



Mastering Clinical Provider Selection Qualification and RFP Process

Leveraging Technology to Strengthen Selection, Retain Knowledge, and Modernize Outsourcing



Agenda

- Technology Introduction
- Qualification/RFI Process
- Study Selection/RFP Process
- Award to Contract Process
- Case Studies



Instructor

- Anca Maria Copaescu
- Chief Executive Officer, Strategikon Pharma
- Former Head of Outsourcing, BioMarin Pharmaceuticals
- Former M&A Lead (Icon Clinical Research, PharmaNet Development Group)
- Domain expertise: Clinical Finance, Outsourcing, Alliance Management
- Master of Science in Corporate Finance, Masters of Business Administration, Bachelor of Science in Economics





Course Goals

- 1. LEARN best practices for clinical service provider qualification and selection
- 2. LEARN how to develop a qualification library using modern tools
- 3. LEARN how to use technology to develop Requests for Information (RFIs) and Requests for Proposals (RFPs)
- 4. MASTER how to conduct "deeper" due diligence for qualification and selection
- 5. PREPARE for the RFP: how budget benchmarking drives savings
- 6. UNDERSTAND the importance of vendor category management in strategic sourcing

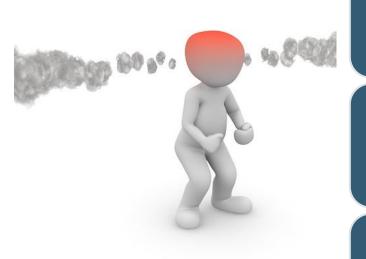


Technology Introduction

Pain Points in Clinical Outsourcing and Strategic Category Management



Pain Points in Clinical Outsourcing and Strategic Category Management



Resource and Time Intensive

- Manual collection of requirements, RFP/RFI creation, bid management and due diligence
- Inconsistencies in qualification/selection processes

Dependent on Office tool set

- Word/Excel templates make analytics challenging
- •Document management vs. "database" management

Lacking Transparency

- Difficult to compare qualification/selection processes across studies, vendors and categories
- ·Lack of fair market value to drive cost due diligence



Step into the Future: Technology is the Answer



Cost and Time Savings

>75% time saved RFPs and proposals exchanged via system Market data for cost benchmarking



Technology Driven

existing skill set

RFI/RFP database Eliminate manual document management Easy to learn: apply your



Reports and Analytics

Traceability from RFP to Award

Outsourcing department management

Visibility via reporting and bid analytics



LEAD™
Budget Tracking and Accrual Reporting



VISION™ Alliance Management



SOURCE™ RFP and Bidding



PORTOFOLIO™
Clinical Planning and Budgeting





Four Modules One Platform

Clinical Maestro SOURCE™

Manage service provider profiles

Keep best practice library of qualification questions, requirements and selection criteria

Configure preferred RFP/RFI templates

Initiate outsourcing projects in minutes and send RFP/RFIs via system

Manage end to end RFP and bid history

Compare vendor responses over time, across sourcing projects and studies

Empower outsourcing teams with powerful reports and analytics





Core Concepts

Team Structure

Outsourcing Strategies

Roles and Responsibilities



Vendor Selection Team Structure



Procurement

Vets vendor qualifications, e.g. financial background, ability to provide intended service

Conducts "general" Requests for Information (RFIs)

Approves vendor at corporate level



Clinical Outsourcing

Assesses vendor fit to perform service as per clinical study protocol, service needs and outsourcing strategy

Conducts operational due diligence

Conducts operational RFPs and RFPs



Vendor Management

Provides input into vendor selection strategy based on historical performance

Manages vendor preference, tier, risk, performance



Clinical Operations

Sets the requirements for operational requirements at study / program level

Participates/

Leads vendor selection process at specific study level



Finance

Confirms budget availability and spending capacity Conducts financial due diligence

