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At The Intersection of Disrupting Healthcare: Craig Robertson & Jim Cleffi, Accenture

Advice to our Clients

Video Transcript

*Craig Robertson and Jim Cleffi, Managing Directors at Accenture talk about the intersection between their life sciences and healthcare clients and the startup and broader ecosystem. This dialogue is predicated on the book *Healthcare Disrupted*, co-authored by their colleagues Anne O'Riordan and Jeff Elton. They also discuss the impetus for launch of the Accenture HealthTech Innovation Challenge—part of a broader program designed to tackle some of the world's largest healthcare challenges—bringing together industry leaders, investors and disruptors.*

Unity: So, when you meet with the CEO of maybe a large healthcare company, what's your advice to them if they're not focusing on this concept of open innovation, looking towards external innovation? What do you tell them and why?

Craig: Yeah, I'll start and maybe Jim can add here as well. I think that the first thing is to look at open innovation with a very, kind of, deliberate purpose and be thoughtful about how you can open up your own mindset to complementary sets of services and technologies that you may not be considering today.

And, ensure that you've got an ongoing process for doing that. It's not a one-and-done set of activities. You really have to maintain relationships with the startup communities. Understand where they're making investments and see the proliferation of companies and investments that are happening and use that as input to how you think about the areas that you want to focus on. And, create that dialogue that oftentimes doesn't exist today and do that, not in a one-off one brand director talking to one startup, you know, in Silicon Valley, but an actual institutional process and ongoing evaluation

and partnership with companies that are bringing the next generation of innovation to the market.

Jim: The one add I have to that is, one is, you know, to think a little bit more openly about the way you're thinking of open innovation. I think it's been historically a little bit more narrow. And what we'll do is bring various salient examples. Case examples where we do our own scanning within an organization. We bring innovative ideas and say, if you invented this in your organization you can pivot and expand your portfolio across a therapeutic area. You can advance your modern technology and digital capabilities in ways you never thought about and actually bring it to life for them where it opens their eyes. We can build some value behind that as well.

Jim: The other area is really trying to get them to think open, much more open about it because, you know, a lot of these new companies are the disruptors. And, you know, you start to wait and take a wait-and-see approach and, you know, one bad R&D opportunity, one new competitor entered into the marketplace in your hat and, you know, your backs against the wall. I think some of these new digital therapeutics didn't exist three years ago. Now it's a whole different category. And, you know, bring a digital therapeutics to the marketplace, you know, if you're not paying attention it's just gonna be a miss.