The Path to a Profitable Future: The Integrated Business Services Model for Life Sciences
In today's environment, life sciences companies—from established pharmaceutical and medical technology companies to emerging biotech organizations—have a harder path than ever to achieve longevity, growth and profitability. Developed markets, long a hotbed for growth and profit, are plateauing. The expiration of long-time profitable patents has placed incredible financial pressure on many companies. Meanwhile, significant competitive and regulatory pressures, combined with increased need to show evidence of an improved patient outcome, are limiting pharmaceutical companies' ability to bring new drugs to market. Health care reform in the United States and around the globe has left the entire market in a state of uncertainty. In addition, the dynamic growth markets of biotech and biosimilars are rocketing beyond their companies' current capabilities. Given these challenges, life sciences companies of every type must take a long, hard look at whether their business delivery models are on the right trajectory to a secure and profitable future.
Bottom line, much of what has worked for life sciences companies previously has become a thing of the past. There is a new normal in life sciences where success requires the discipline and commitment to be certain amidst uncertainty by first clearly articulating your strategy, focusing on the areas that you can dominate and taking decisive action to build the capabilities needed to deliver your strategy. In many cases, taking these steps will require a new business construct: one that helps drive revenues while reducing costs.

In Accenture’s experience, we have seen companies from multiple industries respond to their industry challenges by broadening their view of how business service models can yield value. Increasingly, we see companies turning to integrated business services (IBS), a model for end-to-end business services delivery that pushes the traditional shared services concept to new heights. Why? Because IBS’s integration across functions enables these pioneering companies to execute against their business objectives with exceptional speed, reliability and cost efficiency. IBS represents a revolutionary change from siloed or even multi-function shared services organizations of the past. As life sciences companies face the very pressing need to rethink, reshape and restructure their businesses to survive and thrive, an integrated business service model presents a viable path forward.

To date, the life sciences industry has been tentative in embracing the holistic capabilities of the IBS model even as other industries, such as consumer packaged goods and high-end chemical manufacturers, have used an integrated business service model to help accelerate global expansion, product development and customer insight and loyalty. The time has come for life sciences companies to do the same and capture the value of integrated business services (see Figure 1).

**FIGURE 1. Industry Adoption across Service Models**

- **1. Discrete Shared Services**
  - Classic back-office scale functions delivered at lower cost
  - Align on client service expectations with SLAs and joint responsibilities
  - From BU silos to functional silos still creates non-standard processes

- **2. Multi-Function Shared Services (MFSS)**
  - Added skill functions and cross-functional synergies enhance the business case
  - Increase client centricty through cross-functional priority management
  - Increased leverage achieved through a common service delivery framework

- **3. Global Business Services (GBS)**
  - Greater end-to-end process control and delivery of mid-office as well as back-office services
  - Evolve partnership through demand planning and global business strategy support
  - Greater agility through end-to-end process ownership and fewer delivery partners

- **4. Integrated Business Services (IBS)**
  - Increased cross-functional integration to deliver greater business value
  - Full front-to-back office integration places client experience at the center
  - Maximum agility through location agnostic integrated services and partners
  - IBS is C-suite led and has end-to-end decision rights over budget and all resources

*Based on public information only*
An integrated business services model defined

Over the past 20 years, shared services has become the prominent operating model for business support services because it has demonstrated it can successfully deliver sustainable cost and service improvements year after year. Shared services undoubtedly has been good to life sciences companies; however, an integrated business service model delivers considerably more business value.

An integrated business service model is a potential “game-changer” for life sciences companies. Today, the rapidly changing business environment means life sciences companies must examine how to better leverage the investment in their “back- and middle-office” capabilities. While cost reductions and service improvements are still important, life sciences companies need to focus on improving business results from all perspectives.

The results that an IBS model can deliver for life sciences companies dwarf the benefits that can be realized by pulling the same old levers of the past. They include the ability to maximize R&D innovation, quickly enter new markets, better manage mergers and acquisitions and respond in a more agile way to customers’ needs and preferences to help deliver improved patient outcomes.