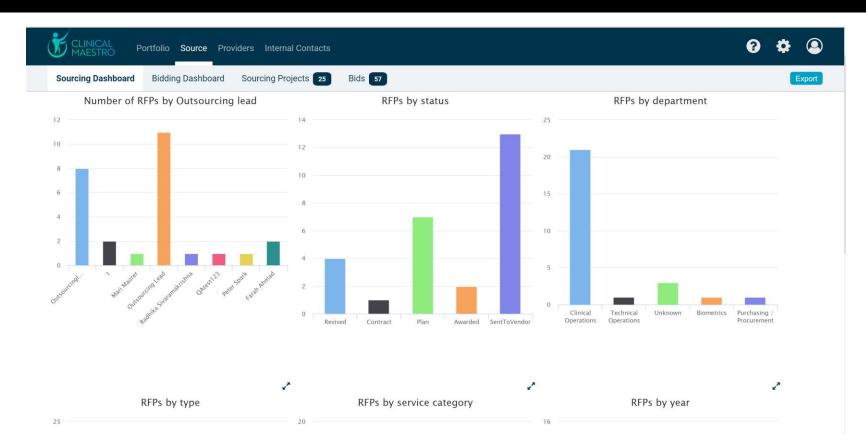


SMEs (Subject Matter Experts)

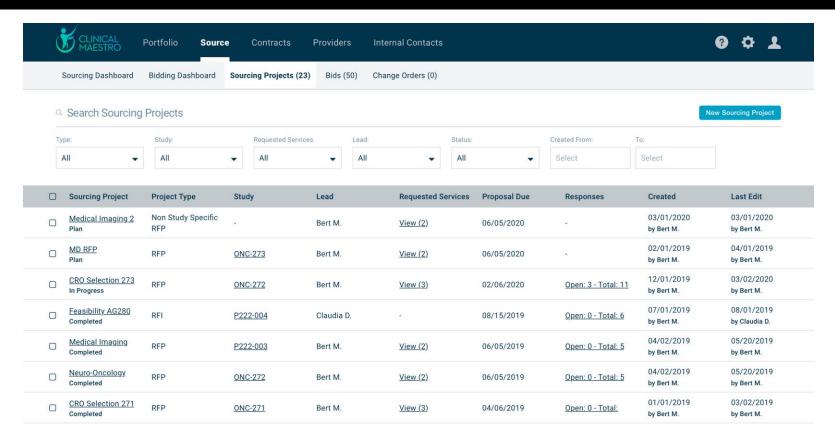
Provides specific requirements at the service level, e.g. IT may provide requirements for "systems"



Outsourcing Management: Sourcing Dashboard



Sourcing Dashboard: Comprehensive Tracking



Outsourcing Strategy Responsibility Matrix (RACI)

Outsourcing strategy implies RACI matrix tracking at both study and portfolio level: who is Responsible, Approving, Consulting and Informed



Essential to maintain RACI visibility for optimal resource allocation

Who is responsible for what

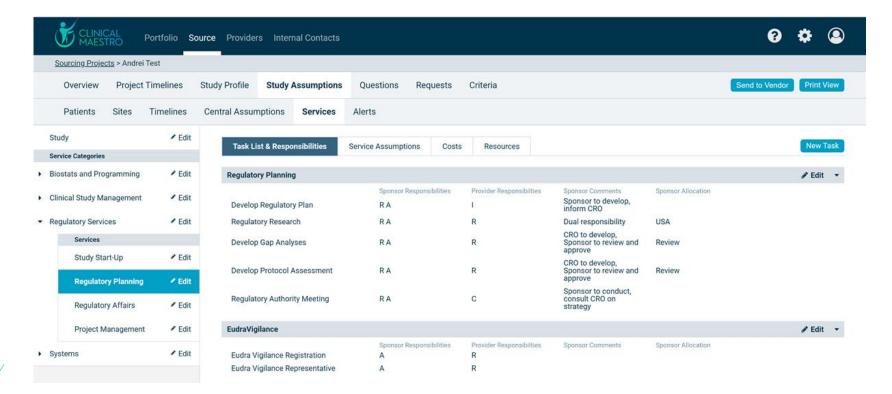
Hybrid tasks (dual responsibility) TORO (Transfer of Regulatory Obligations)

Vendor and internal communication

Portfolio level considerations



RACI Dashboard: Responsibilities Tracking







Digital Transformation Benefits

Standardization

RACI Tracking

Outsourcing Strategy

Stakeholder Management

Communication and Transparency

Requests for Information (RFIs)

