

**Accenture** Life Sciences  
**Patient Inspired. Outcomes Driven.**

# **THE RACE IS ON**

**Taking advantage of  
digital platforms for  
medical technology.**





# THE RISE OF PLATFORMS

Digitally-enabled business models have radically changed the world around us over the past decade. As many of the services that companies offer have transferred from bricks-and-mortar branches to online channels, new businesses have been created bringing new-found levels of convenience and choice for consumers. But not all companies have thrived in this period of extraordinary disruption: the business models of companies that were not adequately prepared have been compromised, in some cases irreparably.

In healthcare, however, these shifts have not yet caused a major impact. Incumbents, whether medical technology, pharmaceutical, payers, providers, or other players, have generally been reluctant to build similar kinds of disruptive digital service models for their industry. As a result, many customer experiences have changed little in 20 years. There remains a lack of cost transparency, difficulty in comparing providers, and a disconnection between prevention, diagnosis, treatment, and aftercare.

## **The imperative for medical technology companies is to move quickly to adopt digital platforms. If they don't, it's only a matter of time before the digital disruptors move in.**

But a combination of socio-economic and policy changes, technological advances, and structural shifts are set to change all that. Healthcare is now primed for its own period of upheaval and disruption.<sup>1</sup> An aging society is expected to double healthcare costs from an aggregate US\$8.4 trillion in 2015 to US\$18.3 trillion in 2030. Chronic disease could result in US\$47 trillion in lost productivity over the same period. What's more, consumers accustomed to comparing products, services, and prices online have come to expect similar conveniences in other areas of their lives, including healthcare. These developments call for new approaches in how healthcare is organized, offered, and paid for.

Strengthening prevention and implementing value - or outcome-based reimbursement models are solutions to this challenge. In the latter, services and payments are bundled together for specific conditions across the whole patient journey, from diagnosis and pre-treatment to treatment and post-treatment care. In these models, the systematic measurement of outcomes is used to improve quality and reduce cost.<sup>2</sup> But acquiring the necessary levels of coordination and measurement is not straightforward. It calls for sophisticated digital platforms that bring all players in the healthcare system together under one umbrella.

Other industries have seen how quickly new players can exploit the low barriers to entry in the digital world, with devastating effects for incumbents. Whether the same fate awaits the medical technology industry, with major technology players like Alibaba, Amazon, Facebook, Google, or Apple coming to dominate, or whether incumbents are up to the challenge of becoming true digital enterprises, rests largely in the industry's hands. Without question, thriving in the digital world calls for new thinking: in collaboration models, in investing in the ecosystem, and in staying ahead of the technology curve.

**Let's see how.**

# **DISRUPTIVE TRENDS IMPACTING THE MEDICAL TECHNOLOGY INDUSTRY**

**Medical technology is among the world's strong growth industry sectors, worth as much as US\$100 billion at the end of 2015.<sup>3</sup> Yet as they make the shift to the new, medical technology developers and manufacturers face a host of challenges and disruptive trends.**

## **OUTCOME-BASED REIMBURSEMENT IS ON THE RISE.**

Healthcare budgets are not keeping pace with the accelerating demand for healthcare from an aging global population and an increase in chronic disease.<sup>4</sup> The need to treat more and more patients for less money has created a demand for outcome-based measures in global healthcare systems. There is a pressing need for more efficient healthcare enabled by innovative and cost-effective digital tools and devices.

## **HEALTHCARE IS BEING CONSUMERIZED.**

Health awareness among consumers, with people wanting to take greater control of their health, has increased dramatically in recent years. The consumer goods industry has been quick to pick up on this trend, offering a host of lifestyle products and related services that promote and support a healthier way of living, from fitness devices to sleep trackers. These products and related services are even converging with traditional healthcare. So consumers increasingly consult digital sources like Google or WebMD<sup>5</sup> prior to, or instead of, making a doctor's appointment, even though the results are less accurate.<sup>6</sup> Furthermore, consumers are willing to pay out of their own pockets for better prevention, better care, and a healthier life in general. This ultimately changes how healthcare is delivered, accessed, perceived, and reimbursed. And it opens new opportunities for medical technology companies. For example, aggregating personal health data enables better healthcare predictions, early prevention, greater personalization of care, and more effective measuring of outcomes.

