

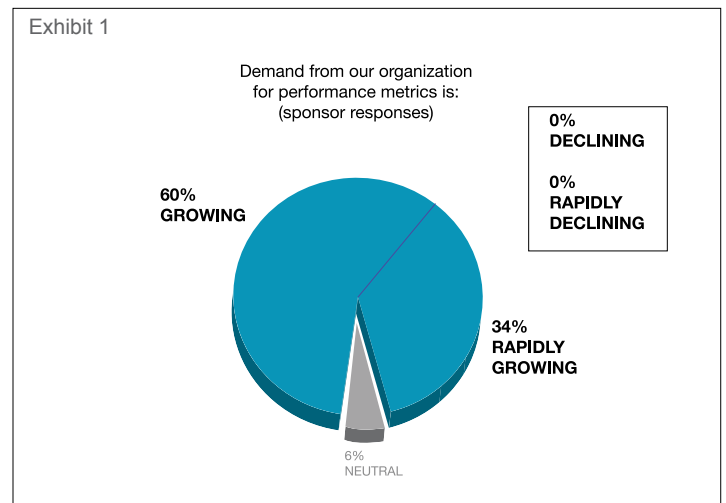
Dear Colleagues:

Thank you for attending the 16th Annual Partnerships with CROs conference last month and for devoting a full day of your limited time to the Metric Champion Consortium’s (MCC’s) workshop. Your input has been invaluable to the MCC as we develop the road map for a set of standardized Performance Metrics that will promote improvement of overall performance, alleviation of organizational inefficiencies, and elimination of expense and time associated with customized metric requests on a global, industry-wide scope. The CRO Steering Committee and Work Groups will use your feedback as a benchmark for defining the success of the CRO Initiative.

As you may recall, the MCC conducted a survey during the course of the workshop in which Sponsor companies and CROs were asked a number of questions regarding the current need for and utilization of standardized Performance Metrics. We wanted to take an opportunity to share some of the more crucial results with you as they are indicative that a change in the current approach to Performance Metrics is essential to the overall well-being of industry performance and partnerships. Responses of note from Sponsor companies included:

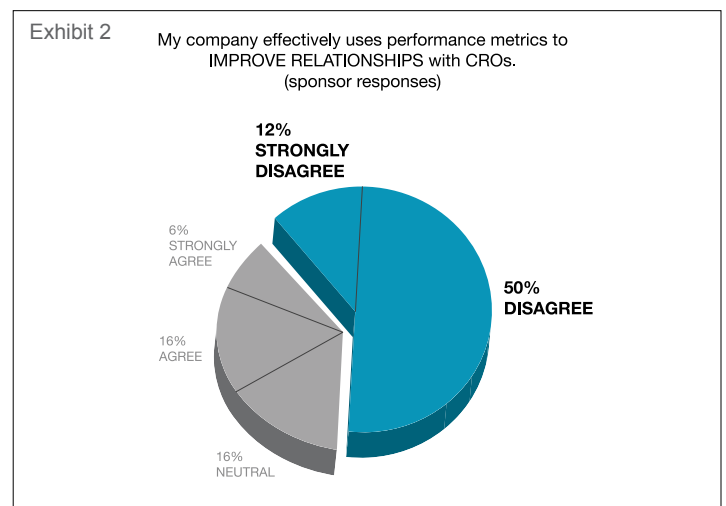
94%

reported that the demand for performance metrics in the industry was either growing (60%) or rapidly growing (34%) (Exhibit 1)



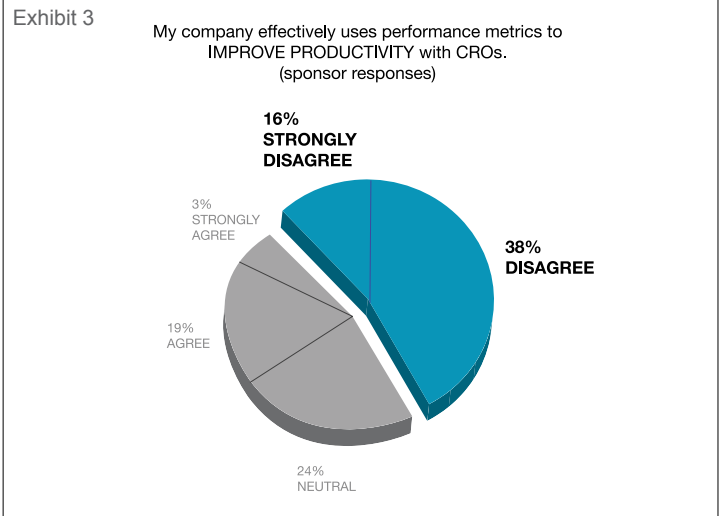
62%

reported that they did not routinely use performance metrics to help improve relationships with CROs (Exhibit 2)



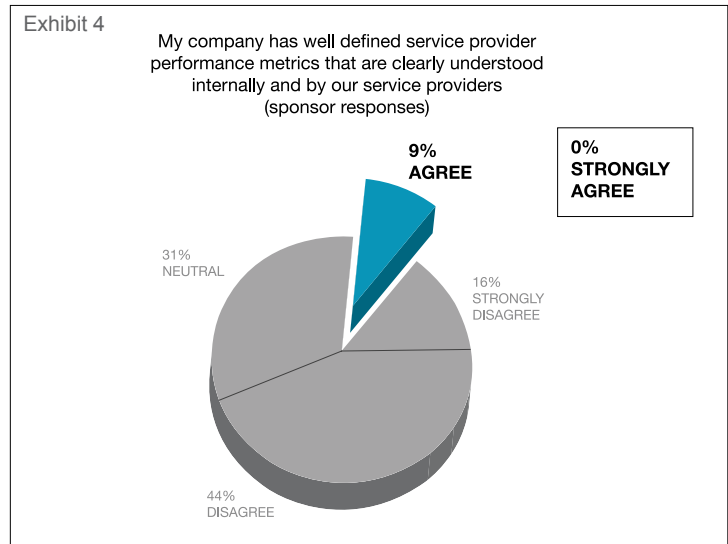
54%

reported that they did not routinely use performance metrics to improve productivity with CROs (Exhibit 3)



