

Jon Bernstein:

Welcome to PNC C-Speak: The Language of Executives. I'm Jon Bernstein, regional president of PNC Bank in New England, alongside my co-host, Carolyn Jones, market president and publisher of the Boston Business Journal.

Carolyn Jones:

Thanks, Jon. It's great to be with you on PNC C-Speak. Each podcast features local executives talking about relevant and timely business topics. This knowledge sharing platform showcases leaders with forward-thinking approaches that disrupt the status quo and cause us to think differently.

Jon Bernstein:

Our guest today is Kendalle Burlin O'Connell, CEO and President, MassBio. Welcome. It's such a great pleasure to have you with us today. We look forward to learning more about you and MassBio. And to start off with a question, you started your professional career as an attorney, and now you lead one of the largest professional organizations in the city. Please tell us a bit about yourself and some of the experiences that have shaped your career trajectory.

Kendalle Burlin O'Connell:

Well, John and Carolyn, thank you so much for having me. I'm so excited to chat with you today, and I get this question a lot. Now I have the good fortune of speaking on a lot of women-centric leadership panels, and so certainly my career trajectory has not been linear. Actually, when I was an attorney, I was practicing estate planning and elder law, and I can tell you with great certainty that during those times I certainly didn't see myself as president and CEO of MassBio, the largest life science trade organization in the world. But I took a risk. I was looking, I knew that that wasn't the area for me and I wanted a change. And through networking, I came across an opportunity at MassBio, it was NBC at the time we were going back to 2008. That's how long I've been with this amazing organization.

And so I heard of this position, they were looking for an attorney who could sell. And so I went to meet with the CEO at the time, Bob Coughlin, I'm sure many of you listening know that name well. At the time I was also applying for another job. He said, "Do not take that job. You need to come work here. The life sciences is this up and coming industry and we're helping patients and you need to be part of it." And so I took a pretty big risk, and I love telling this story because I think it's a good testament to believing in yourself. So my first day at MassBio, I remember what I was wearing. I had this Brooks Brothers suit and this ivory satin blouse, and I really thought I was ready to take on the world. And I showed up my first day, and there was a woman who had been hired.

So they hired me to run our purchasing consortium. And by the way, when I started at MassBio, didn't know what biotechnology was and didn't really know what a purchasing consortium was, but okay, I'm ready for this. She'd been hired as a consultant to oversee the purchasing consortium. And she looked at me and she said, "I don't know why they hired you. You're not the right person for this job. You're not from industry. They should have hired someone from industry. Here is a binder with what you need to know. You probably won't be here that long." And so in fairness to her, she wasn't wrong, right? I wasn't from industry, maybe I had no business taking that job. But I think what she didn't know about me is sort of my determination and grit. And within six months, really, of starting that job, I had negotiated what is now one of our largest supplier agreements through our purchasing consortium, the agreement with Thermo Fisher.

And I think that frankly because I wasn't from industry, I was more brave and more willing to take risks in making a really big change at the time. The agreement was worth about \$45 million at the time, and now it's worth over \$350 million. And so many our member companies have benefited from this because through that agreement, they've been able to save money and put that money back into their science, which is so incredibly important. So that was really the first moment of me sort of flexing my ability to really be a creative leader for the organization.

Jon Bernstein:

It's 2008, you graduated from law school two years before. You're switching careers and switching industries. You just told us you show up and the person who you're going to work with tells you you're the wrong person for the job. Could you just walk through that day and the next day, you're a lawyer, an attorney that can sell, which is unique. Could you walk us through your thought process because you're still early in your career?

Kendalle Burlin O'Connell:

Absolutely. I mean, like anyone, I felt pretty defeated, but it's also I love being that underdog. I want to chip on my shoulder and I want to prove myself. And I think that's sort of been a hallmark of most of my time here at MassBio. And so I think I just dug in and I said, "You know what? You're right. I have a lot to learn. So let me do that. Let me go on a listening tour and hear from our member companies." At the time, we had probably about three, 400 member companies and we have over 1600 [inaudible 00:05:14]. But I really wanted to understand what did they want from me. What did they need from, for me, this new job, and with the purchasing consortium. I knew it was important because I knew it was something that we could quantify. And clearly they needed it because they would save them money and that money could go back into their science.