Mature shared services organizations in other industries are already evolving to an IBS model (see Figure 2). Companies that embrace an IBS model push shared services far beyond the traditional back-office function-based service provision of earlier generations, becoming strategic partners to the enterprise by providing both “upgraded” traditional services and innovative new front- and middle-office services to deliver end-to-end business solutions.
FIGURE 2. Target Benefits across Service Models

### Business Impact of Each Model on the Enterprise

**MODEL TYPE:**
- **DISCRETE**
- **MULTI-FUNCTION**
- **GLOBAL BUSINESS**
- **INTEGRATED BUSINESS**

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Discrete</th>
<th>Multi-Function</th>
<th>Global Business</th>
<th>Integrated Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>OpEx Reduction</td>
<td>![Symbol]</td>
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<td>Capital Efficiency</td>
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<tr>
<td>Risk Mitigation</td>
<td>![Symbol]</td>
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<tr>
<td>Revenue Growth</td>
<td>![Symbol]</td>
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</tbody>
</table>

### Geo 1
- **FIN**
- **HR**
- **IT**

### Geo 2
- **FIN**
- **HR**
- **IT**

### Geo 3
- **FIN**
- **HR**
- **IT**

### Global Business Services
- **Source to Pay**
- **Customer to Cash**
- **Hire to Retire**

### Integrated Business Services
- **Customer Services**
- **Commercial/Finance Services**
- **Supplier Services**
- **Employee Services**
- **Analytics Services**
What distinguishes an IBS model from earlier incarnations of shared services (including single function shared services, multi-function shared services and global business services) is how advanced the IBS model is in terms of the five following characteristics, when compared to other shared services models (See Figure 3).

- **Strategic elevation:** An IBS model operates as a cross-enterprise, independent multi-service business unit that delivers specific business outcomes. Its elevated position within the enterprise (on equal footing with other business units) allows companies embracing an IBS model to achieve sustained global productivity and a culture change toward greater innovation, not just back-office function optimization.

- **Service value orientation:** An IBS model integrates people, processes and technology across functions to deliver one-stop-shop “services.” It delivers advanced end-to-end services, not just better transactions at a lower cost.

- **Client centricity:** In an IBS model, business services are defined by the way customers understand, buy and consume them, which reduces the complexity of multiple functional silos. In IBS, the customer experience is of foremost importance and that driving perspective builds trust and partnership, not just a buyer/seller, service level agreement (SLA)-based relationship.

- **End-to-end ownership:** In an IBS model, there is end-to-end ownership and decision rights in terms of budget, people, process, policy and technology. This level of control allows an IBS model to add more value beyond just process improvements within the back-office silos.

- **Global agility:** An IBS model leverages the geographic footprint of the overall organization and its strategic partners (including third-party providers) while still maintaining proximity to the customer where required. Thus, an IBS model can help life sciences companies achieve high performance with both global reach and scale and local relevance and intimacy.