9%

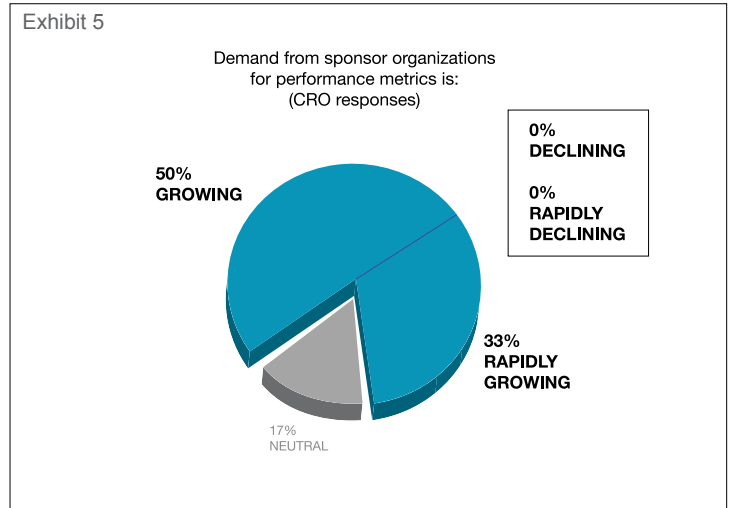
reported having well-defined, clearly understood performance metrics currently in place (Exhibit 4)



Responses of note from CROs included:

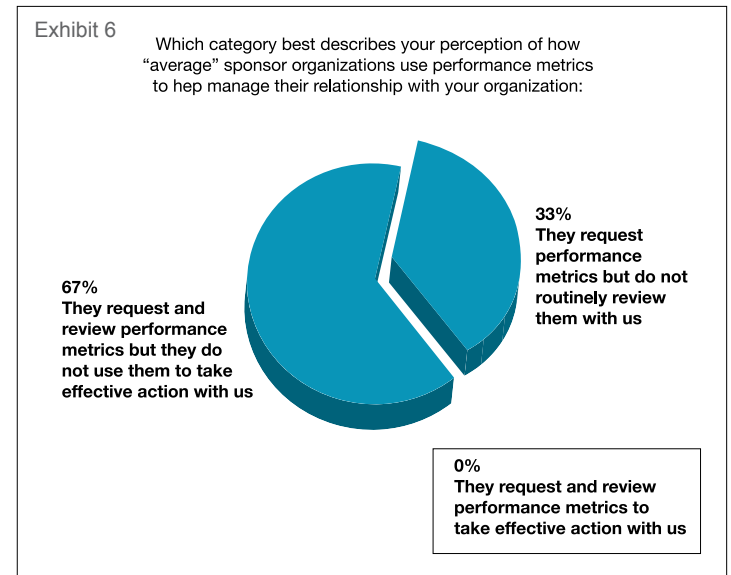
83%

reported that the demand for performance metrics was growing (50%) or rapidly growing (33%) among Sponsor companies (Exhibit 5)



33%

reported that Sponsor companies requested performance metrics, but did not routinely review these metrics with them (Exhibit 6)



67%

reported that Sponsor companies requested and reviewed performance metrics, but did not use these metrics to take effective actions with them (Exhibit 6)

0%

reported that Sponsor companies requested and reviewed performance to take effective action with them (Exhibit 6)

These results not only demonstrate a disconnect between the need for and the utilization of standardized Performance Metrics across our industry, but they also illustrate the need for a more productive use of resources brought about by the agreement on and implementation of a core set of standardized Performance Metrics. It is the goal of the MCC's CRO Steering Committee and Work Groups to develop and promote the adoption of such standardized Performance Metrics, thereby bridging the gap between their need and utilization and enhancing Partnership Performance between Sponsor companies and CROs.

Per your suggestions, logistical aspects that the CRO Steering Committee and Work Groups will consider when approaching this endeavor include, but are not limited to:

- **How difficult is it to develop and implement CRO metrics?**
- **What are the risks of not developing and adopting CRO metrics?**
- **How much will it cost to develop and implement CRO metrics?**
- **How will these metrics be communicated to the industry?**

Your further input and participation are warranted to ensure that your company's interests are represented as we move forward with these initiatives. We are still accepting representatives to participate in the CRO Steering Committee or one of the Work Group Initiatives. Because the MCC is a nonprofit organization, we rely on volunteers (i.e., Corporate Sponsors and MCC Members) to help us accomplish our strategic goals; however, there is a certain level of funding that is required for the administration of MCC functions. Information on membership benefits and dues, as well as on the MCC's successes and upcoming enterprises is available at www.metricschampion.org.

It is with great anticipation that we look toward working with you and your organization on the development of CRO Performance Metrics.

Brian Schrock, Eli Lilly and Company (Chair)
Julia A. Amo, Valeant Pharmaceuticals, Inc.
Karolyn P. Jackson, AstraZeneca
Guy Mascaro, ExaroMed, Inc. (President)