## **HEALTHCARE AND DIGITAL ECOSYSTEMS ARE CONVERGING.**

The healthcare ecosystem is increasingly joining forces with digital services companies to improve patient outcomes. Digital companies like Google (Verily, Deep Mind) and Microsoft are expanding their healthcare footprints. GlaxoSmithKline and Verily are forming Galvani Bioelectronics to develop solutions for chronic disease.<sup>7</sup> Sanofi and Verily have joined forces at OnDuo to tackle diabetes, while Roche acquired MySugr to become the leading open platform in diabetes management. Philips is partnering with Salesforce to extend their HealthSuite digital platform. Startups like Flatiron Health which raised funding from Google Ventures are partnering with established players like Roche to bring personalized medicine in oncology to market.<sup>8</sup> Boston Scientific is developing a data-driven digital health solution for chronic cardiovascular care.<sup>9</sup> And GE (Health Cloud) and Siemens Healthineers (teamplay) are investing heavily in digital platform capabilities. Taken together, these developments highlight how disruption is pushing the industry to converge and join forces to deliver better patient outcomes.

## **COMMODITIZATION, COMPETITION, AND PRICE PRESSURES ARE GROWING.**

Tight budgets, cost-consciousness, and the increasing use of group purchasing organizations (GPOs) to buy medical devices, are creating new challenges for medical technology manufacturers.<sup>10</sup> GPOs are increasing the purchasing power of individual clinics by enabling them to negotiate significant discounts through bulk purchasing. Instead of relying on relationships with physicians and the USP of their products, medical technology companies must now prove value to the GPOs. This can be a problem for devices in commoditized market segments where innovations are incremental rather than game-changing. Furthermore, pressure in several medical technology segments is made even more intense by market entrants from Asia who copy features from established brands and save R&D spending to market their solutions at lower prices. This starkly highlights the threat for medical technology incumbents of relying on their successful portfolios and commercial models and not adapting to the changing customer landscape.



# MEDICAL TECHNOLOGY COMPANIES ARE SHIFTING FROM SELLING PRODUCTS TO PROVIDING SERVICES.

Medical technology companies are on a journey to the new, transforming from products-based businesses through 'integrated services' and beyond to 'living services'. This journey is taking place in three waves:

1

## **Transform the core.**

Standalone devices are augmented by data exchange and network capabilities that enable product enhancements to leverage the data they generate. That might be something as simple as a mobile application that accesses a medical device to enable new value-added functionality for patients.

2

## **Grow the core.**

Network capabilities are enhanced to allow continuous deep data access (through a cloud service, for instance) enabling connected solutions to combine products with integrated services and redefine customer experience. This enables medical technology companies to change their commercial models from a product to a (product-as-a-) service by facilitating, for example, pay-per-use reimbursements for their devices.

3

## **Grow the new.**

Companies create highly sophisticated 'living services' that are able to constantly learn and evolve. By wrapping themselves around everyday activities, these services can intuitively learn individual habits, likes and dislikes, and adapt themselves to changing needs.<sup>11</sup> In the medical technology industry, this could potentially transform areas like proactive clinical decision-making and patient support, treatment adaptations, proactive caregiver consultations, and much else besides. But it requires access to vast amounts of patient data for the application of advanced analytics or artificial intelligence (AI) to gain insights and derive data-based predictions. It also likely requires close cooperation or partnerships between different stakeholders in the healthcare ecosystem, facilitated by digital platforms.

# HALLMARKS OF A SUCCESSFUL PLATFORM



**A platform is a business based on enabling value-creating interactions between external producers and consumers. The platform provides an open, participative infrastructure for these interactions and sets governance conditions for them. The platform's overarching purpose: to consummate matches among users and facilitate the exchange of goods, services, or social currency, thereby enabling value creation for all participants.<sup>12</sup>**

