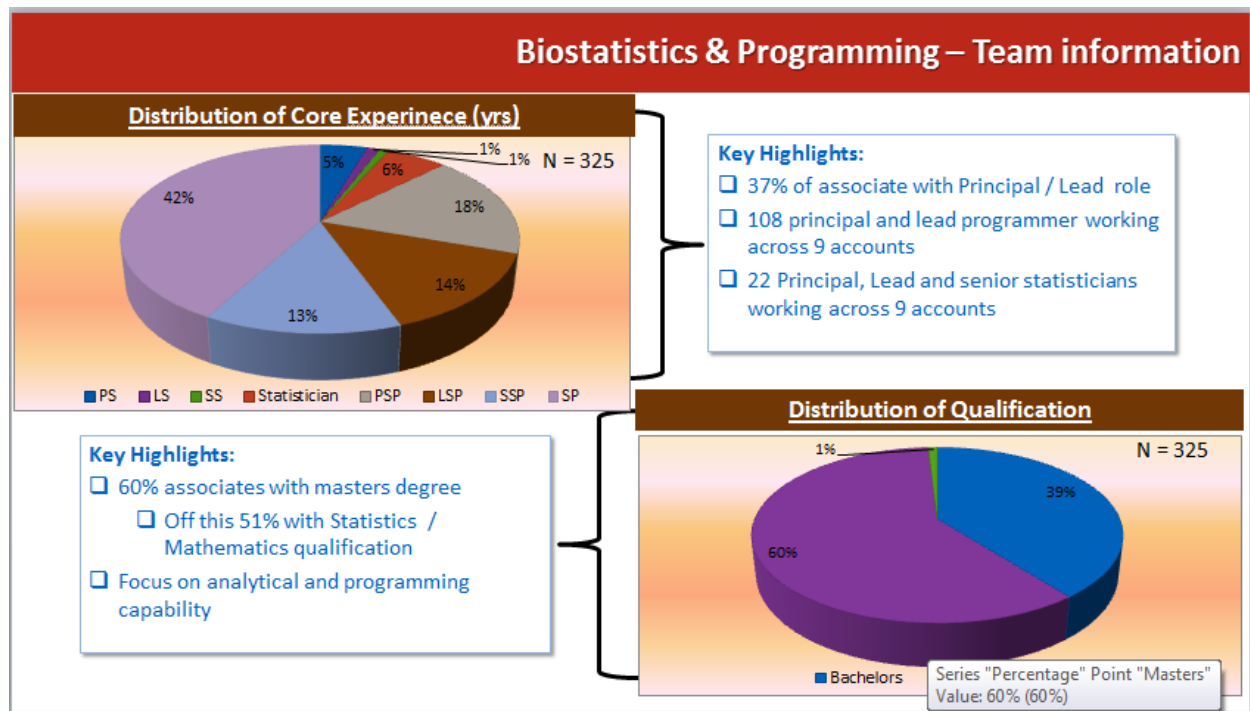


How would you propose managing the initial startup so that it is not primarily supported by new-hires?

TCS is working with 9 global biostatistics and statistical programming clients and have extensive experience of setting up core team during the start-up phase and then eventually ramping up over a period of time.

TCS has 108 associates who are playing either principal statistical programmer or lead statistical programmer role across 9 B&SP accounts. TCS also has 22 principal, lead and senior statisticians who are working on core biostatistics related activities across accounts.

