



“FROM ME TO WE” WITH FRANCES BRUCE

AUDIO TRANSCRIPT

Driving Digital Tech Trends

TOM LEHMANN: Welcome to Driving Digital in Biopharma and this byte sized episode focused on one of the trends identified in Accenture’s 2021 Technology Vision. For more than 20 years, Accenture has developed the Technology Vision as a methodical review across the enterprise to identify emerging technology trends that will have the greatest impact in the coming years.

Our 2021 vision survey revealed that leaders don’t sit back and wait for the “new normal”....they build it themselves. Big changes today require bold, innovative leadership that prioritizes technology. And it’s not just about fixing the business, but upending convention and creating a new vision for the future.

Each of the five trends:

1. Stack Strategically
2. Mirrored World
3. I, Technologist
4. Anywhere, Everywhere and
5. From Me to We are rooted in the disruptions and demands caused by the COVID-19 pandemic that set a high bar for life sciences companies—with many meeting or exceeding expectations.

Even with extreme levels of instability, 2020 shattered industry norms and showed what is possible when technology is driven by a renewed sense of purpose, focus and

commitment to patients, customers and the general population.

In this series of short episodes, I’ll talk with five Accenture Life Sciences leaders who helped shape our industry perspective of the Tech Vision to inspire life sciences companies to embrace a new mindset to shape a better future. Their thinking is backed by a survey of 100 biopharma business and IT executives across seven countries that helped identify the key issues and priorities for technology adoption and investment.

One of the key tech trends leaders must embrace to forge a better future is “From Me, to We,” which is the topic for today’s episode. I’m joined today by Frances Bruce, who is the Life Sciences Lead within Accenture Ventures. Welcome, Frances, to Driving Digital Biopharma.

FRANCES BRUCE: Thank you, Tom. Thanks for having me today.

TOM: It’s great to have you here. So maybe we’ll start with, for our listeners that are not familiar with Accenture Ventures, can you just provide a quick overview on what it is?

FRANCES: Yep, more than happy to do so. So great to meet all of you. I sit on our Accenture Ventures and Open Innovation team within Accenture and it honestly is a very exciting space and team to be a part of.

Really, what we’re focused on is being that true bridge-maker between the startup community in the ecosystem, across really every industry



segment, with my focus in digital health and our clients and industry customers globally. And it's a great opportunity within Ventures to not only be that bridge-maker and connective tissue, if you will, across the industry, but also think about where is the right place and space to make investments in these young, early-stage, highly innovative companies.

And so we focus a lot of our time understanding what's out there, and then also making either investments, or going to market with these companies. So really awesome area. Fun space and understanding the full potential of growing ecosystems, is really the core of what we're what we're focused on.

TOM: Okay, great. Thanks for that overview and certainly a couple of things in there I think are relevant for today's discussion. You mentioned connective tissue, bridge-maker and ecosystem. And so let's start with the basics here. What is "From Me, to We," and how does it relate to some of the things that you just talked about?

FRANCES: Yeah, thank you so much. And I think talking about the topic around "From Me, to We," I think the best part to start with is really describing what we're calling multiparty systems. And this is a space within Ventures and we're excited about and we're seeing explode honestly out of the pandemic and COVID itself. I'm not sure if you've been tracking Tom, but there's been a huge explosion of digital health investment.

And I think we've seen that over the last five years. But last year we had a record high, according to Rock Health, which is actually one of our strategic partners based out in San Francisco. They've recorded over \$1.2 billion in strategic funding in last year alone. And you can imagine that this is these are huge numbers. And what's interesting now is coming out of the pandemic, we're realizing that it's not about just these isolated point solutions anymore in the market.

And what we're really doing is moving away from

these point solutions, to "one plus one is three" with what we're calling multiparty systems. And so with this widespread amount of investments in digital transformation technologies across life sciences, we're seeing that there is this requirement for even more ways to partner with one another. So we're seeing intersections between technology incumbents in the market and life science clients.

We're seeing collaborations now between coalitions, between industry players like never before. And while these business partnerships are not new, we're just seeing the adoption of these, what we're calling these multiparty systems for collaboration, through different shared data platforms to enable this kind of resilient and more adaptable way of defining partnerships. We're just seeing an explosion of this, and I would call it almost an accelerated pace of adoption coming out of the pandemic.

