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Pharmaceutical R&D powered by Global Business Services

Contents

What is Global Business Services (GBS)?

Unlocking growth with improved service delivery

Global Business Services is a term for centralised service delivery models that encompass shared services (captives), outsourcing, and centres of excellence (COEs) to serve multiple business units.

The Centre Office[1] is the next evolution in Global Business Services and can help build the resilient and adaptable delivery models that are now in demand. The Centre Office entails end-to-end process excellence and development of centralised expert capabilities to serve customers across the organisation.

Leading businesses are now using GBS to do even more with less by leveraging data and knowledge across multiple businesses, functions, and geographies to transform customer and employee experiences with predictive insights at unparalleled speed.

Introduction

Re-imagining operational R&D

Build competitive advantage by leveraging GBS to drive efficiency and patient centricity

Earlier this year, Deloitte released the 'Measuring the return from pharmaceutical innovation[2]' report. The report outlines how organisations can unlock power of data collaboration, integrate ESG initiatives into R&D, increase patient centricity, health equity and trust as a means for pharmaceutical organisations to drive a more productive future for R&D. GBS can act as a key enabler to achieve this.

The Deloitte 2022 Global Life Sciences outlook report[3] identified that the top five pharma organisations spent over $50bn, in 2020, on R&D with some organisations committing over 80% of their revenue to R&D. With the average cost to develop a new drug rapidly approaching $2.6bn, there is a significant opportunity for pharmaceutical organisations to leverage GBS to act as a strategic transformation asset. Changes brought about by the pandemic are shaping a new era – researchers are finding new models to bring products to market that rely on scalable processes and technologies. So how can pharmaceutical organisations best reimagine their operational R&D processes and build a competitive advantage?

Over the past two years a new delivery model (Centre Office) has emerged to reimagine the role of service delivery within the enterprise. This new model is helping GBS organisations move up the value chain by partnering with core functions such as R&D to drive significant value and growth.

Key benefits of GBS include:

Process efficiencies across the value chain

- Reduced clinical cycle times and hours spent by R&D resources on transactional and administrative tasks
- Increased process standardisation and automation across regions and countries
- Delivery of end-to-end capabilities leveraging lower cost locations

Increased digitisation, innovation and partner collaboration

- Analytics enabled by centralised clinical master data
- Digitisation of data for increased collaboration, enabled by improved data security and controls
- Accelerated access to emerging technologies through partnerships with start-ups
- Efficiency through centralised management of contract research organisations (CROs)

Richer career paths and access to a more diverse talent landscape

- A "global" talent experience that takes advantage of location agnostic hiring and an ecosystem of contingent and contract workers
- Talent with cross-functional and customer experience capabilities to bring lateral thinking to support R&D

Patient centricity embedded into service delivery

- Shifting from doing digital to being digital, using GBS to enhance user experience by simplifying complex interactions
- Enabling better patience responses in the clinical trial model
- Improving control and ownership of Intellectual Property (IP) and patents

You have to start somewhere...

Here is how one GBS organisation, in partnership with their R&D function, has helped optimise their cost base and drive greater efficiency.

A large global organisation transitioned activities within Regulatory to a centralised delivery model, and moved to offer capabilities as a service across markets including:

- Clinical trials: supporting clinical trials by collecting clinical documents, tracking submissions, archiving and monitoring approvals
- Labels / Artwork: supporting creation and review of labels/art work including translations and audit
- Project management: driving regulatory project management activities and submission activities (For example tracking, planning)

The savings from the consolidation of regulatory processes alone contributed to >15% reduction in the addressable baseline.

"The new GBS centre will help us sustain cost through our journey of organic and inorganic growth by serving as a centralised platform of functions and capabilities that can scale up to enable a broader portfolio of drugs."

Europe GM for Global Pharma

While the specific path and number of steps to reach the next frontier of growth differs for every organisation, the overarching questions that pharmaceutical organisations should start with are the same: Where are we today? How do we compare with leading practice and market direction? What should we look like one year from now? Five years from now? And what value would we want our GBS organisation to drive?

What are the opportunities in R&D?

Harnessing the power of GBS to accelerate the return on your R&D initiatives requires a bold and transformative look at the service delivery model across the lifecycle.

R&D functions are already using contract research organisations (CRO) and contract research and manufacturing organisations (CRMO).

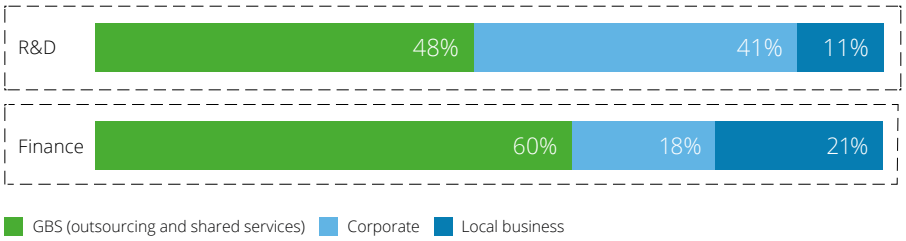
These services, or parts of them are likely to be prime candidates for delivery from a GBS organisation. Alternatively, GBS can deliver harmonised supplier management, and governance over these third-party services on behalf of R&D.

