

Aligning core values to form a tripartite partnership and advance an oncology program.



How Fortrea strives to be more than a CRO partner

Drug development sponsors often seek the support of a clinical research organization (CRO), but today's partnerships depend on more than capabilities. Sponsors need to ensure that the CRO can align with their culture and values throughout the development process and work collaboratively with their existing partners.

This case study shares how our teams at Fortrea worked to align their internal processes and create a partnership model that matched the sponsor's needs and enabled transparency in each interaction.

Emphasizing culture over capabilities

The sponsor had worked with Fortrea for over two decades to support their clinical laboratory. The sponsor also partnered with a different CRO and was now seeking another CRO to establish a tripartite relationship. The new CRO partner would need to deliver on the services but also seamlessly integrate with the sponsor's existing CRO to become fully aligned with the organization's pipeline and portfolio.

KEY TAKEAWAYS

Demonstrated leadership by closely listening to the sponsor

Aligned with the sponsor's culture and core values

Committed to patient-centric practices as well as a diversity and inclusion model



Aligning with the sponsor's culture

The Fortrea team started by building a partnership model that would align with the corporate goals and culture of the sponsor. They set expectations to work as a single team across both companies, working to highlight the combined value across all Fortrea services and deliver consistent interactions with the sponsor.

The team aimed to operate as a small and nimble CRO within a big CRO, focused on putting the sponsor's needs first. They focused on listening and approached each challenge with the end in mind to meet each requirement.

The Fortrea team also worked to provide transparency and honesty throughout the process. They shared their internal growth plans and discussed how their future investments in certain areas of the Fortrea business would align with the sponsor's vision.

Evolving with the sponsor—and for the sponsor

After the Fortrea team first met with the sponsor to share their initial strategies, the sponsor scheduled several follow-up meetings. With the feedback from the sponsor, Fortrea started to define leadership roles across specialized units and negotiate the commercial terms. During these meetings, the team shared how they could:

- Align with the sponsor's culture and diversity goals – The sponsor wanted a partner that could offer a high level of patient-centric practices as well as promote diversity and inclusion in patient enrollment. The partnership between Fortrea and the customer included a shared focus on patient care to deliver innovative solutions with the common goal to improve lives.
- Collaborate with and manage external partners – The sponsor needed a partner that could manage several external vendors across the project's workflow and reach key milestones within the desired timeline.
- Leverage the full capabilities of the Fortrea organization – To accommodate global constituents, the sponsor wanted a CRO that could offer a range of coordinated solutions across its organization and leverage modern tools—while proactively working to anticipate challenges and empower teams to resolve issues.
- Complement an existing clinical organization – To complement the existing clinical program and work with the other CRO partner, the sponsor needed to ensure their new partner could seamlessly integrate with the sponsor's existing foundation without disruption.
- Offer insights into global expansion strategies – With an interest in building their global brand footprint and expanding their pipelines into key regions, the sponsor was looking to receive expert guidance on processes for feasibility and site selection.

A nimble approach builds partnership

As a result of the flexibility and open mindedness of the Fortrea team's partnership model, the sponsor is now providing Fortrea with a unique line of sight into their pipeline. The sponsor has also turned to Fortrea for business advice. The team has provided their recommendations, even directing the sponsor to other providers, demonstrating the willingness to be more than a partner by finding the right solution based on the sponsor's requirements.

Looking ahead to evolve with the sponsor and achieve shared goals

With the new partnership underway, our Fortrea team has been able to demonstrate their wide range of integrated capabilities in oncology along with their ability to deliver on their promises. Based on the initial success, the sponsor has awarded the team with additional oncology and immuno-oncology studies beyond the original scope of work, with the potential to support companion diagnostic efforts in the future.

From the very start, Fortrea continued to strive to be more than a partner, understanding the sponsor's needs and shaping each interaction with a patient-first point of view. Our team is now focusing on delivering studies as we continue to embrace the partnership, the sponsor's culture and advance the development of their portfolio to make a difference for each patient.



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