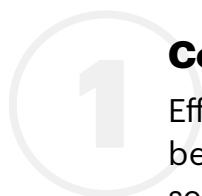
In 2013, as many as 14 of the top 30 global brands by market capitalization were platform-enabled companies.<sup>1</sup> And the numbers have grown since then. In consumer goods and services, platforms are already a reality, and market success is not only determined by the product, but also by the platform strategy. These platforms can be merciless in the way they devour incumbents. Take Blackberry. At the beginning of the smartphone era, their mobile phones were extremely popular and comparable with those of other vendors. But their lack of a competitive software platform led to a decrease in their relative market share from 10 percent in 2007 to less than 1 percent in 2016.<sup>13</sup>

So what does this mean for medical technology companies as they look to develop their own platforms? First and foremost, they must think about the user needs of their stakeholders. Consumers love the convenience and near limitless opportunities provided by platforms like the Apple App Store, the Android Play

Store, and the Amazon Prime. They have equally high expectations when listening to music, watching videos, or buying products through platforms. Stakeholders in the medical technology ecosystem are no different. They are used to connected, convenient, high-value, and seamless platform experiences as part of their daily lives. And they will expect the very same from any medical technology platform solution.

As medical technology companies invest in platforms, they must be careful not to force their development into one dedicated product, neglecting to articulate the value of shared benefits and the need for underlying organizational changes.<sup>14</sup> Platforms rely on collaboration within an ecosystem, and no company can create sufficient value on its own to make a platform a success. So the pivotal question for a medical technology company is this: how can we not only create value for ourselves, but also enable others to create or co-create value for a larger audience?

## **SUCCESSFUL PLATFORMS THAT ACHIEVE THIS AMBITION SHARE FOUR IMPORTANT CHARACTERISTICS:**



### **Connectivity/plug and play/openness.**

Effective platforms help enable seamless interactions between the producers/providers of products and services and the consumers of those products and services by ensuring easy connection and access to platform technologies. They provide open and solid API management to developers and users to manage the complexity of interactions and enable them to participate, contribute, and grow the platform. Organizations must be able to easily connect to and collaborate on the platform, either to create and offer new products and services or to co-create in building new value on top of existing products and services. This is key to reaching a critical mass of consumers.







2

### **Data utilization.**

The exchange of data is at the heart of platform matchmaking. Successful platforms capture and consolidate meaningful data about participants and use it to facilitate connections between additional producers, providers, payers, and consumers, while ensuring clarity about data ownership and user rights.

3

### **Convenience.**

Successful platforms address the ‘hyperlife’ of their consumers by dominating their markets with the fastest, most convenient, most seamless, and easiest user experiences at all times and in all places. No brand, however successful, is immune from the threat of a more convenient competitor. Take the recent history of the music business. After Napster broke the monopoly of physical sound mediums like vinyl and CDs, iTunes came to dominate the market. But it subsequently lost ground to more convenient competitor streaming services like Spotify.

4

### **Gravity/attraction.**

Achieving a critical mass of both producers (those supplying value) and consumers (those consuming value) on a platform is key. eBay, for example, needed both sellers and buyers to thrive. Leading companies therefore pay a great deal of attention to designing forms of ‘social gravity’ on their platforms, using incentives, reputation systems, and pricing models to increase interactions between different types of users.

# CREATING AN EFFECTIVE MEDICAL TECHNOLOGY PLATFORM

For any medical technology company thinking about a platform solution, the first step must be to develop a business case tailored to their specific company and industry sector. The platform strategies that fail often do so because they are simply generic copies implanted from other sectors. To develop the business case, medical technology companies should ask themselves two fundamental questions:

1

*What does our platform ecosystem look like – and how will the stakeholders within benefit from it?*

2

*Where is the value for our business – and how can we make money with the platform?*

## THE VALUE OF PLATFORMS FOR THE MEDICAL TECHNOLOGY ECOSYSTEM

It goes without saying that platforms in the medical technology sector would be operating in a highly regulated and tremendously complex ecosystem, comprised of very different stakeholders. An effective platform must therefore understand who the various players are, as well as their different ambitions, characteristics, and needs. The following table explores some of the most prominent.