Implement category management best practice in service provider qualification



Vendor Qualification Process

Ensure service provider is qualified to perform the services engaged

Qualified to provide service Equipped (financial, resources) to provide service

Ensure strategic alignment in the overall vendor portfolio

Strategic fit
Risk management

The "Three Cs" of qualification due diligence

Capabilities: vendor can perform the service

Compliance: vendor complies with quality and regulatory requirements

Cost: vendor performs services at FMV "fair market value"

Request for Information (RFI)

Question and Answer based survey intended to assess vendor qualification and fit to perform intended services

- · Capabilities survey- service and corporate level
- · Cost: non-study specific, e.g. resource rate card
- Differentiating factors

Non-study specific, but may be combined with RFP

• RFI/RFP process expedites qualification/award under tight timelines

May be conducted by "Procurement" or "Clinical Outsourcing" functions

Part of overall Quality Management process

- Qualification Criteria decided prior to qualification process/RFI
- Scoring/Evaluation mechanism post RFI
- Survey repeated annually or determined frequency to ensure "qualified" status is maintained

End Goal: Vendor "added" to Portfolio

• Ensures adequate vetting at corporate level



Step by Step Traditional RFI Build





Word – easy to respond (text editor), but difficult to compare answers

Excel – difficult to respond (no text editor), but easy to compare answers



Rules of engagement

Define expectations and instructions, e.g. are questions allowed?

Define timelines, e.g. when is the response due?

Define roles: who is leading the RFI process



Evaluation criteria

Define the methods/criteria to establish qualification

Define evaluation stakeholders/SMEs

Design survey questions and "asks" to match criteria



Pain Points in Traditional RFI Management



 Excel or Word, not conducive to dynamic comparisons and trending

User unfriendly

Difficult to analyze, compare side by side

Static document management:

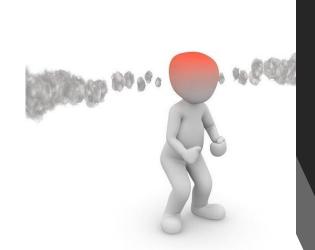
 RFI/Answers library in multiple folders with limited search capabilities

Difficult to compare answers across providers and over time

• Challenging to answer even simple questions, e.g. what is RFI answer question of Vendor1? How did Vendor1 answer compare to Vendor 2 answer for same question?

Difficult to evaluate and score

Scoring done verbally or via trackers maintained in disparate documents

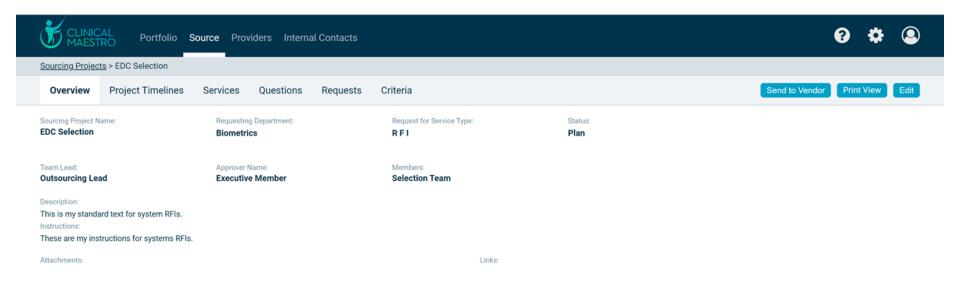


Modern RFI: ______ Technology Driven

System-based RFI send and responses received by system, not email Standardized Templates and Question Library **User Friendly** Embedded text editor and comparative analytics Knowledge Instant look up of historical answers for same vendor and across Database entire portfolio Analytics and Dashboards and alerts ensure visibility and pro-active reporting qualification process