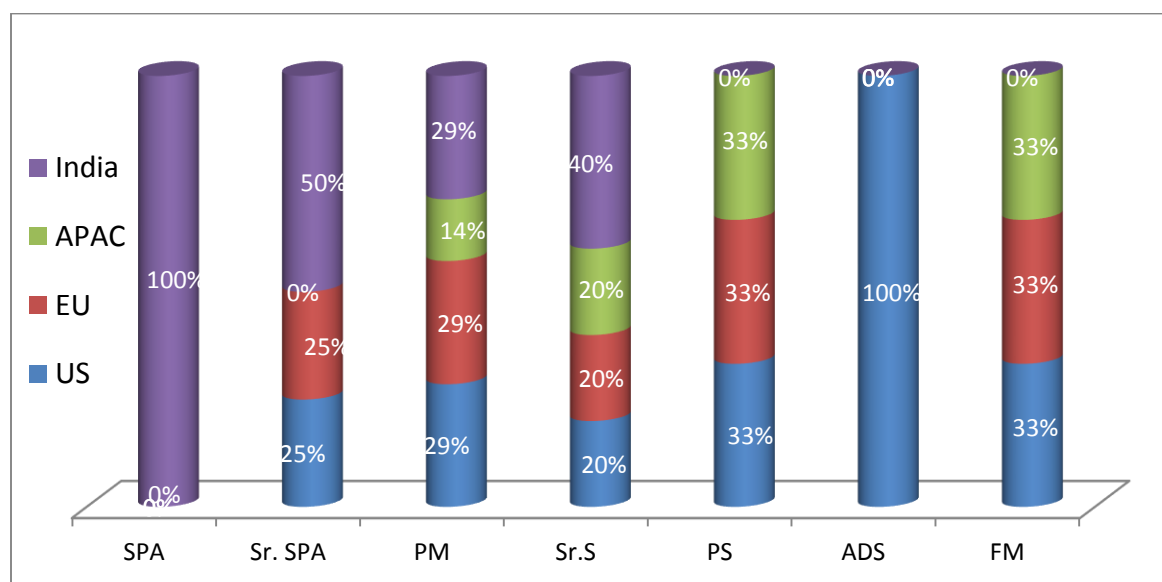


TCS is proposing an Onsite + Offshore model to cater to the current J&J MBSM requirement. TCS will have its delivery from US, EU, China and India region to support the requirement of near shore presence of key roles for face to face meetings and discussions. TCS understands the criticality of having experienced core team at the start-up phase and hence will implement two stage strategy for this engagement. Stag1 will be implemented during Q3'2018 whereas stage 2 will be completed by Q2'2019.

Cumulative Numbers	Q3'2018					Q4'2018 - Cumulative					Q1'2019 - Cumulative					Q2'2019 - Cumulative				
	US	EU	China	India	Total	US	EU	China	India	Total	US	EU	China	India	Total	US	EU	China	India	Total
Statistical Programmer Analyst	0	0	0	12	12	0	0	0	18	18	0	0	0	24	24	0	0	0	28	28
Senior Programmer Analyst	2	2	0	4	8	3	2	1	7	13	4	2	3	11	20	4	2	3	15	24
Programming Manager	2	2	1	2	7	3	2	1	4	10	4	2	1	5	12	4	2	1	6	13
Senior Statistician	1	1	1	2	5	2	1	1	2	6	3	3	1	4	11	4	3	2	4	13
Principal Statistician	1	1	1	0	3	2	1	1	0	4	3	1	1	1	6	4	2	1	1	8
Associate Director	1	0	0	0	1	1	0	0	0	1	1	0	0	0	1	1	0	0	0	1
Functional Manager	1	1	1	0	3	2	1	1	0	4	3	1	1	0	5	3	1	1	0	5
<b>Total</b>	<b>8</b>	<b>7</b>	<b>4</b>	<b>20</b>	<b>39</b>	<b>13</b>	<b>7</b>	<b>5</b>	<b>31</b>	<b>56</b>	<b>18</b>	<b>9</b>	<b>7</b>	<b>45</b>	<b>79</b>	<b>20</b>	<b>10</b>	<b>8</b>	<b>54</b>	<b>92</b>

### Stage 1: Start-up Phase

This is the phase where TCS will have core resources in US, EU, China and India region. The focus is to have a mix of senior and junior resources with most of the senior and critical resource would be based out of US, EU and China region.



SPA – Statistical Programming Analyst, PM – Programming Manager, Sr. S – Senior Statistician, PS – Principal Statistician, ADS – Associate Director Statistics, FM – Functional Manager

The above chart shows the distribution of core team across geography. The critical client facing roles of Functional Manager, Associate Director Statistics, Principal Statistician and Programming Manager will be primarily based out of US, EU and China region. This is to ensure core team consists of senior resources with good onsite presence. The team in India will primarily support the US, EU and China teams from delivery stand point.

**USA Strategy (8 FTEs):** In USA, TCS will place resources in the New Jersey and Pennsylvania area so that they can have face to face meetings with J&J team at their **Titusville, Raritan and Springhouse location**. TCS will have Associate Director Biostatistics who will oversee the US delivery. Apart from that other key and client facing roles will be placed in US including FM, PS, SS, PM and Sr. SPA. TCS will not have any SPA role from USA.

Belgium Strategy (7 FTEs): In Belgium, TCS will place resources in the Brussels area so that they can have face to face meetings with J&J team at their **Beerse office**. TCS will place one FM in Brussels who will oversee the Belgium delivery along with managing FM related activities. Apart from that other key and client facing roles will be placed in US including FM, PS, SS, PM and Sr. SPA. TCS will not have any SPA role from Belgium.

China Strategy (4 FTEs): In China, TCS will place resources in the Shanghai area. TCS will place one FM in Shanghai who will oversee the China delivery along with managing FM related activities. Apart from that other key and client facing roles will be placed in US including FM, PS, SS and PM. TCS will not have any SPA role from China.

India Strategy (20 FTEs): In India, TCS will leverage the current team experts who are working on J&J deliverables. TCS will align two Programming Managers from the current team to ensure the knowledge gained from current TCS-Janssen engagement is retained and carried forward in MBSM. TCS will set-up team of 20 FTEs with a mix of senior and junior roles. The India team will not have FM, ADS and PS role as they will collaborate with the global team on studies to ensure quality and efficiency is in-built in the delivery model. They will leverage global expertise to manage deliverables.

Stage 2: Once the core team is set-up, TCS will gradually ramp-up from 39 FTE in Q3'2018 to 92 FTEs in Q2'2019.

Period/FTE	US	Belgium	China	India	Total
Q3-2018	8	7	4	20	39
Q2-2019	20	10	8	54	92

FM role will be primarily delivered from US, Belgium and China. SPA role will be delivered from India only and India team will work in collaboration with the US/Belgium/China team.