	<b>AMBITIONS</b>	<b>CHARACTERISTICS</b>	<b>ADDITIONAL BUSINESS NEEDS</b>	<b>STRATEGIC APPROACH FOR STAKEHOLDER GROUP</b>
<b>MEDICAL TECHNOLOGY COMPANIES</b>	Sell products and services for better healthcare outcomes	<ul style="list-style-type: none"> <li>• Large/non-agile</li> <li>• Insights into diagnostics and treatment</li> <li>• Investment capability</li> </ul>	Utilization of insights for product development	Provide the platform ('from product to service')
<b>TECH PROVIDERS (EG GOOGLE, APPLE)</b>	<ul style="list-style-type: none"> <li>• Sell services</li> <li>• Gain access to healthcare/patient data</li> <li>• Attract medical consumers</li> </ul>	<ul style="list-style-type: none"> <li>• 'Breathe' digital</li> <li>• Tremendous insights into consumer characteristics</li> <li>• Own large digital capabilities</li> </ul>	Bridge from general data to medical	Connect to medical data and help them 'understand' medicine
<b>HCPS</b>	<ul style="list-style-type: none"> <li>• Improve treatment quality outcomes</li> <li>• Increase diagnostic and treatment speed and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• No time</li> <li>• Less digital knowledge</li> <li>• Satellite entity (not part of a connected health environment)</li> </ul>	Connectivity of relevant data (diagnostics, labs)	Be part of a connected healthcare environment that adds value to their businesses
<b>CLINICS/ LABS</b>	<ul style="list-style-type: none"> <li>• Improve clinical efficiency and revenue</li> <li>• Operation excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Less willing to change</li> <li>• Use of fragmented clinical systems</li> <li>• Financial Limitations</li> </ul>	<ul style="list-style-type: none"> <li>• Low effort for implementation and maintenance</li> <li>• Increase capacity</li> <li>• A 'one-stop-shop'</li> </ul>	Offer a simple but comprehensive interface to existing clinical systems
<b>PAYERS</b>	<ul style="list-style-type: none"> <li>• Decrease healthcare costs</li> <li>• Improve long-term outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Highly regulated data security</li> <li>• Slow to change</li> <li>• Short-term view</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency on a treatment outcome</li> <li>• Data security</li> </ul>	Offer a secure way of entering, outputting and matching of data
<b>PATIENTS</b>	<ul style="list-style-type: none"> <li>• Improve treatment outcomes</li> <li>• Increased convenience</li> </ul>	<ul style="list-style-type: none"> <li>• Need for information and involvement</li> <li>• Need for interaction and automated guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Easy to use</li> <li>• Informative</li> <li>• Increase quality</li> <li>• Increase speed</li> </ul>	Offer convenient and easy-to-use information about their own healthcare
<b>GOVERNMENT</b>	Decreased healthcare costs	Maximum of regulatory limitations	Insights into epidemiology of diseases and treatments	Offer quicky and easy overview of epidemiology insights



**A winning platform strategy must focus on specific value propositions for each of the different groups of stakeholders in the ecosystem.**

**Looking at this highly complex ecosystem one thing becomes clear above all: that a winning medical technology platform strategy must focus on specific value propositions for each of the different groups of stakeholders.**

If a company does not understand the full spectrum of stakeholders and their specific needs, it will never be able to build the trusted relationships needed to create a powerful, thriving medical technology platform.

Success rests on attracting a broader range of participants than just physicians, labs, or pharma companies, important as those relationships are. Medical technology players should also seek out partnerships in areas like consumer products or consumer care. For example, companies like Nike, Adidas, or Fitbit could be connected to a medical technology platform to leverage real-world data and match it against laboratory sequencing algorithms. But in developing these partnerships, companies must never forget one of the fundamental principles of every healthcare-related activity: to ensure data and platform security and quality control are maintained at the highest possible level.