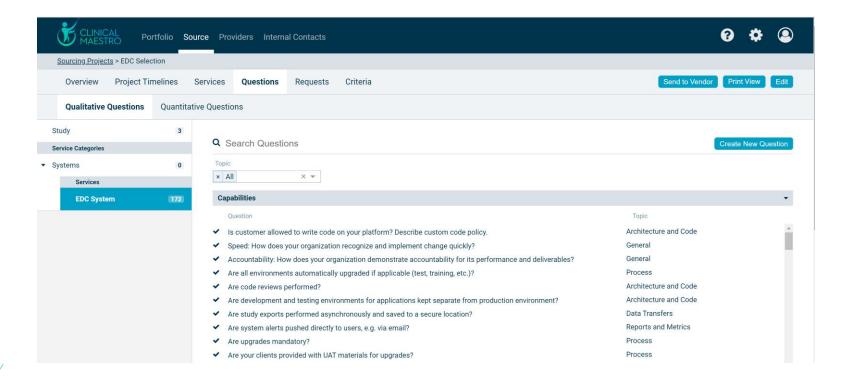


Modern RFI: Standard Configurable Templates



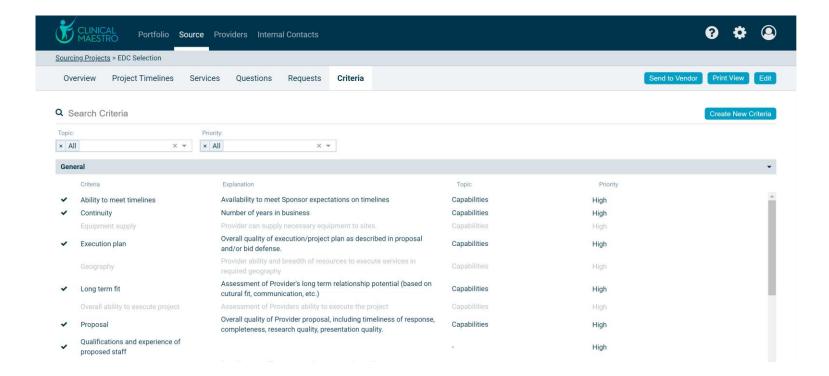


Modern RFI: Qualification Question Library



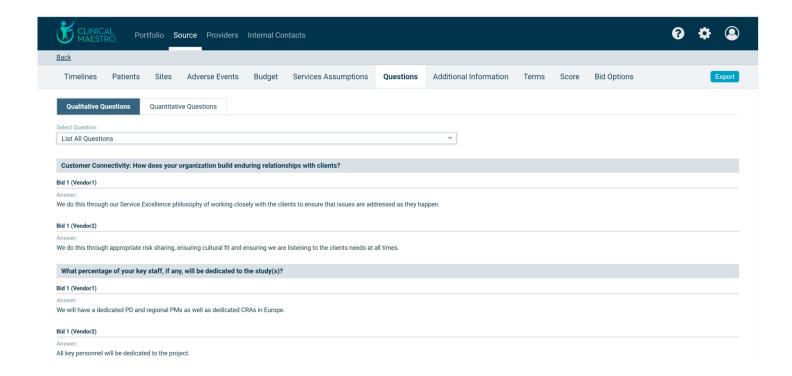


Modern RFI: Selection Criteria





Modern RFI: Answer Comparisons





Digital Transformation Benefits

Standardization

RFI and Response Database

Comparative analytics

Deeper due diligence

Communication and Transparency



Requests for Proposal/Quotation (RFP/RFQ)

Leverage technology to deepen due diligence during RFP/RFQ process



Vendor Selection Process via RFP/RFQ process

Survey designed to assess capabilities to deliver service / product Ensure service provider is qualified to perform the services requested for a specific study or project General capabilities assessed prior or in parallel via RFI Comprehensive evaluation Capabilities/strategy Project specific costs Bid defense Competitive process Preferred provider: non-competitive or Tactical sourcing: highly competitive,

usually RFI/RFP combo

limited competitive environment

RFP/RFQ Core Components

Project specifications

•E.g. clinical study assumptions, protocol, desired execution strategy, timelines

Service specifications

•E.g. desired services and responsibility (RACI) matrix

RFP/RFQ Timelines and Instructions

•E.g. expectation on proposal submission, bidding behavior

Budget Request

•Bid grid: standardized or service provider format

Survey questions

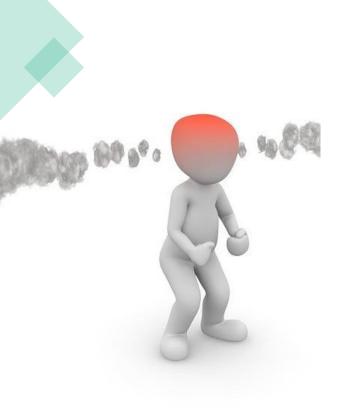
Quantitative and qualitative assessment questions

Selection Criteria

Decision framework



Pain Points in Traditional RFP Management



Manual

 Excel or Word, not conducive to dynamic comparisons and trending

Unstandardized

 Variety of templates, unstandardized questions/qualification criteria

User unfriendly

Difficult to analyze, compare side by side

Static document management:

 RFI/Answers library in multiple folders with limited search capabilities

Difficult to compare answers across providers and over time

• e.g. what is RFI answer question of Vendor1? How did Vendor1 answer compare to Vendor 2 answer for same question?

