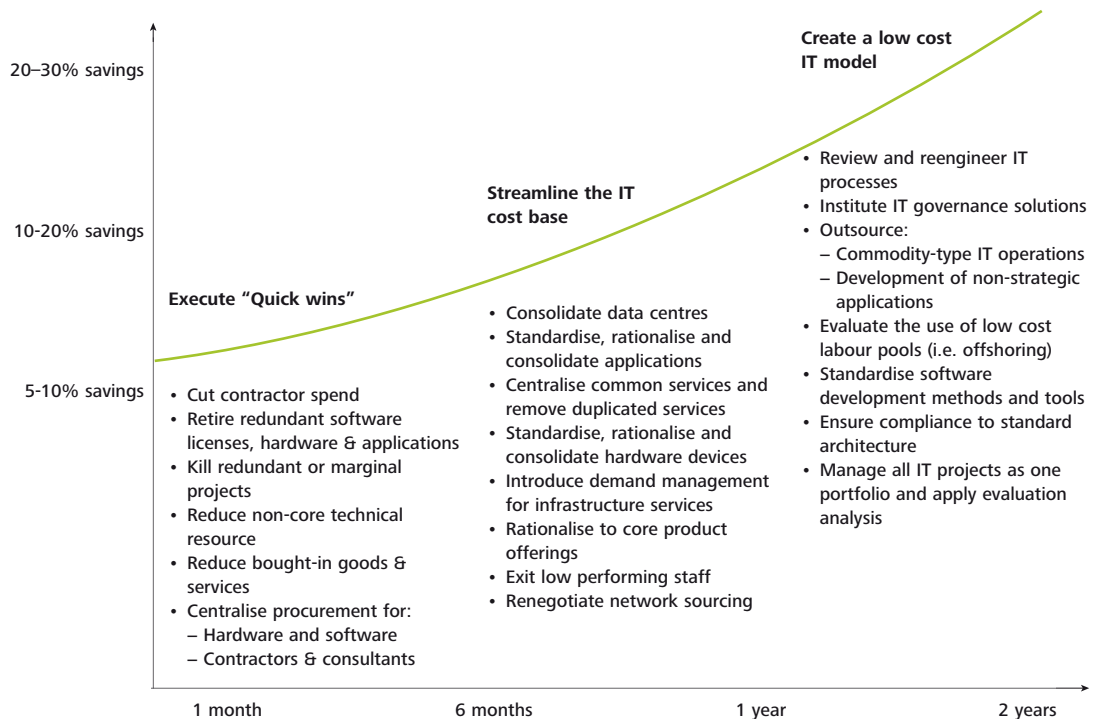
However, achieving cost savings is difficult. It is easy to implement tactical cuts but these are typically not sustainable and often impair delivered service. The challenge lies in meticulously understanding the overall cost structure and identifying those levers that can be pulled without compromising value and quality. Also, if done well, it is possible to deliver immediate savings that generate an NPV-positive pipeline of benefits to fund a wider programme.

### How Deloitte can help

- Savings identification – identify cost reductions across short, mid and long term horizons.
- Planning – develop plan to deliver savings, while minimising up-front investment (i.e. immediate savings fund subsequent phases).
- Programme execution – manage and execute activities to drive out savings across all horizons.
- Change embedding – embed structural changes to ensure that savings persist going forward.

In a recent Forrester report,<sup>1</sup> Deloitte was the only consultancy assessed to have “depth and breadth in all aspects” across all measured dimensions. We have a robust methodology, comprehensive analysis toolkits, recognised thought leadership and experienced practitioners. Working with us, a 20%+ saving is realistic and with IT spend at 3% of revenue, this is a significant figure.

Timeline of Strategic IT Cost Reduction Focus Areas



1 Source: Forrester, "Reducing The Costs of IT – Views From Consultancies", Marc Cecere, Oct 22, 2009, Updated Nov 13, 2009

### 3. Optimise IT sourcing, including third-party contracts

The wrong IT sourcing decision will destroy value so it is important to get your contracts and partner agreements right

Most companies today have some outsourced IT. For some, it is just part of their infrastructure while others have moved to fully-outsourced IT. In this industry, even small deals are significant while large ones can involve hundreds of millions of dollars.

