# DRIVING DIGITAL TRANSCRIPT EPISODE 5:  THE 4 P'S OF DIGITAL TRANSFORMATION EPISODE GUEST: DEBRAJ DASGUPTA

## AUDIO TRANSCRIPT

**TIME CODE:**

00:00

**VO: You're listening to Driving Digital in Biopharma. Your host is Tom Lehman.**

**TOM LEHMAN:** Hello and welcome to Driving Digital in Biopharma. My name is Tom Lehman and I'm your host for today's discussion and the series.

I'm excited to continue our podcast series on the topic of digitalization in the biopharma industry. And in this series, we've been speaking with a number of key leaders in the biopharma industry who have had unique experiences and some challenges in driving digital with the purpose of effecting real and impactful change within their organizations and for their patients.

In this episode, we continue to explore the various ways that organizations are shaping their digital journey to bring to life what it takes to move from strategy and intent to lasting change and impact. We also explore the unique role that startups can have to help accelerate innovation.

While you may be familiar with the four P's of marketing, our guest today, Debraj Dasgupta, has developed a new set of four P's specific to digital transformation for our industry. He's a pharmacist by qualification and has spent now over 20 years in the biopharma industry across multiple companies and geographies, and most of his time has been spent in the area of commercial operations.  His most recent role was Vice-President and Global Head of Strategic Portfolio in Market Management at Biocon Biologics. Debraj has focused the last

ten years of his career around digital transformation, which is really relevant for the conversation we have today

We will explore the four P's of digital transformation with Debraj and learn more about his experience in applying these four P's to his work in digital innovation within the pharmaceutical industry. Welcome, Debraj, to Driving Digital in Biopharma. I'm looking forward to our discussion today.

01:47

**DEBRAJ DASGUPTA**: Tom, thank you for having me on this podcast.

**TOM**: Let's start with a big picture view of digital over time. So you've had several different roles across companies, different geographies over the past 20 years or so. And in doing that, participated in—and probably observed—the evolution of digital. Can you share your perspective on how digital and biopharma has evolved through the different time periods?

01:23

**DEBRAJ**: So basically the way I look at the evolution of digital within pharma. I mean, I started my career in the early '90s, and this is pretty much the time when computers were first coming into the office. I was working out of Sanofi—in those days the company was called Hoechst Marion Roussel or HMR—working out of India. And then, you know, we had computers come in and we saw this whole era where computers replaced typewriters. The printers came in. And the early days when we were all doing presentations on these thin sheets of plastic called OHPs and projecting them on the screen.

02:54

Pretty fun time moving from analog to digital. And that's what we all lived through for people of our generation who started in that age. In the 2000s, we had then this whole digitization of the customer experience that came on board with kind of the first CRM, with Siebel and then with Veeva.

03:13

And then we have a whole host of new technologies now that are driving omnichannel experiences across pharma. And then the last period that we are seeing now is what I would call the digitization of patient outcomes with the advent of digital therapeutics, smart devices and diagnostics.

So really, I see these three distinct eras: digitization of the office, digitization of the customer experience, and digitization of patient outcomes. And all three, I think, will continue going forward, but I think they will converge in more ways than we can imagine. And this will lead to some interesting transformation in the business model of the industry.

03:54

**TOM**: So take the take the current era we're in right now. As you just described it, the nature of the change has in fact been quite different in each of those eras. And as we look at this modern era, which is becoming more patient-centric and really taking technology perhaps to a different level, I've read that you've developed a framework that you call the "Four P's" to guide digital transformation. Can you take us through the principles of those Four Ps?

04:18

Yeah. So the Four P's of digital transformation, right? So imagine this as a pyramid which starts at the base with the platform. These are enabling platforms that help us drive digital experiences with our customers. And these are core technologies. It could be CRM, it could be a website, it could be email, et cetera, et cetera. And so this is what the platform layer basically looks like.