And so that's really what I did. And then I remember going to Bob and saying, "Hey, who's the other vendor? This big vendor here for Lab Supplies, who is that? Because I'd like to talk with them." And then over six months, we were able to negotiate this massive deal that has paid off time and time again for our members. But I like those type of moments because then it's on me to prove myself.

Carolyn Jones:

Those are great stories and I'd love that attorney that can sell. And the grid piece that's obviously served you well. So you've told some stories about you and what you did as you started, but let's talk a little bit specifically about MassBio. Simon Sinek is an author, he's an inspirational speaker. He talks about the importance of an organization identifying its why. Why does your company exist? Why do you get out of bed every morning? What is your why? So what is MassBio's why?

Kendalle Burlin O'Connell:

Yeah, this is a great question. I often refer to MassBio as the first and finest. MassBio was the first biotechnology trade organization in the world. And I say we are the finest because I truly believe we are the finest still to this day. And when you think about our why, it's really about helping our companies accelerate science and bring solutions to patients. We at MassBio have this hashtag, hashtag patient driven, and I make sure I never forget that, although we are not doing the research and development, we play a very critical role in ensuring that we have environment where our companies can continue to innovate, that we're providing them tools and resources so they can succeed where we're saving them money so they can put that back into their science. And when you think about the Massachusetts

ecosystem, this is something that in a meeting one time, I remember someone said this to me and I will never forget it, and I always like to make sure I say it when I'm speaking at an event.

Massachusetts is where patients go for hope because we are where innovation happens. And we saw a really exciting moment example of that just last week with the announcement from Vertex and CRISPR and Bluebird around a treatment for sickle cell, a patient community that has never had a treatment option. And here Massachusetts, our homegrown companies have been able to bring something to a patient community that has been waiting. And so that every day motivates me, and I know it motivates every single person who works at MassBio. We get to help play in a role in changing people's lives, and there's nothing more rewarding than that.

Carolyn Jones:

Thank you for sharing that really about MassBio and what is... I wonder if you can just do a quick add-on to that. You mentioned the number of suppliers, how that's grown. Can you just talk a little bit about the scale of MassBio, sort of its size and scope?

Kendalle Burlin O'Connell:

Absolutely. So we have over 1600 member companies, and really we represent every single stakeholder, those emerging biotechs, those early stage founders, our largest biopharma community, and then every stakeholder within the ecosystem, right? The venture community, the disease foundations, our academic and hospital institutions. And when you think about our ecosystem, it is so unique. I tell people this all the time, they're like, well, how did Massachusetts get to be the best place in the world for life sciences? Well, we have this rich density of stakeholders in a very small area, comparatively speaking, over 1000 biotechs here. And because of those biotechs, 18 of the top 20 biopharma have a physical presence here.

We have over 130 academic institutions here, over 100 hospitals and strong representation from the venture community. So every key element of what an ecosystem, a life science ecosystem would need to succeed and thrive, we have here in Massachusetts and we have as part of the MassBio membership community.

Jon Bernstein:

It's amazing, the ecosystem that you interact with on a day-to-day basis. And now you've worked at MassBio since 2008 and took over the leadership role in 2020, to become CEO in 2023. Can you tell us how you brought your leadership philosophy to that role?

Kendalle Burlin O'Connell:

Absolutely. I'm a huge team person. I was a D1 athlete, and I understand that I am only as good and I can only be as successful as the team I have around me. And I am so fortunate. I have the most amazing team of folks that work at MassBio. They share the passion and the excitement and the enthusiasm that I have for the work that we do here at MassBio. And it is great, right? We work so hard, we have so much fun, and I really want to be a champion of this team because they are so smart, they are so engaged and enthusiastic, and they take this job really seriously. And those are the type of people I want to work with. I get up every single day, I jump out of bed and I can't wait to get to MassBio, and I am fortunate to work with those type of people as well.

And so that leadership style, I think it's something that the team has thrives in and it has really taken to, and I think they have similar philosophy with their respective teams. And so it's just this great, collaborative, fun environment that I'm fortunate enough to work in every day.

Carolyn Jones:

What sport?

Kendalle Burlin O'Connell:

I ran track. I was a sprinter. I know, if you know me, I'm kind of tall, so you probably think I'm a 400 runner, but I was a 200 runner.

Carolyn Jones:

And yeah, I bet you are fast. That's great.

Kendalle Burlin O'Connell:

I mean, not right off the block, but once I hit my stride, watch out.