Difficult to evaluate and score

Scoring done verbally or via trackers maintained in disparate documents

Modern RFP: Technology Driven

System-based

•RFI send and responses received by system, not email

Standardized

Templates and Question Library

User Friendly

Embedded text editor and comparative analytics

Knowledge Database

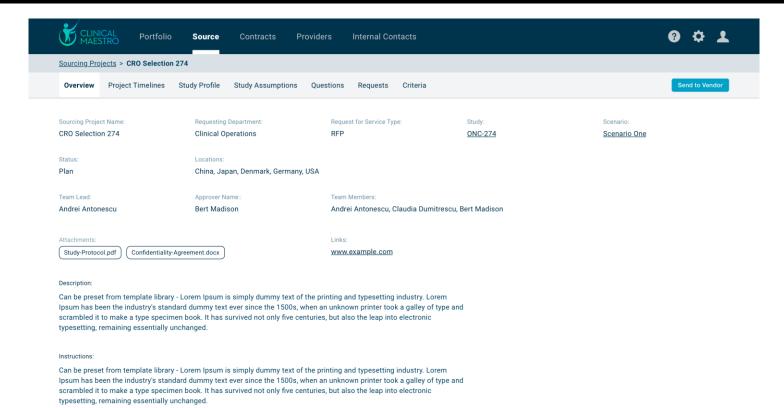
•Instant look up of historical answers for same vendor and across entire portfolio