04:42

On top of that comes people, which is all about having the right capabilities and talent to drive the customer experience landscape. Then you have the process, which is everything from the re-engineering processes, from MLR to content creation to brand planning, to enable the new way of working with platforms and people. And last but not least, is proficiency, which is the culture of continuous experimentation, where innovation around platforms, people and processes through a fail fast and learn fast capability, creates a culture of strong customer intimacy and business model reinvention.

05:18

**TOM**: Let's work our way through those layers. And that's really helpful and appreciate the pyramid analogy here. So let's start at the bottom. We talk about platforms. Clearly, there are a lot of big platforms that are out there that the nature of the platform economy is evolving over time. But you also see a variety of startups or smaller technologies that are there, maybe a little bit less proven. From your experience, what's the best way for large biopharma organizations to engage with the startup community? How do they work with those small companies?

05:47

**DEBRAJ**: Yeah, so it's interesting what's happening out there. I mean, if you look at the platform landscape, clearly you have the large well-known platforms that are well-established in pharma. But we are now, interestingly, entering this era of low-code/no-code, where you can plug and play almost apps from the cloud and they can power a very specific but an important part of your customer experience.

06:11

But it's also about having an overall strategy, because too often we have seen that companies make the mistake of jumping into a platform and then realizing its shortcomings down the line when a lot of investment has been made in establishing that platform and doing a lot of change management. So the strategy comes first, about what are the pieces of that enabling platform that you want to stitch together—because it's also not about implementing platforms. It's also about integrating those platforms through APIs and connections.

06:42

But to also answer your question, there are, yes, a lot of startups out there and a lot of new interesting technologies. But I think business and IT need to work very closely and shape the overall strategy and then go looking for solutions, whether those solutions come from large companies or small companies—and then having a clear strategy for integration and making sure that these platforms work seamlessly with each other.

07:04

**TOM**: Are you seeing in more recent times, business and IT on the same page working together, or IT leading the charge, pulling a business out at a point later down the road? Are you starting to see that come together and work as one?

**DEBRAJ:** I think so. I think it's getting better. It's not where it should be yet, but it's definitely better than where it was five years back. I think the key movements I have seen in that direction has been, for example, it was very common for a pharma brand manager to say, "Hey, I need a website, I'm launching a new product," call in the IT department and briefed them on what I need.

07:41

I think that communication is now evolving and getting better, because I think these days pharma brand managers are getting better in defining the user stories and getting more familiar with the agile ways of development of a website as compared to a waterfall method. And IT is getting slightly better in also understanding the language of the business.

08:03

And so increasingly, both sides are speaking a similar language. And in companies that are doing this really well, they are almost joined at the hip and they define, again, an overall strategy and business understands that its role of IT to select the right technology. But it's important that they define the user requirements and the customer requirements. And IT also understands that it's important to keep business in the loop when they make these decisions about platform and then to also look at platforms more holistically. It's not just about implementing a technology, but it's doing the whole change management around it, including training, capability, building and all of that, where business often plays a role in collaboration with IT.

08:44

**TOM**: So let me work from what you just said into the second layer in your pyramid. And you mentioned people was at the second layer. So you talked about change management and training and capability development. And clearly there's a talent component here.

So as companies are thinking about digital transformation, and particularly in the modern era here, are you seeing biopharmaceutical companies looking within their organization for the talent? Or are they looking outside to find the talent they need to enable their transformation ambitions?

09:15

**DEBRAJ**: I think it has to be both. It's not just about bringing people from outside, but it's also not just about working with the people you have in-house, because at the end of the day, you'll hit a wall with either strategy that you have in place.

So it's important that you look at internal capabilities and you try to up skill the right teams and the right people on digital. And the good example of that is to start with your brand management team, where clearly brand managers of tomorrow need to be really more savvier on digital capabilities than they were five years back. So that's a clear need for upskilling.

09:56

While on the other hand, if you are looking for capabilities around campaign management and automation, digital analytics, data science, et cetera, you would need to have people from outside and, even in many cases from outside even the industry, to come in and work alongside your internal teams. So it has to be looked at from both angles.