**FIGURE 3. Key Characteristics of the Four Types of Service Models**

<table>
<thead>
<tr>
<th>CHARACTERISTIC</th>
<th>DISCRETE</th>
<th>MULTI-FUNCTION</th>
<th>GLOBAL BUSINESS SERVICES</th>
<th>INTEGRATED BUSINESS SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strategic Elevation</td>
<td>A different SSO leader for each tower, reporting below C-level leader</td>
<td>One SSO leader over multiple functions, reporting directly to a C-level leader</td>
<td>Global GBS leader owning end-to-end processes and reporting directly to C-suite leader</td>
<td>IBS leader is a C-level executive responsible for a separate BU and strategic pillar</td>
</tr>
<tr>
<td>2. Service Value Orientation</td>
<td>Classic back-office scale functions delivered at lower cost</td>
<td>Added skill functions and cross-functional synergies enhance the business case</td>
<td>Greater end-to-end process control and delivery of higher order services, i.e., analytics</td>
<td>Increased cross-process integration to deliver more business innovation</td>
</tr>
<tr>
<td>3. Client Centricity</td>
<td>Align on client service expectations with SLAs and joint responsibilities</td>
<td>Increase client centricity through cross-functional priority management</td>
<td>Evolve partnership through demand planning and global business strategy support</td>
<td>Full front-to-back office integration places the client experience at the center</td>
</tr>
<tr>
<td>4. End-to-End Governance</td>
<td>Decision rights are limited to SSO processes without front-end process control</td>
<td>MFSS leader has decision rights over service management approach</td>
<td>GBS leader has decision rights over the service delivery approach</td>
<td>IBS leader has end-to-end decision rights over budget and all resources</td>
</tr>
<tr>
<td>5. Global Agility</td>
<td>From BU silos to functional silos still results in lack of standardization</td>
<td>Increased agility achieved through a common service delivery framework</td>
<td>Greater agility through end-to-end process ownership and fewer delivery partners</td>
<td>Maximum agility through location agnostic integrated services and partners</td>
</tr>
</tbody>
</table>
Services support models have evolved dramatically, building on the success of previous versions to target greater value, client focus, holistic governance and global reach.
The benefits of an IBS model for life sciences

Life sciences companies that receive their business services through the IBS model can benefit from:

**Seamless integration from front- to back-office**

The evolution of the life sciences industry means that over time many companies have developed highly decentralized structures and processes, managed in a series of lightly connected stages that are neither efficient nor flexible. Life sciences companies need to be leaner and more efficient across front-, middle- and back-office functions in order to meet performance expectations and IBS helps accomplish this goal by delivering business services in a more holistic way.

Unlike traditional shared services offerings, IBS can create seamless process, organizational and technology integration across often-isolated internal groups and departments, while continuing the drive towards tangible improvements in efficiency and effectiveness. The power of integration comes from IBS organizations’ end-to-end purview. By owning entire services end-to-end, IBS organizations gain unique insight into how value is created and delivered: from products to insights to patient interactions to transactions. The IBS organization also owns responsibility for delivering this end-to-end value in the most economical manner possible—utilizing and governing what it determines to be the best mix of internal and external sourcing. In combination with its position as a genuine and equal partner to the business, the IBS organization has all the means necessary to translate the business strategy into the right execution strategy—from the customer all the way down to the transactional level.

**Increased speed and agility for the business**

The current environment demands that life sciences companies develop greater speed and agility to get innovations to market faster. The IBS model applies the power of traditional shared services’ standardization and simplification to what matters most: getting products to patients quickly. For example, an IBS organization can tie together the services involved in launching a new drug and ramping up a drug trial, readying the enterprise it supports to move quickly and efficiently in fast-changing markets. It can allow the enterprise to quickly react to opportunities in emerging markets or in the acquisition and integration of another company to fuel growth. For example, one consumer goods company uses an IBS model for the delivery of bundled, consistent, acquisition and transition services and has dramatically cut its acquisition and integration time, resulting in greater synergies sooner than expected.

In these cases, an IBS model enhances the flexibility and responsiveness of the enterprise by scaling supporting services up or down depending on changes in the environment. At the same time, the flexible delivery model of IBS incorporates not only global and regional tiers for scale, but also local ones—so that the services it delivers remain consistent with global standards yet configured for local needs and requirements. This flexibility is critical for life sciences companies, which must grapple with a tangled skein of different rules, regulations, demands and preferences when introducing new products to multiple geographies.

