

FROST & SULLIVAN
BEST PRACTICES



2026

APAC

BIOTECH CRO

**CUSTOMER VALUE
LEADERSHIP**



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Best Practices Criteria for World-class Performance

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

RECOGNITION CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

Market Dynamics Shaping the APAC Biotech CRO Landscape

The Asia Pacific (APAC) contract research organization (CRO) market is one of the fastest-growing global destinations for clinical research outsourcing, driven by a combination of cost advantages, expanding infrastructure, and access to diverse patient populations. Trials in the region have accelerated significantly, with APAC representing roughly 40% of global trial initiations in 2023, underscoring its increasing importance in global clinical development strategies. In 2024, the APAC CRO market generated approximately \$13.1 billion in revenue, with industry-sponsored trials accounting for the majority of activity.¹ Frost & Sullivan projects the market to grow at a compound annual growth rate of approximately 17%, surpassing \$34 billion by 2030,² driven by continued outsourcing momentum from pharmaceutical and biotechnology (biotech) sponsors seeking faster, more cost-efficient development pathways.

Several underlying advantages underpin this growth trajectory. Compared to North America and Western Europe, APAC countries (e.g., China, India, and Southeast Asian markets) offer cost savings ranging from 35% to 50% across clinical trial execution.³ At the same time, the region provides access to large, treatment-naïve patient pools with disease prevalence patterns comparable to those observed in North American and European markets, enhancing APAC’s appeal for globally relevant trials. Regulatory reforms further strengthen the region’s competitiveness, most notably in China, where approval timelines for

¹ *Pharmaceutical Clinical Contract Peripheral Services, Global, 2025-2030* (Frost & Sullivan, Mar 2025)

² *Ibid.*

³ *Global Contract Research Organization (CRO) Growth Opportunities* (Frost & Sullivan, Nov 2022)

clinical trial applications have reduced dramatically over the past decade. Collectively, these factors have positioned APAC as a core pillar of global clinical development, particularly for sponsors seeking to balance speed, cost control, and data quality.

Within this broader expansion, the APAC biotech CRO segment is shaped by a distinct set of sponsor needs and operating realities. Early- and mid-stage biotech companies increasingly drive trial volume in therapeutic areas such as oncology, metabolic disorders, cardiovascular disease, autoimmune conditions, and central nervous system indications. While large pharmaceutical sponsors often prioritize scale and global standardization, biotech sponsors tend to emphasize agility, rapid decision-making, and capital efficiency. These companies operate under tighter funding constraints and compressed timelines, making

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**- Rubini Kamal
Best Practices Research Analyst**

delays, hand-offs, and inefficiencies in traditional CRO models particularly costly. As a result, biotech sponsors in APAC are more likely to seek CRO partners capable of accelerating trial start-up, simplifying regulatory and operational complexity, and reducing friction across the clinical development lifecycle.

Despite strong market growth, persistent challenges remain in the APAC CRO landscape. The region’s diversity, spanning regulatory regimes, languages, healthcare systems, and site capabilities, introduces operational complexity that can strain conventional, silo-based CRO structures. Many CROs continue to rely on fragmented workflows and multiple technology platforms, increasing the risk of delays, data

inconsistencies, and cost overruns. For biotech sponsors, these challenges are magnified by limited internal resources and heightened sensitivity to execution risk. Consequently, the market is increasingly rewarding CRO models that can compress timelines, reduce operational hand-offs, and translate internal efficiency into tangible sponsor-level outcomes. As APAC’s biotech-driven clinical activity continues to scale, customer expectations are shifting decisively toward CRO partners that deliver measurable value beyond geographic reach alone. Speed, accountability, transparency, and price and performance efficiency are becoming central decision criteria, setting the stage for differentiated approaches to customer value leadership in the region’s biotech CRO market.

Redefining Clinical Trial Delivery through an Integrated, AI-Enabled CRO Model

Driven by a mission to reduce financial and procedural barriers to high-quality clinical research⁴, Australian-based iNGENū CRO addresses long-standing limitations of conventional CRO models by fundamentally redefining clinical research delivery. By integrating advanced technology with deep subject matter expertise, the company radically streamlines the end-to-end clinical development journey, delivering unprecedented speed, frictionless and quality execution, and sponsor experience. A technology-native company, iNGENū CRO employs a fully integrated clinical orchestration model, enabling core clinical development processes to run concurrently, replacing sequential, siloed workflows

⁴ <https://ingenucro.com/>

of traditional CROs. With its integrated operating architecture, processes (i.e., protocol development, regulatory and ethics submissions, quality assurance, data management, and statistical activities) operate in parallel as part of a continuous execution flow, reducing operational friction and improving coordination across the clinical trial lifecycle.