10:19

**TOM**: Okay. Now, when you look at an organization, where does the digital talent sit? You mentioned the brand managers and some other roles there—are you seeing a need to have a certain level of digital capability and the business, in I.T. or are their separate digital SWAT teams or other parts of the organization? Where does it actually sit in the organization?

10:38

DEBRAJ: Yeah, so right now in organizations, I think digital is sitting in a lot of different functions. So you have some in brand marketing, you have some in medicine, you always have a lot in IT, and then you have some in some other functions, like internal communications.

However, where it has to be in the future, is this idea of orchestrating across the board and this whole notion of cross-functional working, right, which is becoming very true. So, for example, every company now when they're doing brand planning, is not only about a medical brand plan or a commercial brand plan—it's about an integrated brand plan with medical marketing, market access all coming together.

And this is also the notion of working together from a digital perspective, because digital talent may have specific functional capabilities in addition to digital capabilities, but to drive large scale change in the organization as it relates to the Four Ps, it's important that all of these individuals sitting in different functions come and work together in a collaborative way to make this big transformation happen for the organization.

11:44

**TOM**: So you almost see digital as a unifier in some form to say there's some commonality of purpose here—in order to actually shape and deliver on that, you've got to be able to pull from different parts of the organization and get those groups working together that maybe—and I'm interested in your thoughts—that maybe don't normally work together or have not consistently worked together in the past.

12:02

**DEBRAJ**: Absolutely. And more and more, it's not only the headquarter functions, it's also the functions that sit in regions, in countries, etc., etc. So all of those communities, if you will, are becoming very important.

Especially more so, I mean we saw during the COVID times that it was very important for organizations to overcome this huge challenge of not being able to meet their customers.

12:29

It was a crisis of sorts that hit every organization, in terms of their share of voice, in terms of being able to meet customer needs. And that is when we saw global, regional, country organizations come together to share ideas and work collaboratively to make sure that we were still very responsive to customer needs and we could come up with solutions that were in line with what our customers expected from us.

12:54

**TOM**: Excellent. Certainly this past year has been challenging on many levels and I think has in a lot of ways really brought digital to the forefront. And we're seeing this not only within this industry in the biopharma space, but also across industries, and again, part of it t is just ways of working, and part of it is to enable the ultimate outcome or objectives of what we all have in our various roles.

And I think that the question, I guess eventually we'll have to all work through is, does this end up being a catalyst to longer term change?

13:26

And let's hold that for right now—and I want to come back to that question maybe at the end of our conversation, because it would be interesting to get your perspectives around, as you put your Four P's, and then some of your experiences together put it as a point in time. We'll come back to that here in just a little bit.

So before we jump there, let me let me keep working my way up the pyramid. So third step is getting to process and we've had some conversation in previous episodes in this series around just the difficulty of getting that the process side of this right. So people focus on technology, they're thinking about the talent they need—for whatever reason, the business process just doesn't change and perhaps fail to get some of the value out of it.

Why is it so hard for companies to get this part right?

14:03

**DEBRAJ**: It's usually about changing the way you do business, right? Because if you think about the early days of multichannel teams within pharma, in my personal observation, the easier part was actually putting in place the platform, getting the right people, forming a small multi-channel team and saying, "Hey, go and do experiments, go and drive digital."

But this is where a lot of companies got stuck, because they were not willing or they didn't see the process layer that needed to be reengineered. So often these small teams with some budget would go out there and would try to drive this large digital transformation at scale within the company, and they would get stuck because nobody wanted to change or touch the processes.

14:48

And often it's… you know, the pharma industry is very process driven and that's very important —to follow compliance, regulations and all of the processes that allow us to be the right business partner to the external world. However, there are a lot of "we have always done it this way" kind of processes that can be and should be disrupted. And we are seeing that now.

15:14

So everything from MLR to content creation to brand planning, there are many processes within the company which need to disruption

because otherwise it will not unlock the value from platforms and people and you will not deliver customer centricity at scale. So, yes, process layer is a hard layer to change, but now we are seeing more and more companies are taking that bold step—and there's a lot of process re-engineering that is happening within pharma as well.