Carolyn Jones:

Kendalle, The biotech industry is not necessarily known for being the most diverse in terms of its makeup, in terms of its CEOs and its leaderships, and I believe that MassBio just put out its second DEI report. So talk a little bit about what MassBio's doing to create a more diverse workforce and a culture that's really inclusive and equitable, and perhaps what's some of the things that report showed you?

Kendalle Burlin O'Connell:

Listen, making sure that we have a workforce that represents the patient population that we serve is so important. And MassBio has long been a leader around diversity, equity, and inclusion. We were actually the first trade association to bring on a director of DEI seven or eight years ago. And so our philosophy is to really empower our member companies, provide them with tools and resources so they can prioritize DE&I within their organizations and to make it a business priority. Back in 2020, we put out a CEO pledge letter, which had six key pillars for companies to focus on. And over 220 CEOs signed onto this. And our commitment at MassBio is we would work with each of these companies to implement these pillars at a pace that makes sense for them, knowing that some of these companies are early stage and needing to get additional funding rounds.

And so in a way that is meaningful and impactful, we also said that we would hold our members accountable and measure progress. And we've done that now two times. And so this recent report that was our second time of tracking progress, we're doing it on a two-year cadence. And the findings were disappointing, I'm going to be honest with you. Progress is incremental. Where we've seen the most progress is around gender, and we're seeing more women in leadership roles and in board roles. And that was really the first area that we started to focus on when we started our journey around DE&I. So what that tells me though is positive, right? With purposeful and intentful focus, we can see good meaningful outcomes. And so the report doesn't deter us. It actually makes us want to double down and make sure we're continuing to provide those resources and tools that our member companies need.

Another example where we've seen great progress is around supplier diversity. So you heard me talk earlier about our purchasing consortium. We have a diverse supplier program with that, and just last year alone, we were able to channel over \$30 million to minority owned businesses. Again, when there's

purpose and intent behind it, we can see positive outcomes. More recently within our innovation programs, our MassBio drive is our entrepreneurial accelerator program, and we officially launched that two years ago. We had an entrepreneurial program that had been around for about 10 years, but we broke that down and rebuilt it. And the reason we did that, it was to ensure that we had diversity sort of a full spectrum. We wanted diverse founders represented, we wanted diverse science areas represented. We wanted companies and science happening outside of Massachusetts. And we've been really successful in doing that in these first few years.

We've hit all the notes from having diversity in regard to gender, race, ethnicity, geography. We had companies from all around the world participate. So that's been a really nice success story for us that we're continuing to invest in. And the last one, of course is around Bioversity. And so this is our workforce training program that we started. We will run our first cohort that will begin January 8th, but this was our opportunity to pull the community into the life sciences and let our community know if you think that you could have a job in the life sciences, we're going to provide an on-ramp for you, because I deeply believe every citizen in the commonwealth of Massachusetts should be able to see themselves working in the life sciences.

And so Bioversity will be located in Southline over in Dorchester, we've had over 170 people apply. It's an eight-week certificate course, and 80% of those people are from Boston. Over 50% of those people are over the age of 35. The vast majority are women and people of color, and so cannot wait to run that cohort in January. We hope to place over 100 people next year into life sciences jobs.

Carolyn Jones:

It's a great program. That's excellent.

Jon Bernstein:

And you can find it on your website, Kendalle? Is that the easiest way for people-

Kendalle Burlin O'Connell:

On a website or Bioversity. And I just want to say those applications for spots are rolling. So if you think of anyone who may be interested, we're just looking for people with a high school degree. It will be an eight-week program, and you will be provided an entry-level position at a life science company after our companies have stepped up and committed to higher graduates from that program.

Jon Bernstein:

And Kendalle, I've heard you talk about how many openings there are in the state as the labs we spelled out. Could you just repeat those numbers again?

Kendalle Burlin O'Connell:

Absolutely. We've seen incredible growth and development. I'm sure many of you are frustrated by the traffic that it has created, but in the last few years, we currently have over 62 million square feet of lab and manufacturing space in Massachusetts. And back when we did our industry snapshot in 2021, we estimated we would need 40,000 new jobs to meet that demand. We're continuing to see the industry grow. Last year it grew by 7%. This year we've seen over 3000 R&D jobs added just the first half of the year. So despite a challenging market, this industry is continuing to grow and provide opportunities for people. And so we need to make sure that our community is taking advantage of these jobs.