# THE IMPORTANCE OF MATCH CYCLES FOR MEDICAL TECHNOLOGY PLATFORMS

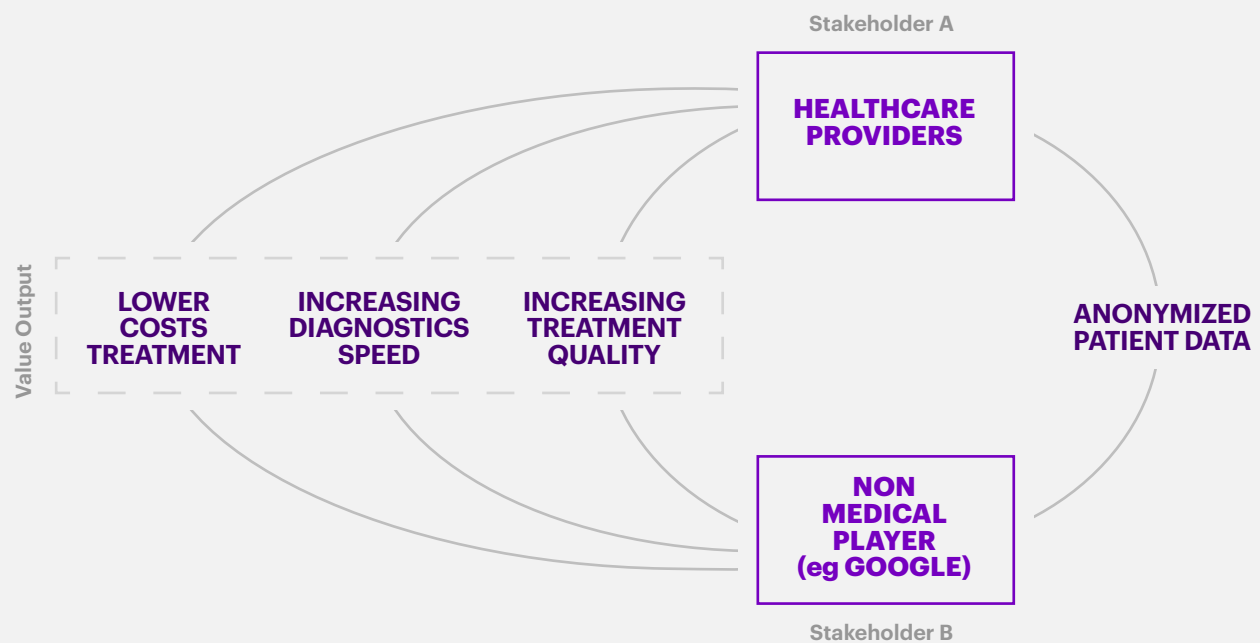
A 'match cycle', also often called a 'vicious circle', represents a chain of events that reinforce themselves through feedback loops with no tendency toward equilibrium – at least in the short run. These cycles will continue in the direction of their momentum until an external factor intervenes and breaks the cycle.

Successful platforms generate a critical mass of demand (customers) and supply (providers) through those 'match cycles'. As they develop their platform business plans, medical technology companies must consider who they will partner with over their various match cycles. Here are two examples of how they might do so.

## Example 1

Healthcare providers give non-medical players access to anonymized medical data, while the non-medical players implement services for easy and fast data access/exchange and analytics on improving treatment algorithms.

