



It's said that feeling gratitude and not expressing it is like wrapping a present and not giving it. So, first, thank you, aktaPDers, for exemplifying our mission in 2015: to be in action for all beings, big and small.

As 2015 draws to a close, we're celebrating what worked this year and learning from what didn't so that 2016 will be even more productive, more successful, and more meaningful for our organization, for our clients and, most important of all, for patients.

Our 2015 Successes

- Completed clinical trials on schedule and under budget.
- * Saved one client \$2 million dollars by redesigning an early phase clinical program.
- * Shortened time lines for some studies by 6 months.
- * Did what we do best—make it easy for clients: Our data analysis, study reconciliation reports, and clinical study summaries have scored 98% or higher for quality of content, ease of review, accuracy, and minimal client editing and reviews.
- Helped file 3 pre-INDs and INDs.
- Doubled our consulting size at the MD, PhD, and C suite levels. More experts means more excellence—and action—for more clients.
- Increased the number of international experts by 30%, leveraging our expertise across the pond and so, improving our ability to engage more clients.
- Excelled at consultant retention: we've maintained on-site consultants at key client organizations for 2 consecutive years.
- Saluted by a client and an investigative site for our accessibility, direct and easy approachability, and quick and reasoned responsiveness while conducting medical monitoring.

Along with the milestone achievements and successes are also the behind-the-scenes wins: those tough decisions we help our clients make that will, ultimately, propel them forward in a healthy and sustainable way. Often, we're brought on-board not as yes-men but as a second set of eyes to look at processes and people, functionality, and fault lines. In our world, "no" is actually a good word—determining when to stop a program, figuring out how to save money, having the experience to recognize it's time to try something completely different and turn the ship around. Our clients look to us as savvy guides with their best interests at heart, critical and dispassionate reviewers who bring fresh perspective. Over the last year, we helped several organizations do the right thing.

Helping Clients Make The Tough Decisions in 2015, we:

- Saved a client millions of dollars by recommending the offloading of non-viable assets.
- Suggested ways of restructuring organizations to increase productivity.
- Installed expert troubleshooters into client companies to uncover holes and identify improvements in areas of lack and limitation.

But, you can't be us in the world—bigger than life and fast on our feet—and not learn some invaluable (and, sometimes, hard) lessons.

Our 2015 Ahas

- We've learned that for our business model to be successful and to accomplish what we say we can, there needs to be a cohesive gelling of clients and consultants. We've discovered it has to be a good fit with mutual trust; otherwise, it won't work.
- We've learned that faster doesn't necessarily mean better. Some things take time, requiring a slower rhythm and more measured pace.
- We've learned that if you put it in writing, you have to keep your word. Accuracy and time management are vital in our business: if we took the trouble to write down time lines, deliverables, budget, and due dates, we absolutely must make the time to honor our promises.
- We've learned that it's not about us. We've heard a lot of excited talk by our clients about how seamless the integration of "us" with "them" has been. In many client organizations, there's no discernible aktaPD presence on-site: we become part of their organization, we internalize their ethos and ways of working, we act like our clients and not like a consultant. We leave our egos at the door, minimizing ourselves to maximize our clients' goals. We've learned it's all about them: their project and its flawless execution.

Our name personifies actions, not words, so, of course, it's vital that we analyze what we do, how we act, and for whom. This self-assessment galvanizes us to do and be more next year.

Our goal? To build on our successes, to not sit on our laurels and settle for the same-old same-old from last year, to learn the lessons, and *move on*.

We can all feel proud that we are who we say we are: We are not a traditional CRO. We are an open architecture business consortium and international life science industry partner that provides clients with experts in all phases of product development. We support biopharmaceutical and

private investment companies and academic and government clients with preclinical and clinical development, regulatory affairs, leadership, manufacturing, marketing, operations, technology, and knowledge transfer. That's a mouthful...and we've proven every word of it this year.

Our name personifies actions, not words: we are *actively engaged* in the design, development, and commercialization of treatments for diseases. **Thanks to every one of you, it worked in 2015 and we look forward to even more success together in 2016.**



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