Jon Bernstein:

That's great. Fantastic way to pull all the members of your organization together and help fill the need that exists in Boston for many fronts. Kendalle, we all learn from mentors and others in our lives. What are some of the best advice you've been given or have picked up along the way, and what is your advice for the next generation of leaders?

Kendalle Burlin O'Connell:

Thank you. This is a great question, and I think probably the best advice I received is to work hard. And I think when I reflect back on where I've come, I know for a fact that I am in the CEO role because I was able to outwork everybody else. I think the other piece of advice that was really important to me was to be authentic to myself. In this role, I am working with some of the smartest people in the world, and I don't have a PhD, I don't have a science background, but I think I have an enthusiasm and excitement, and I'm able to tell a story about the amazing work that the men and women in this industry are doing to help patients. And I will always do that in a way that is authentic to me. And again, I had the best mentor in the world, Bob Coughlin, who's better than that and who's more enthusiastic and excited.

And I really saw how people gravitated towards that. And I think a lot of how I've built my leadership style and sort of who I am in this role was modeled off of what Bob did. So really fortunate to have had him as a key mentor in my professional career and my personal career. He is a great friend of mine as well. And the advice I'd give to the next generation of leaders is to do that work, right? Show up, take on new projects that might be scary and intimidating. I mean, there was a time here at MassBio where I didn't think I would be able to get on stage and give a keynote presentation in front of four or 500 people. And now, I mean, I pretty much do it weekly. So that was a fear that I had. I mean, I didn't know if I'd be able to be doing all of the policy work that I'm doing on a state and federal level because I wasn't a former politician. But I do that on a daily basis.

So believe in yourself, take on those challenges, but do the work. I spend my weekend researching these areas, learning about the IRA, learning about what the Biden Administration is trying to do as it relates to by Dole. I have to learn that stuff, and I invest so much time and resource into educating myself as well.

Carolyn Jones:

Great advice, great thoughts, for sure. Be authentic. So let's talk a little bit about our city and the state. Can you share from your perspective some of your observations on the economy and then perhaps on your industry as a whole, but really on that overall economy and how that impacts the work you do and we all do?

Kendalle Burlin O'Connell:

There was much apprehension going into 2023, right? So when you think about the life science industry, 2020 and 2021 were these crescendo years. We were seeing incredible amounts of investment dollars come into Massachusetts headquartered companies. We were seeing massive amounts of development happening. We just talked about that. There's 62 million square feet of lab and manufacturing space in the commonwealth. In 2020, there was only 20 million square feet. Think about that. That's pretty incredible growth. And then 2022, we started to see a shift. We started to see the IPO market tightening up. We started to hear that investment wasn't happening in the same way. And so there was a lot of apprehension about what was happening in 2023. And absolutely things have changed, but I think

there's a lot of positives that have happened this year. We just hit the \$7 billion mark at the beginning of December for venture capital investment coming into Massachusetts headquartered companies.

And yes, that is down over what we saw in 2020, '21, but guess what? That is the fourth largest year on record. So what does that mean? It means that good science is continuing to be funded. Investors are being more cautious about this, smaller rounds, looking for more clinical data over a longer time horizon, but that science, good science is continuing to be funded. We're seeing some more activity too on that front, more M&A activity in the last few weeks than we've seen, right? We've had two IPOs this year out of Massachusetts. Certainly not what we would hope for, but this movement is giving me hope that we're starting to move a little bit on that backlog, right? Because we haven't seen a lot of IPOs. It creates this backlog, but we've seen some good rounds happening in series B and C. That means those companies are positioned for exits, and once those exit happen, investors recoup that money and then they can invest in that seed in series A funds, and then the cycle continues. So although it's been an interesting year, it reminds me of a pre covid year, and I am optimistic about some of this activity towards the end of the year.

Carolyn Jones:

Absolutely.

Jon Bernstein:

What troubles you or where do you think needs work and attention for Massachusetts market?

Kendalle Burlin O'Connell:

Massachusetts is very fortunate in the sense that when there are these market resets, so to speak, we're typically the last to enter and the first to exit. And so that's really great, and we've been able to maintain our leadership status as it relates to sort of the best place in the world for life sciences. But when you think about the future, some of the challenges that aren't just impacting our industry but are impacting the Commonwealth as a whole are really, really strong considerations for companies of not why Massachusetts, but maybe why not Massachusetts? Our housing crisis is a major, major issue and will continue to be very concerning. Our transportation situation is something that anytime a company is coming to us, the first three questions they ask are, what's your workforce look like? What's housing look like and what's your transportation look like? And unfortunately, we don't have good answers to any of those. I think we're doing a lot of positive work as it relates to workforce, both to help create a more sustainable robust pipeline, but most importantly, a diverse pipeline. But some of these other issues, and I know the administration is actively working on these, these are huge, huge issues, but they will continue to impact Massachusetts economic competitiveness.