Although Life Science firms are, in general, relatively late comers to IT outsourcing, companies are increasingly looking to partner with external vendors. This can vary from a “preferred supplier” network of partners to full IT outsourcing. For many firms, these deals are for significant sums of money and a lot of business value is tied up in them.

The first challenge for a firm is to ensure that any deal is fundamentally sound. Here, the outsourcing vendors have a distinct advantage as they have done this many times before. Also, deal-shaping is often done by the sourcing team with insufficient support from the line IT organisation. This can result in a good “paper” outcome that quickly runs into difficulty in the live environment.

The second big challenge is, once a deal has been signed, to ensure that the business benefits do not degrade over time. Volume increases and scope creep are extremely common in outsource deals and these can often destroy the underlying business case and rationale for outsourcing.

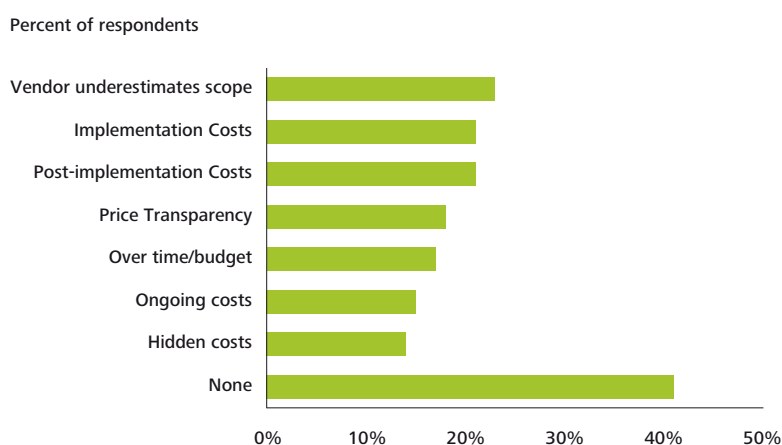
The final common issue post-deal is a degradation in service performance during the transition to the outsource vendor. And, if the deal is poorly structured, with the commercial levers unexposed, there is often little that a client can do about it.

For these reasons, getting the right advice is critical to ensure that value and risk are shared appropriately, baseline volumes reflect the likely reality, service levels and expectations are properly set and the commercial levers are properly exposed to ensure real consequences for vendor non-delivery.



- How Deloitte can help**
- Benefits Realisation – uncover a full set of business requirements and develop a realistic business case for any outsourcing deal.
  - Package Specification & Selection – leverage our specification tools to identify the optimal solution.
  - Vendor Selection – utilise our extensive set of template RFPs and our proven methodology to assess vendor responses.
  - Benchmarking – leverage our comprehensive market intelligence database to price deals correctly.
  - Deal Transition – support the transition to any new contract and minimise adverse business impact.
  - IT Sourcing Health Check – assess the state of existing contracts and identify actions to improve performance and payback.

**Reported Financial Problems in Outsource Relationship<sup>1</sup>**



<sup>1</sup> Source: Deloitte, “Why settle for less? 2008 Outsourcing Report”

## 4. Foster closer business-IT alignment

Tighter alignment and better working between business and IT is increasingly important yet increasingly difficult

IT is a critical enabler at every stage in the value chain. So, in a world where IT budgets are under pressure and the value chain is increasing in complexity, closer business-IT alignment is critical to ensure that the key business priorities are supported.



Historically, when IT was fully embedded in the business unit or function, alignment was not really a challenge. However, with the emergence of cross-functional provisioning of IT services, it is becoming common for IT services to be delivered from Shared Service centres, while outsourcing adds another level of complexity to the business-IT relationship.