We have looked at the R&D taxonomy and have highlighted areas of opportunities to consider:

Potential GBS scope in Research and Development	
RESEARCH	
Discovery	Compound synthesis, compound testing and imaging can be facilitated digitally in a centralised location. Data driven in-silico research can be conducted in GBS organisations with pharma organisations using it "as a service."
Pre-Clinical	An increasing reliance on CROs for complex pre-clinical activities like toxicology and safety studies provides an opportunity to insource and leverage GBS to gain more control and efficiently manage such tasks.
Translational Medicine	Capabilities and resources within translational medicine are highly interdisciplinary and data driven. Technology platforms which support translational research through data processing can be driven through a specialised data centric CoE within GBS.
R&D Scientific Services	Rule-based tasks can be executed from a centralised organisation. For example, lab operations can be centralised / standardised within the facilities management functions in GBS. Sourcing support for management of research vendors can also be driven by GBS.
CLINICAL DEVELOPMENT	
Study Design	Protocol authoring, undertaking a feasibility analysis for patient recruiting and location selection for a study site, and preparing country core packages can be centralised into GBS.
Clinical Trial Management	Patient recruitment support, creation of site initiation documents, enrolment tracking, and Trial Master File creation tend to be more transactional and are suitable for centralisation.
Product Design & Delivery	Resources, capabilities, and technology to support product design (content management and localisation, graphics design and labelling) and delivery can be centralised.
Clinical Data Management	Data entry, query management, data quality checks, safety reporting and discrepancy management can be centrally managed as a shared service.
Biostatistics	While core biostatistics can remain co-located with the business, elements such as data aggregating, cleansing, formatting, and study macro coding can be provided as a service to the onshore team.
Study Reporting	Clinical study reports can be standardised and drafted by a reporting team in GBS and then provided to the market team to add additional insights and publish the finalised study documents and trial results.
REGULATORY	
Regulatory Strategy	Certain processes and activities, suited for centralisation, are operational or transactional; however the geographical specificity of regulations may require some resources to be physically located within specific regions.
Filing and Launch	Certain filing activities can be modularised (e.g. dossier compilation, hyperlinking and formatting) and centralised. Programme management of filing and launch activities can also be supported from GBS.
Ongoing – Post Launch	Product lifecycle management is often outsourced and / or is beginning to be managed through automation to reduce cost and compliance issues.

More GBS Opportunity ---> Less GBS Opportunity

According to the Deloitte Shared Services Survey in 2021[4], **48%** of Full Time Equivalents (FTEs) were located in a GBS model for **R&D functions**, with a high percentage of FTEs deployed from specialised COEs, whereas it was **60%** for **Finance**.



Unlocking value and getting it right...

Whilst the value of leveraging GBS to support R&D processes is well defined, there are critical success factors to achieve it.

Hyper-focus on patient experience

In developing end-to-end processes and interaction models between patients, sites, sponsors and supply partners, it is key to prioritise experience through design thinking and moments that matter. Through the GBS function, organisations can better establish seamless, intuitive, on-demand services with tailored interactions that can help increase customer engagement and enable R&D organisations to be truly patient centric.

A multinational pharma corporation is currently harmonising and curating all its clinical trial data collected over the past 20 years into a centralised data hub. This enables the organisation to access data points from multiple studies across the globe and generate data-driven insights for their current and future studies. This can and should reside in GBS.

Drive innovation through focused partnership models

Partnering with third parties can be a real game changer and unlock improved outcomes – examples include partnering with start-ups, leveraging Clinical Data Services from specialist providers, reducing the cost of operations through outsourcing or enhancing patient insights through platforms like TrialPulse. Managing this ecosystem of vendors is critical and relies on vendor management capabilities common to most GBS organisations. By keeping the sourcing mix current and contractual Service Level Agreements (SLAs) relevant, pharma organisations can build true partnerships that drive unique competitive advantage.

An American Multinational Medical Technology Organisation has evolved its R&D delivery model by setting up a new in-house R&D centre in India. With a mix of an existing outsourcing relationships and the in-house R&D centre, the GBS carries out transactional sustaining and non-differentiating engineering processes such as Graphics and Labelling Design, Product/ Software Verification and Testing to meet product cost reduction targets and ensure faster product development. Since most of the work transitioned is rule-based, it has enabled the GBS to implement and manage automation technologies which has led to further savings.

Leverage the scale of GBS and harness its global talent pool

GBS is the new talent incubator for organisations. With a move towards a scalable and boundaryless workplace, GBS organisations are best placed to compete in the market to attract global talent and enable transformation in R&D by bringing in diverse skill sets. Similarly, promoting sustainability throughout the organisation by improving environmental, physical and mental wellbeing can provide competitive advantage in retaining and engaging top talent.

A British Multinational Pharma organisation had embarked on a transformation journey to drive efficiency across its R&D processes by expanding existing hubs with a multi-function service portfolio and 600+ FTEs focused on R&D. Key functions across Clinical Operations, such as Study Delivery– Management, Data Strategy and Management, Quality Compliance and Risk, and Medical Governance and Safety were centralised and transitioned to offshore locations which today enables the organisation to drive efficiencies and allow its onshore talent to increase focus on high value work.

Conclusion

As R&D leaders determine ways to increase their return on investment, shifting the lens on the delivery of work will require a new perspective. Partnering with your GBS organisation can help reimagine R&D processes across a single value chain that cuts across functions, regions and business segments, delivering capabilities and insights on a shared and seamless basis.

Conducting a GBS diagnostic assessment is the right next step to explore the art of the possible, frame your business case and develop a path forward.

By leveraging cross-functional data to drive insights, enabling collaboration across a partner ecosystem, and supporting a hyper-focus on patient outcomes, pharmaceutical organisations supported by GBS can be primed to deliver and scale a more transformative approach to drug development.

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Endnotes

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2. Nurturing growth – Measuring the return from pharmaceutical innovation 2021, Deloitte
3. Global Life Sciences Outlook – Digitalization at Scale: Delivering on the promise of science, Deloitte 2022
4. Global Shared Services and Outsourcing Survey Report 2021, Deloitte

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