**Increased business focus**

Life sciences companies operate under ever-present pricing and margin pressures and need to get more out of their workforce. By combining similar services/capabilities in ways that make sense from the point-of-view of the “customer” (i.e., the business units that receive these services), the IBS model increases the value of activities performed in the back-, middle- and front offices. An IBS organization’s big-picture perspective allows it to see internal capability gaps required to deliver new services and to fill these gaps by bringing in outside resources when necessary. Moreover, the IBS model can generate valuable end-to-end insights tailored to different user groups. Thus, the enterprise as a whole gains a better understanding of the strengths and weakness of its operations, the direction and the means to improve, and the freedom to focus its business unit resources on more strategic initiatives.
The IBS model for life sciences in practice

An IBS model starts from a place of a deep understanding of the specific business it supports. It uses this understanding to develop industry-specific service offerings that evolve in response to business needs. For life sciences companies, moving to an IBS model of business service delivery means moving beyond core “mature” shared services functions such as finance, HR and IT, and using the model for delivery of industry-specific capabilities in areas such as commercial services, research and development, supply chain, facilities and real estate, and analytics (highlighted in Figure 4 and further described below). The IBS model operates in a mode of continuous improvement: looking for capabilities in these industry-specific areas that would provide greater value if they were grouped together and delivered back as services to the business it supports.

Commercial
An IBS approach has the ability to transform the life sciences marketing and sales model to better meet the needs of customers in existing and emerging markets across the multichannel environment while lowering the cost to serve. Potential IBS business services within commercial services area include:

- Product launch services, including optimized resource allocation, end-to-end operational process efficiency and better decision support through holistic insights from initiation through post-launch revenues.
- Intelligent customer support services, based on comprehensive multichannel capabilities that are all focused on increased customer engagement and improved quality of interaction among payers, patients and healthcare providers.
- Patient support services dedicated to improving a company’s positioning in the healthcare ecosystem so that the company can focus on enabling better health outcomes for patients, increasing adherence to therapy and improving the patient experience with education and ongoing support services.
- Integrated brand management services that deliver increased revenue and profitability through cost management, multichannel marketing optimization, operational efficiency and mature brand strategy.

Research and development
Research and development in life sciences relies heavily on activities that span both functions and divisions within major companies. Key R&D activities focused on delivery through an IBS model include:

- Data management, including processing, cleaning and integrating internal and external data across studies and different business areas to increase speed to submission.
- Statistical programming and analysis to deliver crisp and consistent insight while allowing high-end practitioners to concentrate on competitive and differentiating activities.
- Processing and analysis of pharmacovigilance safety cases across divisions, including rationalization of technology and hosting.
- Document preparation and management, including defining, structuring and finalizing key regulatory documents to improve quality and compliance.

Supply chain
In the area of supply chain for life sciences, an IBS model starts from the perspective of meeting customer needs and demands, while targeting value through synchronized supply and demand planning and agile fulfilment capabilities. Specific supply chain services that an IBS model could provide for life sciences include:

- Operations strategy execution and end-to-end process excellence, verifying that the value chain is fully aligned to the corporate strategy, dynamic and segmented and operationally excellent.
- Innovation and product development services that are provided in partnership with the business and other components of IBS to establish more efficient and effective product launch to verify that new product innovations make it to the right markets to meet customer service requirements, faster than the competition.

- Sourcing and procurement services engage the business and the supply markets to deliver innovative sourcing strategies. An IBS model can help drive toward flawless execution of these strategies through rigorous category management, strategic sourcing, supplier management and compliance management processes, enabled by seamless source-to-pay technologies.

- Manufacturing strategy and operations services that integrate across the supply chain to implement a lean framework for factory start-up, technology transfer, site closures, manufacturing execution systems and strategic outsourced manufacturing with external contract manufacturers.

- Integrated planning and fulfillment services that are designed to embed demand-driven integrated planning capabilities into supply chain processes to enable agility and responsiveness to market fluctuations. These integrated capabilities include linking planning to product fulfillment activities to optimize end-to-end logistics operations and meet customer service needs across all markets.