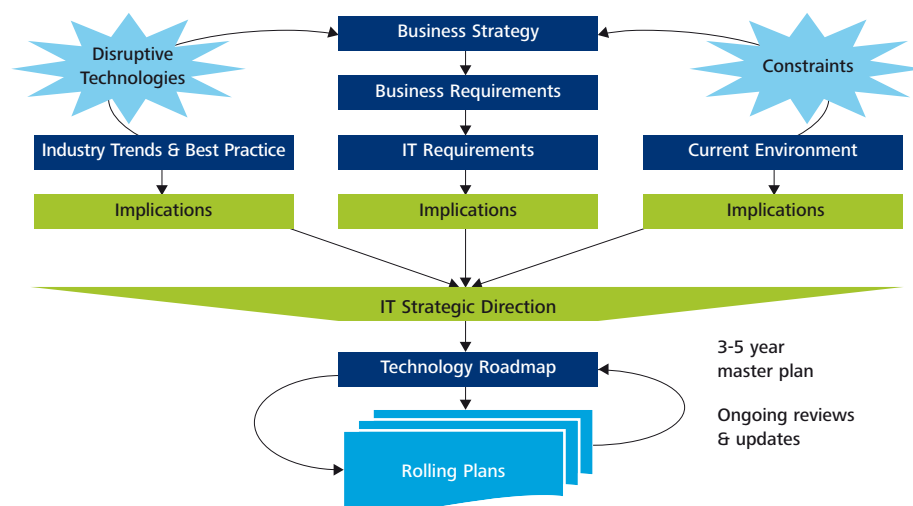
One part of the challenge is operational (i.e. how do the business and IT teams work together?) and is addressed primarily through clearly defined and agreed role accountabilities, governance structures and processes. Deloitte's IT Capability Model offers a complete set of tools and templates as well as a proven methodology to design and deliver these key processes, governance and metrics.

The other and, potentially, more important challenge is how well do the business and IT strategies align? Specifically, how do the business priorities inform and drive what IT does from an investment and capability development perspective? Deloitte's approach to IT strategy places the business outcomes at its core. The IT strategy may be constrained by external factors but the over-arching strategic technology direction must align with and support the business vision.

### How Deloitte can help

- Strategic alignment – assess existing state and design an integrated approach to connect business and IT strategies.
- Operational alignment – design the key organisational and governance arrangements to facilitate better business-IT joint-working.
- IT Demand Management – deploy robust demand management process to ensure IT investment aligns with the business imperatives.
- Business Relationship Management – develop and deploy the processes, methods and ways of working to deliver a strong BRM capability.

### Deloitte Business-IT strategy Framework



# 5. Deliver business-critical IT programmes effectively

## Significant value is tied to large IT programmes but organisations often lack expertise to make these successful

The industry is undergoing major structural change so there are increasing numbers of large, business-critical, transformational programmes underway with significant amounts of shareholder value tied to their outcomes. But can firms deliver these outcomes?

Whether it be a move to shared service provisioning or the outsourcing of IT and/or business processes or the development of new business capability or a large cost reduction initiative, many firms have initiated significant IT transformation programmes. And, significant amounts of business benefits are dependent on the successful execution of these programmes.

These business-critical programmes are, by their nature, complex endeavours and typically involve major change that cuts across people, processes and technology. To succeed and deliver the expected benefits, programmes need to take a holistic approach and manage all the various success levers. The entire stakeholder group needs to buy in and make the long term commitment necessary to implement and anchor the change while continuing to operate the business safely.

Deloitte’s Business Critical Programmes offering supports clients from inception through deployment to ongoing benefits realisation. It can be deployed equally well to support new programmes or review and remediate in-flight programmes. It is underpinned by a wealth of assets including:

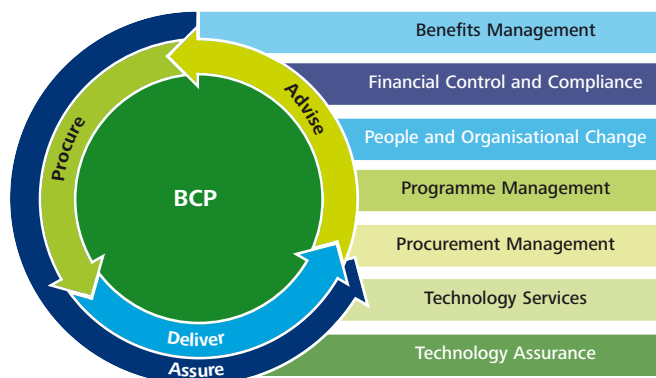
- Pocket guides – Project-neutral knowledge, best practices, key aspects, etc., published by Subject Matter Experts.
- Case studies – Knowledge and best practice gleaned from delivering large and complex business programmes for clients across numerous industries.
- Methods and tools – Extensive set of knowledge, tools and techniques, built up from our collective experience in delivering business-critical programmes for our clients, including the BCP Health Check tool and Deloitte’s proprietary Enterprise Value Delivery (EVD) methodology.



**How Deloitte can help**

- Business case – prepare realistic business case or validate an existing benefit assumption.
- Benefits realisation framework – construct a realistic benefits realisation schedule and ensure that key value levers are exposed.
- Programme set-up – establish the programme governance and financial controls to deliver success.
- Programme assurance – assess in-flight programmes and identify required remediation.
- Change management – create the overall change framework to keep the workforce engaged and stakeholders informed.

Deloitte Business Critical Programme Framework



## 6. Develop integrated enterprise data management & reporting

Volume and complexity of data are ever-increasing and firms struggle to manage information across functional silos

With data volumes in modern companies often measured in PetaBytes ( $10^{15}$  Bytes), companies are becoming swamped by data and need some way to generate critical insights and unlock business value from these vast amounts of information.



The key data management challenges for the modern Life Sciences firm are:

Firstly, it must figure out how to manage the vast amounts of data within the enterprise to deliver the relevant information to the right people in the right format at the right time, whether they be scientists working in early stage discovery, development teams monitoring clinical trials, the supply chain team manufacturing and packaging products or the sales team in the field.

Secondly, it must distil out the key management data required to run the business. In an environment where data are dispersed over multiple applications and stored in multiple different formats and data structures in different business functions and across different business units, this is a massive undertaking.

Deloitte's Enterprise Information Management (EIM) methodology addresses the first part of the data management challenge and allows organisations to organise, cleanse, manage and deliver their data in a consistent format. We are technology-independent and work with all the major products, including Documentum, Opentext, FileNet and Trackwise in the information management space and BusinessObjects, Cognos and Hyperion in the data reporting space. We have extensive expertise in developing and delivering information management and business intelligence solutions.

Deloitte's Integrated Performance Management methodology addresses the second part of the challenge. It offers an end-to-end approach to identify key value drivers, develop key measures and reports and deploy the required processes, systems and people/ behavioural change. It allows organisations to understand the various reporting requirements across Group, Regions and functions and ensure that these connect in a consistent integrated manner.

### How Deloitte can help

- Enterprise Data Management – collate, create and distribute high quality information in a targeted and timely manner.
- Content Management – provide governance, policies and procedures to manage unstructured information across the enterprise and organise in a meaningful way.
- Business Intelligence – improve business decision making by leveraging the right information from the right systems.
- Integrated Performance Management – identify the key data, standardise and simplify the reporting structures and develop a cascading structure to support aggregation and drill-down.

### Deloitte Integrated Performance Management Methodology



## 7. Offer flexible yet secure collaboration

The key challenge is to manage and control data access to minimise the bleed-through of valuable intellectual property

Companies need to allow external parties access to their architecture and data but they also need to limit access to areas relevant to the partnership. This requires a flexible yet robust backbone with strong governance around access rights.

With increasing levels of collaboration, both internal and external, firms require a robust technical platform to facilitate fast, flexible and secure connections, whether site-to-site, client-to-site or peer-to-peer. At the same time, the organisation needs to exert tight control over exactly what, of the firm's infrastructure and data, external parties can see and access. Data leakage is a major problem in any collaborative environment and organisations need to ensure that the appropriate governance and controls are in place.

Deloitte can help firms understand data leakage risks and develop strategies, including governance regimes, technology and process improvements and organisational change, to control and manage data more effectively and mitigate the associated business risk.

