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*Inside Outsourcing* is a special annual issue on outsourcing strategies brought to you by the editorial team of the most respected magazines serving the pharmaceutical and biopharmaceutical industries.

**To combat dwindling drug approvals and reduce fixed costs, pharmaceutical companies are outsourcing more and more of their activities. *Inside Outsourcing* looks at how this profound shift is changing the landscape of drug development.** By advertising in *Inside Outsourcing*, you will gain access to the individuals who make the decisions on whether or not your company will be their next contracted service.

\*Publisher's Sworn Statement, Circulation Pro Forma, *Inside Outsourcing*, June 2010

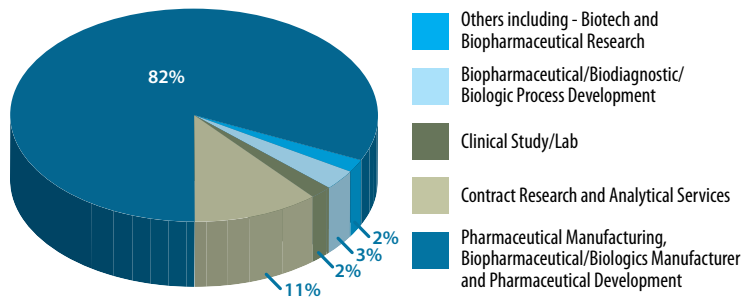
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## EDITORIAL HIGHLIGHTS

- **When the Going Gets Tough, the Tough.... Outsource.** *Strategies needed to transform pharma and biopharm's R&D paradigm.* Life science companies have amped up outsourcing and off-shoring of what was considered to be core activities—research, development, and manufacturing. The trend has spurred the market for numerous service based businesses—clinical trials, integration of increasingly complex and massive data stores, API manufacturing, call centers, or IT infrastructure, outsourcing is expected to play an increasingly important role in the new drug development paradigm.
- **Family Jewels, or the secret sauce**—Whatever you call it, when it comes outsourcing R&D, the big issue for pharma companies is intellectual property, especially when things are invented in places that have lax patent protection (India and China, specifically). The way companies have circumvented that problem in the past is that they outsource different parts of the project to different groups and assemble the final product, or whatever, at home. Does that strategy afforded significant protection (and at what cost?). Are companies maintaining that strategy?
- **Going Horizontal:** The big news this year was the M&As of outsourcing organizations along with a restructuring business models and operations to offer a menu of soup-to-nuts services— clinical development, consultancy services, regulatory services etc. And it's not just CRO's that are consolidating, many of the contract service providers—formulators, process developers, analytical labs—are trying to get horizontal as well. *A Q&A with Michael A. Martorelli, Director of Investment Banking, Fairmount Partners*
- **Counter-Intuitive:** Outsourcing regulatory services. It's happening more and more as companies are handing off oversight to CROs and CMOs. What's the risk?
- **CMO Futures:** A look at global demand in the coming year
- **eClinical: Future of Clinical Trials:** EDC EMR Data interconnectivity is enabling companies to efficiently outsource non-core activities as needed. Further, the explosion and widespread creation of digital patient information has the potential to dramatically change the way clinical trial recruitment and enrollment occurs.
- **Expansion into Emerging Markets** Nearly half of healthcare supply chain executives are planning to expand into emerging markets in the next 18 months, according to a UPS survey. Still, it is not without concern on the part of industry executives:
  - **Optimizing partnerships with emerging market companies:** common problems and solutions
  - **Regulatory and compliance landscape:** is quality an issue?
- **The New Normal: Five Key leaders: A Roundtable** on what consultants Ernst &Young are calling (in a new report) the new normal. According to E&Y, in the aftermath of a critical year, it has become glaringly clear that pharma and biopharm companies need to reassess their approach. In a nutshell: Do more with less.

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