Carolyn Jones:

Yeah, absolutely. And I think we need to really look at the solutions and what is working and then take it. No, it's going to be a long, long journey, but we can do it together for sure. Before we close, before Jon gets into some of our sort of fun rapid-fire questions, we'd love to learn a little bit more about you. You have such enthusiasm, such grace, so positive. Where do you find your personal motivation and inspiration? What is it that helps you get out of bed every day and do what you do?

Kendalle Burlin O'Connell:

I'll have two beautiful kids. I have soon to be an 11-year-old son and a nine-year-old daughter. And in this role, I have to sacrifice a lot of time with them. I'm just not around nearly as much as I would like to be. Fortunately, I have a wonderful husband and support system, but for me, if I'm going to have to sacrifice that time with my kids, I want to make the most impact that I possibly can with my job. And I'm so fortunate to have this platform. MassBio has really a global reach, a huge audience here in Massachusetts, but nationally as well. And I want to make sure that I'm leveraging this platform to do as much good as I can for our membership community, for patients, for our community here in Massachusetts and beyond.

And it's really funny, I know that my kids understand this, sometimes they're bummed when I say, "Hey, I'm going to have to miss this event." Or, "I'm not going to be home tonight." But my son loves to Google me, which I think is a riot because I never told him to do that, but he does, and he likes to brag to his friends a little bit. And my daughter most recently came home from school and she was so proud and she said, "Hey, mom, this little boy in my class." I forget his name, he said, "Women can't be bosses." And she said, "Oh, well, you should Google my mom then because she's a boss." And so you know what? That is my motivation. If my kids can be proud of the work that I'm doing, well then I can feel really good at the end of the day.

Carolyn Jones:

Love it. That's great.

Jon Bernstein:

Kids are so powerful and such an inspiration and a motivation and surprise you every day, real treat and blessing. We'd like to close some rapid-fire questions. Are you ready, Kendalle?

Kendalle Burlin O'Connell:

I am ready. I love that.

Jon Bernstein:

Off the top of the head, what is something that people don't know about you?

Kendalle Burlin O'Connell:

Well, I think most people would be surprised to know, I'm a really good cook. And the reason I think people are surprised about this is because whenever I tell my team, they're like, "No, you cook? No way." But I do. I love cooking. On the weekends, this is what I do. It's sort of how I decompress. It's my mental therapy, I think, and I just love cooking meals for my family. So that is my hobby and my guilty pleasure, I guess.

Carolyn Jones:

What's your favorite thing to cook?

Kendalle Burlin O'Connell:

Okay, well, I make a really good Sunday sauce.

Carolyn Jones:

Oh, okay. Yum.

Kendalle Burlin O'Connell:

But also braised short ribs are my favorite.

Carolyn Jones:

Wow, good. Yum.

Kendalle Burlin O'Connell:

Yeah, so we do big Sunday meals. That's my moment with the family, and so I'm going to feed them until they can't move, and then they'll have leftovers for a few days.

Jon Bernstein:

What are you currently reading or watching?

Kendalle Burlin O'Connell:

Suits. I don't know how I missed Suits when it was originally on, but I have been binging this into whatever spare time I have. It is Suits all the time. Harvey Specter is my favorite.

Carolyn Jones:

Love him. And then I'm smiling at you love Suits, which I love, and you're such a fabulous dresser. And so I imagine you love the clothes on Suits. They have great clothes, men and women.

Kendalle Burlin O'Connell:

The clothes are so incredible and timeless because that show was what, 2010 or '11?

Carolyn Jones:

Totally.

Kendalle Burlin O'Connell:

Every single thing that they're wearing. I still want to this day.

Carolyn Jones:

Me too.

Jon Bernstein:

Have you seen or read Lessons in Chemistry yet?

Kendalle Burlin O'Connell:

No.

Carolyn Jones:

No. Me neither, I haven't.