Deloitte also has a comprehensive set of offerings in the Identity and Access Management space, including:

- User provisioning – centrally manage user information, such as user ID, password and role through automated or manual workflows.
- Access management – authenticate users and determine if they have the appropriate credentials to access an application or data source.

Strong authentication – leverage the appropriate authentication complexity for application (e.g. certificate-based authentication, biometrics, smartcards and tokens).

- Compliance and privacy – enable an organisation to meet compliance and privacy requirements through sensible yet robust identity management.
- Access certification and identity data integrity – apply automation and tools to cleanse existing data and verify on a regular basis that data in the system is accurate, up-to-date and complete.

We have a dedicated team of IT security experts backed up by a proven methodology. We work jointly with our Enterprise Risk Services practice to ensure that we deliver a comprehensive solution to address business and corporate risks in the area.

Deloitte was recently recognised by Forrester as a leading consultancy in this space. In their view, Deloitte *“has established itself as a global leader in offering complex, large-scale information security and IT risk services”*.<sup>1</sup>



### How Deloitte can help

- Data Loss Risk Assessment – identify areas of risk across endpoint, network and storage systems.
- Industry Benchmark Comparison – benchmark actual data exposure and loss metrics against industry averages.
- Compliance Scorecard – measure risk of non-compliance with regulations such as the UK Data Protection Act and Sarbanes-Oxley.
- Transformation Planning & Execution – develop strategic plan to remediate risk and mobilise and implement the strategic roadmap.
- Security Assessment – assess current security, identify weaknesses and remedial actions.
- Security Improvement – develop and deliver robust, best-in-class security solutions to meet specific business needs.

<sup>1</sup> Forrester, “The Forrester Wave™: Information Security and IT Risk Consulting, Q1 2009”, Khalid Kark, March 18, 2009

# 8. Enable R&D productivity improvements

## IT can enable better data collection, analysis and sharing throughout the research and development cycle

It is taking longer and costing more to take drugs through the development lifecycle. Fixing this is not a matter of playing around at the edges but requires a fundamental reassessment of how companies perform R&D. And better use of technology will be key.



In the 10 years from 1999 to 2008, global R&D spend more than doubled from \$49.2B to \$111.5B,<sup>1</sup> whilst during the same period, the number of new FDA approvals has dropped from 35 to 20.<sup>2</sup> It is now costing 4 times as much to get a new treatment approved than it did 10 years ago. Moreover, new drugs tend to be targeted at smaller patient populations. Factor in downward pricing pressure and it is clear that the current approach to R&D is unsustainable.

Simply put, R&D has to raise its game. It needs to:

- Target specific therapy areas to build critical mass in core treatment areas.
- Filter out non-viable molecules earlier in clinical development.
- Share clinical trials data earlier and design flexible and adaptive trials.
- Embrace emerging scientific innovation, such as genetic biomarkers.
- Leverage new technologies such as 3-D modelling to improve their understanding of how molecules bind with cell receptors.

Technology will be key to solving the R&D productivity challenge and the firms who do this best will be the ones who survive and thrive in the next decade.

### How Deloitte can help

- R&D IT strategy – provide insight and advice on how IT can help realise R&D performance targets.
- Business case development – develop target benefits case for IT-enabled productivity improvements.
- Programme management – support benefits-driven programme management of R&D IT investments.
- Quality & compliance – support development of high impact, low cost framework for GxP systems.

### Research & Development Strategic Imperatives

		IT Enabler?	IT solutions/services
Drug portfolio & organisation alignment	Align early development	✓✓	LIMS, data management
	Build specialised business units	✓	Collaboration, secure backbone
	Obtain critical mass in key disease areas	✓	Data management, informatics
	Harness external innovation	✓✓✓	Collaboration, security, data management
Excellence in drug programme delivery	Globalisation, simplification & standardisation	✓✓✓	CDM, collaboration
	Strategic outsourcing	✓✓✓	Security, data management
	Adaptive trial design	✓✓	Data management, modelling apps
	Simulation & planning (virtual trials)	✓✓✓	Modelling apps
Leadership in scientific innovation	Biomarkers	✓	Technology platform
	Genomics	✓	Technology platform
	Rational drug design	✓	Technology platform, 3-D modelling apps
	Combination therapies	✓	Data management

1 Source: Evaluatepharma and Deloitte analyses (data for large and mid-size pharmaceutical firms)

2 Source: www.fda.gov

## 9. Enable a lean, cost-effective Supply Chain

Better modelling can identify opportunities, and a well-configured ERP solution will drive out inefficiencies

In the past, optimising the supply chain has been seen largely as an operational challenge. However, IT is a key enabler for closer integration with suppliers and distributors while new tools have emerged to improve performance such as inventory modelling.