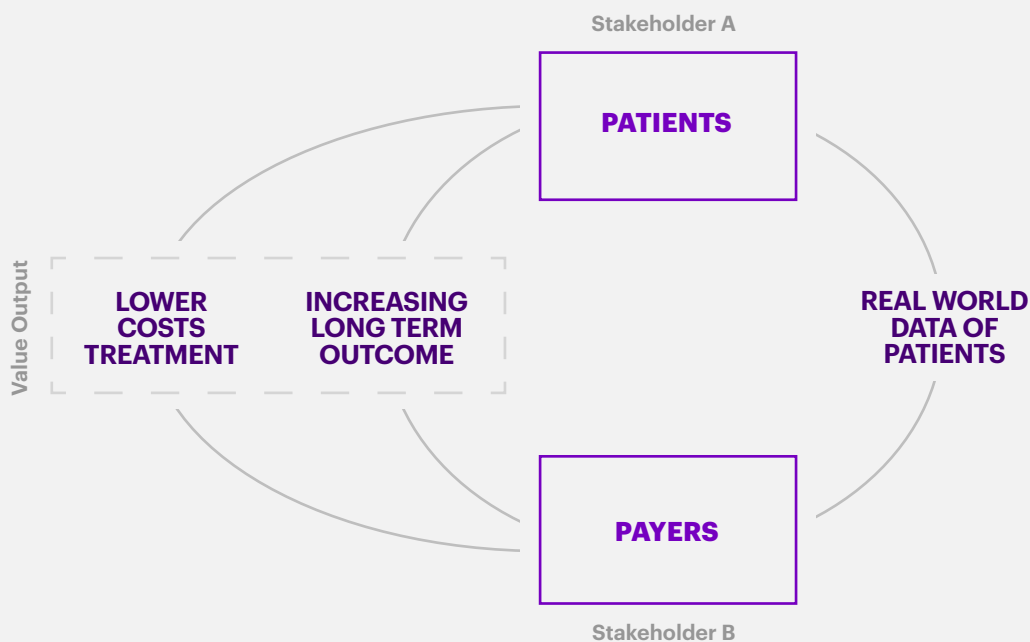
Figure 1 – Example 1 match cycles



## Example 2

If patients allow payers to access their real-world data, payers could offer them health incentive systems. So, for example, if patients use mandatory medical checkups and live healthy lifestyles they can be directly incentivized with benefits like lower insurance fees, additional medical benefits (add-on treatments, massages, acupuncture etc), or consumer goods vouchers.

Figure 2 – Example 2 match cycles



## THE VALUE OF PLATFORMS FOR MEDICAL TECHNOLOGY COMPANIES

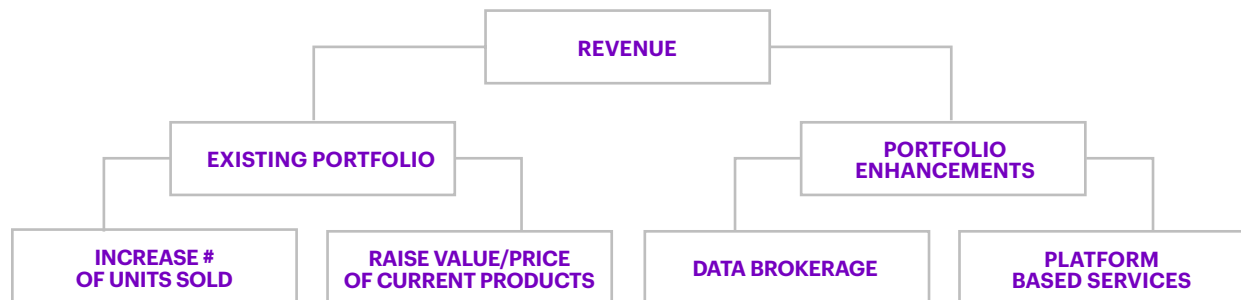
Of course, creating value for the ecosystem is not enough by itself. There must be something in it for the platform owner as well. So how will a medical technology company benefit from its use of a platform strategy and/or a digital platform ecosystem?



## Enhancing the portfolio.

Figure 3 highlights some of the financial opportunities that a platform solution offers, from creating an entirely new portfolio of services to enhancing the existing portfolio. This latter point is significant – while a company’s focus naturally gravitates to the consumerization of data or the creation of new services, a platform’s ability to boost sales and margins in the current portfolio or pipeline is equally important.

Figure 3 – Value tree for medical technology platforms



Increase reach and awareness of existing products in the portfolio

Drive platform to cooperate with other players to address a wider, combined customer groups

Improve targeting and detect underrepresented customer target groups

Raise product quality by value added services

Facilitate collected data to develop differentiation

Analyse data to detect unmet customer or patient needs for improved pipeline steering

