DRIVING DIGITAL TECH TRENDS TRANSCRIPT ANYWHERE, EVERYWHERE WITH DAVID HOLE

AUDIO TRANSCRIPT

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 wait for the "new normal"….they build it themselves. Big changes today require bold, innovative leadership that prioritizes tech. 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.

This is a moment of truth across industries and also within biopharma. Technology has sustained us through the pandemic and now continues to redefine how we work, how we live, and how we interact with each other. One of the key tech trends leaders must embrace as they define the future is, "Anywhere, Everywhere," which is a topic for today's episode.
I'm joined again today by David Hole, who is the Life Sciences Lead with Accenture's Talent and Organization and Human Potential practice. David, welcome back to Driving Digital in Biopharma.
DAVID HOLE: Thank you very much and good morning.

TOM: Good to have you here again today. As we talked about in a previous episode, you spend your time with Life Sciences clients focused on the impact of talent, organizations, culture on both business strategy and business performance. And the context of the workplace in the environment where a majority of work was done across the world certainly changed dramatically due to the COVID-19 pandemic. Orthodoxies were challenged.
People's expectations changed, the role of technology to not only enable how we work, but also how we connect with each other certainly rose in its importance.

And now we are at a point where collectively we are beginning to look to determine the next

normal. And so as organizations around the world reflect on their next normal, post the pandemic, the concept of the future working environment for their employees is now front and center, which relates to today's topic. So let's start with the basics of "Anywhere, Everywhere," as one of the top tech trends for 2021.

DAVID: So I think when we talk about "Anywhere, Everywhere," we are talking about, I think one of the most radical changes to the ways of working that has, as you said in your introductory comments, being sparked by the experience of the last 12 months or so.

You know, I use the term of the COVID response being a forced experiment for biopharma organizations—and indeed organizations across industry—where by necessity they had to rethink their ways of working. They had to move to a level of virtual working that they hadn't experienced or anticipated before.

And what we're seeing happen as we now come out of, if you will, the lockdown with the pandemic are organizations exploring their working models, and exploring the degree to which they need people back in a physical location as opposed to people being able to work virtually.

And that is a very sort of human-centric response, but very much enabled by the creative use of technology. And so we're finding, I think, that we are at the point of a real tipping point, a pivot in the way our client organizations think about their talent and workforce strategies.

TOM: And so as they start to look to the future, as you said, rethinking not only technology, their workforce strategies, the workplace, et cetera, what's in the near term horizon as people are making decisions about this?

DAVID: So as we look at the near term horizon, we see all organizations are embracing a degree of what we term hybrid working, and that is a blend of physically located work and then people working in effect anywhere and potentially

everywhere as they as they see fit to meet the requirements of their work.

And that's happening not just at the functional level, but it's really happening at the task level. So we know that in biopharma, there are certain activities that have to be in a physical environment, indeed in a controlled environment. So you think about lab work, you think about elements of the manufacturing and the distribution functions and the like. We know that there will still be a requirement, albeit a shifting requirement, for our field sales teams to engage in an environment with their customers.

But nonetheless, even in those spaces of R&D, we're finding that organizations are breaking down the task to really understand what is true lab work, as opposed to what's the sort of the analytic work that can be performed anywhere. And once you start moving to that hybrid workforce, you then have to really think about the technology enablement and how you drive collaboration and connectivity through the smart use of technological tools.

TOM: So stay with that for a moment. technology played an absolutely critical role to enable the working model that we've had over the past year and a half. How has that defined, what the future is going to look like? And how do you create essentially a long term alternative to in-person connections through the use of technology?

DAVID: So I think it's thinking about technology on two levels. One is technology for the individual and the other is technology in the context of how you equip your physical locations to be conducive to engaging a virtual team component.

So we talk in this concept of bring your own environment "BYOE". And that's really enabling the individual to make choices about their way of working, and make choices knowing that they have the ability through digital tools and the like to truly collaborate in real time with colleagues, and to connect with colleagues. And then having smart buildings, smart workspaces equipped again in order to truly bring people into the

conversation when you're having team sessions where people are partly physical, located and co-located, while others are in effect dialing in.

And so moving from that isolating use of technology that would have poor communication capability within a physical location that in effect excluded people who are not physically located, because they couldn't truly interact in a meaningful way.

TOM: And so as you look across life sciences organizations, are you starting to see that very notable shift? Because it's a fair point, right, at the end of the day, I think you were definitely constrained if you were the one person who was on the phone, or one person who was on the video call, but everybody else was physically present.

So are you starting to see already that shift in the physical space to allow for that? Or would you anticipate that on the horizon, but not yet seeing steps to get there?

DAVID: I think we're seeing early steps of that happening now. You know, I can point to a number of biopharma companies who are really rethinking the whole sort of investment strategy around technology enablement, in order to truly maximize the benefit of moving to a hybrid model.

So what we're seeing is a situation where organizations are thinking through the nature of activities that could be virtual, as I mentioned earlier, and then thinking through the investment requirements in order to facilitate that, while not losing sight of the fact that there's a very human need as well for connectivity, both physically and virtually.

And so we're seeing this trend of moving to what we would call "event driven" physical locations. So what I mean by that is even where we see that organizations are moving predominantly more virtual, they're looking at the type of activities that would require people to come back to a location for specific needs, specific aims.