Powered by a robust, artificial intelligence (AI)- and automation-enabled operating layer, this model reduces unnecessary handoffs and idle time, enabling more efficient clinical program progression and minimizing delays associated with phase-based execution. As a result, iNGENū CRO delivers significant improvements in development timelines, regulatory responsiveness, and execution reliability. The company reports performance that exceeds typical industry timelines, including reducing protocol development from weeks or months to hours, completing ethics and regulatory submission packages within 24 hours, and generating regulatory responses in minutes from hours.⁵ These efficiencies translate into earlier study initiation, faster sponsor decision-making, and improved time-to-data, strengthening overall customer value across the clinical development lifecycle. As a result, sponsors benefit from

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- Unmesh Lal
Vice President

reduced operational and program risk, thereby lowering the cost and uncertainty associated with clinical decision-making.

A privately owned company, iNGENū CRO operates independently of traditional academic CRO frameworks, providing the flexibility to explore alternative approaches to clinical research delivery and support the technological evolution of the CRO model. Led by CEO Dr Sud Agarwal, the company adopted a technology-oriented mindset applied to the CRO operating model, prioritizing system design, automation, and scalable execution over legacy, labor-intensive structures. Rather than deploying technology as isolated point solutions or relying on incremental automation, iNGENū CRO pursued a ground-up transformation focused on fulfilling the

CRO’s core mandate: the reliable generation of regulatory-acceptable clinical data. By applying first-principles thinking to redesign the entire clinical trial lifecycle as a fully integrated, system-level workflow, the company has embedded cross-domain expertise into a cohesive execution framework that improves clinical trial execution practices, such as parallel workflows and reduced reliance on manual, role-based oversight.

Through its proprietary, AI-enabled operating architecture, iNGENū CRO internalizes protocol development, regulatory and ethics submissions, quality management, data acquisition, statistical analysis, and reporting within a unified environment. By enabling data to be created once and maintained seamlessly across all downstream processes within a centralized operating environment, the company eliminates manual re-entry and handoff-related risk, improving data integrity and reducing regulatory

⁵ Frost & Sullivan Discussion with iNGENū CRO (December 2025)

issues for sponsors. This architecture delivers significant operational agility, enabling near real-time updates to protocol amendments, database modifications, and supporting documentation. Ethics submissions are often approved within 48 hours, and site retraining and implementation occur in minutes instead of months.⁶ This level of responsiveness enables sponsors to adapt trials rapidly to emerging data, accelerating learning cycles and improving time-to-decision. Overall, iNGENū CRO's operating model enables a seamless end-to-end clinical trial while supporting stronger traceability, audit readiness, and regulatory confidence across the clinical trial lifecycle.

Frost & Sullivan recognizes iNGENū CRO's technology adoption agility as a key competitive differentiator. The company's rapid adoption and operationalization of emerging AI- and automation-driven capabilities demonstrates a disciplined focus on translating innovation into measurable operational gains for sponsors. This early-mover advantage enables continuous improvements in execution efficiency, speed, and regulatory responsiveness, positioning iNGENū CRO as a preferred partner for sponsors increasingly focused on accelerated, efficient, and seamlessly executed clinical trials.

Delivering Scalable, Cost-efficient Clinical Research

iNGENū CRO has established a purpose-built operating strategy focused on delivering sustained customer value as clinical programs increase in scale, complexity, and geographic scope. Unlike traditional CRO models that expand headcount to support growth, the company's technology-native operating model enables increased trial volumes without proportional increases in staffing, supporting scalable execution and cost efficiency.

By internalizing and automating core clinical trial activities, the company has significantly reduced the marginal cost associated with additional studies. This approach enables enterprise scale clinical execution with limited incremental cost, improving pricing predictability and capital efficiency for sponsors. In contrast to legacy CRO economics, where billable hour-based structures often introduce cost volatility and operational friction, iNGENū CRO separates growth from labor intensity, directly addressing a persistent sponsor pain point in clinical development.

Scalability is further reinforced by the company's streamlined organizational structure and execution culture. Operating as a fully remote organization, iNGENū CRO avoids the hierarchical, meeting-intensive models. Instead, work is coordinated through structured digital workflows that reduce non-value-added coordination, enable access to a globally distributed talent pool, and allow automation to assume a greater share of routine operational tasks. This operating discipline enhances execution consistency while supporting efficient scale.

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⁶ Ibid.

Customer-centric Strategy Anchored in Specialist-led Engagement

iNGENū CRO differentiates itself through a deep customer focus that prioritizes sponsor outcomes over internal role structuring. As automation and AI increasingly manage its routine technical activities, the company recognizes that sponsor value is created through continuity of engagement, quality of insight, and clarity of ownership rather than through fragmented functional specialization. As such, it intentionally aligns accountability, expertise, and decision-making with sponsor objectives across the clinical development lifecycle.

Central to this strategy is iNGENū CRO's specialist-led engagement model, which places senior clinical expertise at the forefront of sponsor interactions. Sponsors are supported by a dedicated physician with relevant therapeutic area experience who serves as the primary point of contact throughout the trial lifecycle. This approach provides continuity from protocol design through regulatory interactions, trial execution, and study close-out, reducing communication complexity and minimizing the risk of misalignment across development phases.