Comprehensive analytics and reporting

•Dashboards and alerts ensure visibility and pro-active qualification process

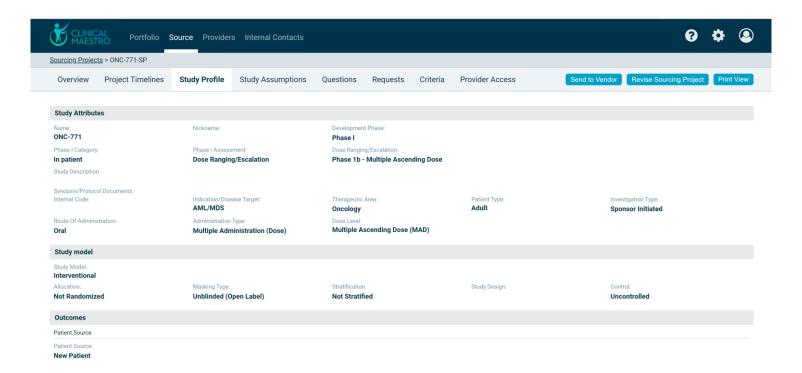


RFP Template with Timelines, Assumptions, Scoring Criteria



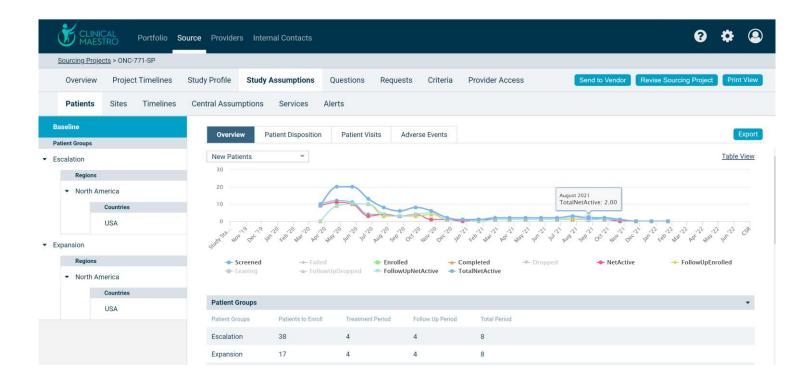


Modern RFP: Study Profile



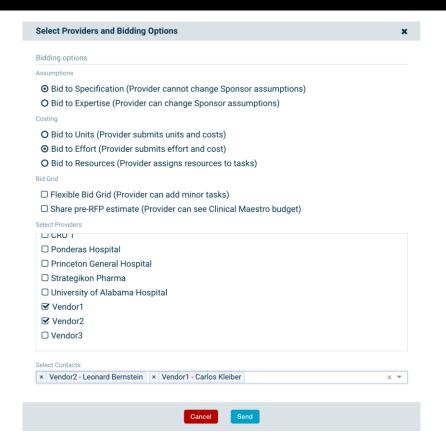


Modern RFP: Study Assumptions



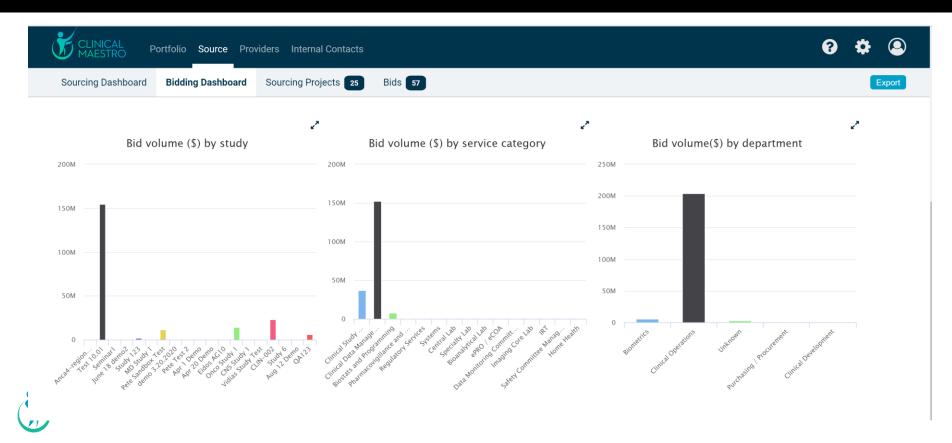


Modern RFP: Multiple Bidding and Rebidding Options

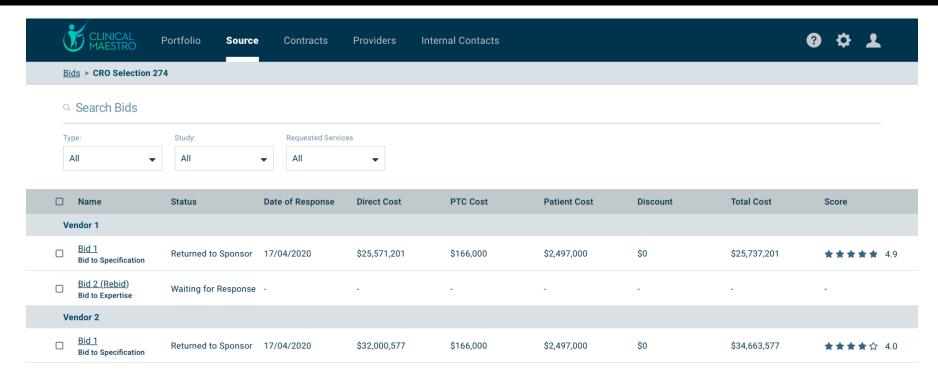




Modern RFP: Bidding Dashboard

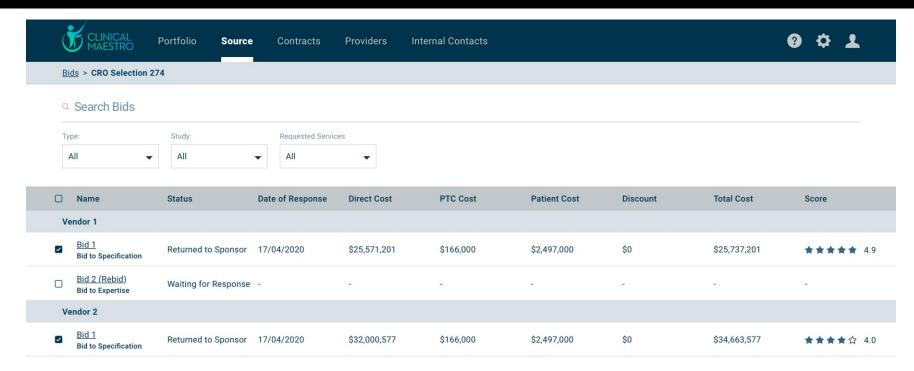


Modern RFP: Bid Tracking in Analytical Database





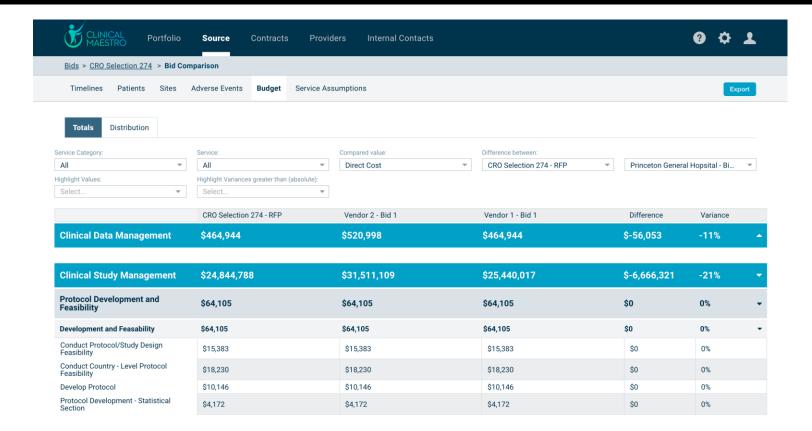
Modern RFP: Compare Bid Versions to Benchmarks







Modern RFP: Cost Drill Down





Digital Transformation Benefits

Standardization

RFP Bid Database

Comparative analytics

Deeper due diligence

Communication and Transparency



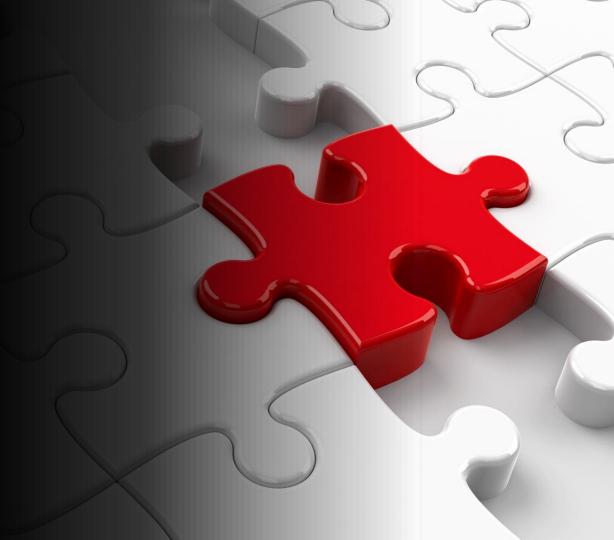
Award to Contract Process

Best Practices in Communication Management



Best Practices Communication

- Maintain communication throughout entire RFI/RFP process
 - Before RFP/RFI: describe context/objectives
 - During RFP/RFI: answer questions, provide assistance
 - Post RFP/RFI: communicate award/reject decision and reason why



Award to Contract Transition



Approval process

Contract negotiation: Master of Service Agreement (MSA) and Scope of Work (SOW)

Budget confirmation and approval

Legal signatures



Document Management

Traditional: manually store documents in vendor selection/contracts folder

Technology enabled: automatic bid history retention in database



Contract Reporting Considerations

Earned Value Analysis: Post-award budget (unit or activity level) tracking

Accrual reporting: assess actual spend

and verify invoices

Reforecasting: proactive change order management



Case Studies

How technology saves >75% of effort allocated to strategic sourcing process and drives RFP cost down through Fair Market Value