Jon Bernstein:

Oh my goodness. Kendalle, the book is amazing, called Lessons in Chemistry, and then Apple turned it into a TV show, which changes the narrative a little bit about the show, but it's about a woman in the '50s, who's a chemist and what it was like for her to be in the cutting edge in that era when women were discriminated against and science. And then she goes on and becomes and leaves a cooking program that really promotes women and uses it as a platform.

Kendalle Burlin O'Connell:

That's so cool.

Jon Bernstein:

And so it's-

Kendalle Burlin O'Connell:

Okay, now I have to check this out.

Jon Bernstein:

You have to check it out. I've watched it twice. I will admit.

Kendalle Burlin O'Connell:

Oh my gosh.

Jon Bernstein:

It was great.

Kendalle Burlin O'Connell:

Jon, this is so great because I actually have a week off between Christmas and New Year's, and I'm like, "What am I going to do with myself? I can't sit at home. What am I going to do?"

Jon Bernstein:

Read the book first before you see the TV show. The book is amazing. What is your favorite place in our city?

Kendalle Burlin O'Connell:

My favorite place in the city? Ooh, that's a really good question. I think the north end. I just love going to the north end, having an awesome meal, getting to stroll the streets and hear the buzz. I feel like it's a really special place in our city.

Jon Bernstein:

Who's the Boston leader or organization that we should watch?

Kendalle Burlin O'Connell:

So I think the Boston Foundation is just the most amazing organization now. Maybe I'm biased because I am on the board, but I'm going to tell you, in that role, I've learned so much about the work that they've done. I mean, an organization that's been around for 200 years, but their goal is to help the community, make sure that every person in Boston can equally benefit from the amazing successes that we've had as a city. And that's such a beautiful thing. Their work is so tangible, so impactful, and I feel so grateful to be part of it. And as we're talking about this big topic around health equity and how do we make sure that every citizen in the commonwealth can get access to the incredible innovation that my member companies are working on, it's organizations like the Boston Foundation and so many stakeholders here, we're having those conversations that truly lead to meaningful change.

Jon Bernstein:

And finally, what's a wish you have for Boston?

Kendalle Burlin O'Connell:

So my wish for Boston is that we can continue to be a leader. When I think over this last year, there was one day that really stands out to me, and I think it is so symbolic of Boston, and what we do and how we set this example for the rest of the country and the rest of the world. And it was, I guess two months ago, and I started my day off at a women's health event at the State House. And what were we talking about? How do we make sure that more funding, more resource goes into women focused research and development? Because it is way underrepresented and we were having very meaningful conversations and our partners in government were well represented, our disease foundations were well represented. We had doctors in the audience, every stakeholder who needed to be part of that conversation.

And we said, "This is just the start of what we're doing here." I left that event, and then I went over to KPMG and I participated in a health equity event that day. Again, it wasn't just conversation. There were workshops and we were creating actionable items for us to follow up on as we think about how can we solve this huge issue. Then I left that meeting and I went over to celebrate the big win that Massachusetts had as it relates to being named the ARPA-H Investor Catalyst Hub. How did we win that? Because team Massachusetts, because here we collaborate and partner like nowhere else. And I know that for a fact. That is why we won because we were all able, all of these key stakeholders able to come together to say Massachusetts is the best place to accelerate science, to serve major patient populations.

And then I left that meeting and I went over to MassBio Ed's champions event where we were talking about career equity, and how do we make sure that every person within our community can see themselves in a life sciences career. And that was just one day in Boston. I'm like, "This is it." Any other city would be so excited to have one of those events. We had all of those events in just one day. So my wish for Boston is that we continue to be leaders and set the example so everywhere else can replicate it and do the good work that we're doing here.

Jon Bernstein:

What a great wish. Fantastic. And that wraps up another episode. Thank you so much for joining us, Kendalle, and for sharing your insights.

Kendalle Burlin O'Connell:

Jon and Carolyn, thank you so much for having me. This has been a really fun conversation. I love this podcast and I appreciate you inviting me to participate.

This transcript was exported on Dec 19, 2023 - view latest version [here](#).

Carolyn Jones:

It was a lot of fun. Thank you.

Jon Bernstein:

I'm Jon Bernstein.

Carolyn Jones:

And I'm Carolyn Jones. And this is PNC C-Speak: The Language of Executives. Our guest today was Kendalle Burlin O'Connell, the CEO and President of MassBio.

Jon Bernstein:

You can find PNC C-Speak at bizjournals.com/boston or in any of your favorite podcast platforms. Until next time.