15:44

**TOM**: And in your experience, is that bold step because there was an external catalyst or external force driving that? Or was it an internal reason to change? What's causing that breakthrough as you start to see the movement from experimentation at small scale into transformation at large scale?

15:59

**DEBRAJ**: I think some of it was definitely driven from external forces, but some of it was also senior management saying, "Hey, we can now see that why our platforms don't deliver value, or why our people are struggling, because we are not delivering on what we need to do on the process side."

So it's a combination of both external and internal. And on the external side, again, coming back to the COVID example, what we have seen is companies really had to pivot very quickly when it hit us to be able to respond to customer needs. And that required a completely different way of working—and many of those established processes had to be reengineered. Some of them had to be thrown out of the window to say, you know, can we be even more agile in terms of how we respond to customers? Our customers are not looking for solution in months, rather they're looking for solutions in weeks or even days.

16:54

TOM: And that's a really nice bridge to the top of the Four P's pyramid, which you mentioned before, is proficiency. And that layer may be a little bit harder for people to define, so let's spend some time exploring it.

You did mentioned earlier within proficiency, this idea of continuous experimentation and the concept of failing fast while also learning fast. So was that on center stage for organizations this past year? And do you think it'll perhaps change the way people think about this?

17:16

**DEBRAJ**: Yeah, I would still say COVID has been a relatively short-term event. I think to get to a proficiency level, you need to commit for the long-term and make that change happen over the long-term. That's when proficiency happens. The analogy is almost similar to a musician having to spend ten-thousand hours to learn anything.

17:42

And so, yes, COVID has given us a lot of ingredients that you may use in the kitchen to cook up a nice dish…but to be a proficient cook over a long period of time and to be a master chef, you would need to do that over and over again.

So I think this is this is where the sweet spot will come. It's through making continuous investments in platforms, people and processes. Failing and experimentation, testing rigorously in front of the customer and then creating that digital ecosystem in the DNA of the organization, is what will take companies to that layer.

18:18

TOM: So platforms, people, process, proficiency —the Four Ps of digital transformation. So, very helpful to have gone through that. Can you take me through maybe some examples? Maybe step back into your experiences of elements of

transformation that you've gone through, whether it's smaller scale or where you've seen it happen in a larger scale?

18:40

**DEBRAJ**: Yeah, absolutely. So I had the privilege of building out these omnichannel capabilities and platforms from a global perspective and also from a regional and country perspective. So that, I believe, gave me a unique perspective on what that looks like on either side of the coin.

When it comes to platforms, I've mentioned earlier that we have evolved significantly in terms of the kind of platforms that are there to enable customer experience at scale. I think it's getting more and more complex because the menu is getting bigger and you have so many different platforms to choose from.

But again, it all starts from the strategy. So it's very important having the right platforms and being able to have the right vision and the strategy to be able to stitch those platforms together, taking a long term view.

19:31

And often you find that when you implement a platform, then you have the capability question. And a great example of that is marketing automation, because I think a lot of pharma companies are now buying marketing automation software, but they are often finding that now to operate those marketing automation software, you need people with specific capabilities that neither sit in business nor in IT.

19:56

You need to have a campaign marketer who understands business and is digitally savvy, but can also program and code in the campaign automation software. So these are not skills that

are traditionally available in pharma. So you have to almost go out and buy them from sometimes even outside of pharma, from other industries.

20:15

Then the process reengineering, we spoke about that. That's an interesting change because pharma has been doing brand planning. And I think what has changed over the last 10 years is this movement from a siloed planning, from marketing, medical and market access, to now this notion of integrated brand planning. But now what is now coming on top with this new way of working, is the movement from brand planning to customer planning, where one is saying that, "Hey, let's not plan for a customer experience for a brand; let's plan for a customer experience for a customer segment," because every segment has a unique customer journey and they have unique expectations.

20:56

So that movement from the brand as a focus to customer segment as a focus, through the customer plans, is happening as we speak. And then proficiency is where it all comes together. So we are still in the midst of the transformation. I think this is… I would not say we are in early days. I think we are somewhat in the Middle Ages of this transformation—but I think now people are seeing how platforms, people and processes come together. And there is at least a vision of how we can get to that proficiency level by unlocking this innovation at scale across the organization.