By embedding experienced clinical leadership at the point of decision, iNGENū CRO enables more informed, timely, and confident sponsor decision-making. This model enhances responsiveness to evolving scientific and regulatory considerations while ensuring that operational and strategic choices are grounded in deep therapeutic insight. The presence of a single, accountable clinical lead also strengthens execution confidence by eliminating fragmented handoffs and providing sponsors with a clear line of responsibility throughout the engagement. In combination with its integrated expertise across core clinical functions, iNGENū CRO improves coordination, accountability, and execution consistency across the clinical trial lifecycle.

Collectively, this specialist-led, continuity-driven approach delivers a more predictable, transparent, and supportive sponsor experience, particularly for biotech clients managing complex, high-risk, or capital-intensive programs. Frost & Sullivan views this unwavering focus on sponsor success as a significant contributor to iNGENū CRO's differentiated customer value proposition, fostering deeper trust, stronger partnerships, and a level of engagement that traditional CRO models struggle to achieve.

Positioned for Growth

A full-service, mid-sized CRO, iNGENū CRO supports pharmaceutical and biotech sponsors across the end-to-end clinical development journey. Initially established with a focus on early-stage clinical development, the company has expanded its capabilities to conduct Phase I through Phase IV clinical trials, supported by a strong operational base in Australia and growing capabilities across key APAC markets. iNGENū CRO offers a broad scope of services across multiple therapeutic areas, including oncology, ophthalmology, neuroscience, paediatrics, metabolic disease, and emerging longevity-related indications. Recent involvement in complex and patient-centric studies, such as trials addressing sleep disorders and chronic nociceptive pain, demonstrates the applicability of the company's operating model in high-complexity clinical settings that require scientific depth, execution agility, and close sponsor collaboration.

Historically, the company's growth was driven predominantly by United States (US)-based biotech sponsors, reflecting the concentration of venture capital and early-stage funding in established hubs, such as Boston, San Francisco, and San Diego. In recent years, however, iNGENū CRO has experienced increased

demand from APAC-based biotechs, particularly from mainland China, alongside a strengthening Australian biotech ecosystem. As a result, the company has transitioned toward a more balanced client mix, with approximately 60% of sponsors based in the US and 40% in the APAC region. Frost & Sullivan notes this shift as an indicator of growing regional relevance while maintaining strong connectivity to globally oriented sponsors.

iNGENū CRO employs a product-led go-to-market approach, with limited reliance on traditional sales-driven expansion. Sponsor adoption is primarily driven by demonstrated execution performance, user experience, and delivery outcomes, supported by digital channels and referrals. As part of this strategy, the company has selectively employed a low-friction, freemium-style engagement model that allows prospective sponsors to evaluate execution capabilities through the rapid delivery of selected trial assets. Enabled by its technology-driven operating system with no cost incurred, this approach has contributed to high conversion rates and repeat engagement, reinforcing growth driven by execution credibility rather than marketing intensity.

Notably, iNGENū CRO reports engagement from well-capitalized sponsors led by senior biotech executives with prior exposure to large pharmaceutical organizations and established global CROs. These sponsors are typically not cost-constrained, and their adoption reflects a preference for execution agility, decision speed, and delivery quality over traditional scale-based provider selection. Demand is further reinforced by growth in complex and traditionally high-cost trial segments, including paediatric and specialty indications, as well as expanding activity in metabolic disease and longevity-related programs.

At its current trajectory, the company expects to support over 100 clinical trials by 2026, a level of activity comparable to significantly larger CROs. Frost & Sullivan views iNGENū CRO growth as evidence of the company's ability to translate differentiated execution capabilities, technology-enabled efficiency, and customer-centric engagement into sustained market impact and competitive momentum.

Conclusion

Customer-centric strategies help companies safeguard leadership positions when they are embedded at strategic and operational levels and seamlessly executed. iNGENū CRO exemplifies best-practice implementation through its integrated, AI-enabled operating model and specialist-led engagement framework, both designed to directly address sponsor priorities of speed, quality, and execution reliability. By reengineering the clinical trial lifecycle around parallel workflows, automation, and continuity of expert oversight, the company consistently delivers measurable improvements in timelines, regulatory responsiveness, and sponsor experience. Its cost-efficient scalability further strengthens customer value by enabling high-volume, high-quality trial delivery without the cost volatility of legacy clinical research organization models. Collectively, this disciplined, customer-first approach reduces risk, accelerates decision-making, and enhances confidence across the clinical development journey.

With its strong overall performance, iNGENū CRO earns Frost & Sullivan's 2026 APAC Customer Value Leadership Recognition in the biotech CRO industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Customer Value Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

Financial Performance: Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Leveraging innovative technology characterizes the company culture, which enhances employee morale and retention

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company’s long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

STEP		VALUE IMPACT	
		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fueled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