So at Ventures, we're really focusing our time on what these multiparty systems look like, how the ecosystem is supporting these opportunities. And so whether it's contact tracing from COVID, right in the hospital system or governments, to being able to have frictionless payments and applications across life sciences—typically those applications were too complicated in the past. And now that we're seeing that these applications are now being built by ecosystem plays, and different consortiums of collaborators that weren't collaborating in the past.

So it's a really cool space. We're super excited about it. And the approach we're taking at Ventures is very much an ecosystem-forward approach to be able to really drive the most value for life sciences as a whole, and think about, how do we make the right investment in Ventures that enables these multiparty systems; and how are we that, again, that connective tissue for our clients in bringing together collaborators and really being at that intersection in that community, in driving innovation forward.

TOM: Excellent. So let me connect it to this tech trend then. So you mentioned there's an



increase in focus and perhaps value from partnerships and collaborations and relying on the ecosystem, as well as you said, this massive investment in digital health over the past year.

TOM: Excellent. So let me connect it to this tech trend then. So you mentioned there's an increase in focus and perhaps value from partnerships and collaborations and relying on the ecosystem, as well as you said, this massive investment in digital health over the past year.

So as we reflect on that, how has the COVID pandemic driven then an industry level shift from ownership to more of a sharing principle?

FRANCES: Yeah, I think that's a great question and we're definitely seeing this. We actually ran through our Patient Center of Excellence, quite a few surveys to understand patient trust and adoption of virtual technologies and a lot of these innovations that are on the rise. And some really interesting numbers and conclusions kind of came out of some of those surveys, and really define the approach and the investment strategy that we're taking on.

In some surveys that we ran, we saw that of an audience of about, I believe it was 5000 people, that up 50% of those individuals across life sciences—so that's biopharma, med device, research organizations—reported that they are open and interested in collaborating with Teladoc and they would be increased visits over the next year. And that was 50 percent of that population.

And then in a patient survey, we actually saw that 2000% reported increase in Amwell visits. And Amwell is actually a digital health platform. They actually just went public recently. And so we're seeing a huge surge in these innovations and actually adoption of some of these technologies. And that is really driving this accelerated growth. And what's interesting to us is it's no longer, as I've said before, it's not about one specific startup or point solution anymore.

It's about how you marry these innovations

together. And I know you work very closely and lead a lot of our work in the R&D space. And even when looking at INTIENT for example, that's a great example of this kind of play, where we're actually leveraging different network partners—whether they be startup or larger vendors—in building a product that's enabling true value across the ecosystem to many different stakeholders. And that's just what we're doing at Accenture.

I think we see that very much, very much largely across the market. And I'm not sure if you're familiar, but Truvida, they actually are a new company that was established through a collaboration of 13 major health systems across the US. And what their aim or goal is, is to actually build out a multi-party system or platform through basically structuring, normalizing and identifying data together.

So they pull in all of their respective data from the various health systems with that hope of contributing that data to enable better insights for coming out of COVID, but also more broadly, other problems in the life sciences industry around discovering new medicines, through the statistically significant data platform that they're building. So there are some cool stuff like this happening. As Accenture, we're working on it. Our clients are thinking about and working on it. And that's why from a Ventures perspective, we're trying to put ourselves in the middle of that conversation and enable some of those connection points because it's happening and it's happening at an accelerated rate for sure.

TOM: So you mentioned some of the evidence that is there, just based on the statistics that you had there as far as the research—but what other evidence are you seeing that this digital health ecosystem is, in fact, moving from “Me to We”?

Yeah, so, I think the big piece is that collaboration now is key to success. And like I said before, I think that a lot of coalitions are being built. And it's not only about just each isolate, whether it's a biopharma or hospital system standing up a CDC [sp?] and



understanding they need to make these investments. But it's about bringing together different technologies to be able to innovate together more holistically. And one such example is one of our recent investments, Triple Blind.

So they are they're a startup that is interesting. And they're setting up that "From Me to We" platform. So we actually have a program called Project Spotlight at Ventures, which is basically this immersive engagement investment program that we use to target technology startups that are basically embracing the power of change. And one of those capabilities is moving "From Me, to We." Right? And so what we're doing is we're making investments in these kinds of companies.

And so Triple Blind, we feel not only has the capabilities to facilitate this collaborative data exchange, they have basically a virtual data exchange capability, but they're also allowing health care and life sciences organizations to be able to share data without compromising privacy. And so it's really exciting for us. And so already to date with like Mayo Clinic, for example, they've been collaborating with them on algorithm training and validation in this one-way encrypted data opportunity.

