

Case study: GlaxoSmithKline



“In an environment where competitive advantage relies on process efficiency and speed to market, an outsourced model for Corporate Information helps to give this pharmaceutical giant the edge.”

Leading pharmaceutical company, GlaxoSmithKline (GSK), is on course to make substantial savings through Williams Lea’s UK-wide output strategy.

Williams Lea enables the client to embrace technological change while delivering significant cost savings and process improvements.

Headquartered in the UK, GlaxoSmithKline (GSK) is a world-leading research-based pharmaceutical company. Williams Lea has been providing corporate information solutions to GSK’s legacy companies for six years, particularly in the production of submission documents and case report forms (CRFs), both business-critical elements of the drug development process.

The challenge

GSK’s success is underpinned by the effective time to market of its new medicines. Spiralling research and development costs in the race to bring new drugs to market place primary focus on investing first and foremost in science, minimising business support costs where possible.

The solution

As GSK’s strategic partner for UK reprographics, Williams Lea rose to this challenge. A 12-month programme of process re-engineering was initiated to significantly improve management of clinical trial documents across the organisation, speeding up the process without compromising document quality and personalisation.

- With the objective of consolidating and centralising document output, we developed a digital, ‘hub-and-satellite’ model, working on a commercial rate basis. This hub-and-satellite approach enables central production management supported by smaller customer service centres

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A dedicated project team was established to implement and manage the new solution, which encompassed:

- Creation of a centre of excellence for clinical trial document production (operating 24 hours a day, five days a week) focussing on the production of all submission documents and CRFs
- One central 'hub', with supporting 'satellite' centres operating in three locations
- Revision of Williams Lea's proprietary software, CRF Assembler*, to increase the speed of production of these variable data forms and improve consistency
- Development of a Lotus Notes-based electronic database and job-submission form allowing employees to effectively access the services available. On completion, work is distributed to the employee's chosen locality Introduction of best-in-breed digital black & white technology to replace ageing analogue

- Help Desk and Global Network Operations Center (NOC)
- Level 1 call center, job ticketing and proactive/root cause analysis

Models

The following factors were critical to the successful delivery of the project:

- Consultation with key users to profile exact requirements
- On-site support from a dedicated Williams Lea team – in addition, we have been awarded Investors In People accreditation across all this client's sites. The accreditation demonstrated the team's focus and commitment
- Detailed project plan and a structured change management programme with clear, positive communication to all staff

* CRF Assembler was initially conceived to speed up the assembling of print-ready documents for proof and production

Results

- Significant cost savings, freeing funds for reinvestment in pursuit of new medicines
- Enhanced processes associated with the drug development cycle
- Throughput increased by almost 110% on existing equipment through efficient utilisation of client-owned equipment
- Equipment rationalisation has led to estimated equipment savings of more than £100,000 per year
- Improved production processes through the implementation of best-in-breed, digital technology (our manufacturer independence enabled us to implement equipment which best suited GSK's requirements)
- Consistent methodology across business
- Introduction of single technology platform for CRF production
- Access to services 24 hours a day
- On-site support from a highly skilled and experienced team

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