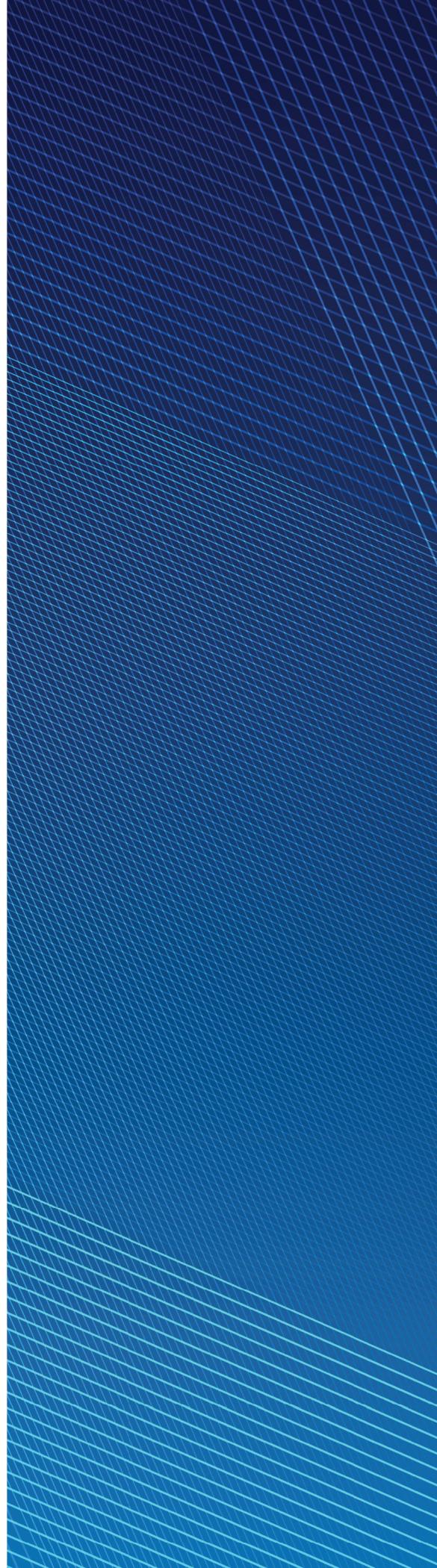


# EMMES RECEIVES THE 2023 COMPETITIVE STRATEGY LEADERSHIP AWARD

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*Identified as best in class in the global contract  
research organizations industry*



## Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each Award category before determining the final Award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Emmes excels in many of the criteria in the contract research organizations space.

AWARD CRITERIA	
<i>Strategy Innovation</i>	<i>Customer Impact</i>
Strategy Effectiveness	Price/Performance Value
Strategy Execution	Customer Purchase Experience
Competitive Differentiation	Customer Ownership Experience
Executive Team Alignment	Customer Service Experience
Stakeholder Integration	Brand Equity

### *The Evolving CRO Landscape*

Emerging and small-to-medium biopharma companies develop novel medicines across numerous indications, particularly oncology, infectious diseases, and neurology. Contract research organizations (CROs) are expanding their therapeutic and specialized testing expertise to develop novel drugs and bioanalytical testing capabilities. As the post-pandemic transition shapes the landscape, the healthcare industry adopts large-scale, decentralized clinical trials (DCTs) to streamline efficacy testing - with Frost & Sullivan noting 50% and 28% year-over-year growth between 2020-2021 and 2021-2022, respectively<sup>1</sup>.

Within this context, CROs collaborate with pharmaceutical companies as risk-sharing partners, providing one-stop clinical trial services, reducing costs, and accelerating development. Frost & Sullivan estimates the global CRO market will reach over \$108 billion in 2027, with a compound annual growth rate of about 10.5% from 2021 to 2027<sup>2</sup>. From the many competitors in the landscape, Frost & Sullivan’s research reveals that Emmes clearly stands out by uniquely leveraging its services to meet its customer needs. The company is well-positioned to capitalize on new growth opportunities, cementing its leadership position.

### *Emmes: A Market Leader*

Founded in 1977, Emmes is a full-service, global CRO committed to promoting public health and biopharmaceutical innovation. Its dedication to problem-solving, close collaboration with customers, and scientific excellence help its customers better understand complex research problems, generate higher-

<sup>1</sup> Global Contract Research Organization (CRO) Growth Opportunities (Frost & Sullivan, November 2022)

<sup>2</sup> Ibid

quality data, and enable better treatment options. The company has extensive therapeutic experience in common and rare diseases, backed up by specialized knowledge in biostatistics, biomedical data science and bioinformatics, and e-clinical technologies.