And so their API-driven virtual exchange solution is super cool. And it's definitely a breakthrough. And the way we're taking it to our life sciences clients is that this is almost like an innovation sandbox, where it allows our partners to collaborate with one another without compromising data. And today that is super critical.

So it's not only about innovating within your four walls, being that me, it's about bringing it together, sharing data and being able to leverage assets across the ecosystem to be able to define discovery of new medicines and care for patients more holistically.

And so that's honestly, truly the translation we're seeing. And I mean, it's evidenced, as I said

before, by examples in the industry. It's evidenced by the amount of investment we're seeing and it's really evidenced by the collaboration, the coalitions that we're seeing kind of come to light now. So it's really cool stuff. And from an Accenture perspective, we want to be a part of that equation.

TOM: And as you said, there's a lot happening right now, and I think particularly just data sharing is one example of an aspect of a multi-party system, which you've mentioned a couple of times is critical and obviously trust and confidence and how the data is working across the organizational boundaries, but also its usage has to be a big part of it.

So as you think about periods of digital disruption, like we've seen over the past year plus with the pandemic, and like we have probably ahead of us as this continues to move—as far as that, the pace of digital adoption and disruption—how do you build out a multi-party system in times like this?

FRANCES: Yeah, it is a great question. So I think some of the core pieces that healthcare organizations need to think about, is really...I would call it setting almost ground rules or governance for being able to interact with partnerships.

So it's almost this requirement for new ecosystem-based business models to be able to build these multiparty systems, and that in the end drives benefit for the ecosystem. So there's a few tangible things that I would recommend, that we're already doing and that I recommend healthcare organizations out in the market are doing as well. And there's a few things. A) it's taking a risk and so understanding that these technologies are out there and experimentation is a requirement for value to be driven.

And unfortunately, there's a certain risk associated with that, but that helps us get to the value piece. And in order for us to experiment at that rate and be open to collaboration, governance needs to be in place. And so when I



when I say governance, there needs to be systemic culture of being able to experiment, being open to building these ecosystem plays together. And that can be challenging. As I'm sure you're very aware, a lot of our clients struggle with contracting in an accelerated way.

And that's actually another reason we're super excited about Triple Blind. One of these cases is being able to enable contracting with partners externally much faster because they don't compromise sharing of that raw data. And so I think the more you are able to set your organization on the path for being able to run experiments quickly and have that culture of adoption, that is absolutely key with this. And then also having the right flexibility in your organization so that you are able to innovate as well. I think that is truly critical.

And as I've touched on before, I think with COVID, as it is an industry pharma, we knew that this was important, but we have not been driven to driving the true value and COVID has forced us to innovate. Even if we look at decentralized clinical trials as an example, that was a space that we were excited about, we were taking risks, but it wasn't a requirement.

And coming out of COVID innovations DCT are becoming more of a requirement and the only way to get those things done is to be able to experiment. And so that's why we're very close with like Medable, Science 37, and others, because this is a space we care about and we realize that there is this collaboration effort that that is required as well.

So at this time, I think it's important that as an industry we recognize this opportunity, that we're exploring making investments, whether that's time or money in other companies that are out there really looking outside of our four walls. And then ensuring that we really have the right governance and culture in place to be able to experiment, whether that's joining coalitions, running our own CVC, that type of thing. And that is how all of these industry leaders will be able to help shape healthcare in the future.

TOM: And that is the opportunity at the end of the day, it's shaping that future. And I think it's pretty commonly agreed to at this point that we're not going back to where we were in all likelihood. And so the question is how much change will happen and at what pace? But ultimately, it's about shaping a new future and digital certainly will be at the core of a lot of that change. So I do appreciate you joining today. This is a great through "From Me to We."

And certainly consistent with a lot of the themes that we've talked about on this series and certainly consistent with the observations across the industry around the need to consider the ecosystem, to consider partnerships, to consider collaboration, but to be very different in the mindset to approach those types of external connections. And so, again, appreciate you joining me today and appreciate the quick run through.

FRANCES: Of course. Thank you, Tom.

TOM: I hope that you enjoyed this byte sized episode of Driving Digital in Biopharma and the conclusion of series covering the trends from the Accenture Tech Vision. If you haven't yet, I encourage you to listen to the whole series of short episodes focused on those trends from Accenture's 2021 Tech Vision.

I thank you all again for listening to this episode. Please remember to like and subscribe to Driving Digital in Biopharma on your favorite podcast platforms so you don't miss an episode. And until next time this is Tom Lehmann, with Driving Digital in Biopharma.

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