The classic examples would be for innovation sessions, for collaborative sessions to drive ideation around a particular task or a particular challenge, bringing people in explicitly for connectivity through town halls and the like. And that is leading them to rethink the nature of work space.

So moving away from desks and cubes and more to the facilitation of studio spaces in order to enable people to interact in creative ways in order to deliver on a particular output.

And so this whole movement is driving a rethink of the workforce in terms of where it needs to be, the technology in terms of how it enables that workforce, and workspace in terms of how you configure real estate for point specific purposes.

TOM: Now, they are on top of that, what will be probably a variety of different working models, so you have you've established a different technology footprint and enablement up this way of working…

You've now established a perhaps a different purpose for the physical site. But you're probably going to have a situation where you have a combination of things. You've got some haves and have nots. So the haves are the ones that have more flexibility. The have nots are the ones who have roles that require, as you said before, either in the field for sales or in the lab for certain types of workers. And so you create this disparity amongst the workers. And you also have, again, this flexibility point where what used to be maybe a more predictable working model is now very different.

It may be at the individual level, it could be at a group level or you said even at a task level.

What does this mean for the future culture? What is the culture of an organization where you don't have necessarily the same level of predictability or even consistency across the different parts of the organization? And how does that put culture potentially, under pressure or just need to change it entirely?

DAVID: It's a great question because I think it does raise a whole range of, if you will, new challenges in terms of the culture and the values of an organization. And let's just, you know, highlight a few. One is, I think it actually raises challenges in terms of how you ensure a sort of fair and equitable working environment. One of the things that we are working with clients on is the avoidance of what we're terming proximity bias.

And so this is the idea that if you are leading a team that is part physically located and mainly virtual, do you just naturally gravitate towards the people who are in your proximity? And the risk of doing that, of course, is you exclude other people who are more predominantly virtual.

So that is a behavioral issue and that's a values issue that speaks to culture. Another area is really defining the rules of the road, if you will, in terms of what does it mean to work virtual predominantly. And that's where we get into this idea of social contracting within an organization and within teams.

And I'll illustrate it with a neat way that one of our biopharma clients has articulated their social contracts, which is what they call the five wins. And it's answering the question in determining how often I should be physically in the office as opposed to virtual, asking the following questions: what works for me, what works for my leader, what works for my team, what works for my stakeholders, and then what works for the company… and getting a sense of a conscious decision around what is appropriate.

By asking those questions, you get to a social contract where there's total transparency of my way of working, when people can expect me to be physically located, as opposed to when I'm going to be virtual, and how I'm going to show up to ensure that I'm driving outcomes. And so that's another area.

And the final area on the culture issue, I would touch on, is we mustn't assume that people leads who have been adept traditionally in managing teams that are physically located with them, are just able to pivot and manage on a virtual basis, to engage, direct, motivate, et cetera, people who are now predominantly at a distance. So we do think there's a leadership agenda and, if you will, a capability build in order to function in that capacity.

TOM: Which does make an interesting point in time. You mentioned before that this sort of this human-centric approach that is the here and now, there's not only a technology buildout that needs to occur in order to enable this model to go beyond the basic collaboration tools that have sustained us over the past year plus, but also to create a different infrastructure to, again, to draw people in and to allow people to connect in different ways.

But then, as you just said, there's a leadership shift that also needs to occur because the concept of managing a workforce that you don't physically see is just going to be different. And again, in will continue to evolve as people settle into this next normal, if you will. So it's quite interesting time for organizations, for leadership and for individuals and certainly for any technology aspect that threads across all of that.

Let's close on a question that I asked you before around the near term horizon.

What are we seeing and what do you suspect will be happening. Look a little further out to say what's on the longer-term horizon for organizations as they start to make maybe near-term decisions that have much longer term implications?

DAVID: So I think the big one is really redefining how you think about your talent pool and your talent strategy. We're seeing … we did some surveying of executives in biopharma, and we're finding that 92%,
92% believe that moving to a more hybrid business model opens up the market to find difficult to acquire pools of talent.

You're no longer geography dependent in terms of the potential talent marketplace. And that, I think, has huge implications and opportunity, huge opportunity, for biopharma organizations as they move forward.

And I think we are going to see a significant reimagining of workforce strategy as a result.

TOM: And I think that word is correct, right, reimagining and on multiple different levels in the workforce, strategy being a huge component of that. So why don't we bring it to a close there. Great discussion today and I appreciate the perspectives here.

And again, as we think about not only today in the working model in the future of the workplace, but also the longer-term expectation, the role of technology, the implications for talent, the implications for leadership. This idea of "Anywhere, Everywhere," seems to be here to stay. And I think we're just beginning to understand what it means for the way that we operate and the way that we think about our talent, the way we think about technology. So thanks again, David, for joining us.
DAVID: Great talking to you again today. Thank you.
TOM: I hope that you enjoyed this byte sized episode of Driving Digital in Biopharma. I encourage you to listen to the whole series of short episodes focused on the trends coming out of Accenture's 2021 Tech Vision, including the

next one in our series where we will explore the tech trend of "From Me to We". The essence of that trend is the role of multi-party systems to enable a shared data infrastructure between individuals and organizations that drives efficiency and builds new business and revenue models.
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.