

# Conversion to sole-provider FSP model beats schedule, exceeds expectations

Close partnership delivers high levels of staffing faster than expected and drives process improvement across a range of workstreams



## BACKGROUND

A multinational pharmaceutical and biotechnology firm had functional service provider (FSP) relationships with multiple contract research organizations, which inadvertently created a massive, complex and globally dispersed workforce that made it difficult to meet performance targets. To address these challenges, the company chose to streamline its use of FSP vendors and to retain PPD as the sole FSP.



### CHALLENGES

In the face of global staffing difficulties and complex circumstances involving multiple FSPs, extensive planning would be necessary to quickly and without disruption:

- Recruit new employees and identify and transition potential resources from legacy providers
- Clearly communicate with internal teams to mitigate the risk of resources quitting or otherwise resisting the transition



### SOLUTIONS

Two PPD Implementation Leads (ILs) were assigned full-time to the transition's multiple workstreams, including:

- **Planning** and close collaboration across Project Delivery, Clinical Operations, Talent Acquisition, and Resourcing
- **Communication** to ensure rebadging candidates from legacy providers were not "scared off" by misinformation before offers were finalized
- **Training**, including a 4x expansion of PPD's CRA Academy to include candidates from a wider range of backgrounds and experience levels and to bring all candidates up to speed quickly
- **Recruitment** activities such as online webinars, LinkedIn® outreach, and engagement with Business Resource Groups to reach a diverse pool of candidates
- **Transition** with as little friction as possible for the rebadged team members from legacy providers, aided by contact with mentors and uninterrupted access to equipment and accounts so projects could continue unabated



### RESULTS

PPD outperformed the customer's goals and backfilled all staff—including clinical research associate (CRA), clinical trial coordinator (CTC), and clinical trial manager (CTM) positions—one month ahead of schedule. PPD also delivered process improvements and IT enhancements to accelerate individual transitions and to ensure workstreams remained intact, in addition to providing a dashboard to track performance.

PPD made the transition  
**1 month early**  
in just  
**4 months**



PPD retained an incredible  
**48% of existing staff**  
exceeding the  
goal of 10%



PPD delivered process  
improvements resulting in  
**67% less time**  
training and on-boarding