Provide de-identified data to customers for research purposes

Provide de-identified data to customers for population health purposes

Build patient and disease service programmes

Provide Predictive Analytics

Develop outcome-based services

Generate population health information

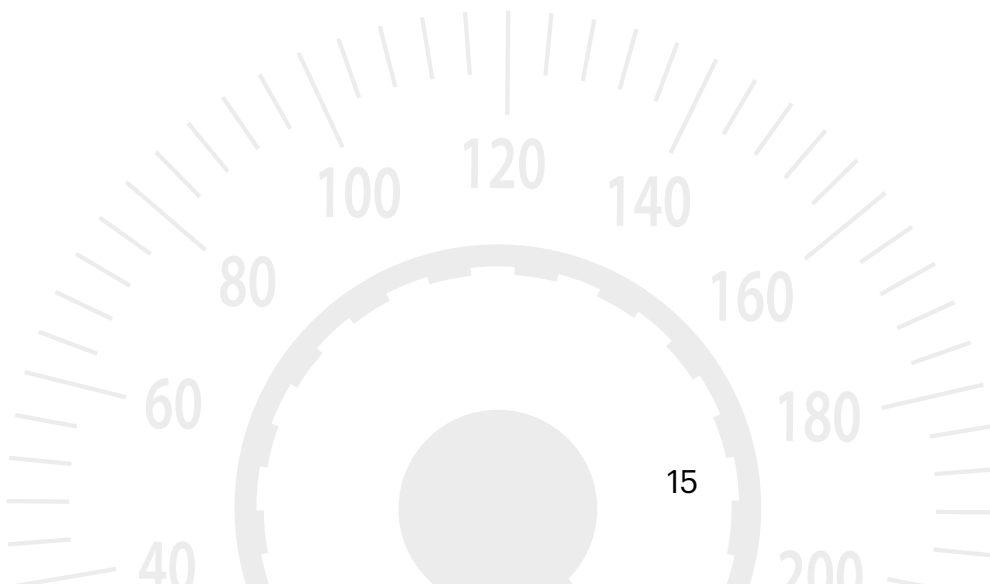
Provide holistic, TPA focused services (eg for chronic disease care)

Improve data orchestration and provide seamless data access

Improve care coordination

Enhance quality management

Increase quality of care



## **Improving care quality — while lowering the cost.**

The main cost drivers of patient care include not only the disease itself, but also the associated comorbidities. Detecting early-stage deteriorations in a patient's health means the right counter-measures can be taken, and the disease plus the potential comorbidities are more likely to be prevented. A digital platform offers unique potential for patient data aggregation and the application of advanced analytics to anticipate prevention and precise therapy adjustments for better quality of care. It also helps to enable outcomes to be measured on an individual or population basis and reimbursements to be made accordingly.

## **Enhancing patient experience.**

Ensuring effective communication between all the different stakeholders in the healthcare ecosystem – HCPs, nurses, families, and others – can be challenging. Having all data stored on a platform and accessible from different devices (mobile, desktop etc) for organizing appointments, managing data, and other patient communications not only saves time, but also enhances patient experience and therapy adherence.

## **Improving brand image.**

Because it addresses multiple different stakeholder groups in the healthcare ecosystem, a platform increases the number of contact points and leads to increased brand awareness and, ultimately, higher value. This can be used as a catalyst to transform a brand image from medical technology manufacturer to healthcare solution provider.

## **Expanding footprint.**

Portfolios enhanced with patient services enable medical technology companies to establish larger footprints in the market. By offering solutions for specific care areas, they can gain market-leading positions – and even change the way care is delivered – with positive impacts on value and brand image.

## **Building partnerships.**

By allowing controlled data access and data sharing, digital platforms can serve as a foundation to build successful partnerships and collaborations with other companies and stakeholders in the ecosystem.<sup>15</sup>

**90% of life science executives see a platform-based business model and engagement with digital partners in an ecosystem as critical to the success of their businesses.<sup>18</sup>**

### **Using data to create value.**

For a company with a portfolio of electronic medical technology devices, a platform's ability to collect and host vast amounts of data from devices and users can be transformational. It enables the company to apply numerous modern technologies: advanced analytics and Big Data for predictive maintenance and proactive services; AI and cognitive computing for services like advanced clinical decision support;<sup>16</sup> and blockchain to secure clinical data exchange and interoperability, cybersecurity, and the healthcare IoT.<sup>17</sup>

## **HOW DIGITAL PLATFORMS ARE CHANGING DIABETES CARE**

Diabetes is one of the most common chronic diseases, affecting over 400 million people around the world in 2014.<sup>19</sup> Patients are classified into two groups: Type 1 and Type 2. Type 1 patients are born with the disease, whereas Type 2 patients acquire it through behavioral factors (nutrition, physical activity etc). Type 2 can therefore be prevented, if diagnosed at an early stage.