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**FIGURE 4. Life Sciences Integrated Business Service Capability Maturity Model**

<table>
<thead>
<tr>
<th>Plan and Manage Enterprise</th>
<th>Risk Management</th>
<th>Enterprise Strategy and Performance Management</th>
<th>Human Resources</th>
<th>Legal, Compliance &amp; Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Process Lifecycle Management</td>
<td>Corporate Strategy</td>
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<table>
<thead>
<tr>
<th>Discover the Drug Candidate</th>
<th>Target Identification/Validation</th>
<th>Sample Screening &amp; Lead Identification</th>
<th>Lead Optimization</th>
<th>Toxicology, DMPK Study Design &amp; Execution</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Research &amp; Development</th>
<th>Clinical Development</th>
<th>Develop the Drug</th>
<th>Pharmacovigilance and Drug Safety</th>
<th>Regulatory Affairs &amp; Operations</th>
<th>Medical Affairs</th>
<th>Clinical Data Management</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>Manage R&amp;D Portfolio and Operations</th>
<th>Portfolio &amp; Asset Value Management</th>
<th>Project Planning and Resource Management</th>
<th>Establish R&amp;D/Innovation in Organization</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Supply Chain</th>
<th>Planning</th>
<th>Sourcing &amp; Category Mgmt</th>
<th>Partner Collaboration</th>
<th>Secure Supply Chain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>Supplier Management</td>
<td>Quality Management</td>
<td>Order Management</td>
<td>Storage &amp; Goods Movement</td>
</tr>
<tr>
<td></td>
<td>Procurement</td>
<td></td>
<td></td>
<td>Production Management</td>
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<table>
<thead>
<tr>
<th>Market &amp; Sell (Commercial)</th>
<th>Brand &amp; Marketing</th>
<th>Digital Production &amp; Content</th>
<th>Multi-Channel Operations</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Campaign Management</td>
<td>Content Production</td>
<td>Sales Enablement</td>
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<tr>
<td></td>
<td>Sales Force Engagement</td>
<td>Content Management Services</td>
<td>Channel Mgmt Services</td>
</tr>
<tr>
<td></td>
<td>Digital Markets</td>
<td>Campaign Management</td>
<td>Tender Mgmt/Contracting</td>
</tr>
<tr>
<td></td>
<td>Brand Planning</td>
<td>Content Platforms &amp; Distribution</td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Analytics, Data Management, Reporting &amp; Insight</th>
<th>Customer Analytics</th>
<th>Campaign Analytics</th>
<th>Channel Analytics</th>
<th>Supply Chain Optimization</th>
<th>Financial &amp; Planning</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Campaign Analytics</td>
<td>Clinical &amp; Safety Analytics</td>
<td>Brand/Portfolio Analytics</td>
<td>Data Management &amp; Compliance</td>
<td>Human Capital Analytics</td>
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</table>

<table>
<thead>
<tr>
<th>Manage &amp; Support Organization</th>
<th>Finance &amp; Accounting</th>
<th>Master Data Management</th>
<th>Information and Technology</th>
<th>Human Resources</th>
<th>Indirect Procurement</th>
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<tbody>
<tr>
<td>Facilities</td>
<td>Environment, Health &amp; Safety</td>
<td>Legal</td>
<td>Public Affairs</td>
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Level of IBS Maturity: [Mature] [Emerging] [Pioneering]
Facilities and real estate

Facilities and real estate management is a relatively new addition to shared services because historically organizations have tended to underestimate its impact on both cost and on value. Given that the industry trend in recent years has been for life sciences companies to grow through acquisition and to be located in high cost areas, significant transformational opportunities typically exist to better align cost and capabilities by looking at the company’s facilities and real estate strategies and managing these efficiently across the enterprise. Facilities and real estate capabilities for life sciences that could be provided through an IBS model include:

- Real estate portfolio optimization strategy and management services that deliver comprehensive oversight of holdings, including acquisition, right sizing, locating and designing real estate to support organizational performance, optimize costs and provide the flexibility needed to respond to changes in the business climate.
- Facility management services that provide daily oversight of supporting capabilities, including standardizing processes, security, workforce administration, vendor consolidation and management, and optimizing service levels.
- Technology enablement and management services to improve visibility into the performance of real estate portfolios, link facilities capabilities, provide comprehensive security, and to inform portfolio optimization and facility management.
- Analytics delivery, including providing real-time, event-driven multichannel analytics, standard report development and production.
- Business insights dissemination to help the enterprise drive faster and better resource and spend allocation with consistent high-quality information, and to enable rapid sharing of successful concepts.

