

Looking Around Corners - Keeping In-house Counsel Relevant

New Ways of Working & Digital Transformation

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Context

Digital transformation at Novartis

Becoming the leading medicines company powered by data science and digital technology

Our bold ambition

	Innovate	Reduce time to market by 2+ years
	Engage	Increase revenue by 10%+
	Operate	Reduce cost by USD 1-2 bn

Our four priorities



Scale 12 digital lighthouses



Bolder moves



Make Novartis digital



#1 Partner in tech ecosystem

Impact on In-house Counsel

- Substantive learning
 - Technologies
 - Ways of working
- Application to industry
 - Less precedence
 - Proactive shaping
- Culture
 - Experiment, “fail” fast, iterate
 - “Smart” risk-taking, empowerment
 - Challenge norms (e.g. data) & silos

Thank you