



# NOVARTIS CTO & ACCENTURE EXECUTIVE TALK ABOUT THE MULTI- CLOUD PLATFORM

## VIDEO TRANSCRIPT

Petra Jantzer [00:00:02] Hi Liz. So good to see you.

Liz Theophille [00:00:19] Yeah, you too Petra. It's a pleasure to see you again. It's been such a long time. I think it's over a year, how are things going?

Petra Jantzer [00:00:27] actually very, very well. But it's really so nice to see you in person after all of this like video conferences. Yeah, it's really a pleasure.

Liz Theophille [00:00:35] Exactly. But I heard you just flew in from New York this morning that must be exhausted. Tell me about that.

Petra Jantzer [00:00:40] That's correct. I just came back from a big industry event in New York, and we discussed quite a bit about what's going on in the industry. And it was interesting to see there were like two themes. On the one hand, the concept of new science, which is sort of nothing new to Novartis. A lot of, you know, really scientific breakthrough in the areas of highest unmet medical need. But alongside with that actually a convergence with technology, that's the new and exciting part. And it was shown and discussed that that is really the key driver of growth in the industry over the next decade.

Liz Theophille [00:01:17] Totally agree.

Petra Jantzer [00:01:18] Alongside with that, we discussed that the pandemic has really unleashed a lot of energy in the industry and you know that collectively the industry was able to do something that we all thought was completely impossible to do develop new drugs for millions and millions of people in under a year. And there was a lot of discussion really about how could we now carry over this energy, the learnings into day to day business going forward. There was also a lot of consensus around that. It's a transformation that's going on, and that transformation requires really a future-fit enterprise across the entire value chain.

Liz Theophille [00:02:01] Yeah, I mean, I couldn't agree more. I think it's a very relevant topic. You know, at Novartis, our mission is to reimagine medicine, to extend and improve people's lives. And, you know, at the heart of everything we do day to day, you know, it's always about the innovation of science. And with that, we get a great opportunity to leverage technology to help us accelerate our ambitions. So, if you think about the Novartis, we have five strategic priorities. And one of those strategic priorities is how you go big on data and digital. So it's really, truly our ambition to leverage technology to accelerate the way we operate here at Novartis.



Petra Jantzer [00:02:52] Absolutely. Talking about data. We also need to speak about analytics, really and how you need that abundance of use, that abundance of data for much better decision making. And a lot of progress being done also on in particular during the pandemic on digitizing certain processes, which creates even more data. But how is Novartis actually using or designing an industrialized approach to data and analytics to speed up R&D, better understand and improve patient experiences, but also reduce supply chain and manufacturing complexity and, its agility and its responsiveness?

Liz Theophille [00:03:38] Yeah, I mean, one of the big responses that we have to this Petra is, you know, we're we are building this universal what I would call a universal digital platform, right? So, if you think today we have probably well over 2000 applications and the way they're integrated, it's all about point to point. When you think about it, so what we're doing knows we're taking all of that transactional data. And then ingesting this into our universal digital platform, which then gives us the ability across all these multi-disciplinary processes, it gives us a chance now to to fully integrate so that we can get better insights and make more decisions. And on top of that, we're really focusing on, you know, what's the strategic objectives of the key markets that that we serve entity as well and really providing, you know, insights that give a better experience in terms of how we engage, how we innovate, how we operate, and we're doing that through also shifting to this product mindset. So enterprise business agility is something fundamental in terms of how we operate looking, you know, across all of our datasets. And we were very fortunate. We have I mean, we have a goldmine of data across our organization, but being able to connect it in this universal digital platform, that's the secret sauce to be able to scale.

Petra Jantzer [00:04:59] Liz, this is absolutely fantastic, and you talked about this integrated digital platform, which I personally believe is really, really industry leading. Maybe can we make it a little bit more concrete? What does it mean in day-to-day life for people?