The primary treatment of Diabetes type 1 or progressed type 2 is the injection of insulin. And in a traditional care setting, a patient measures their blood glucose levels several times a day using a blood glucose meter, so they know when and how much to take. A blood glucose monitoring diary (often using pencil and paper) helps them spot patterns and make sense of the numbers they are getting. The goal of the treatment is to help the patient stay in the right range of glucose levels by choosing the appropriate level of physical activity, nutrition, and other behavioral factors.



Now digital technology is changing the interdependency of medical devices and pharma. Using personal fitness trackers and connected blood glucose measurement devices, a patient's data can be brought together on a single platform for analysis. The result is enhanced patient convenience and improved precision:



More data means more accurate predictions can be made for the patient and support given to HCPs and nurses in their clinical decisions.



Communication with healthcare practitioners can be improved through cloud-based data sharing, independent data access, seamless patient onboarding, and the use of multiple communication channels (chat, e-mail etc).



Data can be used to educate/coach the patient during treatment, or even in the early stages of the disease, to nudge personal behavior and potentially prevent their health deteriorating.



Outcomes of different therapies can be accurately measured and proven to qualify for outcome-based reimbursement.



By analyzing aggregated anonymous data, socio-economic burdens can be measured and counteractions derived on a population basis.

# WINNING IN THE PLATFORM RACE

Healthcare has lagged behind other sectors, particularly retail, in the use of digital platforms. But as patients increasingly expect platform-enabled transparency and convenience in their healthcare, and as the industry moves increasingly towards models of outcome-based treatment, that is now set to change.

**Nearly six in every ten patients will use patient services when they are aware of them.<sup>20</sup>**

Platforms will be the key foundation on which future collaboration, tracking, and continuous improvement are built. They will drive the shift from pure products businesses to service businesses. And they will help healthcare professionals, patients, and other users collaborate with their digital counterparts, and even help them overcome any algorithm aversion they have.<sup>21</sup>

The race is on to be the first successful healthcare platform. Other industries have shown how “successful platforms such as Uber get so big, so fast, that it’s tough to put [the] genie back in the bottle”.<sup>22</sup> However, the ecosystem dynamics in healthcare are far more complex than in other industries: aside from providers and patients, there are numerous layers of other stakeholders, all operating in a highly regulated environment.

For medical technology companies, the best way forward lies in developing powerful partnerships within a broad ecosystem. No single company alone will be able to master the necessary business strategies, first-class R&D, agile development cycles, and rapidly changing marketplace dynamics without leveraging open, global partnerships – especially as digital technologies like cloud, analytics, mobility and security become ever more important elements of a platform service.

As they develop those partnerships, they should ask the following questions:

**1**

*What applications and use-cases do we need to build into a platform?*

**2**

*In which areas are we uniquely positioned, and where should we partner with others?*

**3**

*How can our corporate strategy be aligned with underlying market changes?*

**4**

*Which business case could we use to evaluate commercial feasibility?*

**5**

*What technical effort, organizational and cultural changes are required?*

**6**

*How prepared are we to manage a complex external ecosystem of multiple partners?*

The answers will likely be challenging, but the questions must be asked all the same. The stakes are high. The risks for established medical technology businesses of losing ground through poor strategic positioning in a platform-dominated world are significant. And the risks of failing to adapt to the shift to service models and seamless data exchange are even higher. Now is the time to prepare for the future and leapfrog the competition with an effective digital healthcare platform.



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Life Sciences / MedTech

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## ABOUT ACCENTURE LIFE SCIENCES

Accenture's Life Sciences group is committed to helping our clients make a meaningful impact on patients' lives by combining new science with leading edge technology to revolutionize how medical treatments are discovered, developed and delivered to people around the world. We provide end-to-end business services as well as individual strategy, consulting, digital, technology and operations projects around the globe in all strategic and functional areas— with a strong focus on R&D, Sales & Marketing, Patient Services and the Supply Chain.

We have decades of experiences working with the world's most successful companies to innovate and improve their performance across the entire Life Sciences value chain. Accenture's Life Sciences group connects more than 15,000 skilled professionals in over 50 countries who are personally committed to helping our clients achieve their business objectives and deliver better health and economic outcomes.

## ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With more than 442,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.

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