Cost-effective management of the supply chain is increasingly a hot topic. Companies are learning from other industries and trying to reduce the amount of money tied up in working capital. Principles such as “lean”, “just-in-time” and “kaizen” are today being applied to operations in many pharmaceutical companies.

A lean, cost-effective supply chain is underpinned by a robust technology architecture, usually a large ERP application, and enabled by tight integration across numerous external systems.

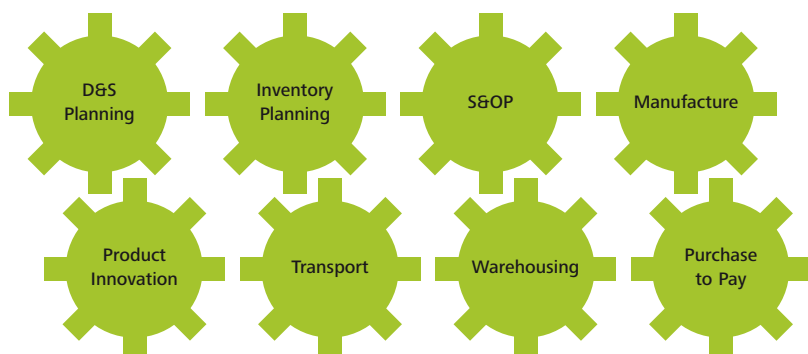
- Close collaboration with suppliers and distributor systems is critical to ensure that “work-in-progress” stock is minimised.
- Solutions need to integrate with the demand forecasting systems to ensure that the delivered supply matches the demand.
- Complex inventory modelling is required to identify and remove slack from the supply chain.
- Robust quality management solutions are required to keep the whole system humming.

Causes of poor supply chain performance include:

- Inventory planning and procurement routines are implemented but not reviewed as the business evolves.
- Integration between forecasting, product management, and manufacturing systems was not successfully achieved.
- Failure to embed processes successfully undermines the integrity of ERP data.

The key to driving sustained improvement in inventory performance is not the optimisation of any one element of the operation but the alignment of all of the cogs that run throughout the value chain. If the wheels are not synchronised, either pockets of inventory will develop or stock-outs and shortfalls will occur.

### Supply Chain Activities



### How Deloitte can help

- Inventory Modelling – increase visibility through entire supply chain to identify slack in the system.
- Supplier/Distributor Integration – drive consistent data transfer through entire supply chain.
- ERP Implementation – leverage our Enterprise Value Delivery™ methodology to:
  - reduce project schedule cost and risk through standardisation
  - institutionalise lessons learned and knowledge from projects
  - accelerate start-up and enable continuous improvement.

# 10. Raise CRM efficiency & support new commercial models

## Two major requirements are flexible, cost-efficient solutions and the enablement of Key Account Management

Traditional CRM solutions no longer meet the business requirements. New, flexible solutions are required to meet the evolving needs from existing and emerging markets.



Although Life Sciences firms were early adopters of CRM technology, few have kept up with two significant developments – the need to deploy technology rapidly to emerging markets and the shift of the sales model from primary to secondary care.

Traditional CRM solutions require large up-front investments, which do not always make economic sense for smaller and emerging markets. Moreover, established technologies like Siebel have traditionally been more effective in a primary care market although Oracle is aggressively building out the Siebel functionality to meet the needs of the secondary care environment.

The two criteria for a successful CRM solution are, therefore:

- Solutions must scale rapidly, without massive up-front investment.
- Solutions must support primary and secondary markets equally well.