Liz Theophille [00:05:15] So, so first of all, you know, if I think about it from a talent perspective, Petra, I mean, we have we've done a lot of upskilling of many our associates and how to, you know, do data engineering and ML Ops, ML engineering, you know, how to even just manage the platform. So there's been a lot of talent upskilling that has happened. And I think that's one of the things that our associates enjoy because they're also developing through this process. You know, I would see the other area is when you think about it from a business perspective with the amount of data, especially what we have, you know, around the clinical space. I mean, one of our ambitions is to reduce the time to market by two years. So being able to have all this data now in one place, then being able to analyze the different themes and the insights that you see, it gives us the ability to do that. But we do this in collaboration with the business. I mean, this is I cannot take credit by myself as a technology organization for making this happen. You know, our business stakeholders, I mean, they are just as passionate about how we bring business and technology together. So that's what's driving this acceleration. And I can see how it's driving productivity, especially when we think about automation of business processes, as well as driving growth from a market perspective, better.



Petra Jantzer [00:06:49] Absolutely. And I'm so glad you're saying that because I've seen, you know, too many technical implementations that have no value to the business. So you collaborating intensely with the business and you and the business having a joint mission and joint objectives and working together on that is, you know, what makes this transformation successful now talking about transformation, that's hard to do it all alone now. So let's talk a little bit about partnerships.

Liz Theophille [00:07:22] Yeah. So I mean, of course, it's not something that we can do alone. I mean, we have leverage. So this platform that I mentioned, I would call this a platform that was built on multi-cloud. So we're using many of the big tech companies out there, you know, best of breed and best of integration because at the end of the day, it's all about the use cases and the capabilities. And there's never one tech company that can serve everything, right? So we're really focused on who has the best capability, but also who has the best solution to help us and deliver the right outcomes and the and the impact that we want for the organization. So we've been very fortunate to leverage this ecosystem of partners and bring it together in our universal digital platform. And you know, the speed at which we're building new features, new capability, new releases, we just get better and better. And a lot of that is because of the skill sets of the organization, but also the strengths of the partnerships. I mean, if we try to do this four years ago, Petra, I think it would have been quite challenging. And the reason is that, you know, a lot of other companies have tried to do this, and there's been a lot of learnings and we've been able to learn from what other people have experienced and now bring that into what we are doing. So it's really an exciting journey, truly transformational, as you said, and we will just keep on developing it further.

Petra Jantzer [00:08:58] Absolutely. And you know, personally, very glad that we were able to partner up on this and also bring some insights from elsewhere, other industries that are sometimes a little bit further ahead than the pharma industry, highly regulated and a little bit slower to adapt.

Liz Theophille [00:09:17] Yeah, absolutely.

Petra Jantzer [00:09:19] Now, if you were to sort of conclude from here and say what we're like the top three success factors to make such a transformation successful, what would that be?

Liz Theophille [00:09:34] So let's see, first of all. You know, I truly believe that. The people are our biggest assets. As I said earlier, it was a joint effort between the business and the technology teams coming together wrapped around this partnership ecosystem that we had. So when you bring that, when you bring all of that together, you create the right environment and momentum. So first of all, I think it's important to focus on making sure you have the right skills and capability across the organization and bringing in the partnerships. Second of all, I mean, it is so cutting edge. That you are always experimenting. And with this experimental mindset, you've got to create an environment of psychological safety, not only for your teams, but also for the partnership, the ecosystem, right, because it's also a give and take because when you're experimenting like that, there are failures. And it's OK to see that right? Maybe we made a mistake here and we need to change direction. But creating, you know that psychological safety then helps, you know, the creativity is incredible, the energy that comes from the team because they feel that they can do anything here. And last but not least, I talked about this enterprise business agility and also this mindset. This is a big change program. And actually, my job is quite easy because the technology part we can deliver. But it's the change in mindset that says, you know, we have to take this mindset of flexibility, agility and speed in order to transform it, and that's all about the change in the mindset of the organization and the partnerships that we have better.

Petra Jantzer [00:11:39] Fantastic. I couldn't agree more to sort of that summary. And I would summarize for my end and you know, partners can do. So look forward to continuing this journey Liz. Thank you, Petra.

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