Analytics

While other industries have relied on multiple sourcing options for analytics services, the concept of shared services for analytics has still not fully evolved in life sciences. However, end-to-end business analytics services that are embedded into the business decision-making process hold tremendous appeal for commercial groups and supporting functions, and promise substantial savings and revenue uplift in the process. These analytic services include:

- Data acquisition management, including consolidation, standardization and continuous improvements delivered through optimized sourcing models.
- Analytics delivery, including providing real-time, event-driven multichannel analytics, standard report development and production.
- Business insights dissemination to help the enterprise drive faster and better resource and spend allocation with consistent high-quality information, and to enable rapid sharing of successful concepts.

Mature functions

In an IBS model, the shift to integrated service offerings means that even mature functions such as HR, finance and IT—long provided under traditional shared services models—become transformed into more holistic services intended to help deliver the business strategy. For example, when provided through an IBS model, payables becomes an integral part of end-to-end supplier services and receivables part of end-to-end customer services. Likewise, key portions of IT get redistributed into services they support. This transformation from traditional shared services functions such as HR, finance and accounting, and IT into bigger-picture employee services, financial services, customer support services and knowledge services signal a reset in purpose for mature shared services where the goal is to support broader business outcomes, such as introducing innovative new products and enhancing the customer experience.
In an IBS model, the shift to integrated service offerings means that even mature functions such as HR, finance and IT—long provided under traditional shared services models—become transformed into more holistic services intended to help deliver the business strategy.
The need for action

Today’s turbulent environment means life sciences companies need to identify and capture every possible advantage. As an IBS model grows in strategic importance and partnership with the business units, it has the potential to rewrite the book on shared services for many companies in multiple industries. While life sciences companies have been slow to embrace the IBS model, Accenture believes the industry has reached its tipping point where we will begin to see rapid adoption of the model in multiple areas of business support. As we have seen in other high performing organizations like Procter and Gamble and Cisco Systems, an IBS model can be a key enabler for companies to achieve their strategic objectives of growth, profitability and maximize shareholder value.

By expanding their focus outward from shared services’ transactional efficiency to achieving business outcomes, life sciences companies utilizing an IBS model have the potential to deliver new services that will help them advance key product innovations, implement new customer-focused commercial models, enhance responsiveness to changes in legislation and customer preferences and grow in new markets.

The journey to an IBS model is unique for every company—there is no single, prescribed path to success, but rather a set of proven tenets (for example, unwavering executive support, strategic process optimization, leveraging technology focused on business impact, sourcing and cultivating the very best talent, and becoming solution oriented and outcome focused) from which to build a distinctive capability based on organizational-specific needs. While challenges exist in any transformational program, the opportunities abound with an IBS model as a catalyst for cost optimization, growth, capability development and high performance.
The opportunities abound with an IBS model as a catalyst for cost optimization, growth, capability development and high performance.
About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 266,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com.

About Accenture’s Life Sciences Practice

Accenture’s Life Sciences group is dedicated to helping companies rethink, reshape or restructure their businesses to deliver better patient outcomes and drive shareholder returns. We provide end-to-end business services as well as individual consulting, outsourcing and technology projects around the globe in all strategic and functional areas—with a strong focus on R&D, Sales & Marketing Supply Chain and core support functions.

We have decades of experiences working hand-in-hand with the world’s most successful companies to improve their performance across the entire Life Sciences value chain. Accenture’s Life Sciences group connects more than 10,000 skilled professionals in over 50 countries who are personally committed to helping our clients achieve their business objectives and deliver better health outcomes for people around the world.

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