21:31

**TOM**: And along that journey onto this road to transformation—you say you're in the Middle Ages, so you certainly have some history behind you and clearly some work ahead of you still— have there been some speed bumps or some hurdles along the way that you had to overcome?

21:45

**DEBRAJ**: Yeah, absolutely. There has been many. I would say a key one is with respect to field force transformation, because in the old way of working, where marketing was developing a brand plan, they were developing a detail aid, there was this notion that the field force is an amplifier of marketing communication. So the script was written by marketing and the field force was asked to go and deliver that script in front of the customer.

22:19

What has now changed is that there is this notion of customer experience—so brand communication, moving to customer experience and in the customer experience world, the role of brand manager and the brand management has been redefined. But the role of the field force has also been redefined, because the field force today is no longer a one-way communicator of amplifying marketing messages. But they are also the orchestrator of the customer experience.

22:48

So there has been a tension—and there is a tension between the role of the brand marketer and the role of the field force, and who does the customer orchestration. Right? Because there are tools that brand marketing has as it relates to head office emails, campaign management, third-party media strategy, et cetera, et cetera, that they control. But the field force is also in front of the customer and they have a number of different tools to orchestrate the customer experience, both in the analog way as well as the digital way.

23:15

So creating that overall vision of execution and having a clear role for both the brand management as well as field force, and to have them working as a team, has been the biggest challenge and a hurdle. But where organization has been able to overcome this, this has really, really unlocked a huge, successful way of working for the organization.

23:36

**TOM**: And is there something that brings those groups together? Is there a unifying strategy or a digital north star or something that says, "Okay, ultimately we're trying to drive towards this outcome; put aside where you've been and put aside that your historic way of operating this will get to us, get us to a better place if we work together." So is there's something that that, again, unifies the teams ?

24:00

**DEBRAJ**: I think this is also one that comes down to senior management vision and push, right? So in the cross-functional way of working, where traditionally marketing, medicine and market access teams are coming together, it's the understanding and acceptability of the fact that, "Hey, let's also add field force on the table; let's add the first line managers, second line managers to come and sit with us to develop this new way of working through the lens of the customer."

24:34

So as brand planning has moved from a pure brand planning exercise to a customer planning exercise, field teams have now got that seat at the table that was usually missing in the past. And through that, they are voicing up some of the opportunities, as well as challenges, that they're seeing in front of the customer, and that's allowing the extension of the cross-functional team in this new way of working. And that's usually been successful in my experience.

25:00

**TOM**: And I imagine with, as you said, back when we were talking about proficiency, just this commitment for the long term from senior management becomes important as well. This is not a moment in time. This is a this is a deliberate choice to head in a different direction or to seek a different outcome. And having that ongoing vision—or the vision, the ongoing sponsorship—is going to be absolutely critical if you want to actually sustain that change for the long term.

**DEBRAJ**: Exactly.

25:23

**TOM**: Okay. All right, excellent. Let me, if I can, go back a little bit earlier in our conversation, and take us on a slightly different direction here around start-ups. And just thinking about the ecosystem and where pharma organizations look for sources of innovation, we see a different environment in a startup than we see in a large biopharma company, clearly, for a number of different reasons.

With that in mind, is there a reason that—in your opinion—that you will see innovation happening at a different either pace or impact at a startup versus a larger organization?

26:00

**DEBRAJ**: Yeah, absolutely. And I think that's a big topic in itself. But I do think there's literature out there which clearly shows why startups are successful in doing what they do. They're very comfortable in ambiguity. They work in small teams. There's less bureaucracy. They often have to be very frugal in the way they deploy their budgets.

And so there's lots and lots of different things that makes startups, the unique DNA and, you know, the way they work. I think "Big Pharma" has tried to create a startup like environment. Sometimes it has been through spinning off a team into a separate division or a business unit and then trying to unlock innovation through a combination of having internal teams, but also bringing in a lot of external people.