### **Advancing Global Health**

Emmes lies at the nexus of the public and private healthcare sectors, identifying and meeting client demands from its inception. The company's efforts to collaborate with biopharmaceuticals and

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**- Manuel Albornoz,  
Best Practices Research Analyst**

governmental, non-profit, and academic organizations enhance its value proposition. Emmes’ experience in well-differentiated clinical research communities and longstanding strength in biostatistics empowers it to assist customers with innovative study designs, regulatory strategies, and full-service worldwide clinical trial execution capabilities.

Across cell and gene therapies, neurological disorders, ophthalmology, specialty oncology, substance use disorders, and vaccines and infectious diseases the

company uniquely offers:

- **Biostatistics:** Emmes’ biostatisticians optimize the trial, data quality, and study outcomes from early design to data analysis and reporting.
- **Biomedical Data Science and Bioinformatics:** The company processes, analyzes, and integrates large-scale clinical research data using cutting-edge statistical methodology and information technology (IT).
- **Advantage eClinical:** Emmes’ electronic data-capture (EDC) platform for clinical trials. Co-created by IT and data management professionals, biostatisticians, clinicians, medical officers, programmers, and analysts, Advantage eClinical offers users a full suite of e-clinical technologies to manage studies from early trial planning through study closure. The cloud platform includes apps for research design, EDC, randomization and trial supply management (RTSM), patient-reported outcomes (ePRO), safety data and reporting, risk-based monitoring, source data verification, and specimen/shipment tracking.
- **Real-World Data and Real-World Evidence:** The company efficiently combines clinical trial data with real-world evidence (RWE) of pharmacological effectiveness, safety, or variability across subpopulations to support drug development and regulatory submissions.
- **Clinical Safety and Pharmacovigilance:** Emmes captures and analyzes safety data, identifies interrelationships, and proactively uncovers adverse event trends to safeguard participant safety.

- **Regulatory Affairs:** The company overcomes difficulties in clinical product development and offers proactive guidance to reduce regulatory and development risks.
- **Medical Devices:** Emmes assists clients in product development and marketing by employing its experience managing medical device studies across different therapeutic areas, using regulatory, economic, as well as meticulous clinical trial execution.

The company designs high-quality research studies with research integrity as a top priority. It brings a solid statistical approach to every clinical study phase, including protocol development, study design, site/investigator recruitment and management, data collection/management, statistical analysis, regulatory filing, and publications.

Frost & Sullivan appreciates the way that Emmes' skilled data management team enables it to properly tap into growth opportunities. More than 200 data managers<sup>3</sup> participate throughout the clinical trial lifecycle from the kickoff meetings to the database setup, work with clinical research associates in data cleaning, and flag any potential issues throughout the clinical practice.

### ***Strategic Leadership: A Clear Vision and Execution***

With strategy management and project management offices, Emmes efficiently manages its initiatives. The company deploys executive sponsors in charge of strategy alignment, linking broader objectives with individual goals at the executive committee level. Under these executive sponsors, project managers support over 40 initiatives related to critical areas<sup>4</sup>, tracking and delivering business objectives while minimizing off-target activities. The company has a traceable roadmap to success in its three strategic pillars: geography, therapeutic expertise, and technology. Moreover, it assesses the outcome measures at the end of the year to review the global execution. In all three of these areas, Emmes made significant strides and employed clever growth strategies.

Geographically, the company increased its footprint and started an expansion in India, a place with a talented workforce in data analytics and a substantial clinical trial population. Beginning with 200 employees in this country, it intends to build its regional presence even further while combining expansion plans in Canada, Latin America, the United States, and Europe<sup>5</sup>.

Emmes demonstrates with numerous examples its capability to remain at the top in its five primary therapeutic areas: infectious diseases, eye diseases, rare diseases, pediatrics, and cell and gene therapies. For instance, the company was one of the lead partners of the National Institutes of Health (NIH) for the early COVID-19 vaccines and therapies. Additionally, It consistently works with the National Eye Institute on new therapies and made two acquisitions to continue improving and expanding its rare disease and pediatrics experience. Currently, Emmes has four Centers of Excellence, with a fifth one coming out focusing on neuroscience as a new service offering.

On the technology side of the business, the company leverages its Advantage e-Clinical platform, developed over the last 20 years alongside the NIH and biopharma clients.