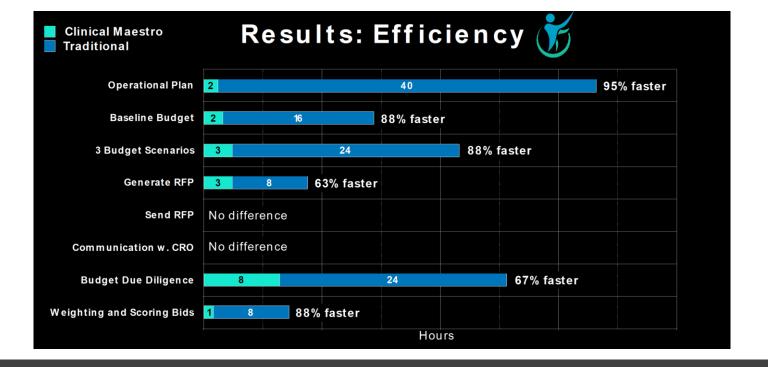
Case Study: Clinical Study Planning, Budget simulation and RFP Process of a Phase 3 Clinical Trial for Rare Disease Indication using Clinical Maestro™ Modular Applications

- Client- mid-size biotech
- Study: global, 20+ countries, 500+ patients, 80+ sites
- Plan and Budget
 - Pre-RFP clinical trial plans and budget scenarios were built in Clinical MaestroTM PORTFOLIO using our proprietary INTELLIGENCE BANK.
 - Baseline budget was leveraged to negotiate bids during outsourcing process.
- RFP and Bidding
 - Client created an electronic RFP from in **SOURCE** Application.
 - Bidders (CROs) were set-up in the VISION application for bid and contract management.
- Bid to Contract
 - Using SOURCE, four CROs were invited to bid directly in Clinical MaestroTM.
 - The bid due diligence, provider scoring and contract award were conducted in Clinical MaestroTM



Results: Accuracy

- 3 out of 4 CROs responded in Clinical Maestro
- Baseline study simulation was within 100% in range and within 98% of median CRO bid

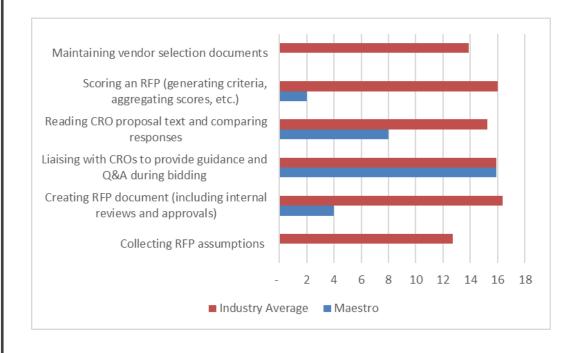


Results: Efficiency

 The Sourcing Project was completed in <100 hours, estimated 85% faster than classic methods (manual Excel due diligence, paper RFP)

Clinical Maestro[™] Sourcing Efficiencies *vs. Industry Average*

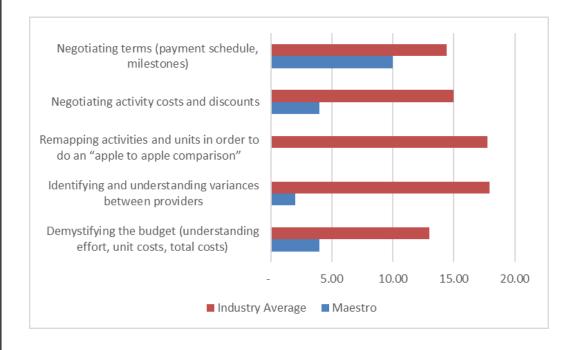
- 60-85% less effort than industry in RFP / Proposal Management
- Saves on average 100 hours per full-service RFP and 60 hours per non-CRO RFP





Clinical Maestro Budget Analyses Efficiencies vs. Industry Average

- 75% less effort than industry average
- Saves on average 60 hours per proposal in the initial RFP due diligence (excluding scenario modeling/ re-bid analyses)





Awards

- 2020
 - Top 10 eClinical Trial Management Providers
 - Strategikon CEO: Top 30 CEOs in 2020
- 2019
 - · Commercial launch
 - Top 20 most promising Biotech solution providers
 - Gartner: 2019 Hype Cycle for Life Sciences Clinical Maestro listed on "slope of enlightenment" for high productivity tools
 - CARE Awards Finalist in 2 categories













CLINICAL MAESTRO

Questions?

Share your thoughts

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Evidence and Case Studies

https://strategikonpharma.com/evidence-and-resources/case-studies/

Request a demo:

info@strategikonpharma.com

· Visit our Clinical Maestro website:

https://strategikonpharma.com/