26:43

So we see all different types of experiments that are happening to create this more kind of quote/unquote, startup like environment within Big Pharma. Sometimes they succeed, sometimes they don't. Many times these experiments run for two or three years and then they come back to things as usual. So all sorts of things happening in the ecosystem.

But one of the things I'm seeing right now is the notion of partnerships is evolving, because in the past, the notion for Big Pharma was let's do partnerships in the area of innovation and bringing in new molecules, through licensing, joint venture, etc. from external innovation perspective.

27:22

Now, there is more of a willingness from Big Pharma, first of all, to accept that we can't do all commercial innovation in-house—because in the past, for example, a company would try to create a patient adherence program or a new digital solution in-house with internal teams. And they often found that they didn't have the right capabilities, they didn't have the right talent to be able to pull that off, and they didn't have the right DNA in the organization to make these things happen.

27:50

So now there is more of a willingness for Big Pharma to say, "Hey, let's also look for some commercial partnerships, either through moonshots, or through opening up our platforms to startups to come and help us find innovative patient solutions or digital business models that

can complement our molecules."

And this has been, I think, the trend in the last one or two years, where startups have come on board and they've started to work with Big Pharma in the area of commercial innovation as well.

28:18

**TOM**: What's your sense, is this a moment in time or do you think there's a real, long-lasting shift in the way that large companies will work with startups, particularly around innovation?

28:30

**DEBRAJ**: I am an optimist. So I would say, yeah, I think this is certainly a beginning of something good. I do think that we are seeing a lot of innovation these days, not only out of Big Pharma, but as pipelines are drying up, there's a lot of innovation happening in the smaller biotechs.

And the smaller biotechs are working more as startups, because clearly they have one or two molecules or assets which they need to maximize, their working with a much smaller team than Big Pharma, and they have this startup like mindset, and the DNA is completely different. So with that change happening in the ecosystem, I think there is more recognition that startups can and will play a very important role.

29:10

I think there's also a lot of funding for startups these days. I think there's a lot of venture capitalists who are increasingly investing in seed or pre-seed stage in startups so that startups can scale up, and that allows them a great momentum and a platform to work with Big Pharma. And so I think on both sides there is unlocking of some of these traditional barriers for these two entities to come together and work. And we are seeing new business models

emerging as a result of that collaboration.

29:40

**TOM**: Well, with that in mind, I know you're passionate about angel investing. What brings that passion to bear? Why are you so passionate about it?

29:51

**DEBRAJ**: Yeah, so I think, in the in our lives and career, we all do financial investing and you have the traditional stocks and bonds and mutual funds that everyone invests in. I got into angel investing about, I would say, three years back when I first realized that angel investing, it used to be an expensive game because you had to be a millionaire or even a billionaire to do angel investing. And you had to come up with a minimum amount of hundred thousand dollars or more in order to be part of an angel investment network.

But now with platforms like Republic, Refunder, and one of the platforms I invest in India or Let's Venture, the barriers have come down so that a lot of retail investors can now become angel investors. And that's an exciting place to be, because not only it allows you to diversify your portfolio, which is what I also do, but it also allows you to look at these businesses in a very different way.

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And my area of focus being in pharma has always been in healthcare. And one of the things I found in being an active angel investor is, you often learn so much more about new business models because many of these startups are really at the cutting edge of technologies. I mean, when you talk about new areas of technology like blockchain or 3D printing or robotic process automation, you see all of these things happen in these startups.

31:22

So angel investing allows, you beyond an investor to also connect with the founders of these startups, to speak to them about their strategy.

And in some cases, you know, if you are an experienced biopharma executive, they're very happy to talk to you. They want to learn how to work with pharma. And that opens up new doors, both for collaboration, learning, as well as experimentation. And I do think that, personally, every pharma executives should look for ways to do angel investing for all of those reasons that I mentioned.

31:52

And so one of the ways I'm trying to stimulate more people to join the club, is I have a LinkedIn group called Healthcare Angel Network, and I invite people to come and join the group and just have a conversation in terms of what interesting opportunities are you seeing out there and what are some of the interesting companies one could invest in.