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<sup>3</sup> Frost & Sullivan Interview with Emmes (Frost & Sullivan, February 2023)

<sup>4</sup> Ibid

<sup>5</sup> Ibid

The platform now supports all federal and government practice work alongside public health research and drug development. Due to its distinctive architecture, this tool quickly adapts to internet, mobile, and telemedicine approaches.

*“Frost & Sullivan believes Emmes is uniquely prepared for today’s demands and exceptionally positioned for tomorrow’s needs. Clear strategic vision and execution underpin its partner-of-choice status and sustainable expansion for years to come.”*

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Furthermore, Emmes is launching E-clinical Advantage as software-as-a-service, so customers can access the platform without combining services with the CRO. For this reason, the company updated cybersecurity features, improved the technology stack, and migrated the platform to the cloud.

These growth strategies resulted in Emmes enjoying increased rates across the revenue, company size, and profit verticals over the past three years. Frost & Sullivan believes Emmes is uniquely prepared for

today’s demands and exceptionally positioned for tomorrow’s needs. Clear strategic vision and execution underpin its partner-of-choice status and sustainable expansion for years to come.

### ***Roadmap to Success: Customer-centric, Continuous, Proactive***

Emmes’ approach exceeds its extensive expertise and best-in-class capabilities, with customer value as a strategic imperative. The company has earned a sterling reputation supporting global public health and biopharmaceutical innovation through disciplined science, rigorous research, fact-based decision-making, and operational excellence.

Emmes serves pharmaceutical and biotech companies of all sizes while assisting the research efforts of numerous government agencies, including the NIH, Food and Drug Administration (FDA), Department of Defense (DOD), Department of Health and Human Services (HHS), and the Biomedical Advanced Research and Development Authority (BARDA)<sup>6</sup>.

Frost & Sullivan recognizes the way that close collaboration with various stakeholders and partners moves the company alongside market trends and needs. Before the end of patient enrollment, Emmes conducts a voice-of-customer survey to ensure seamless clinical trial operations and another one after the database lock to assess net promoter scores (NPSs). It also subjects every project on the biopharma side to monthly reviews that evaluate performance against contracted milestones, quality resources, and financial health. Its resources seamlessly blend with customer teams, growing with the sponsor’s portfolio and pipeline based on availability. It also congratulates employees who have excelled in customer service. These practices sustain a remarkable NPS of 8.6/10 within the company’s client base<sup>7</sup>.

Regarding potential projects, Emmes’ subject matter experts engage in peer-to-peer conversations with customers, building respect and collegial rapport. Executive involvement works actively with these teams to ensure delivery, adherence to budget, and internal governance. The company consistently sustains its consolidated engagement by concentrating all efforts on a manageable mid-market business scope.

<sup>6</sup> “Clients” (Emmes webpage: <https://emmes.com/clients>)

<sup>7</sup> Frost & Sullivan Interview with Emmes (Frost & Sullivan, February 2023)

The company has a client retention rate of 98% and has supported approximately 2,000 Phase I, II, III, and IV clinical trials in over 75 countries<sup>8</sup>. It leverages 30,000 clinical trial sites and has captured 200 million data points across 800,000 trial subjects<sup>9</sup>.

Emmes provided clinical research services for more than half of the institutes inside the NIH across a range of therapeutic areas and study types. Through this collaboration, the company gained significant research experience to support treatments and vaccines during epidemics and pandemics such as HIV-AIDs, MERS, SARS, Ebola, H1NI, COVID-19, and Influenza<sup>10</sup>.

*“The team we work with is vigilant, responsive, and meticulous, and we feel they are one team with us, the sponsor, and our Lead site. Great help with protocol review and special recognition to our data management person!”*

-Neuroscience non-profit organization

*“The study management has been very effective, with good communication across the different groups involved. The project manager did a great job pulling together a series of complex steps to initiate our clinical site by the end of 2021, which was our goal. I appreciate her attention to detail and ability to meet challenging timelines.”*

-Mid-size biotech specializing in infectious disease

Overall, a transparent, non-adversarial, and frictionless approach and close relationships position Emmes as a natural partner of choice.

### ***A Foot in the Present and an Eye on the Future***

Emmes’ sterling reputation and customer-centric framework led to its preferred partner status. It works actively with 13 of the 24 institutes within the NIH and generates publications in well-respected peer-reviewed journals<sup>11</sup>. In addition, several partnerships with biotech and pharma companies cement its leading position.