On-demand models address the first criterion. Services are provided from the cloud so fixed costs are replaced with variable costs. Moreover, on-demand solutions are more agile and can usually be deployed more rapidly.

The challenge with on-demand offerings is that they are relatively immature for the pharmaceutical sector. A number of pure, on-demand solutions are available from firms including Cedegim, Veeva and salesforce.com, while Siebel now offers an on-demand front-end to its enterprise engine.

The second criterion is more challenging. Traditional CRM solutions support the “frequency and cover” models that apply in primary care. The field force interact with individual clinicians so the solution must provide effective pre-call planning, visit recording and overall business reporting. KPIs are simple to set and measure.

In secondary care, there is a network of decision-makers, including hospitals, insurers, physicians and patients. This requires a key account management solution which offers best-in-class functionality for account planning, influencer-mapping, team coordination and direct/indirect sales reporting.

This functionality is in current releases of most CRM packages, including Siebel, Veeva, Dendrite and salesforce.com, but has seldom been implemented effectively to date.

Deloitte has the expertise and experience to help clients deliver the best CRM solution for their specific business needs. We can help you design your future commercial model, build your CRM solution, define the KPIs and drive the behaviours, which are required to be successful in the new market conditions.

### How Deloitte can help

- CRM Strategy Formulation – design the new commercial model and the optimal supporting technology.
- CRM Solution Design – specify and select the ideal package and design and configure the solution.
- CRM Execution – plan and support solution deployment and roll-out Key Account Management approach.
- CRM Assurance – perform health check of existing solution and identify remediation activities to improve.

# Contacts

## Life Sciences leadership team

**Simon Hammett**

+44 (0) 20 7303 6402  
shammett@deloitte.co.uk

**Robert Reppas**

+41 (61) 285 1272  
rreppas@deloitte.ch

## Life Sciences IT team

**Peter Wallace**

+44 (0) 20 7007 5343  
pwallace@deloitte.co.uk

**Nick Davies**

+41 (44) 421 6810  
nidavies@deloitte.ch

**Stephen Mercer**

+44 (0) 161 455 6836  
stmercer@deloitte.co.uk

**Thorsten Engel**

+41 (44) 421 6736  
thengel@deloitte.ch

**Colin Clarkson-Short**

+44 (0) 20 7303 7200  
cclarksonshort@deloitte.co.uk

**John Winstanley**

+44 (0) 20 7303 4121  
jwinstanley@deloitte.co.uk

**Robert Bryant**

+44 (0) 20 7007 2981  
rmbryant@deloitte.co.uk

**Phillip Ludlow**

+44 (0) 20 7303 8543  
pludlow@deloitte.co.uk

**Armando Vacondio Vargas**

+44 (0) 20 7007 4922  
avacondiovargas@deloitte.co.uk

**James Houghton**

+44 (0) 121 696 8516  
jhoughton@deloitte.co.uk

**Matthias Leybold**

+41 (44) 421 6737  
mleybold@deloitte.ch

Deloitte refers to one or more of Deloitte Touche Tohmatsu ('DTT'), a Swiss Verein, and its network of member firms, each of which is a legally separate and independent entity. Please see [www.deloitte.co.uk/about](http://www.deloitte.co.uk/about) for a detailed description of the legal structure of DTT and its member firms.

Deloitte LLP is the United Kingdom member firm of DTT.

This publication has been written in general terms and therefore cannot be relied on to cover specific situations; application of the principles set out will depend upon the particular circumstances involved and we recommend that you obtain professional advice before acting or refraining from acting on any of the contents of this publication. Deloitte LLP would be pleased to advise readers on how to apply the principles set out in this publication to their specific circumstances. Deloitte LLP accepts no duty of care or liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

© 2010 Deloitte LLP. All rights reserved.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 2 New Street Square, London EC4A 3BZ, United Kingdom. Tel: +44 (0) 20 7936 3000 Fax: +44 (0) 20 7583 1198.

Designed and produced by The Creative Studio at Deloitte, London. 3709A

**Member of Deloitte Touche Tohmatsu**