32:15

**TOM**: I agree it is a very fascinating time in the technology space for our industry with an increasing number of health related startups— and we've seen that directly through our health tech innovation challenge with a really nice diversity of early stage companies that are based on interesting ideas, concepts, and they're just trying to create connections with these large industry players. They represent a really different business model. There's different ways to tap into innovation.

And through that innovation challenge, they've gained access to not only companies like Accenture, but also the pharmaceutical industry executives to showcase their solutions, their ideas, that ultimately directly match the industry needs.

And I'd say the broader response from the industry has been a lot like a financial portfolio diversification, similar to the point you made earlier, where you're going to have these larger

technology players, you're going to have more advanced, smaller companies that have actually gained traction in the industry. And then you're also going to have a whole set of startups that are present really in any biopharma technology landscape.

33:08

**DEBRAJ**: Exactly. And, you know, I mean especially, again coming back to COVID, we are seeing big changes happening in the ecosystem, right? There is a big wave of platforms that are addressing unmet needs in the area of telemedicine.

There is a set of startups that are working on virtual clinical trials. There's all sorts of interesting startups in the area of remote patient monitoring. And so I think now more than ever, it's imperative that pharma opens up and looks at all of these interesting models, because for sure, these technologies are not there within Big Pharma at this point of time.

33:43

But one sure way of accelerating evolution toward these new ways of working, is through collaboration with these startups and also in some cases, not only becoming an investor, but also making those startups a part of the organization through buyouts, as we have seen in many cases. But the landscape is certainly going to be very, very exciting and interesting in the next five years.

**TOM**: And so do you think this past year is a catalyst for long-term change?

34:13

**DEBRAJ**: Absolutely, I do. I think it has been a catalyst for the way physicians have seen their role in interacting with pharma, managing patients, and doing their jobs. There is a much more, higher willingness and openness to interacting on digital platforms. And a lot of patients have become significantly open to virtual consults and healthcare at home has taken off in a big way.

So, yes, I absolutely feel this is a start of a new way in which all of these entities in the ecosystem, pharma companies, physicians, patients and other players, will interact and engage with each other. And digital is going to be at the forefront of that engagement.

34:57

**TOM**: And I think it's a great way to bring the discussion to a close. So I think you bring us to the modern era, right? We started the discussion today, a little bit of a walk over time, a couple of different eras of evolution, if you will.

I think the Four Ps framework that you took us through is a really nice way to look at it and highlights some of the obvious things and some of the challenges that are out there. And I think at the top of that is this this commitment for the long term.

I think back to the point you just made, this this year has created some change. There's a commitment to the long-term and taking the learnings and taking the experiences from this past year, there's some really interesting times ahead of us. And frankly, that the moment we've been looking for in these eras of digital transformation is absolutely upon us.

And I think it's for all of us working in this industry to take this look forward and ultimately create that lasting change. So I thank you for joining us today. I really enjoyed the conversation.

**DEBRAJ**: Thank you for having me.

35:53

**TOM**: A big thank you again to Debraj for joining me for today's discussion. I found his perspective on the Four P's framework fascinating, and I think many of our future conversations in this series will tie back to the

attendance of these Four P's of digital transformation.

And so, as you think about that framework with the questions to consider would be: do any of these Four P's stick out to you as the most challenging to master in your organization? Does your organization see proficiency as the key to being sustainable in an ever evolving digital world?

I was also intrigued by Debraj's passion involved in supporting biopharma startup companies. So a question again for you is how does your organization engage with these biopharma startups?

Connect with me on LinkedIn and share your thoughts on any of these questions. And if you're interested in learning more about angel investing for health care startups, I do recommend checking out the Healthcare Angel Network group on LinkedIn, as the Debraj mentioned.

Thank you again for listening. And please remember to like and subscribe to Driving Digital and Biopharma on your favorite podcast platforms so you don't miss an episode.
And until next time, this is Tom Lehman with Driving Digital and Biopharma.