The company partnered with MedGenome, a genomics-driven research and diagnostics vendor, to enable better trial designs and patient recruitment by leveraging MedGenome’s database<sup>12</sup>. In 2022, Emmes acquired Casimir, experienced in more than 20 rare diseases, to develop outcome measures that capture the nuances of disease progression and treatment benefits<sup>13</sup>. Lastly, as a part of its expansion into Europe, it acquired Neox, a European-based CRO, adding over 150 employees to support biotechnology, pharmaceutical, and medical device companies<sup>14</sup>.

To align on operational strategies and financial strength, the company stays abreast of market trends and

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<sup>8</sup> “Emmes by the Numbers” (Emmes webpage: <https://emmes.com/emmes-by-the-numbers>)

<sup>9</sup> Ibid

<sup>10</sup> “Clients” (Emmes webpage: <https://emmes.com/clients>)

<sup>11</sup> Frost & Sullivan Interview with Emmes (Frost & Sullivan, February 2023)

<sup>12</sup> “Emmes and MedGenome Launch Genomics Strategic Partnership Focused on Advancing Rare Disease Research” (Emmes press release: <https://emmes.com/content/emmes-and-medgenome-launch-genomics-strategic-partnership-focused-advancing-rare-disease>)

<sup>13</sup> “Emmes Acquires Casimir, Its Fourth Major Acquisition” (Emmes press release: <https://emmes.com/content/emmes-acquires-casimir-its-fourth-major-acquisition>)

<sup>14</sup> Emmes Acquires Neox s.r.o., a Clinical Research Organization Headquartered in the Czech Republic (Emmes press release: <https://emmes.com/content/emmes-acquires-neox-sro-clinical-research-organization-headquartered-czech-republic>)

orients its corporate direction considering the current landscape. Emmes is proactively acting to anticipate market decentralization by building additional capabilities, including DCT models, and is expanding partnerships with multiple vendors. It showcases high discipline in capital allocation, prioritizing its talented workforce by lifting salaries and improving benefit programs. As a result, Emmes has a 100% success rate in governmental recompete contracts and is evolving to be a global leader while maintaining its commitment to excellence, data analytics, and specialty areas<sup>15</sup>. While federal government partners often operate around a 6% to 7% margin., Emmes lifts these numbers to the high twenties by diversifying and leveraging the brand into biopharma<sup>16</sup>.

Frost & Sullivan firmly believes the company is well-positioned to drive the landscape into its next growth phase, capturing market share and sustaining its leadership in the coming years.

## Conclusion

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Frost & Sullivan believes that innovation and growth opportunities drive future success, and many factors contribute; however, properly developing a competitive strategy is critical. Emmes understands this core concept and is leading the market due to its focused approach, helping it to outpace competitors. Its public and private healthcare industry intersection uniquely positions the company to support customers with cutting-edge study designs, biostatistics scientific expertise, regulatory strategies, and full-service global clinical trial execution capabilities. At the executive committee level, its strategic management and project management departments employ experienced personnel for strategy alignment, connecting overarching goals with specific targets. Frost & Sullivan analysts observe how this method enables Emmes to outperform competitors and surpass its record within the verticals of geography, therapeutic expertise, and technology.

Above and beyond, the company implements strategies with its customers in mind, securing its position as a trusted partner and market leader. With its strong overall performance, Emmes earns the 2023 Frost & Sullivan Global Competitive Strategy Leadership Award in the contract research organizations industry.

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<sup>15</sup> Frost & Sullivan Interview with Emmes (Frost & Sullivan, February 2023)

<sup>16</sup> Ibid

## What You Need to Know about the Competitive Strategy Leadership Recognition

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Frost & Sullivan's Competitive Strategy Leadership Award recognizes the company with a stand-out approach to achieving top-line growth and a superior customer experience.

### Best Practices Award Analysis

For the Competitive Strategy Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

#### *Strategy Innovation*

**Strategy Effectiveness:** Effective strategy balances short-term performance needs with long-term aspirations and overall company vision

**Strategy Execution:** Company strategy utilizes Best Practices to support consistent and efficient processes

**Competitive Differentiation:** Solutions or products articulate and display unique competitive advantages

**Executive Team Alignment:** Executive team focuses on staying ahead of key competitors via a unified execution of its organization's mission, vision, and strategy

**Stakeholder Integration:** Company strategy reflects the needs or circumstances of all industry stakeholders, including competitors, customers, investors, and employees

#### *Customer Impact*

**Price/Performance Value:** Products or services provide the best value for the price compared to similar market offerings

**Customer Purchase Experience:** Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

**Customer Ownership Experience:** Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

**Customer Service Experience:** Customer service is accessible, fast, stress-free, and high quality

**Brand Equity:** Customers perceive the brand positively and exhibit high brand loyalty

